



JOB SATISFACTION LEVEL AMONG POLICE PERSONNEL IN KUTCH DISTRICT, GUJARAT

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ABSTRACT

This study evaluated job satisfaction among police personnel in Kutch District, Gujarat, covering selected police stations in both Eastern and Western Kutch. The sample consisted of 360 police personnel, equally divided by gender, selected through purposive random sampling based on specific inclusion and exclusion criteria. Data were collected through personal interviews, and analysis used frequencies, percentages, means, and standard deviations. The results indicate overall job dissatisfaction, with half of the respondents expressing dissatisfaction and only 18.62% reporting satisfaction or high satisfaction. No significant differences in job satisfaction were observed across age groups, gender, and work experience categories. The findings suggest that organizational factors, including workload, working conditions, departmental support, recognition, career development, and work-life balance, may affect job satisfaction more than demographic variables. Addressing these organizational factors could improve job satisfaction, well-being, and overall organizational effectiveness among police personnel.

Keywords: Job satisfaction, Police Personnel, Dissatisfaction, Age, Gender, Work Experience

INTRODUCTION

Police personnel perform a vital role in maintaining law and order, preventing and detecting crime, protecting the public, and responding to emergencies. Their responsibilities often involve long, irregular hours, night shifts, heavy workloads, unpredictable situations, frequent public interaction, and exposure to challenging or hazardous environments. These occupational demands, combined with insufficient rest, limited family time, difficult postings, and inadequate infrastructure and resources, can negatively affect physical health, psychological well-being, lifestyle practices, and overall job satisfaction.

Job satisfaction is defined as an individual's level of satisfaction with their job. Both personal and organizational factors, such as working conditions, salary, promotion opportunities, leadership quality, recognition, job security, and professional development, shape it. Higher job satisfaction among police personnel enhances work performance, well-being, professionalism, teamwork, retention, and public relations, while reducing stress and burnout. Consequently, supportive leadership, equitable compensation, recognition, career advancement opportunities, and healthy working conditions are essential for achieving job satisfaction and ensuring effective policing.

RESEARCH METHODOLOGY

This study involved male and female police personnel from selected urban and marine police stations in Kutch District, Gujarat. Kutch District comprises 34 police stations, including Women's, City, Rural, and Marine stations. A total of 360 police personnel, consisting of 180 males and 180 females, were selected using a purposive random sampling technique based on predetermined inclusion and exclusion criteria. Data were collected through personal interviews. The data were analyzed using frequencies, percentages, means, and standard deviations.

RESULTS AND DISCUSSION

Background information of the respondents

The respondent group consisted of 180 males and 180 females. Most participants (56.11%) were aged 20–30, 22.50% were aged 31–40, and 21.39% were aged 41–50 or older. Although the sample was predominantly young, it included all age groups. In terms of work experience, 42.50% had 4–7 years, 39.17% had 7–15 years, and 18.34% had 0–4 years. Most respondents had moderate to extensive professional experience, reflecting significant exposure to police duties.

Table 1: Assessment of Overall Job Satisfaction Level among police personnel

n=360

Level of Satisfaction	N	% respondents
Highly Dissatisfied	0	0.00
Dissatisfied	180	50.00
Moderately Satisfied	113	31.39
Satisfied	29	8.06
Highly Satisfied	38	10.56
Total	360	100.00

Table 1 shows the overall satisfaction level of 360 respondents: 50% reported being dissatisfied, 31.39% moderately satisfied, 10.56% highly satisfied, 8.06% satisfied, and no respondents were highly dissatisfied.

The findings reveal that job dissatisfaction was prevalent among police personnel, with 50% reporting dissatisfaction and only 18.62% expressing satisfaction or high satisfaction. This trend appears related to long and irregular working hours, heavy workloads, limited family time, insufficient recreational facilities, demanding working conditions, and organizational pressures. Improving working conditions, providing recognition, increasing career opportunities, nurturing supportive leadership, and promoting work-life balance may increase job satisfaction, improve employee well-being, and strengthen organizational effectiveness.

Kavya and Chandrashekhar (2016) reported similar findings: 80% of respondents were dissatisfied with their jobs, while only 20% were satisfied. They mainly attributed job dissatisfaction to extended working hours, inadequate salary, lengthy promotion procedures, and a lack of recognition from supervisors.

Table 2: Comparing Job Satisfaction Levels of Police Personnel with Different Ages

n=360

Age (years)	N	Mean	SD	F- value	Df	p-val	Result
Younger (20-30 years)	202	2.34	0.42	0.826	2, 357	0.439	NS
Middle (31-40 years)	81	2.27	0.34	0.826	2, 357	0.439	
Elder (41-50+ years)	77	2.31	0.37	0.826	2, 357	0.439	

Table 2 shows that job satisfaction was highest among the younger group (2.34 ± 0.42), followed by the older group (2.31 ± 0.37) and the middle-aged group (2.27 ± 0.34). However, the differences were not statistically significant ($F = 0.826$, $p = 0.439$). Thus, age did not significantly influence job satisfaction among police personnel.

Overall, job satisfaction was similar across age groups, with the younger group showing a slightly higher mean score. Age was not significantly associated with job satisfaction. Factors such as work environment, departmental support, recognition, career development, workload, and working conditions may have a greater influence on job satisfaction.

Vinod Kumar (2017) reported a similar finding, showing no statistically significant difference in job satisfaction levels among police personnel across age groups. This suggests that age alone may not be a major determinant of job satisfaction among police personnel and that organizational and work-related factors may have a greater influence.

Table 3: Comparing Job Satisfaction of Male and Female Police Personnel**n=360**

Group	N	Mean	SD	T-value	Df	p-val	Result
Male	180	2.34	0.39	0.91	358	0.366	NS
Female	180	2.30	0.40	0.91	358	0.366	

Table 3 indicates that male police personnel reported a marginally higher mean job satisfaction score (2.34 ± 0.39) compared to female police personnel (2.30 ± 0.40). This difference was not statistically significant ($t = 0.91$, $df = 358$, $p = 0.366$). Therefore, gender did not significantly affect job satisfaction among police personnel.

Job satisfaction levels were comparable between male and female police personnel, with no statistically significant difference observed ($t = 0.91$, $p = 0.366$). Likewise, job satisfaction did not vary significantly across age groups. These results suggest that factors such as work environment, departmental support, social relations, recognition, career advancement opportunities, workload, and working conditions may affect job satisfaction more than gender or age.

Maurya, M. K. (2018) reported no significant difference in job satisfaction between male and female police personnel. This result aligns with the present study, which also found no statistically significant difference in job satisfaction between male and female police personnel.

Table 4: Comparing Job Satisfaction Levels of Police Personnel with different work experience**n=360**

Work Experience	N	Mean	SD	F-val	df	p-val	Result
Less (0-4 years)	66	2.37	0.45	0.93	2, 357	0.394	NS
Medium (4-7 years)	153	2.32	0.40	0.93	2, 357	0.394	
High (7-15+ years)	141	2.29	0.36	0.93	2, 357	0.394	

Table 4 indicates that job satisfaction was marginally higher among police personnel with low work experience (2.37 ± 0.45), followed by those with medium (2.32 ± 0.40) and high experience (2.29 ± 0.36). The one-way ANOVA showed no statistically significant differences among the three groups ($F = 0.93$, $p = 0.394$). Therefore, work experience was not significantly associated with job satisfaction among police personnel.

These findings suggest that work experience does not significantly affect job satisfaction among police personnel. The similar levels of satisfaction across experience groups may reflect shared organizational factors, including workload, working conditions, interpersonal relationships, and career opportunities. Although less-experienced personnel reported marginally higher satisfaction, the difference was not statistically significant. In general, job satisfaction among police personnel is shaped by a range of organizational and personal factors, such as work–life balance, support, recognition, career development, and working conditions.

Parmar and Dhingra (2016) reported comparable results, concluding that job satisfaction did not differ significantly among police personnel with varying levels of work experience.

CONCLUSION

The present study assessed the job satisfaction level of police personnel in Kutch District, Gujarat. Job dissatisfaction was prevalent among police personnel in Kutch District, Gujarat, with 50% of respondents reporting dissatisfaction and only 18.62% indicating satisfaction or high satisfaction. No statistically significant differences in job satisfaction were found by age, gender, or

work experience, suggesting that demographic characteristics were not primary determinants of job satisfaction in this study. Instead, workload, working conditions, departmental support, recognition, career development, and work-life balance were identified as significant influences on job satisfaction. Improving these organizational and welfare factors may enhance job satisfaction, employee well-being, and overall organizational effectiveness among police personnel.

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