

The Effect of Job Tenure on Job Satisfaction among Police Officers in Klang Valley Malaysia

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Abstract

The purpose of this study was to look into the effect of job tenure on job satisfaction among police officers in Klang Valley Malaysia. A variety of findings from community and traditional policing are presented in the research overview with special attention to how these findings can favorably improve officer job satisfaction. Royal Malaysian Police is under the Ministry of Home Affairs' supervision and is a part of the public sector. As members of Malaysia's public sector, Royal Malaysian Police (RMP) personnel are encouraged to keep raising the standard of their job and provide the community's finest service while adhering to the wishes of the government. 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. After analysing the pilot test with EFA tools, the over Cronbach Alpha is at .965 point which is excellent. The conclusion from the findings shows that, tenure has an effect in doing their job in community policing towards police officer job satisfaction. With more commitment and self-discipline, police officer could really perform well and they have the highest pleasure in their job satisfaction.

Keywords: Job satisfaction, police personnel, officer tenure, Royal Malaysian Police, Klang Valley

Introduction

The Royal Malaysian Police (RMP) has created several strategic plans, such as the Police Strategic Plan (PSPRMP) 2015-2020 and the Police Integrity Plan 2016-2020, to accelerate the process of achieving the highest level of job satisfaction and job stultification among personnel. This is because police work performance ensures a significant impact on their workplace and community (Azizah, Zirwatul, & Azlina, 2018). Excellence in an organization is determined by an individual's capacity to fulfill their responsibilities (Pushpakumari, 2008). In order to protect riches through security, the police force must be established. Police employment is risky, challenging, and specialized. For police officers, who work in a high-pressure environment, risking their life is an essential part of their job description (Certo, 2015).

Since police officers are required to perform the basic duties of protecting people and property, the police force is the most important and demanding department for social welfare, (Hunnur & Sudarshan, 2014). To provide police officers more autonomy and the capacity to make their own decisions, it is essential to redesign their roles, duties, and goals in this more contemporary structure (Pelfrey, 2007).

Participatory management is an essential feature of the organizational approach of the community policing paradigm. Participatory management not only supports organizational expectations but also gives officers more autonomy, decision-making authority, problem-solving abilities, and the chance to build meaningful and engaging interactions with citizens (Lord & Friday, 2008). Officers can make judgments regarding their work through community policing without needing immediate

approval from their superiors. In addition, the officers can solve issues, take on a variety of tasks and assignments, combine resources, and improve their public relations. There are no chances for the relationship between the police and the public to grow into one of mutual trust because of the inflexibility of the traditional policing system and the part that police officers play in it. 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) discovered that compared to typical officers, community policing actions were associated with greater levels of work satisfaction, which were then accompanied by good views toward the community. Additionally, Crowl (2017) claims that citizens felt safer and that community police officers were more satisfied with their jobs. The Inspector General of Police (IGP), Tan Sri Salleh Isma'il, recognized in 1967 that in order to promote peace and security, there needed to be more communication between the public and the Royal Malaysian Police (RMP) (Hanina et al., 2023)). This marked the inception of the Malaysian concept of community policing. The Malaysian style of community policing is based on the Japanese KOBAN system (KO-change and prohibit, meaning guard).

Law enforcement officers patrol the streets under this system, allowing the public to approach them and give aid with inquiries and peace violations that they must report (Hanina et al., 2021). The method of policing that initiated Malaysia's journey towards a route of police-person engagement and collaboration was dubbed "System Salleh," as Abdul Hadi et al. (2021) highlight. All of this took place before the program was formally named or placed on track, which was not until 2007. At that time, it was called community policing. Many other nations, particularly in Asia, like Singapore, were following suit. However, Abdul Hadi et al. (2021) criticized community policing for having a number of implementation-related problems. The purpose of this study was to examine the relationship between the community policing and job satisfaction among police officer in Klang Valley Malaysia.

Research Hypothesis

H1: Job Tenure has a positive and significant effect on job satisfaction among police officers in Klang Valley Malaysia.

Literature Review

Officer Tenure

In general, there is a lot of intricate and varied studies on the connection between employee performance and employment longevity. Tenure can result in complacency, resistance to change, and the obsolescence of abilities, but it can also boost knowledge, skills, and organizational fit. By encouraging a culture of continual learning, offering chances for growth and development, and acknowledging the particular requirements of both newly hired and long-tenured staff, organizations can actively manage the possible implications of tenure (Aminah et al., 2021).

The term "employee tenure" describes how long a person has worked for a certain business or organization. It is a metric to assess an employee's stability and loyalty within a specific job or organization, and it is usually measured in years or months. Employee tenure can vary greatly based on a number of factors, including the industry, the culture of the organization, the individual's career aspirations, and job happiness.

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.

Average Salary for Employees:

The typical length of employment varies throughout businesses, industries, and geographical areas. It shows how long workers typically stay with a company before departing to take a new position or quit altogether. In India, the average tenure for workers aged 24 to 34 is 3.2 years, while the average tenure for those aged 65 and beyond is 10.3 years. The typical tenure for employees in service-related occupations is three years, while it is 5.5 years for professionals, managers, and other related occupations (Adnan, 2024). The types of Job Tenure are shown in Figure 1.



Figure 1: Types of Job Tenure

Different Job Tenure Types (Adnan, 2024):

There are several sorts of job tenure that can be distinguished according to how long a person has worked for a specific organization. Here are a few typical forms of employment tenure:

- i. **Short-term Tenure:** Short-term employees usually work for a company for less than two years. This could be the result of short-term initiatives, seasonal work, or temporary employment agreements. Employees who quickly come to the conclusion that the position or business is not a suitable fit for them may also have short tenure.
- ii. **Medium-term Tenure:** This type of tenure usually lasts between two and five years. Workers with a medium length of service might have secured a steady job inside the company, but they might still be looking into additional avenues for personal or professional development.
- iii. **Long-term Tenure:** Workers having five years or more of tenure are considered to have long-term tenure. These workers have usually made a name for themselves inside the organization, gained in-depth knowledge and experience, and maybe taken on important duties or leadership positions.
- iv. **Lifetime Tenure:** This type of employment guarantee, which is uncommon and typically connected with government or academic positions, lasts until an employee's retirement unless they break certain rules. Because corporate environments and organizational structures are constantly changing, lifetime tenure is exceedingly uncommon in the corporate world.
- v. **Voluntary vs. Involuntary Tenure:** Another way to categorize tenure is by how employees depart from the company voluntarily or involuntarily. When workers decide to depart for personal, professional, or retirement-related reasons, this is known as voluntary tenure. When an employee is fired or laid off by their employer, it's referred to as involuntary tenure.

The Significance of Tenure:

Tenure of employment matters for a number of reasons (Adnan, 2024):

- i. **Stability and Continuity:** Long-term workers give an organization stability. Their knowledge with the systems, culture, and procedures of the business aids in preserving operational consistency, which is necessary for long-term growth and productivity.
- ii. **Experience and Knowledge Retention:** Long-serving staff members may have important institutional knowledge and abilities that are hard to replace. Information about the company's past, market trends, and client preferences are all included in this knowledge, which may be quite helpful when making decisions and solving problems.
- iii. **Cost Savings:** Businesses that have high turnover rates may find it costly to hire new staff members, provide them with training, and replace departed workers, all of which can reduce productivity. Longer tenure lowers turnover rates, which saves money on training initiatives, onboarding procedures, and recruitment campaigns.
- iv. **Employee Engagement and Loyalty:** Longer-serving staff members are more likely to have solid working connections with managers, fellow staff members, and the company as a whole. Higher levels of involvement, loyalty, and dedication result from this emotional connection, and these factors can enhance performance overall as well as teamwork and morale.
- v. **Succession Planning and Leadership Development:** Long-serving staff members frequently get the chance to progress within the company by taking on leadership positions or coaching less experienced staff members. Their tenure ensures continuity in leadership and organizational vision by providing a solid platform for actions related to succession planning and leadership development.

Job tenure is a term used to describe how long an individual has been employed. They perform at a greater level the longer they have been employed by the organization (McDaniel, Schmidt, & Hunter, 1988) cited in (Aminah et al., 2021). Longer-tenured personnel are probably more knowledgeable with their job roles and have achieved a better level of career progression than recent hires. They performed better as a result (Ng & Feldman, 2008) cited in (Aminah et al., 2021). In a similar vein, Aminah et al., (2021). came to the conclusion that workers with longer tenure outperform those with shorter tenure. Additionally, the former may have advanced to more senior roles or simply valued their work with their companies. As a result, it demonstrates that employee performance increased as a result of the experience they acquired during their employment.

Previous research done in year 2004, also showed that companies could anticipate higher performance from long-term workers because they are more dependable than recent hires Shaffril, Azril, & Uli, (2010) discovered that employee performance increased with experience. Longer-tenured employees performed better on the job than younger employees because they were more accustomed to their job function and may have reached a higher career level. This was noted by Ng & Feldman, (2008) cited in (Aminah et al., 2021). Additionally, Ruggai & Agih, (2008) cited in (Aminah et al., 2021) found a strong positive correlation between experience and productivity at work. Additionally, workers with more experience typically receive higher pay and more chances for personal growth, which improves productivity at work.

Workers are typically characterized as devoted, self-driven people who feel accountable for putting in a lot of effort in their work. According to Seibert, Wang, & Courtright, (2011), empowered workers often exhibit ingenuity and endurance, better efforts, and an innate motivation for their work, all of which contribute to higher performance at work. Their sense of empowerment directs their actions and enhances their output. Employee performance is most significantly influenced by the impact dimension, which is followed by competence, meaning, and self-determination.

The length of a job plays a crucial part in determining job security; after a three-year probationary period that is automatically applied, permanent status in the public sector or public service employment is guaranteed. Employees with longer tenure have also become more accustomed to their workplace and have gained a great deal of experience, which has empowered them. They also have the benefit of having years of experience and competences gained throughout the course of their employment (Aminah et al., 2021).

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 & 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 Yüksel & 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.

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 307 officers.

Validity of Instruments

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.

EFA Construct Job Tenure

Bartlett's Test of Sphericity results show that the test is significant (P-Value < 0.05) in Table 1. Additionally, the sample adequacy measure by KMO, which is .837, is outstanding because it is higher than the necessary value of 0.6 (Awang, 2010, 2012; Hoque et al., 2015). The data is sufficient to move forward with the data reduction process in EFA, according to Bartlett's Test, which is substantial (KMO > 0.6)

Table 1: The KMO and Bartlett's Test for items measuring Job Tenure

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.837
Bartlett's Test of Sphericity	Approx. Chi-Square	1887
	Df	45
	Sig.	.000

The scree plot in Figure 3.3 below indicates four dimensions that emerged from the EFA procedure for this construct. In other words, the EFA procedure has grouped 10 items into two dimensions. Each dimension has its own set of measuring items. The rotated dimensions matrix will determine exactly which items belong to which dimensions (Awang, 2010, 2012).

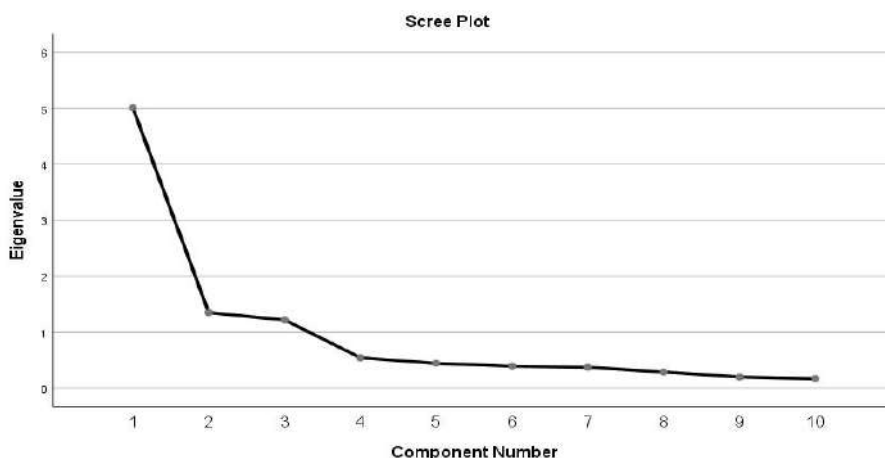


Figure 2: The Scree Plot for items measuring Job Tenure

The results in Table 2 below show three dimensions that emerged from the EFA procedure based on the computed Eigenvalue greater than 1.0. The dimensions and Total Variance Explained from the dimensions are 75.834%. The dimensions-by-dimensions score explains the contribution of the particular dimensions in measuring the construct. The output shows dimension 1 contributes 50.106%, dimension 2 contributes 63.612%, and dimension 3 contributes 75.834% respectively. The total variance is explained in Table 3.12 and it is acceptable since it exceeded the minimum requirements of 60% (Awang, Asyraf, & Asri, 2015; Hoque, et al., 2018).

Table 2: The Total Variance Explain for items measuring Job Tenure

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.011	50.106	50.106	5.011	50.106	50.106
2	1.351	13.506	63.612	1.351	13.506	63.612
3	1.222	12.222	75.834	1.222	12.222	75.834

The following table, Table 3 presents the four dimensions that emerged and their respective items resulting from the EFA procedure. 0.6 is the required point to accept the factor loading therefore every item must be greater than 0.6 to be retained (Awang, 2012; and Yahaya et al., 2018). For the Job Tenure construct, there are a few dimensions that had to be deleted since it failed to achieve the minimum requirement for factor loading of 0.6 (Awang, Asyraf, & Asri, 2015; Hoque, et al., 2018).

Table 3: The Rotated Dimensions for items measuring Job Tenure

	Rotated Component Matrix^a		
	Component		
	1	2	3
CP5	.864		
CP3	.811		
CP4	.808		
CP1	.781		
CP2	.752		
CP7		.847	
CP6		.846	
CP8		.820	
CP9			.902
CP10			.823

Extraction Method: Principal Component Analysis.
 Rotation Method: Varimax with Kaiser Normalization.
 a. Rotation converged in 5 iterations.

Findings

Demography

The respondents in this study are police officer who have experience in community policing from various police stations in Klang Valley, Malaysia. The demographic profile consists of gender, age, years of service, police station they are working, years of doing community policing and their rank in their work. The data is presented in table form and pie chart as shown below.

Table 4: Summary of Respondents

Demographic Items		Frequency (%)
Gender	Male	76
	Female	24
Age	20 – 30	20
	31 – 40	34
	41 – 50	22
	51 – 60	24
Year of Service	Less than 1 year	10
	1 – 10	48
	11 – 20	18
	21 -30	18
	Above 31	6
Year in Community Policing	Less than 1 year	6
	1 – 3	10
	4 – 6	6
	7 – 9	12
	10 and more years	66

CFA result for the Job Tenure (JT)

Figure 3 displays the CFA result for the JT measurement model. As previously indicated, Figure 2 illustrates the JT construct, which consists of three sub-constructs. The factor loading for each component (sub-construct), the fitness indices for the overall construct, and the factor loading for each item are presented. As a result, the study may assess this construct's composite reliability, convergent validity, and construct validity using this finding.

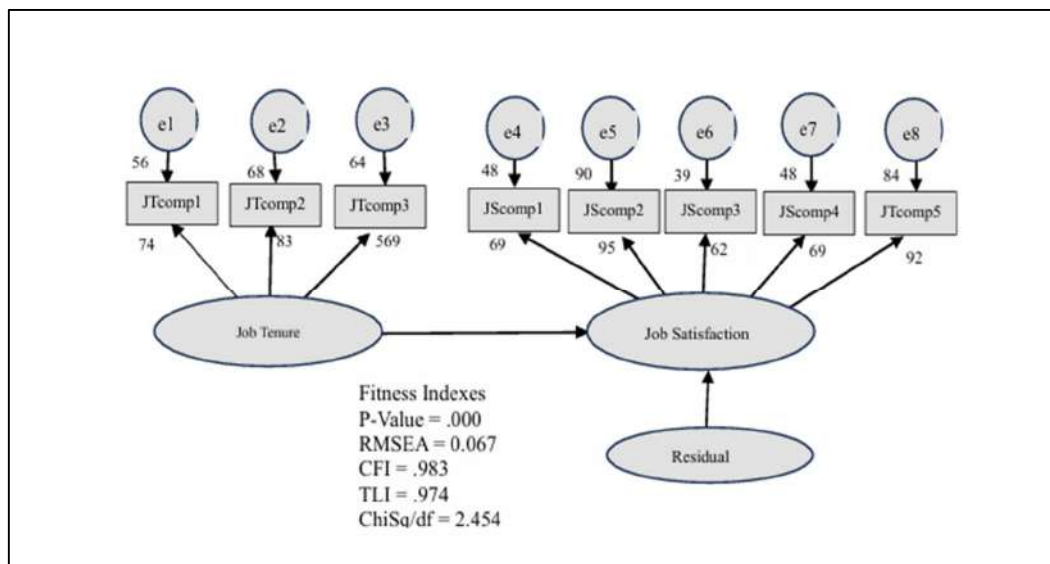


Figure 3: CFA result for the Job Tenure

Table 4 below shows the Assessment of Construct Validity, Convergent Validity and Composite Reliability. The RMSEA is less than 0.08, TLI is above 0.90 and Chi-Square is less than 3.0 so all the level are achieved and can be used in analysing

Table 5: below shows the Assessment of Construct

Name of category	Name of index	Level of acceptance	Index value	Comments
1. Absolute fit	RMSEA	RMSEA < 0.08	0.067	The required level is achieved
2. Incremental fit	TLI	CFI > 0.90	0.983	The required level is achieved
3. Parsimonious fit	Chisq/df	Chi-Square/ df < 3.0	2.454	The required level is achieved

Table 6: The effect of job tenure (JP) towards job satisfaction (JS)

			Estimate	S.E.	C.R.	P
Job_Satisfaction_of_Job Tenure	<---	Job Tenure_in_Malaysia	0.600	.075	8.051	***
JTcomp1	<---	Job Tenure in_Malaysia	.842			
JTcomp2	<---	Job Tenure in_Malaysia	.896	.087	13.485	***
JTcomp3	<---	Job Tenure in_Malaysia	.875	.089	12.622	***

Table 7: Hypothesis Statement

Hypothesis statement	
H1	Job Tenure has a positive and significant effect on job satisfaction among police officers in Klang Valley Malaysia.

Table 8: Hypothesis Result

Hypothesis result		P-value	Result
H1	Job Tenure has a positive and significant effect on job satisfaction among police officers in Klang Valley Malaysia.	0.001	Supported

This show that Job Tenure 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 (Table 8).

Conclusion

From the past research done on job satisfaction, the tenure of the police officers, has very little been done before, until this research was executed by the researcher. From this study. It was found that, moderation occurs, but it is a partial moderation. It does conclude that, police officers' tenure does play a significant role in community policing towards job satisfaction. Pelfrey's (2007), support this finding regarding policer officers ranking could potentially result in increased job satisfaction. However, Ruiz, & Hummer, (2011); Clark (1997); and Kim (2005) did give their point of view and support the findings from this research. This study backs up the findings of Aminah et al.'s (2021) research, which states that organizations can actively manage the potential consequences of tenure by fostering a culture of continuous learning, providing opportunities for growth and development, and acknowledging the unique needs of both recently hired and long-tenured staff.

The duration of a work is a key factor in determining job security; public sector or public service employment is guaranteed for a period of three years following an automatically applied probationary period. Longer-tenured workers have also grown more comfortable in their environment and have accumulated a wealth of expertise, which has given them more authority. In addition, they get the advantage of years of experience and competencies acquired during their career.

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