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School of Management

DETERMINANTS OF JOB SATISFACTION AMONG POLICE OFFICERS

EVIDENCE FROM HO CHI MINH CITY

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ABSTRACT

The purpose of this study was to explore and identify the level of satisfaction among police officers using empirical evidence from Ho Chi Minh City police in Vietnam. Determine the relationship between level job satisfactions of the police officers with demographic factors, which are gender, rank, years of service and level of education and identify the factors that affect police officers' job satisfaction such as job stress, commitment, supervisor feedback, Perceived Organizational Supports and peer cohesion. There are two types of variables used in this research which are Dependent Variables (DV) and Independent Variables (IV). The level of job satisfaction among the police officers was analyzed based on their demographic factor and the influence of the level of job satisfaction factors (independent variables) on the level of job satisfaction (dependent variable). A conceptual framework is drawn based on the variables.

A prospective analysis was completed on 200 Police officers who were selected, using convenience sampling, from a population of 230 personnel at the departments. The researcher carried out analysis into the influence of autonomy, job stress, commitment, supervisor feedback, Perceived Organizational Supports and peer cohesion on job satisfaction among the officers.

Regression analysis revealed the following findings. First, job stress had negative and non-significant relationship with job satisfaction. Second, autonomy, commitment, supervisor feedback, Perceived Organizational Supports and peer cohesion had moderately positive significant influence with job satisfaction. The author recommends that leadership of Police administration should pay much attention to the psychological and physiological needs of their police officers to improve upon the job satisfaction among the officers.

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ABBREVIATION

SUP: Supervisor feedback

ORG: Perceived Organizational Supports

CO: Peer cohesion

COM: Commitment

STR: Job stress

SA: Job satisfaction

VIF: variance inflation factor

KMO: Kaiser-Meyer-Olkin

EFA: Exploratory Factor Analysis

OLS: of least squares

SPSS: Statistical Package Software for Social Science

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CHAPTER 1: INTRODUCTION

This chapter is an introduction and intends to provide background information on the nature of the present study and its objectives and purpose. It is divided into four sections. The first section presents background of the research, the second part presents the problem statement, the third part presents the research questions and objectives, and the final section presents the structure of study.

1.1. Research background:

To achieve profit, business must have solid financial resources, modern equipments, advanced technology and especially an effective labor force. The survival and development of a business greatly depends their human resources. Therefore the managers should pay attention to the satisfaction of employees to increase their effectiveness and loyalty to the organization. Similarly, the efficiency of the police workforce directly influences the organization and the national security.

The issue of job satisfaction, what it is and why it is important, is always main concern in many research and opinion accompanied. According to a research of Eliason (2006), he said that understanding job satisfaction is important because when individuals experience dissatisfaction with their jobs it can result in negative outcomes in the workplace such as low morale, reduced productivity, and turnover. It plays an important part in ensuring the long-term efficiency and effectiveness of organizations in both the public and private sectors (Tomažević, Seljak & Aristovnik, 2014)

Nowadays, urbanization has been taking place rapidly and vigorously in Ho Chi Minh City because of the implementation of Doi moi policy in many fields. A lot of industries and export-processing zones as well as new residential areas have been established in combination with accelerating urbanization, economic transformation, and development of Ho Chi Minh City. In 2013, the population of Ho Chi Minh City was about 7,8 million persons (<http://www.gso.gov.vn>), with the annual growth rate 3,5% per year. This leads to social change, many social evils also appear with knotty forms that reflect negatively on economy, security on people's lives. Additionally, criminalities are increasing and developing in a complex manner. The police force, as an organization to prevent and handle crime, has launched many strategies to reform its organization as citizens' expectation. Police officers usually have to work in a high pressure, intensive and dangerous environment which require accurate, clear and timely decisions. In fact, there are currently a great number of police officers feeling unsatisfied with their jobs. Currently the number of employees quitting in this sector is quite high despite the government demand for long-

term commitment as experienced staff would know about the situation of political security and show to directly protect society.

1.2. Problem statement

In Ho Chi Minh City, the crime rate is increasing rapidly as a result of ongoing industrialization and police endeavors towards innovation have been in progress in order to obtain trust and support from citizens. When facing on criminal offences, police meet violence, cruelty and indifference to the welfare of others (Johnson, 2012). On one hand, they struggle to meet the justice of the people and, on the other hand, within their own organizations they face bureaucracy, internal politics and a militarist style of management (Blum, 2000). This negative working environment will reduce motivation, morale, and levels of job satisfaction (Blum, 2000) in police officers. According to the annual statistics in the personnel department of the Ho Chi Minh City Police, the numbers of police officers which submit resignation are increasing more and more. The rate of police officers who take a leave off work increased from about 200 people in 2010 to near 350 people by the end of 2014.

Researchers have emphasized the important role of police officer job satisfaction. According to Ercikti, Vito, Walsh & Higgin (2011), negative attitudes of police can do operate in citizen-police relationship. for example, a police officer have dissatisfaction in his job, he will put his aggravation intentionally or unintentionally on the citizens that they encounter . This follows negative action and thought of the citizen about police force. Thus, job satisfaction of police officers is directly effect to citizens' trust, police legitimacy (Yonghoh & Lee,2014). Beside, Zhao, Thurman & He (1999) said that a police officer feel job satisfaction, he may decrease job stress and increase job performance in both the quantity and quality. As these few reasons show, it is critical to explore possible explanations for police officers' job satisfaction. This shows that job satisfaction is more important role and a study of factors that affect job satisfaction is really necessary in police force.

In Vietnam, there are also many previous researches have suggested job satisfaction in public and private sector, for example, the factors effect to job satisfaction in national Universities (Duong, 2014), among commune health workers (Tran, Hoang & Nguyen, 2013). However, most research has been focused in the education, the health or enterprises, very limited evidence about job satisfaction in police officers have been reported.

1.3 Research questions and objectives

From research questions posed: What are the factors affecting the satisfaction of the police officers? In a typical case research in Ho Chi Minh City, the author determines that this research target is analysis and evaluation factors affecting satisfaction in job of the police force, through which proposing appropriate measures in order to improve satisfaction in job of the police force.

Accordingly, the specific objectives are posed including:

Determine the theoretical basis and the analysis framework for satisfaction in job of employees working in the public sector in general and police officers in particular.

Assess the factors affecting satisfaction in job of police officers in the world and in Vietnam in order to determine the general and specific factors in Vietnam.

Analyze the factors influencing the impact level of each factor to satisfaction in job of police officers.

Offer appropriate solutions and recommendations to enhance satisfaction in job of police officers.

1.4 Research scope

Police force in Ho Chi Minh City are numerous and of different types. However, due to the limitations of data availability, research funds and time, the scope of this research is therefore limited to main police department in the Ho Chi Minh City.

Respondents of this research include police officers working in Ho Chi Minh City police.

Information on primary data collected through direct interviews and questionnaires. The employees' performance will be evaluated by the result at the end of 2015. The research duration is six months.

1.5 Research contribution

This study aims to realize and review the current situation of job satisfaction among police officers working in Ho Chi Minh City Police Department. With data collected from surveys and through processing, statistical data analysis, this study is expected to provide managers and leaders a deeper view on the factors that may bring job satisfaction for police officers. Therefore, managers and leaders can provide appropriate and policies on work assignment to remain suitable staffs with long-term commitment to their jobs.

1.6 Structure of the proposal

This study includes four chapters after chapter 1 Introduction, as below:

Chapter 2 – Literature review: this chapter includes Definition of police officers job satisfaction and the hypothesis development each constructs in model.

Chapter 3 – Research method: this chapter consists of research process, measurement scale, the qualitative survey and the main research which was conducted.

Chapter 4 – Data analysis: this chapter describes how each measurement scale was evaluated and the result of testing hypothesis

Chapter 5 – Conclusion and recommendation: this chapter presents brief description about research findings and some of implications has mentioned. At the end, research limitation and recommendations for future research have presented as well.

CHAPTER 2: THE HO CHI MINH CITY POLICE

In this chapter, basic contexts of police force are showed. This chapter includes three sections. The first section is the functions of People's police. The second section presents the principles of organization and operation of Police force. The last section describes duties and powers of People's Police.

2.1 The function of People's Police:

Based on the Constitution in 1992 amended and supplemented by Resolution No.51/2001/QH10 on 25/12/2001 of the 10th National Assembly regulating that Public security is the core force of people's armed forces in the protection of national security and preservation of order and security of Vietnam's social.

The people's public security has the function of advisory for the Party and the State on the protection of national security and preservation of the order, social security; implementing unification on management of protecting national security and maintaining order, social security; fighting and preventing the conspiracies, the operations of the enemy force, the types of crime and the violation of laws on national security, social order and safety (Hieu Huynh & Kim Anh, 2014).

2.2 Principles of organization and operation of Police force

The people's police is absolutely subjected to the direct, leadership in all aspects of the Communist Party of Vietnam, the command of the President, the consistency of the Government's management and command, managed directly by the Minister of public security.

According to Senior Lieutenant General Nguyen Khanh Toan (2006), the police force is held to focus, unify and be under the administrative levels from the central to the base.

Activities of police force must comply with the constitution and the law; subordinates obey superiors; based on the people and subjected to the supervision of the people; protecting the interests of the State, the legitimate rights and interests of organizations and individuals.

The organization system of the people's police including: Ministry of public security; Public Security of province/city under directly the central, Public Security of district, county, town, city under directly the province; Public Security of commune, ward and town.

According to Nguyen Thiem (2014), the general functions of Ho Chi Minh city directly under the organizational system of the people's police security force, are the responsibility for advising the Minister of public safety, the Commissioner, the people's committee on the protection

of national security and preserving order, social security; presiding and unifying the State management on the protection of national security, maintaining social order and safety in Ho Chi Minh City; directly fighting to prevent the conspiracy, operations of the hostile forces, crimes and violations of laws on national security and order, social security; organizing to build public security force to be revolutionary, regular, elite and modern gradually.

The functions of the public security of district: The public security of district under the public security of Ho Chi Minh City lies in the organization system of the people's police, directly fighting against crimes and violations of security, order and occurs in the district. The public security of district is responsible for advising the Director of public security of Ho Chi Minh, District Committee, District People's Committee on protecting national security and maintaining order, and social security; state management of national security, the maintenance of order and social safety in district; directly fighting, against conspiracy, operation of the hostile forces, crimes and violations of the law on national security, social order and safety.

The functions of commune public security: The commune public security is the semi-dedicated force, under the organization system of public security of the people as the core in movement of whole population protecting homeland security, keeping order, safety of social security in the commune.

Commune police has the function of advising the Party Committee, People's Committee of communes on the maintenance of security and order, social security in the commune; performing management functions of security and order, social security, measures to prevent and combat crimes and other violations of security laws, order and social safety in communes under law.

2.3 Duties and Powers of People's Police

Duties and powers of Vietnamese Police activity as prescribed in Article 15 of the Police Law promulgated in 2014. Information collection, analysis, evaluation, forecast of the situation and proposing to the party, the State to promulgate and implement the directions, policies, laws, strategies to protect national security, preserve order, social security; proposing the request combination of strategy on protecting national security, maintaining order, social security and strategies, policies on construction, economic - social, defense and foreign affairs development of Government.

Protecting the right of freedom, democracy, life and assets of the people; protection of senior leaders of the party, the State and international guests; protection of important events, goals,

key projects on national security, foreign missions, representatives of international organizations in Vietnam, the individuals holding or closely related to secrets of the State.

Receiving, processing information on denouncing the crimes, prosecuting, investigating crimes and performing other judicial duties prescribed by law.

Implementation of administrative violations and sanctions and application of other administrative handling measures as prescribed by the law.

Instruction, inspection of the agency, organization, citizen in the performance of duty to protect national security, preserve order, social security; performing the advocacy work, promoting, educating law and constructing the movement of the entire citizen defending homeland security.

Applying measures to mobilize the people, law, diplomacy, economics, science-engineering, arms, to protect national security, preserve order, social security.

Allowed to use weapons, supporting tools and necessarily technical professional means to proactively attack crime and legitimate self-defense in accordance with the law.

In urgent cases, can give the decision or recommendation to temporarily suspend, suspend the operation of the agencies, organizations and individuals that harm to the national security and order, social security and requisition of transport, information and other technical means of agencies, organizations and individual operator, using such tools as prescribed by law.

Asking the agency, organization or individual to coordinate activities, provide information relevant to the national security, order, social security. Police work closely with the people's army, the militia of self-defense, the State agency in protecting national security, preserving order, social security, protection of independence, sovereignty, unity and territorial integrity of the country. they build in research and application of scientific and technological achievements in defending national security, preserving order, social security. they also build the force in the clean, strong way on polity, ideology, and professional organizations and implement the international cooperation on the protection of national security, preserving order, social security.

CHAPTER 3: LITERATURE REVIEW

In this chapter, theoretical background and review on previous studies are presented. This chapter includes three sections. The first section is theoretical review relating to critical factors and job satisfaction. The second section presents the research model. The last section describes the hypotheses development for this research.

3.1 Job satisfaction

Definitions of job satisfaction have been studied widely by many researches. Different authors have different approaches towards defining job satisfaction follow the time.

The definition of Robert Hoppock (1935, cited by Scott et al, 1960) maybe the most cited in research of job satisfaction. He said that scales of job satisfaction must be measured in various aspects related to the job. Beside that Lock (1976) defined "job satisfaction" as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". However, according to Spector (1997), people feel job satisfaction when they interested in aspects of their work. In the year 1998, on the basis of paradox theory, Brief (1998) defined the job satisfaction as the statement of internal state, reflected by affection or cognition, about liking or disliking the job and the degree.

Coming into the 21st century, Weiss (2002) put forward a definition of the job satisfaction is an individual's positive measurable judgment on his or her working conditions. Weiss (2002) regarded the job satisfaction as an internal state, which was an affective evaluation on the job by liking or disliking. Luddy (2005) emphasized that the factors, such as job title, level of supervision, relationships with colleagues, job content, compensation, and rewards were causes of job satisfaction. According to Kreitner and Kinicki (2001), Job satisfaction simply was the feelings and emotions of officer with their job. Otherwise, it is called an attitude variable. Addition, Ellickson and Logsdon (2001) argued that work environment is main factor effect job satisfaction of officers. When they worked in the better place-work meet the needs and values, their job satisfaction was the higher.

In the year 2008, Mihalic (2008) said that job satisfaction as a pleasant or positive emotional state resulting from the perception, conception and assessment of the work environment, work experience and the perception of all elements of the work and workplace. One more time, job satisfaction was sawn as an attitude toward one's job resulting from the net sum of the individual's positive and negative emotions experienced at work (Weiss, 2002).

In this paper, I use Lock's definition of job satisfaction is "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences".

3.2 Theories review

There are many factors led to job satisfaction of employee, researchers have the different ways to discover level of job satisfaction through their studies. An early theory of job satisfaction is Maslow's hierarchy of needs in 1943.

According to Maslow's theory, human's basic needs are divided into five levels increased gradually include physiological needs; safety needs; love, affection, and belongingness needs; esteem needs and self-actualization needs. Once, these basic needs were satisfied, higher needs will appear natural. On the research of Smoke (2005), physiological needs, such as water, air, food, sleep and so on were not enough, worker will feel discomfort and negligent in his/her work. Studying to higher needs, Kreitner (2006) stated that a employee works in negative work-place or the high crime rate, he/she has a strong urge to move on other organization where he/she feel safe and secure. That is called safety needs.

In the researches of Carducci (2009) and Madura (2006), they have many evidences to prove the importance of belongingness and esteem needs. According to Madura (2006), many organizations built practical events after working hours in order to create social needs in their employees. Carducci (2009) said that this need was part of human nature. When people feel loved and supported, they will have motivation to work. Lastly, belongingness needs are satisfied, human beings will move to higher level of needs, which are self-actualization needs. Kreiner (2006) said that a company is meet self-actualization needs, managers receive potential employees easily. Kreitner (2006) argued that self-actualized employees would worked more creative and developed organization in new direction.

Another important theory relating job satisfaction is Herzberg's Two-Factor theory of motivation in 1968. He described what leads to both satisfaction and dissatisfaction in the workplace. This theory, the motivators include advancement, growth, achievement, recognition, and the work itself were the primary cause of satisfaction, while hygiene factors such as supervision, salary, policy, and work conditions can lead to dissatisfaction. According to Herzberg (1968), officers need to reach a high level of hygiene factors to feel satisfaction about their jobs. Therefore, managers want to increase job satisfaction, they have to seek ways of improving the

employees' motivators and eliminating dissatisfaction resulting from hygiene factors in the work environment.

3.3 Previous studies review

3.3.1 The core articles on job satisfaction

Hoppock (1935) in "**job satisfaction**" had interviewed 309 teachers in urban and rural communities to survey their job satisfaction. In this article, He stated the degree of job satisfaction indicated relationships between job satisfaction and emotional adjustment, religion, social status, interest, age, fatigue, size of the community, and the proportion of dissatisfied workers is probably less than a third. His paper is one of the first articles in job satisfaction field.

Locke (1969) in "**An index of job satisfaction**" had stated that satisfaction is determined by three basic components: facet amount, wanted amount and facet importance. According to Locke, the first two components constitute a psychological comparison process in workers and the facet importance is a third key determinant of facet satisfaction. Locke states that the facet is important to employees. The more desired facet they perceive, the more facet satisfaction they feel.

Porter, Steers, Mowday & Boulian (1974) in "**Organizational commitment, job satisfaction, and turnover among psychiatric technicians**" had investigated general correlation between organizational commitment, job satisfaction, and turnover intentions. They states organizational commitment, job satisfaction are highly related to turnover intentions.

Agho et al. (1993) in "**Determinants of employee job satisfaction: An empirical test of a causal model**", they had colleted 405 employees data and implement four different models by using maximum likelihood method. With 57% of the variance in job satisfaction model, they found three important factors effect to job satisfaction: opportunity, job characteristics, and personalities.

Sousa-Poza & Sousa-Poza (2000) has investigated determinants of job satisfaction in "**Well-being at work: a cross-national analysis of the levels and determinants of job satisfaction**". By using Work Orientations data set to compare job satisfaction between 21 nations. They concluded that when workers have an interesting job and good relations with management, they will be more satisfied in job.

3.3.2 Job satisfaction in public sector

Yao (2010) and Kuo (2014) had studied police agencies in Taiwan, they proved that job characteristics, such as occupational stress and organizational commitment are major elements affecting on police job satisfaction. Beside, Yao (2010) noted that job characteristics and work values acting together to have a strong impact on officers' job satisfaction.

Yang & Wang (2013): a survey of 800 civil servants in Beijing. Yang & Wang (2013) discovered that three categories, such as job characteristics, organizational-environmental factors and personal characteristics have significant influenced on job satisfaction.

In Turkey: Buker, Hasan; Dolu, Osman (2010): compared job satisfaction among police officers of the Turkey National Police with US counterpart and the effects of demographic, jurisdictional, and macro/micro-level work environment factors on the officers' level of job satisfaction in Turkey. Other research, Kula (2011) studied 538 officers in the Turkish National Police and emphasized that organizational and operational stress were strongly related to job satisfaction.

Korean: Youngoh & Larry (2011) had a survey of 341 Korean police officers. *They argued that work-related variables have greater effects than personal demographic factors.* Appaw-Agbola et al. (2013) studied about measuring the influence of work commitment on job satisfaction among police force in Ho Polytechnic, Ghana. Finishing a research at police department in the Nigeria, Aremu & Adeyoju (2003) investigated female police satisfaction with their job than male police and male police are more committed to their job.

Dantzker and Surette (1996) had a research with sample of 2611 police officers, with respect to 23 job-specific. The result determined that the police officers were least satisfied with salary and availability of in-service training but they were most satisfied with their present assignment and immediate supervisor support. Beside, Dantzker (1997) reported that the police officer work in the small organizational size (employed less than 100 sworn officers) would more satisfy on job.

3.3.3 Studies in Vietnam

In Vietnam, Tran Kim Dung (2005) conducted a research measuring job satisfaction using The Job Descriptive Index (JDI) and Need Theories of Maslow (1943) and two new factors are discovered including benefits and working conditions. Beside, Khoi Le Nguyen Doan and Phuong

Nguyen Thi Ngoc (2013) have the research about the factors affecting job satisfaction of employees at Tien Giang University. Tran, Hoang & Nguyen (2013) developed their research about measurement of job satisfaction among 252 health workers in 38 commune health stations in Hanoi, Vietnam. Tran et al. (2013) discovered that four dimensions, namely benefits and prospects, facility and equipment, performance, and professionals have significantly related to job satisfaction.

However, so far no study has assessed influence levels of job factors such as commitment, autonomy and job stress and factors related to organization such as supervisor feedback, and Perceived Organizational Supports and peer cohesion on job satisfaction of police force in Vietnam in general and in Ho Chi Minh City in particular.

3.4 Factors affecting on police officer job satisfaction

In this section, a number of previous studies related to factors influencing job satisfaction such as commitment, autonomy and job stress, supervisor feedback, Perceived Organizational Supports and peer cohesion will be mentioned. After that, hypotheses will be constructed to build research models.

3.4.1 Supervisor feedback

According to Hackman & Oldham (1976), supervisor's feedback during work is very important, affecting working performance and role of staff. In the course of performing duties, with timely feedback from their supervisors, staff members will be able to realize the next things to do for an increase in work performance and efficiency. Sparr and Sonnentag (2008) emphasized that feedback from employee's supervisor was positively related to job satisfaction and negatively related to helplessness, job depression, and turnover intent. Providing feedback on subordinates' work performance and efficiency is also the way that managers can increase job satisfaction of their subordinates (Buke, Hansan; Doke; Osman,)

In particular, police officers work in a complicated environment sometimes they even face conflicting situations such as protection of property of citizens and confiscation of property as evidences, or remaining peace through the application of sanctions. Even a less precise action can result in unpredictable consequences. Research results showed that a deficiency in management and support of superiors increase pressure at work and reduce job satisfaction (Jaramillo et al., 2005; Toch, 2002). Therefore, superiors' timely feedback can help staff members easily determine methods to complete their work with high efficiency (Youngoh Jo, Hee S. Shim, 2014).

This highlights the importance of a supervisor-subordinate feedback environment for looking into well-being at work and job work outcomes such as job satisfaction. In sum, receiving feedback from one's supervisor is related to job satisfaction and this study measures feedback as supervisors providing subordinates feedback on their performance.

Hypothesis 1: Supervisor feedback will be positively related to job satisfaction.

3.4.2 Perceived Organizational Supports

According to Rhoades & Eisenberger (2002), staff members' awareness of personal and job benefits resulted from their managers will increase their motivation at work. This can be interpreted in two ways. Firstly, in terms of reciprocity and social exchange, it is clear that if staff members get support of their organizations, they would feel their obligations to respond to such support from their organizations. Secondly, in terms of social emotional needs, while getting benefits brought by their organization, staff members will believe that their organization values their contributions. Consequently, they will have an emotional attachment to their organizations. Edmodson & Hansen (2009) conducted a meta-analysis of 167 studies examining the effect of perceived organizational support on job satisfaction. The study showed that individuals receiving active support from their organization feel more satisfied with their jobs. Besides, Edmodson & Hansen (2009) argue that the higher levels of support staff members receive from their organizations, the more significantly their possibility to leave work will be reduced. As a result, the following hypothesis is suggested:

Hypothesis 2: Perceived Organizational Supports will be positively related to job satisfaction.

3.4.3 Peer cohesion

For the majority of work, the time staff members working with their colleagues are more than that with their superiors. Therefore, similar to their relationships with superiors, staff members' relationships with colleagues also greatly affect their work performance. Ellison (1997) suggested that work responsibilities become too complicated and salary depends on work performance, support from others in the organization will be the key driver to help staff members overcome difficulties and complete their work. This is consistent with Herzberg's theory, which specifies that an effectively supportive environment enabling individuals to fully develop their potentials will create job satisfaction (Ellison, 1997). However, Dubinsky (2004) also proved to be a conflict between individuals, a lack of team spirit and an envy between staff members and managers cause powerful impact on working motivations of staff members and cause job dissatisfaction. Consequently, to achieve high work efficiency, in addition to superiors' support, colleagues' support

is also necessary for staff members (Hill, 2008). Since then, the following hypothesis might be suggested:

Hypothesis 3: Peer cohesion will be positively related to job satisfaction.

3.4.4 Job stress

According to Crank (1998), job stress is defined as staff member's anxious feeling about his workload to complete. All staff members sometimes face with job stress which is the main reason for job dissatisfaction. Johnson (2012) confirmed a high level of job stress has a strong impact on the level of job satisfaction of staff members. In other words, job stress and job satisfaction have a negative impact on each other (Zhao J, et al., 1999).

According to Smith & Charles (2010) due to special nature of work, police officers are at higher risks of facing job stress than other professions. For example, they are constantly dealing with death, serious injury, gruesome crime scenes, etc. Wu (2011) conducted a study on police officers in China and found a significant negative relationship between job stress and job satisfaction. Similarly, Mensoor, Fida, Nasir, and Ahmad (2011) studied staff members from telecommunication sector in Pakistan and concluded that job stress measured by role overload, role ambiguity and physical environment has a negative impact on job satisfaction of staff members.

From the arguments above, it is clearly shown that job stress is a major factor affecting the performance of public institutions especially police force (Fisher, 1992). Since then, the following hypothesis might be suggested:

Hypothesis 4: Job stress will be positively related to job satisfaction.

3.4.5 Commitment

Job satisfaction and commitment have become important aspects of police agencies all over the world (Skogan & Frydl, 2004). According to Skogan & Frydl (2004), commitment is simply defined as how people feel about their jobs with respect to different perspectives. Commitment on work will help organizations get more information to promote level of job satisfaction among their staff members. Bagraim (2003) emphasizes that when staff members have a commitment on work, they will perform their duties on a voluntary basis and become more responsible. In other words, they will be loyal to their organizations, which will limit the number of staff member leaving their organization or level of job dissatisfaction. Besides, Bollon et al. (2000) suggest that staff members' commitment is always attached to the goals and values of organizations fostering them to make their best efforts to perform their tasks.

In previous studies, there are empirical evidences on the relationship between job satisfaction and work commitment (Jaramillo, Nixon & Sams, 2005). Jaramillo, Nixon & Sams, (2005) carried out a study at six US law enforcement agencies on the effects of job stress and work commitment on job satisfaction of police officers. They found that there is a reciprocal relationship between commitment and job stress, which regulates job satisfaction. Another study in Korea, Crow, Lee & Joo (2000) also showed that police officers with commitment on work would show lower job satisfaction and lower possibility to quit their jobs. Similarly, in their study, Agho, Charles, & James (1993) proved that commitment related both directly and indirectly to job satisfaction. From above arguments, a hypothesis on the relationship between job satisfaction and commitment is predicted as follows:

Hypothesis 5: Commitment will be positively related to job satisfaction.

3.5 Research model and hypotheses

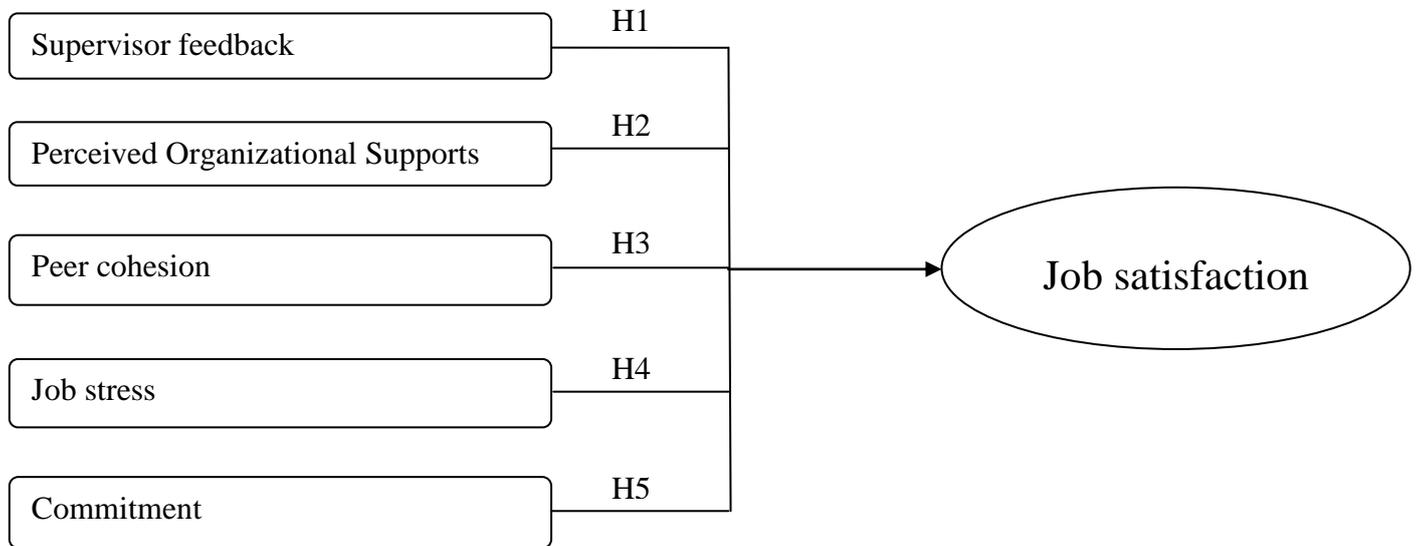


Figure 3.1: Research Model

(Source: Author's survey)

With corresponding hypotheses starting about the relationship between critical factors and the Job satisfaction of police officers as following:

Table 3.1: Hypothesis

Hypothesis	Expectation
H1: Supervisor feedback will be positively related to job satisfaction.	+
H2: Perceived Organizational Supports will be positively related to job satisfaction.	+
H3: Peer cohesion will be positively related to job satisfaction.	+
H4: Job stress will be significantly related to job satisfaction.	+/-
H5: Commitment will be positively related to job satisfaction.	+

(Source: Author's survey)

Summary chapter 3

Overview, this chapter presented a summary of definitions and perceptions in literature for the concepts of job satisfaction. Based on the Herzberg's Two-Factor theory, the author had summarized previous domestic and international researches so as to declare factors which affect satisfaction of policeman in Vietnam and specifically in Ho Chi Minh City. Given there has no previous research conducted to determinants of job satisfaction among police officers in Ho Chi Minh City. Based on the findings of this chapter on the factors which affect on job satisfaction, this research will attempt to find out the set of critical factors as well as measure the relationship between them. Therefore, the author suggested a research model which consist of five factors that have impact on the satisfaction of policeman in Vietnam

The research methodology developed to test the hypotheses derived from the proposed research model is presented in the next chapter.

CHAPTER 4: RESEARCH METHODOLOGY

In order to test the model and hypotheses stated in the previous chapter, this chapter presents a detailed account of a research methodology of this study. First, it starts with research design, followed by data collection method and research process. Then, measurement scales are presented to develop questionnaire.

4.1 Research method

Two phases of study will be undertaken in this research: a qualitative study and a main survey. The purpose of qualitative is to modify the plausibility of questionnaire.

The first stage (exploratory research stage) with qualitative research methods, the author surveys opinions of the experts working in the field of research for satisfaction in job in the public sector and professionals in the police force. In this exploratory research stage, the author will conduct surveys over 40 professionals working in Ho Chi Minh City. The experts are selected for interviews must have at least 5 years experience working in this field. During this stage, the author seeks answers to the question: What are factors influencing primarily to the satisfaction of police officers.

In the second stage (experimental research stage) , from the opinions of these experts, then the author will develop a tool to measure the degree of influence of these factors on the satisfaction of police officers. Data in the 2nd stage is collected by the author through the discovery and recovery of the questionnaire. The data is analyzed and evaluated by SPSS 20.0 software with descriptive statistical tools, inspection scales with Cronbach's Alpha, discover factor analysis (EFA) and linear regression by method of least squares estimation (OLS).

To build a model of the satisfaction of police officers in job- a unique force in public sector- it is necessary to have a survey with experts, this model must be accredited by the evaluation of the employees working and experts. These are explanation for the use of both quantitative and qualitative data.

4.2. The data analysis methods

4.2.1 Research steps

As mentioned above, this research is conducted sequentially in two steps. Step 1 is studying and exploring by using qualitative methodology conducted through interviews with experts in order

to detect, adjust and supplement the observed variables used in measuring the research concepts. The formal research is done by quantitative method by direct interview with detailed questionnaires to assess the scales and test the theoretical model outlined in Chapter 2. The process of conducting research is conducted according to the Delphi technique, which includes the following steps:

Step 1: Check, and have a clear and complete statement with some experts before passing finally. And then, select and contact the people involved in the interview.

Step 2: Round 1: Distribute questionnaire to the participants list. Questionnaire cover has to explain (1) the process of the interview; (2) time to complete the entire process of Delphi; (3) time to complete for question in Round 1; (4) anonymity of the participants; (5) feedback mechanism to complete the process. The name, telephone number and address of the contact person were specified in the header.

Step 3: Based on the questions that are returned, the author will collate with the early results, choose similar responses. The author can edit the response a little without making wrong meaning of the answer.

Step 4: The 2nd questionnaire is created with each result is presented along with the scales, such as identification scale, hierarchical scale... And then, adjust questionnaires and scales to fit the actual research through the evaluation of the reliability of the scale.

Step 5: Round 2: Distribution of the questionnaire to clients. Confirm time in receiving responses (if questionnaires are sent by mail or email).

Step 6: Collect responses and collate to the questionnaire number of round 2 distributed, calculate mean, mode value (most frequent responses) of each response. Statistic and reorganize all customer comments.

Step 7: In this step, the author uses the SPSS 20.0 to analyze data, evaluate and draw conclusions about the tested model.

Step 8: Evaluate the results, recommendations and outline measures to help improve satisfaction in job of the police officers.

According to Creswell (2009), there are four forms of data collection: the questions of self-realization (self-filled answer); interviews; review of the record with structure to gather information on finance, health care, or schools; and observation with structure. In this research, the author selects data collection form including distribution and recovery the questionnaire of self-realization. The data collection forms are easy to implement, cost-effective, without revealing the identity, reducing bias by different questionnaires. However, this data collection method is not done with the

illiterate, low response rate, the question can be misleading. Research process is presented by the author as follows:

4.2.2 Research process:

Research process includes these steps as illustrated in Figure 3.1

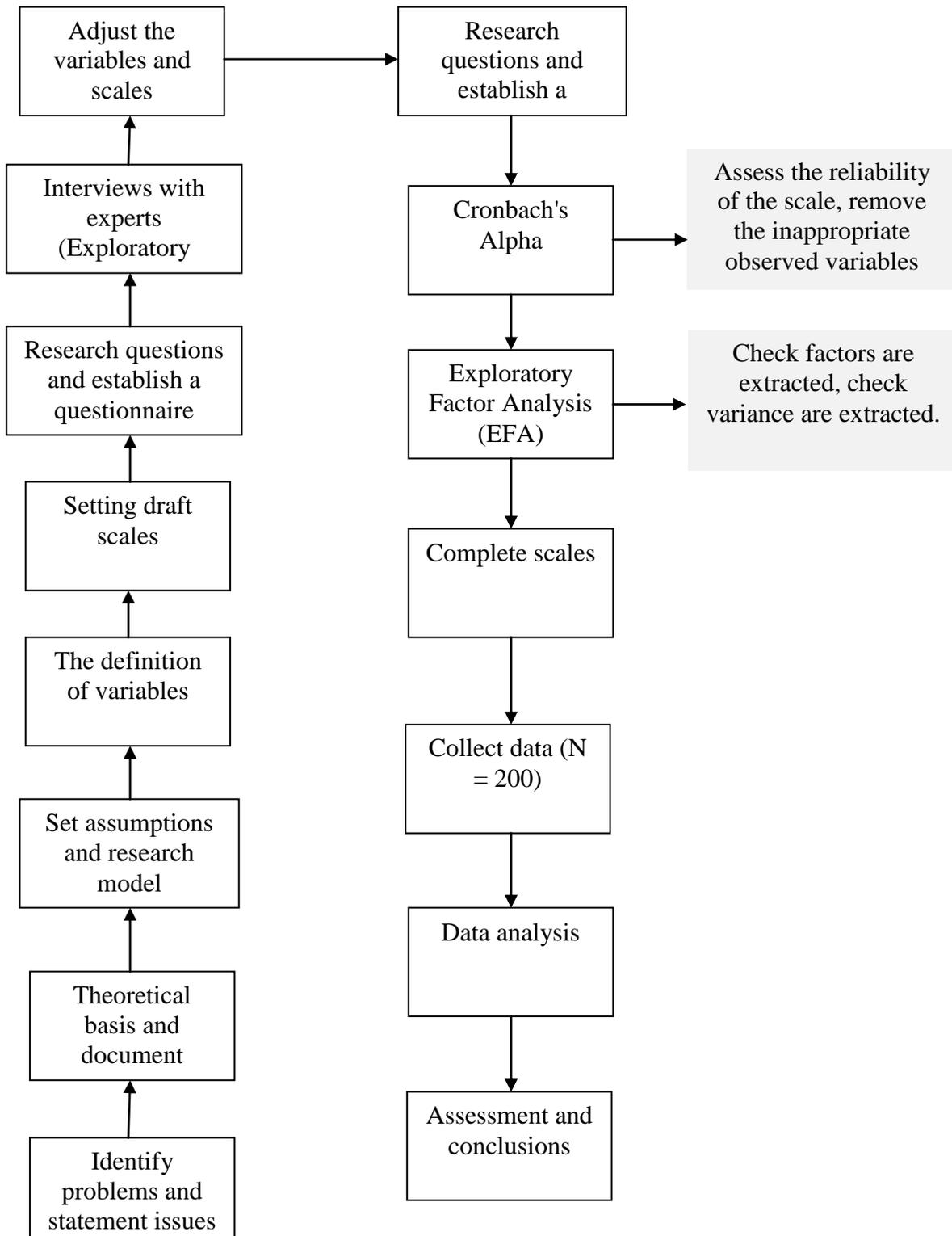


Figure 4.1: Research process
(Source: Author's survey)

4.3 Preliminary studies

Preliminary studies using qualitative research method is a form of research discovery, in which data are collected in the form of quantitative tools including observation, face-to-face discussions and group discussions (Nguyen Dinh Tho, 2011). The results of qualitative research form basis for building questionnaires for quantitative research.

The scale applied originated from relevant previous research. However, there are different characteristics in different fields and countries. Therefore, the author adjusted and supplemented these scales in terms of wording to conform to research topic of police officers' job satisfaction.

In this qualitative study, the author conducted two small steps:

Step 1: In this step, small group discussions focusing on questions with 11 experts in the police force and one senior leader of a police unit for initial completion of scales and questionnaires.

Step 2: The author conducted a preliminary survey with more than 19 experts and 10 senior leaders to explore if there are new factors. After that, the author assessed, adjusted and supplemented research scales so that they would be consistent with formal steps.

4.3.1 Sequence of qualitative research

Group discussions among experts were conducted in Ho Chi Minh City through preset outlines attached to drafts of the initial scale table and preliminary questionnaires. Specifically as follows:

Firstly, the topic of the research was introduce briefly to members invited.

Next, the author discussed some open questions with members to know how they thought about factors influencing satisfaction in police profession.

Finally, the author introduced factors influencing from preliminary factors for them to discuss and express their views. All members shall give and defend their points against previously comments until there are no new perspectives. When members expressed their points, the author recorded or noted directly in the draft questionnaire. The author then synthesized and kept those comments proposed by more than half of the total members and continued further discussion about these ideas until they are overlapped with the initial ideas. The objective of measuring factors in the model by questionnaires was to see whether they were suitable with the actual circumstances.

4.3.2 Results of qualitative research

Step 1: According to results of qualitative research, most of the participants in group discussion agreed that important factors affecting job satisfaction of police officers are: **(1) supervisor feedback, (2) Perceived Organizational Supports, (3) peer cohesion, (4) autonomy (5) job stress, (6) commitment.** There were also other factors agreed by few people as an important factor without the consent of others.

Therefore, there were no adjustments made to theories and research model after qualitative research compared with previously proposed hypothesis and model. As a result, the research model originally proposed remained unchanged.

Most of participants in discussion agreed that wording of observed variables was understandable, concise and it was not necessary to change. The author revised and supplemented wording so that it would be appropriate to its research topic and help members joining in-group discussion to understand easily.

Moreover, qualitative research also suggested supplementing and adjusting some measurable variables to suit with characteristics of a particular area as police force in Vietnam

Step 2: The author conducted a preliminary survey more with 19 experts and 10 senior leaders after completing questionnaires in step 1. However, there were no new factors identified or other modifications made.

4.4 Building scale, research variables, questionnaires and coding

4.4.1. Building scale and research variables

The scale used in this research is based on five factors in the model proposed by Johnson (2012) and Commitment scale from research of Youngoh & Larry (2011) using Likert scale

Multiple-item measure or Likert scale is a form of measurement used the most popularly in socio-economic studies. Likert scales often five or seven levels. In this study, the author used Likert scale with five levels:

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

Method of building Likert scale is to give a list of items that can be measured for the concepts and can find sets of questions to measure various aspects of such concepts. If the concepts have a single aspect only, it is necessary to find a set only and if they have many aspects, many sets of questions are required.

Supervisor feedback: This measured impacts of superiors' on job satisfaction of police officers and based on concept scale for **Supervisors' feedback** proposed by Johnson (2012). After preliminary survey, no more observed variable were added to this scale. It was only necessary to adjust wording to suit the topic.

Table 4.1: Measurement of Supervisor feedback

No.	Statements	Source
1	My supervisors let me know how well I am doing on the job	(Johnson, 2012)
2	My supervisors often let me know how well I am performing	
3	I always know what my immediate supervisor expects of me in terms of my performance	

(Source: author's survey)

Organizational Support Factor: This factor showed supports at work of the organizations for police officers. *Perceived Organizational Supports scale* was based on the scale used in research of Johnson (2012) without any further adjustment.

Table 4.2 Measurement of *Perceived Organizational Supports*

No.	statements	Source
4	The average departmental complaint is the result of pressure from top administrators for supervisors to give out complaints (reverse coded)	Johnson (2012)
5	The majority of special assignments on the department depend on who you know, not merit (reverse coded)	
6	When a police officer is the focus on an internal affairs investigation, he will be presumed guilty even when he can prove otherwise (reverse coded).	

(Source: author's survey)

Peer cohesion factor: This factor was shown based on the interaction between colleagues, workplace relations based on the scale in research of Johnson (2012). After preliminary survey, two observed variables were added to the scale of **Peer cohesion** affecting job satisfaction of police officers to suit the conditions in Vietnam.

Table 4.3: Measurement of *Peer cohesion*

No.	statements	Source
7	I like the employees I work with a great deal	Johnson (2012)
8	The example my fellow employees set encourages me to work hard	
9	I always receive good advice from coworkers in my job.	
10	Coworkers are always willing to help each other in trouble.	

(Source: author's survey)

Commitment factor: This factor demonstrated police officers' commitment to dedication to their work, thereby affects job satisfaction of police officers. Commitment scale was based on the scale in a research of Youngoh & Larry (2011). Through the preliminary survey, there was an only adjustment in term of wording made to the scale.

Table 4.4: Measurement of Commitment

No.	statements	Source
11	I am proud of my job.	Youngoh & Larry (2011)
12	I feel a great sense of belonging.	
13	My personal values are similar to the organization's values.	
14	I assume my current job as a lifework.	

(Source: author's survey)

Job stress Factor: This demonstrated burdens as well as pressure at work of police officers. The scale for Job stress was based on the scale of Johnson (2012). After preliminary survey, there was only an adjustment in term of wording made to this scale.

Table 4.5 Measurement of Job stress

No.	statements	Source
18	I am dissatisfied with the amount of work I am expected to do	Johnson (2012)
19	The amount of work I am expected to do makes it difficult for	

	me to do my job well	
20	My workload is seldom too heavy	

(Source: author's survey)

Satisfaction factor: This factor was shown through feelings of police officers. Scale for satisfaction was based on the scale used in a research of Johnson (2012). After preliminary survey, there was an only adjustment in term of wording made to the scale.

Table 4.6: Measurement Satisfaction

No.	statements	Source
21	I find work stimulating and challenging;	Johnson (2012)
22	I find a sense of worthwhile accomplishment in my work	
23	I find opportunities for personal growth and development in my job	
24	I enjoy nearly all the things I do on my job very much	
25	I like the kind of work I do very much	

(Source: author's survey)

Most of the experts accepted all measuring variables proposed additionally and considered that it was necessary to supplement the questionnaires.

4.4.2 Design and encoding of questionnaires

From preliminary research results and building scale, the author designed questionnaires for data collection. The questionnaires consist of three parts:

Information filtering: Because this is a research on the factors affecting job satisfaction of police officers, for proper assessment, respondents are required to those who have been police officers. Those respondents failing to meet this criterion will not be examined to save time and cost of survey.

Information on statements of those who were surveyed: Noting levels of agreeing about observed variables measured for concepts of the model. Research using Likert scale with five levels of 1 to 5 as following rules: 1: Strongly disagree, 2: Disagree, 3: Neither agree nor disagree, 4: Agree and 5: Strongly agree.

Demographic information: This information was included in closed questions used to record information relating to the objects of study including gender, age, marriage status, education and ranks.

These are questions helping to describe groups of objects in the study. This information aimed to classify different officers groups for subsequent analysis.

After building scale from preliminary studies, the author synthesized and encoded in Table 3. Questions measuring model of research topics are as follows:

Supervisor feedback (SUP) included three observed variables encoded from SUP1 to SUP3.

Perceived Organizational Supports (ORG) included three observed variables encoded from ORG1 to ORG3.

Peer cohesion (CO) included four observed variables encoded from CO1 to CO4.

Commitment (COM) included four observed variables encoded from COM1 to COM4.

Job stress (STR) included three observed variables encoded from STR1 to STR3.

Job satisfaction (SA) included five observed variables encoded from SA1 to SA5.

Table 4.7: Survey Question

No.	code	Questions
Supervisor feedback		
1	SUP1	My supervisors let me know how well I am doing on the job
2	SUP2	My supervisors often let me know how well I am performing
3	SUP3	I always know what my immediate supervisor expects of me in terms of my performance
<i>Perceived Organizational Supports</i>		
4	ORG1	The average departmental complaint is the result of pressure from top administrators for supervisors to give out complaints (reverse coded)
5	ORG2	The majority of special assignments on the department depend on who you know, not merit (reverse coded)
6	ORG3	When a police officer is the focus on an internal affairs investigation, he will be presumed guilty even when he can prove otherwise (reverse coded).
Peer cohesion		
7	CO1	I like the employees I work with a great deal
8	CO2	The example my fellow employees set encourages me to work hard
9	CO3	I always receive good advice from coworkers in my job.
10	CO4	Coworkers are always willing to help each other in trouble.

Commitment		
11	COM1	I am proud of my job.
12	COM2	I feel a great sense of belonging.
13	COM3	My personal values are similar to the organization's values.
14	COM4	I assume my current job as a lifework.
Job Stress		
15	STR1	I am dissatisfied with the amount of work I am expected to do
16	STR2	The amount of work I am expected to do makes it difficult for me to do my job well
17	STR3	My workload is seldom too heavy
Satisfaction		
18	SA1	I find work stimulating and challenging;
19	SA2	I find a sense of worthwhile accomplishment in my work
20	SA3	I find opportunities for personal growth and development in my job
21	SA4	I enjoy nearly all the things I do on my job very much
22	SA5	I like the kind of work I do very much

(Source: author's survey)

4.5. Formal study

Formal study used qualitative research methods to measure the factors influencing job satisfaction of police officers

3.5.1. Sample design

The author used probability-sampling method to conduct research in two types of commonly used sampling methods: targeted sampling and systematic sampling methods. Targeted sampling helped authors determine police units for sampling meanwhile systematic sampling performed selection of samples among police officers for analysis.

4.5.2 Sampling

The survey was conducted in Ho Chi Minh City. The sample was selected using a nonprobability sampling technique-convenience sample. Target respondents of this survey were police officer who worked in Ho Chi Minh City.

Sample size

To conduct a regression analysis in the best way, according to Tabachnick and Fidell (2001) the sample size must be guaranteed by the formula $n \geq 8m + 50$ (where n is the sample size, m is the number of independent variables in the model). While, RJ Harris. (2001) uses formula $n \geq m + 104$ or $n \geq 50 + m$, if $m < 5$ (m is the number of independent and dependent variables in the model). In the case of using exploratory factor analysis method (EFA), Hair and ctg (2010) suggested that the sample size must be at least of 50, preferably with 100 and the ratio of measured observations / variables of 5 / 1, which means that each measured variable need a minimum of 5 observations.

According to Hair, Anderson, Tatham, & Black (1998), the sample size must be a minimum of 10 times the number of variables. According to research by Tabachnick & Fidell (2001), the sample size of 200 is acceptable, 300 is good and 500 is very good. This study included 22 questions (observed variables). Therefore, according to this principle, there should be at least 110 samples. By synthesis of previous studies, the author selected a sample size of 200 samples to meet the criteria of this study.

4.6 Data collection and procedure

Collecting data process of this study was conducted in Ho Chi Minh City. The current study involved mainly of two stages, a qualitative phase followed by a quantitative phase. The survey questionnaire was firstly designed in English and then translated into Vietnamese by the researcher with the support of some English experts. Regarding to the qualitative phase, the Vietnamese version of the survey questionnaire was pre-tested using in-depth interviews during two weeks with eight people who were colleagues of the researcher to check whether they understood clearly about the scale or not. The in-depth interview ensured that the final questions would be well understood by respondents and they were valuable in measuring observed variables before launching the main survey. The procedure of conducting in-depth interviews started with identifying the purposes of the research in terms of what information needed gathering. Then the detailed questionnaire was shown to the interviewees for checking their understanding. During the interview, the author also would like to find out the suitability of choosing the measurement scales for conducting the research in Vietnam. All the comments from the interviewees were checked in order to modify the measurement scale. Based on the feedback of respondents, all the items were easily understood. However, the functional value item 2 and 5 were likely duplicated; therefore, they needed revising after collecting data.

After that, the survey was conducted in mass. It aimed to collect data for testing the research's hypotheses. Participants self-completed a survey with most of items were measured by five-point Likert scale, anchor points including "strongly disagree" (=1), "disagree" (=2), "neutral" (=3), "agree" (=4), "strongly agree" (=5). The questionnaire was mainly delivered to respondents in paper version. However, in some convenient cases, online version was used via the Internet using Google Survey. Data collection was conducted both on week and weekend days during one month.

4.7 Data analysis method

Research issues are identified as the factors affecting satisfaction in job of police officers. The model is tested consisting of five major independent factors: supervisor feedback (SUP), perceived organizational support (ORG), Peer cohesion (CO), job stress (STR), commitment (COM)

After collecting data, the data will be encrypted and processed through SPSS 20.0 software.

Reliability of the scales is evaluated through Cronbach Alpha coefficient and item-total correlation. The observed variables with item-total correlation is less than 0.3 will be disqualified and scales selection criteria with Cronbach's Alpha from 0.6 or higher (Nunnally & Bernstein, 1994). The item-total correlation is correlation coefficient of a variable with the average score of the other variables in the same scale, so the higher the coefficient, the correlation of variables with other variables in the group is higher. By (Nunnally & Bernstein, 1994), the variables with item-total correlation <0.2 will be removed from the scale.

After eliminating mismatch variables, the remaining variables use exploratory factor analysis method (EFA) with Principal Axis Factoring method with Promax rotation. According to Gerbing & Anderson (1988), Principal Axis Factoring method with Promax rotation (Oblique) will reflect the data structure more accurately than the Principal Components method with Varimax rotation (Orthogonal). And to exclude mismatch variables with factor loading weight $FD > 0.5$. According to Hair & ctg (1998, 111), Factor loading is the norm in ensuring practical-significance of EFA. Factor loading > 0.3 is considered as the minimum gain, Factor loading > 0.4 is considered as important, and Factor loading ≥ 0.5 is considered as practical significance. KMO is a norm to consider the appropriateness of the EFA, with $0.5 \leq KMO \leq 1$ the factor analysis is appropriate. Bartlett testing is used in considering the hypothesis of correlation between the observed variables with zero in the overall. If this testing has statistical significance (Sig < 0.05), the observed variables are correlated with each other in the overall (Trong & Ngoc, 2008). Total Variance Explained $> = 50\%$ (Gerbing & Anderson, 1988).

After conducting EFA analysis, the author conducted OLS regression analysis by ENTER method to confirm the appropriateness of the research model, building model of linear regression and test the hypotheses to determine the degree of influence of each factor affects the dependent variables. Correlation analysis shows us that the relationship between concepts, and then regression analysis to review the causal relationship between them and finally the regression analysis is method of entering variables at the same time. Assess the suitability of the model, the researchers have used the coefficient of determination R^2 (R-square) to assess the suitability of the model, the coefficient of determination R^2 proven as a function without decrease by the number of independent variables included in the model.

However, it is not true when an equation has more variables that will be more consistent than the data R^2 tends to be a positive element of the measure of the relevance of the model to the data in case there is one variable explained in the model. Thus, in a multiple linear regression using adjusted R-square coefficient to evaluate the relevance of the model because it does not exaggerate the relevance of the model. Besides, it is necessary to check the correlated phenomenon with Durbin - Watson coefficient ($1 < \text{Durbin-Watson} < 3$) and without multicollinearity phenomenon by variance inflation factor VIF ($\text{VIF} < 10$).

Described statistical method: analyze the characteristics, characteristics of the organization as well as the direct subject in the survey. In addition, described statistical method also gives us the results to assess the satisfaction levels as well as factors affecting the satisfaction of the police officers.

Summary chapter 4

In this chapter, the author designs research and plans in detail to conduct a research project. In which, the author has outlined the steps to undertake research, created overall, recommended sample size, created variables and built scales for variables. In the research of this chapter, the author proposes research method of sequential mixture of two stages. In the first stage, the author will conduct interviews with experts to explore and build the scales. In the second stage, the author will conduct interviews with client, collect data, analyze and assess models. Based on this proposal, in the Chapter 4, the author will carry out formal research, collect data, analyze and test models.

CHAPTER 5: DATA ANALYSIS

From the theoretical model proposed in chapter 2 and the quantitative research method stated in chapter 3, in this chapter the author will use the quantitative technique to analyze the results of the survey, determine the most important factors affecting satisfaction of police officers.

5.1 Sample description

The research conducted a survey in 3 months. Total questionnaires issued were 230; the object delivered the questionnaire was police officers working in several departments at Ho Chi Minh Public Security. Total questionnaires received were 217 (for convenience). Total observations used for analysis were 200 questionnaires with complete and valid information (after removing feedbacks which were incomplete, incorrect in answer manner as specified, no response ...).

5.1.1. Descriptive statistics

Classification by gender:

This resulted from a survey of more than 200 police officers, including 56% of Male officers, the remainder of Female. This is consistent with characteristics of police profession in Vietnam where there are mainly Male officers.

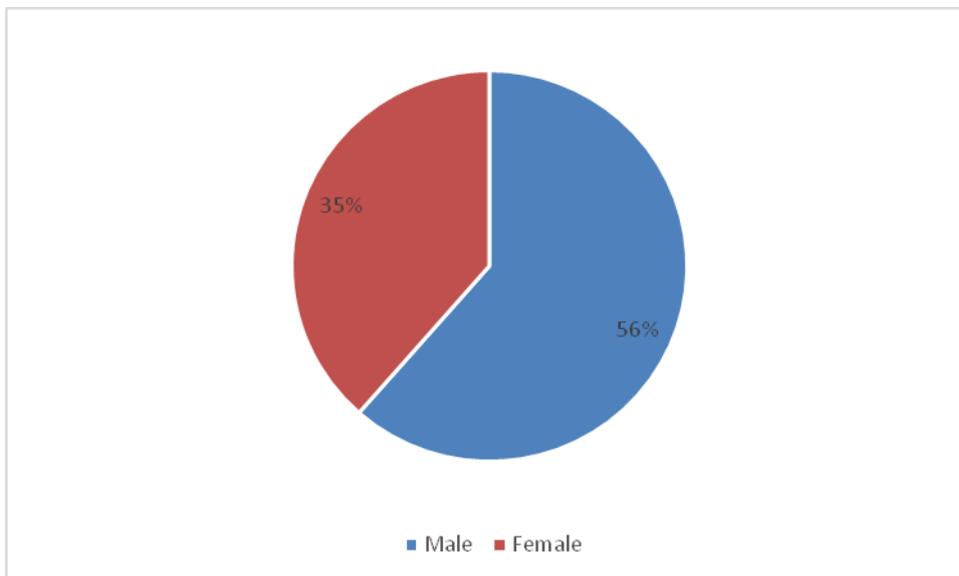


Figure 5.1: Gender

(Source: author's survey)

Classification by marital status

The survey results showed that most of police officers are single (61%), about 30.7% of police officers got married. In general, most Vietnam police get married later than other professions because of nature of the job and influenced by having to pass a stage of strict background verification before marriage. Notably is the single factor listed in the research implies divorced status to avoid sensitive factors in the survey.

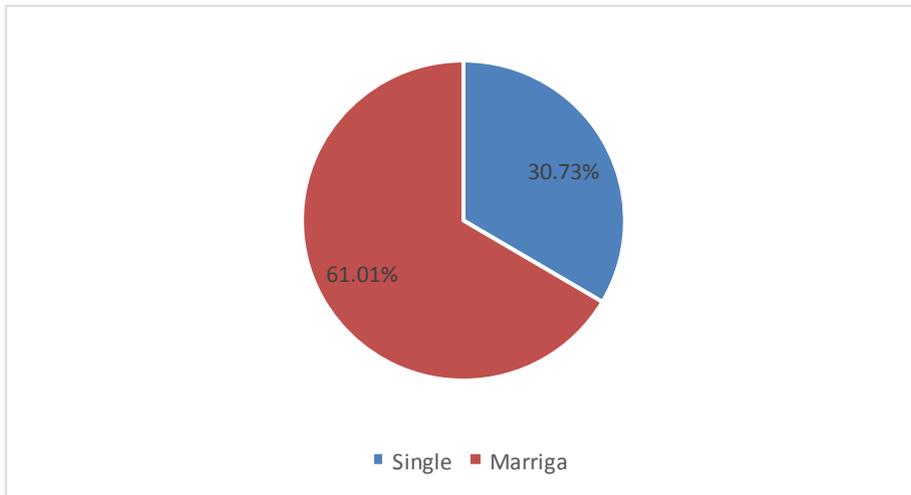


Figure 5.2: Marital status

(Source: author's survey)

Classification by Education: With reference to educational background, most of respondents hold an undergraduate program (69.7% of bachelor followed by 13.3% of under bachelor, and the least is upper bachelor of 8.7%)

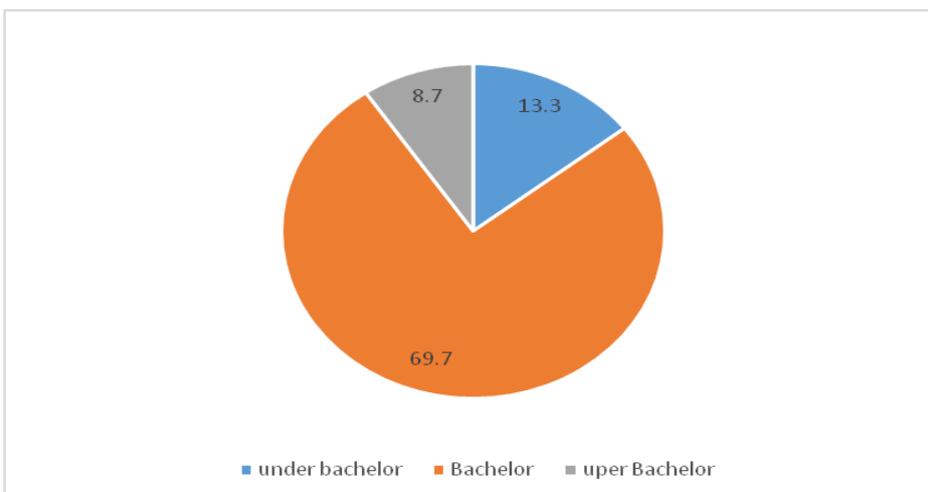


Figure 5.3: Education

(Source: author's survey)

Classification by Age: A majority of the respondents were young between 26 to 35 years of age (near 60%) followed by those between 36 to 50 years old (about 20%), less than 26 years old and more than 50 the same (about 10%)

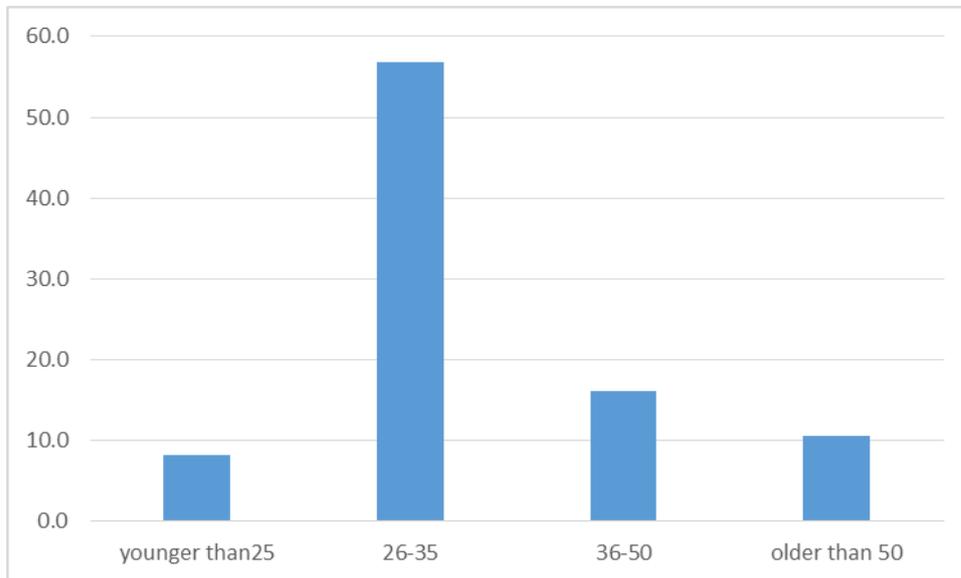


Figure 5.4: Age Classification

(Source: author's survey)

Classification by Rank: Most of respondents are Junior officer with the majority of 60.1%, following is group of Corporal of 30% and 10% of Field officer.

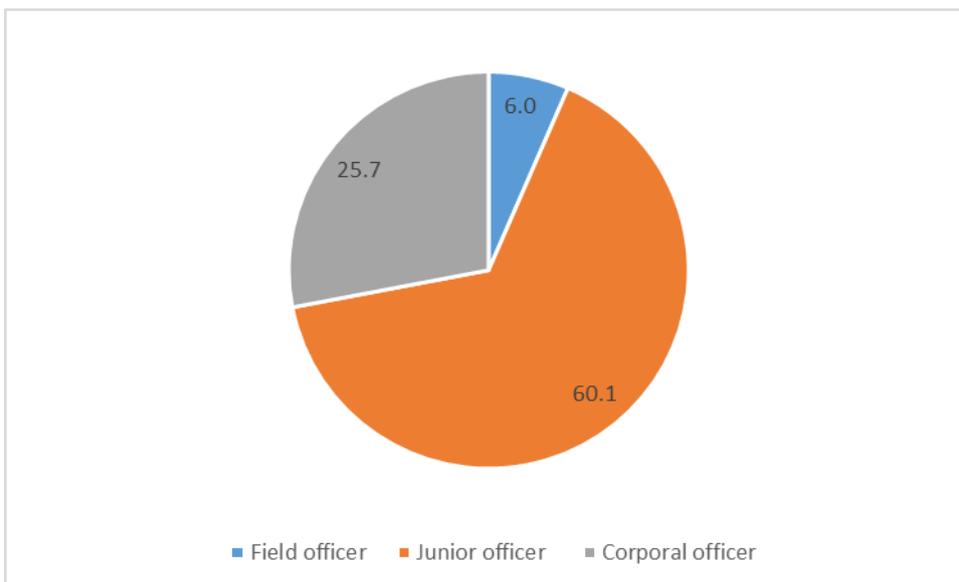


Figure 5.5: Rank

(Source: author's survey)

Supervisor feedback.

In general, the observed variables to measure the **Supervisor feedback** factor were evaluated at high level - approximately 4, the lowest was SUP2 observed variable - reaching 3.82. However, the dispersion in responses was quite high as the standard deviation was more than one unit; this showed a significant difference in evaluation of police officers in the **Supervisor feedback factor**.

Table 5.1: Supervisor feedback Statistic

Variables	N	Mean	Std. Deviation
SUP1	200	3.51	1.017
SUP2	200	3.82	1.129
SUP3	200	3.84	1.083

(Source: author's survey)

Perceived Organizational Supports

The observed variables to measure the Perceived Organizational Supports factor were evaluated at high level - approximately 4, the lowest was ORG2 observed variable - reaching 3.8. However, the dispersion in responses was quite high as the standard deviation was more than one unit; this showed a significant difference in evaluation of police officers in the Perceived Organizational Supports.

Table 5.2: Perceived Organizational Supports statistic

Variables	N	Mean	Std. Deviation
ORG1	200	3.89	.903
ORG2	200	3.80	.897
ORG3	200	3.82	.912

(Source: author's survey)

Peer cohesion

Overview, the observed variables to measure the Peer cohesion factor were evaluated at high level - approximately 4, the lowest was CO2 observed variable - reaching 3.43. However, the dispersion in responses was quite high as the standard deviation was more than one unit; this showed a significant difference in evaluation of police officers in the Peer cohesion.

Table 5.3: Peer cohesion Statistic

Variables	N	Mean	Std. Deviation
CO1	200	3.56	1.026
CO2	200	3.43	1.020
CO3	200	3.58	1.034
CO4	200	3.62	1.054

Source: (The Author's calculations)

Commitment

Evaluation results from 200 respondents showed the ***Commitment*** factor is evaluated at average level of which the smallest is the COM1 observed variable with an average of 2.83 . The difference in the standard deviation of questions in the factor showed a different evaluation of police officers.

Table 5.4: Commitment statistic

Variables	N	Mean	Std. Deviation
COM1	200	2.83	.993
COM2	200	3.26	1.170
COM3	200	3.16	1.096
COM4	200	3.14	1.064

(Source: The Author's calculations)

Job stress

The observed variables to measure the job stress factor were evaluated at high level - approximately 4, the lowest was ORG2 observed variable - reaching 3.64. However, the dispersion in responses was quite high as the standard deviation was more than one unit; this showed a significant difference in evaluation of police officers in the job stress.

Table 5.5: Job stress Statistic

Variables	N	Mean	Std. Deviation
STR1	200	3.90	.829
STR2	200	3.64	.886
STR3	200	3.86	.941

(Source: The Author's calculations)

Job satisfaction of police officers

Overall, the satisfaction factor was evaluated highly when the average evaluation points are greater than 3 of which the smallest is SA5 observed variable with an average of 3.07. However, the dispersion in responses was quite high as the standard deviation was more than one unit; this showed a significant difference in evaluation of police officers in the job satisfaction.

Table 5.6: Job satisfaction Statistic

Variables	N	Mean	Std. Deviation
SA1	200	3.18	1.039
SA2	200	3.09	1.170
SA3	200	3.22	1.098
SA4	200	3.12	.970
SA5	200	3.07	1.187

(Source: The Author's calculations)

5.1.2. General evaluation of factors in the model of Satisfaction

General statistics of the variables affecting Satisfaction of police officers were shown in Table 5.7

Accordingly, the *Perceived Organizational Supports (ORG)* factor got the highest consensus in the police officer's satisfaction factor, as the proportion of agreement and more accounted for more than 74% of all responses. The *Supervisor feedback (SUP)*, *Peer cohesion (CO)* and *Job Stress (STR)* factors also achieved a high consensus as the proportion of agreement and more accounted for more than 60% of all responses.

However, the consensus on the *Commitment (COM)* factors reached the lowest proportion as the proportion of agreement and more accounted for about 40% while the proportion from *disagree to completely disagree* reached the highest proportion in the factors of the model at the percentage of 30%.

Table 5.7: Statistics of the variables affecting Satisfaction

Unit: %

Scale	SUP	ORG	CO	COM	STR	SA
Strongly disagree	4.8%	1.2%	3.4%	7.1%	1.7%	8.9%
Disagree	10.2%	9.3%	15.1%	25.4%	7.8%	19.4%
Neither agree nor disagree	17.2%	15.3%	20.8%	26.8%	18.5%	29.2%

Agree	43.7%	53.2%	45.0%	32.3%	53.2%	34.5%
Strongly agree	24.2%	21.0%	15.8%	8.5%	18.8%	8.0%

(Source: The Author's calculations)

5.2. Reliability analysis

Performance of Cronbach's Alpha analysis for each scale aims to eliminate the observed variables inconsistent with description of the concept to be measured. Accordingly, the given request for Cronbach's Alpha coefficient in this analysis should be greater than 0.6, hereby the variables with the Corrected - Total Correlation coefficient of less than 0.3 will be inconsistent and eliminated. The results showed that all factors reached conformity necessary conformity, no factor to be eliminated observed variations during this analysis.

Cronbach's Alpha results of the factors affecting satisfaction of police officers stated in Table 4.9 showed that all the components (**Supervisor feedback**, *Perceived Organizational Supports*, *Peer cohesion*, *Commitment*, *Job stress*) had standard Cronbach's Alpha reliability coefficients allowing to analyze the Exploring factor (greater than 0.6).

Table 5.8: Cronbach's Alpha of the factors (Item-Total Statistics)

Variables	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
1. Supervisor feedback(SUP): Cronbach's Alpha 0.893				
SUP1	7.66	4.679	.658	.954
SUP2	7.35	3.614	.867	.778
SUP3	7.33	3.800	.861	.785
2. Perceived Organizational Supports (ORG) : Cronbach's Alpha 0.856				
ORG1	7.62	2.639	.768	.760
ORG2	7.71	2.772	.714	.811
ORG3	7.69	2.750	.703	.822
3. Peer cohesion (CO): Cronbach's Alpha 0.806				
CO1	10.63	6.386	.650	.744
CO2	10.76	6.354	.664	.737
CO3	10.61	6.300	.662	.738
CO4	10.57	6.840	.518	.807

Variables	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
<i>4. Commitment(COM): Cronbach's Alpha 0,776</i>				
COM1	9.56	7.293	.547	.739
COM2	9.13	6.914	.476	.780
COM3	9.23	6.396	.652	.682
COM4	9.25	6.510	.657	.681
<i>5. Job stress(STR): Cronbach's Alpha 0,743</i>				
STR1	7.50	2.603	.516	.716
STR2	7.76	2.256	.612	.606
STR3	7.53	2.170	.583	.642

(Source: The Author's calculations)

Thus, Cronbach's Alpha results of all the factors that were qualified to perform the Exploring factor analysis. As considering the Corrected - Total Correlation coefficient of each measuring variable in a total of 17 observed variables measuring components were standard (greater than 0.3 standard) in the next Exploring factor analysis.

Table 5.8 of the **Satisfaction (F)** scale evaluation on reliability of this factor indicated the Cronbach's Alpha indicator reached 0.771 of which all 5 measuring observed variables were standard as the Corrected - Total Correlation was greater than 0.3, the lowest is SA5 variable reaching 0.448

Table 5.9: Cronbach's Alpha of job satisfaction (SA)

Variables	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
SA1	12.49	10.181	.664	.689
SA2	12.58	9.894	.598	.709
SA3	12.45	10.601	.539	.730
SA4	12.55	11.546	.482	.749
SA5	12.60	10.764	.448	.764

(Source: The Author's calculations)

Conclusion: Through the test results of Cronbach Alpha'S the scales having 22 observed variables will be given for the Exploring factor analysis (EFA). The scales above had Cronbach's alpha reliability coefficient > 0.6 and corrected - total correlation coefficient > 0.3 (the lowest is SA5 reaching 0.448). Indeed, these scales were qualified to analyze the Exploring factor (EFA).

5.3. Exploring factor analysis (EFA)

After checking reliability of the scale before performance of Exploring factor analysis (EFA), 25 observed variables were qualified for the next research process. Of which, the author divided into 2 phases in EFA, including: Exploring factor analysis of independent factors (including 17 measuring observed variables for 5 scales) and Exploring factor analysis of the Satisfaction of police officers factor (measured with 5 observed variables).

5.3.1. Exploring factor analysis of independent factors

Exploring factor analysis was conducted according to Principal axis factoring extraction with Varimax rotation and stops when extracting factors with eigenvalue of 1 for independent factors affecting the Satisfaction including **17** observed variables. Results after implementation of **1** time analysis and not eliminate any observed variables (Table 4.10). The Bartlett's test result of 1757.887 showed among the variables in total had mutual correlation ($\text{sig} = 0.000 < 0.05$), and KMO coefficient = $0.817 > 0.5$, which proved factor analysis in which the variables were combined with each other was appropriate with research data.

Table 5.10: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.809
	Approx. Chi-Square	1697.959
Bartlett's Test of Sphericity	df	136
	Sig.	.000

(Source: The Author's calculations)

From EFA results in Pattern Matrix table: 17 observations of 5 component factors affect satisfaction of police officers. All observed variables had standard Factor loading coefficients, greater than 0.5. Five factors analyzed in the model explained **70.67%** fluctuation in research data.

Table 5.11: Matrix components of EFA results

	Component				
	1	2	3	4	5
CO3	.795				
CO2	.781				
CO1	.756				
CO4	.622				
COM3		.824			
COM4		.800			
COM1		.672			
COM2		.641			
SUP2			.949		
SUP3			.948		
SUP1			.720		
ORG1				.863	
ORG2				.843	
ORG3				.816	
STR3					.808
STR2					.785
STR1					.681

(Source: Author's calculations)

The first factor including 4 observed variables: CO1, CO2, CO3, CO4 of peer cohesion, so this factor was named *Peer cohesion (CO)*.

The second factor including 4 observed variables: COM1, COM2, COM3, COM4 of commitment, so this factor was named *Commitment (COM)*.

The third factor including 3 observed variables of SUP1, SUP2, SUP3 of *Supervisor feedback*, so this factor was named *Supervisor feedback (SUP)*.

The fourth factor including 3 observed variables ORG1, ORG2, ORG3 of perceived organizational supports, so this factor was named *Perceived Organizational Supports (ORG)*.

The fifth factor including 3 observed variables of STR1, STR2, and STR3 had contents towards job stress, so this factor was named *Job stress*.

Thus, in the process of exploring factor analysis (EFA), the observed variables that did not meet standards were excluded from the measuring scale and the subsequent analysis. The model consisted of 5 independent factors with 18 observed variables: *Job stress (STR)*, *Commitment (COM)*, *Peer cohesion (CO)*, *Supervisor feedback (SUP)*, *Perceived Organizational Supports (ORG)*.

5.3.2. Exploring factor analysis of the Satisfaction of police officers

Exploring factor analysis (EFA) was conducted using Principal axis factoring extraction with Varimax rotation and stops when extracting factors with eigenvalue of 1 for the Satisfaction factor including 5 observed variables.

The Bartlett's test result showed among the variables in total had mutual correlation (sig = 0.000), and KMO coefficient = 0.794 > 0.5, which proved factor analysis in which the variables were combined with each other was appropriate.

According to the results of EFA in the Pattern Matrix in Table 5.12: All observed variables had standard Factor loading coefficients, greater than 0.5 and no observed variable were excluded out of the factor.

Table 5.12: Results of EFA for Job satisfaction factor

Variable	
SA1	.822
SA2	.778
SA3	.730
SA4	.657
SA5	.629
KMO and Bartlett's Test	
KMO	0,794
Sig Bartlett's Test of Sphericity	0,00
Total Variance Explained	52.84%
Eigenvalues	2.64

(Source: Author's calculation)

5.4 Results of regression analysis

5.4.1 Statistical and correlation analysis among factors

To analyze correlation among these factors and serve as a prerequisite for the next analysis step, the author calculated the average value of these factors *Job stress (STR)*, *Commitment (COM)*, *Peer cohesion (CO)*, *Supervisor feedback (SUP)*, *Perceived Organizational Supports (ORG)* to measure the related concepts. Correlation analysis results stated in Table 5.13, showed that these factors have a positive correlation with satisfaction of police officers and statistical significance with 99% reliability (p-value <0.01). Thus, we can conclude the *measurement model consistent with the theory*.

Table 5.13: Summary and correlation

Factor	Mean	Sd	Sig. (2-tailed)	SA	CO	COM	SUP	ORG	STR
Satisfaction (SA)	3.13	0.79		1	.347**	.585**	.161*	.192*	.278*
<i>Peer cohesion (CO)</i>	3.55	0.82	.000	.347**	1	.000	.000	.000	.000
<i>Commitment (COM)</i>	3.10	0.84	.000	.585**	.000	1	.000	.000	.000
<i>Supervisor feedback (SUP)</i>	3.72	0.98	.000	.161*	.000	.000	1	.000	.000
<i>Perceived Organizational Supports (ORG)</i>	3.84	0.80	.000	.192**	.000	.000	.000	1	.000
<i>Job stress (STR)</i>	3.79	0.72	.000	.278**	.000	.000	.000	.000	1

*Notes: Of which *, **, *** is respectively significant at levels of 1%, 5% and 10%.*

(Source: The Author's calculation)

Before verifying the research results from the analysis of multivariate regression, mutual relationship among variables in the model should be considered.

To consider the relationship between the dependent variables and the independent variables in the model we use the Pearson correlation coefficient for review. The correlation coefficient different from 0 and Sig significance of 2-side verification (Sig. (2-tailed) is less than 0.05, the concepts has mutual relationship.

Positive correlation coefficient indicated relationship in the same direction, negative correlation coefficient expressed relationship in the opposite direction, the greater correlation coefficient among the factors is, and the closer the relationship among them is. Results of data analysis are as follows:

Through the research results showed that the relationship between the independent variables with the dependent variables "SA": Satisfaction of police officers", of which the strongest correlation is the *Commitment (COM)* variable (0.585, Sig <0.01) and finally, the weakest correlation is the *Supervisor feedback (SUP) variable* (0.161, Sig <0.01)

Thereby, we can see the values of Sig. between the independent variables and the dependent variable "SA" are equal to 0, so they are statistically significant. It is concluded that the independent variables are correlated with the dependent variables or the variables in the model are consistent to put in the regression model to explain changes in satisfaction in the job of police officers.

Thus, the factors given at the beginning attained reliability (reliability coefficient > 0.6) for the exploring factor analysis from survey data, from the initial observed variables through the exploring factor analysis excluded some substandard variables remaining 18 observed variables measuring concepts properly.

General statistics of factors showed that the *Perceived Organizational Supports (ORG) factor* is most appreciated with 3.84/5 affecting the Satisfaction and this is also the factor that reached a consensus of the respondents with low standard deviation (0.8). Other factors also reached relatively high consensus of the respondents, and the lowest is the *Commitment (COM) factor* with 3.1/5. All these factors had co-variable correlation with the Satisfaction factor with the high significance level (1% significance level).

Overall, through the table of descriptive statistics of regression analysis variables, the average values of majority of the independent variables and the dependent variable are quite high. This showed that these factors affect satisfaction of police officers strongly.

5.4.2. Regression analysis

The regression results showed in the Table of indicators to evaluate the suitability of the model indicated corrected coefficient $R^2 = 0.591$ meaning consistent with the linear regression model constructed. The results showed that the model explained **59.1%** fluctuation of satisfaction

of police officers consistent with data set to 59.1% observed in the overall data. The remainder is explained by other factors.

Table 5.14: Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.776a	.602	.591	.63934991	1.638
a. Predictors: (Constant) , CO ,COM, SUP, ORG, STR					
b. Dependent Variable: SA					

(Source: The Author's calculation)

Durbin - Watson coefficient is 1.6 ($1 < 1.6 < 3$), so it can be concluded that there is no correlation in the level 1 chain of the model. Therefore, the model do not violate when using the multiple linear regression.

Table 5.15: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	119.699	5	23.940	58.566	.000b
Residual	79.301	194	.409		
Total	199.000	199			

a. Dependent Variable: SA

b. Predictors: (Constant), CO ,COM, SUP, ORG, STR

(Source: The Author's calculation)

Verify F used in the table of the model's suitability verification is the hypothesis verification about suitability of the overall linear regression model. The idea of this verification is on a linear relationship between the dependent variables and other variables. In this table, we see the value of Sig. is very small (Sig. = 0.000), so the regression model is consistent with the data set and can be used.

5.4.3. Analysis results of affecting factors

With 1% significance level, the experimental results also showed a positive effect with statistical significance of *Job stress (STR)*, *Commitment (COM)*, *Peer cohesion (CO)*, *Supervisor feedback (SUP)*, *Perceived Organizational Supports (ORG)* on satisfaction of police officers. The

results showed that factors with standardized Beta coefficients are positive (> 0), so the factors which have a effect in the same direction on satisfaction of police officers, confirmed the hypothesis given in the research model is accepted and verified properly.

Table 5.16: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	1.002E-013	.045		.000	1.000		
CO	.347	.045	.347	7.646	.000	1.000	1.000
COM	.585	.045	.585	12.899	.000	1.000	1.000
SUP	.161	.045	.161	3.550	.000	1.000	1.000
ORG	.192	.045	.192	4.226	.000	1.000	1.000
STR	.278	.045	.278	6.126	.000	1.000	1.000

a. Dependent Variable: SA

(Source: The Author's calculation)

With the results from the regression model, we can rewrite the standardized estimated regression equation.

Job satisfaction = 1.002E-013+ .278 *Job stress (STR)* + .347 *Peer cohesion (CO)* +.585 *Commitment (COM)* + .161 *Supervisor feedback (SUP)* + .192 *Perceived Organizational Supports (ORG)*

Hypothesis Tests

Model summary after research and regression analysis:

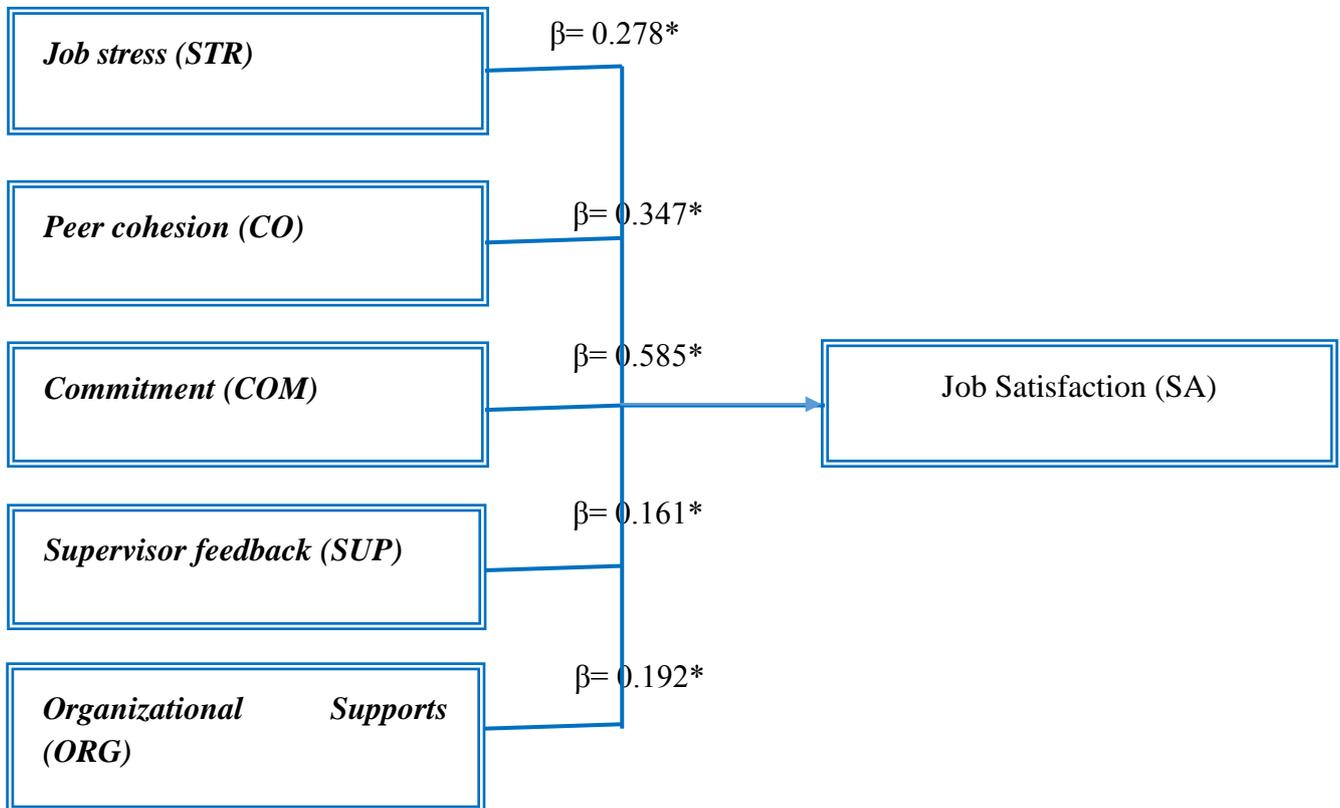


Figure 5.6: Model summary

(Source: The Author's calculation)

Hypothesis H1: If *Job stress (STR)* increases or decreases, then the level of job satisfaction will decrease or increase respectively. This means that we must consider the positive Beta coefficient of the *Job stress (STR)* factor. Through the results of regression analysis showed that the Beta coefficient of the factor ($\beta = 0.278 > 0$), and 1% level of significance ($\text{Sig} < 0.01$). Thus, there is a basis to believe that the Beta coefficient of the *Job stress (STR)* factor is positive. In other words, we accept the hypothesis H1. So it can be concluded *Job stress (STR)* have a effect in the same direction on the satisfaction in the job of the police officer.

Hypothesis H2: If *Peer cohesion (CO)* increases or decreases, then the level of job satisfaction will increase or decrease respectively. This means that we must consider the positive Beta coefficient of the *Peer cohesion (CO)* factor. Through the results of regression analysis showed that the Beta coefficient of the factor ($\beta = 0.347 > 0$), and 1% level of significance (Sig

<0.01). Thus, there is a basis to believe that the Beta coefficient of the *Peer cohesion (CO)* factor is positive. In other words, we accept the hypothesis H2. So it can be concluded *Peer cohesion (CO)* have a effect in the same direction on the satisfaction in the job of the police officer.

Hypothesis H3: If *Commitment (COM)* increases or decreases, then the level of job satisfaction will increase or decrease respectively. This means that we must consider the positive Beta coefficient of the *Commitment (COM)* factor. Through the results of regression analysis showed that the Beta coefficient of the factor ($\beta = 0.585 > 0$), and 1% level of significance (Sig <0.01). Thus, there is a basis to believe that the Beta coefficient of the *Commitment (COM)* factor is positive. In other words, we accept the hypothesis H3. So it can be concluded *Commitment (COM)* have a effect in the same direction on the satisfaction in the job of the police officer.

Hypothesis H4: If *Supervisor feedback (SUP)* increases or decreases, then the level of job satisfaction will increase or decrease respectively. This means that we must consider the positive Beta coefficient of the *Supervisor feedback (SUP)* factor. Through the results of regression analysis showed that the Beta coefficient of the factor ($\beta = 0.161 > 0$), and 1% level of significance (Sig <0.01). Thus, there is a basis to believe that the Beta coefficient of the *Supervisor feedback (SUP)* factor is positive. In other words, we accept the hypothesis H4. So it can be concluded *Supervisor feedback (SUP)* have a effect in the same direction on the satisfaction in the job of the police officer.

Hypothesis H5: If *Perceived Organizational Supports (ORG)* increases or decreases, then the level of job satisfaction will increase or decrease respectively. This means that we must consider the positive Beta coefficient of the *Perceived Organizational Supports (ORG)* factor. Through the results of regression analysis showed that the Beta coefficient of the factor ($\beta = 0.192 > 0$), and 1% level of significance (Sig <0.01). Thus, there is a basis to believe that the Beta coefficient of the *Perceived Organizational Supports* factor is positive. In other words, we accept the hypothesis H5. So it can be concluded *Perceived Organizational Supports (ORG)* have a effect in the same direction on the satisfaction in the job of the police officer.

Table 5.17: Hypothesis Test

Hypothesis	Expectation	Standardized Coefficients	pvalue	Test result	
H1	<i>Job stress (STR)</i> will be related to job satisfaction.	+/-	.278***	0,00	Supported
H2	<i>Commitment (COM)</i> will be positively related to job satisfaction.	+	.585***	0,00	Supported
H3	<i>Peer cohesion (CO)</i> will be positively related to job satisfaction.	+	.347***	0,00	Supported
H4	<i>Supervisor feedback (SUP)</i> will be positively related to job satisfaction.	+	.161***	0,00	Supported
H5	<i>Perceived Organizational Supports (ORG)</i> will be positively related to job satisfaction.	+	.192***	0,00	Supported

Note: * $P < 10\%$, ** $P < 5\%$, *** $P < 1\%$.

(Source: Author's calculation)

Thus it showed that five factors have a positive effect on the job satisfaction of police officers with the affecting coefficient is relatively high, of which the largest is effect of the **Commitment (COM) factor**.

With 5 affecting factors built from the theoretical model through EFA in the experimental model in Vietnam, the author confirmed the hypotheses (H1, H2, H3, H4, H5) have co-variable effect on the job satisfaction of police officers. According to standardized effect estimates showed the **Commitment (COM)** factor had the strongest effect with statistical significance on the Satisfaction.

Assumption tests of OLS regression model

In the OLS regression model, the main assumptions should satisfy that the verification thesis includes:

Multicollinearity: With the estimated model in which VIF indicators are less than 10, multicollinearity does not occur in the model.

Endogenous issue and linear assumption: This chart which indicates the standardized predicted values under standardized residual shows a correlative random dispersion with satisfaction of police officers. Therefore, assumption of linear association does not violate.

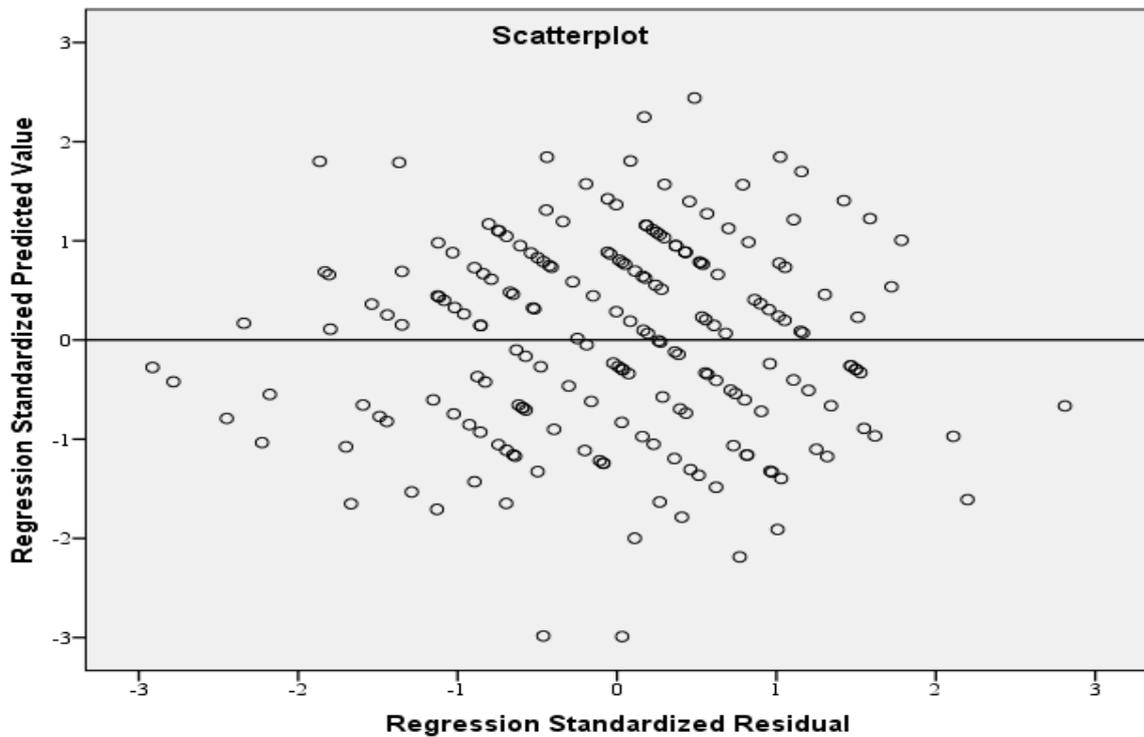


Figure 5.7: Scatter plot of standardized residuals and predicted values
(Source: Author's calculation)

The frequency chart in Figure 5.7 on standardized residuals is a standard distribution curve the frequency chart, distributing approximately standard residual (average Mean = 0.00 and Std standard deviation. Dev. = 0.987 i.e approximately equal to 1). Thus, we can conclude that the standard distribution assumption does not violate

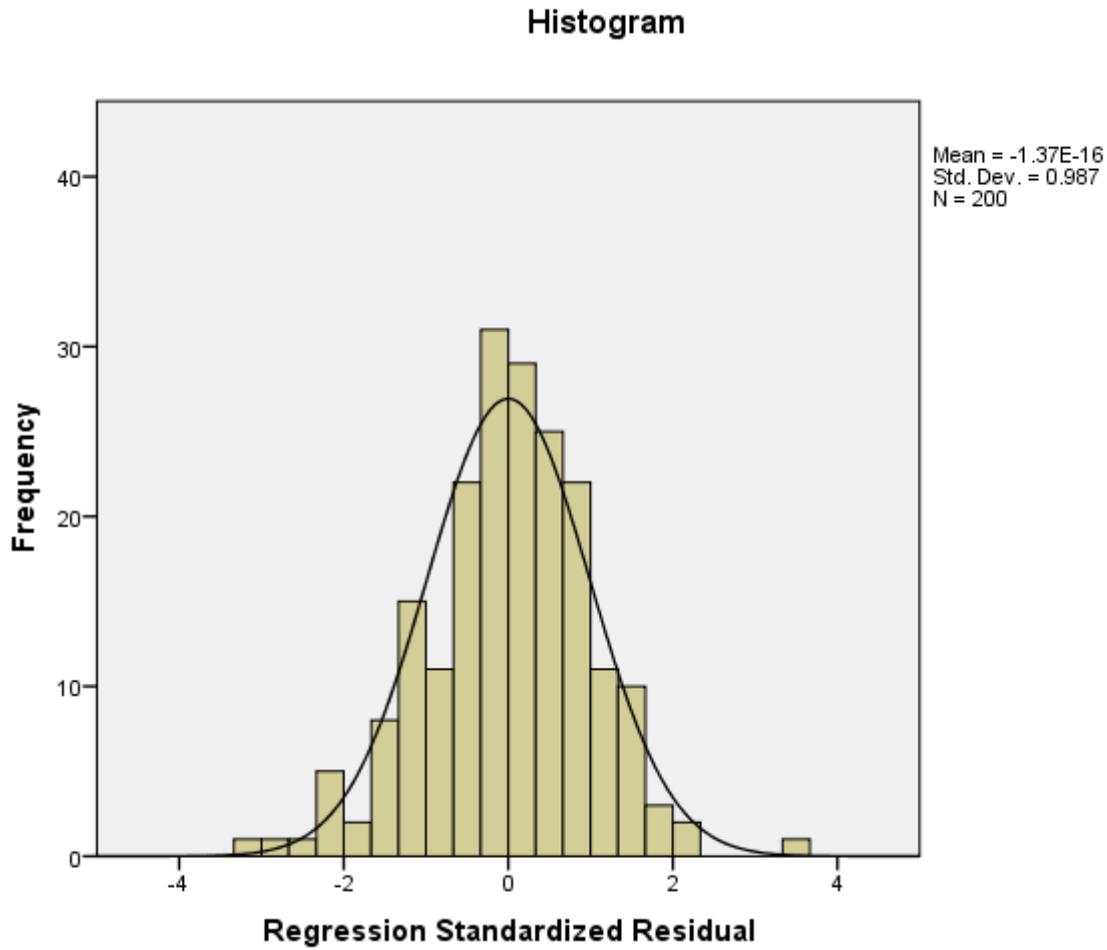


Figure 5.8: Standardized Histogram

(Source: Author's calculation)

The QQ Plot chart of residuals in Figure 5.8, the viewpoint of the concentrated residual close to the expectation line, thus distribution of the residual has standard form and meets standards and requirements of a standard distribution of the residual.

Normal P-P Plot of Regression Standardized Residual

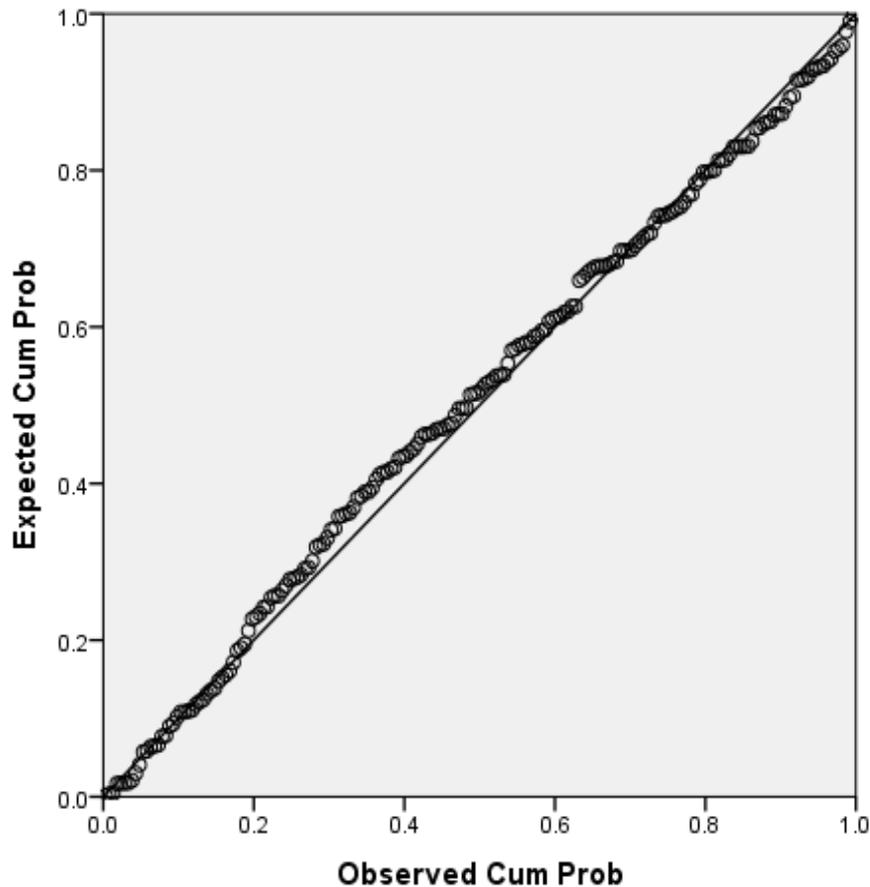


Figure 5.9: P-P plot

(Source: Author's calculation)

Summary chapter 5

This chapter describes the process for quantitative research of factors affecting the Satisfaction of police officers. From theory and relevant research summary, the author designed the research, built scale, verified the scales, and verified the research models and hypotheses. With large enough Cronbach's Alpha and through EFA, the scales have been verified reliability and suitability. Then, the regression analysis showed the entire model is appropriate and supported 5 hypotheses; all 5 factors have a positive effect with statistical significance on the job satisfaction of police officers. In particular, the component factor of *Commitment* has most powerful effect on the Satisfaction of police officers. With the analytical results achieved, the final chapter will present the conclusion through the research and discussion of suggestions to enhance job satisfaction of police officers.

CHAPTER 6: CONCLUSION

Chapter 6 reviews the research results, outlines achievements and limitations of the study, and recommends principal measures to strengthen satisfaction in the job of police officers.

6.1 Summary of research findings

Data analysis results showed that all the expected variables achieve statistical significance as expected.

Research findings from the model proved that, ***Job stress*** makes a negative impact on the satisfaction of public servers. This implies job pressure of and stressful issues such as fatal cases, serious crimes and societal pressure on quickly settling serious incident, etc. result in reduction in satisfaction of police officers. This result is the same as the result of some previous studies as (Zhao J, et al., 1999), Blum (2000), Johnson (2012). Johnson (2012) has demonstrated that the stress and conflicts of police officers have contributed significantly in dissatisfaction in their work. Johnson says that job stress is an inherent part of the work of police officers, it is not realistic as finding ways to remove it so the police officers should be trained in techniques to manage stress. For Blum (2000), in his opinion, the stress always has in the work in all sectors, but to minimize the effects of job stress in work of a police, it is necessary to have a support group for officers to give advice and support for the police. This research finding is consistent with actual work practices of more increasing pressure in Ho Chi Minh City as Vietnam's largest city and with other research findings in the world on the impacts of job stress on the satisfaction of police officers.

Regression model from the research also confirmed the influence of ***Peer cohesion*** on work satisfaction of police officers. Its findings are appropriate with the previous research of Ellison (1997), Dubinsky (2004), (Hill, 2008). Previous studies have said that the help of those around in the company will help employee work well, motivate and help them overcome difficulties. Simultaneously, in Dubinsky's study (2004), he also demonstrates that a lack of teamwork and mutual jealousy are the main cause leading to dissatisfaction in the work of employees. Hill (2008) evaluates that the support of colleagues is as important as the support of the leadership. This is suitable with actual activities of police officers. For a quick and successful fulfillment of work and to meet time requirements, it is required to have the collaboration of many related divisions. Moreover, supports of associates are always helpful resources for work completion of a police officer. Sometimes, critical information or evidence provided by his colleagues and competent divisions can be a core point for individuals responsible for handling the cases. Consequently,

supports of associates or the connection between police officers at work is an agent positively affecting their satisfaction.

The influence of *Commitment* on work satisfaction of police officers has been proven through theories and empirical research in the world (Bollon et al., 2000), (Crow, Lee & Joo, 2000), (Bagraim, 2003), (Skogan & Frydl, 2004). Crow, Lee & Jo, (2000), performed their research in 6 provinces in Korea and as a result the police officers have a commitment to their work that minimized to leave work when they have difficulty or do not have satisfaction at work. As for Bagraim (2003), he says that when a police officer has commitment in the work they will carry out their work in a more responsible way and feel more satisfied with the job. In addition, the commitment will bring many benefits to the employees and they will feel protected in the working environment (Bollon et al., 2000). In Vietnam, the findings of research model showed that job commitment will promote and increase work satisfaction of police officers which is proper with previous studies as well as the practices in Vietnam. Commitment will be helpful to both organizations and individuals for better operation and assessment. Particularly with police career of many risks and dangers, it is clear that commitment will promote self-awareness and responsibility for individual work, and therefore it makes a direct impact on the satisfaction of police officers.

Research findings of the model showed that *Supervisor feedback* increases the level of work satisfaction of police officers. This finding is consistent with theory and empirical research findings of Sparr and Sonnentag (2008), Jaramillo et al. (2005), Youngoh Jo et al. (2014). In research of Sparr and Sonnentag (2008), timely feedback of seniors will have a negative impact in the work of the staff and will help them feel satisfied at work. The result is consistent with previous studies of Bennett (1997) that feedback of senior is an essential feature of the satisfaction of police officers. Working under a strict supervision and sometimes independent operation with a great frequency, their superiors' reasonable supervision will strengthen work motivation to be recognized as well as get achievements.

Empirical research shows that *Perceived Organizational Supports (ORG)* is an important factor affecting work satisfaction of staff members (Edmodson & Hansen, 2009). This result supports the research results of Johnson (2012), Edmodson & Hansen (2009). In the study of Johnson (2012), he says that *Perceived Organizational Supports* is one of the common themes associated with the job satisfaction of the police. In addition Johnson (2012) also emphasizes that a fair objective and transparent organization about personnel decisions and investigations can help managers increase job satisfaction of their employees. Besides, Edmodson & Hansen (2009) conduct a study to test the effects of ORG about satisfaction and results that when individuals get the support of the organization, they will feel more comfortable with the work. This is also true for

police career. In police officer's operation especially independent operation, police officers shall feel satisfied with their work after their awareness of their organization's interest and supports. The regression model shows the results with % level of significance (Sig <0.01) proved that the Beta coefficient of the Perceived *Organizational* have a effect in the same direction on the satisfaction in the job of the police officer.

In a nutshell, research findings of the topic are suitable with professional practices in Vietnam as well as previous theories and empirical research in the world. It also confirms the accuracy of the research model proposed by the author.

6.2 Conclusion

Survey on satisfaction of police officers is an important activity to understand desires and satisfaction in the job of those who work in the particular area as police. Unlike previous studies, this study surveys the satisfaction of police officers based on the sum of the 5 factors, namely: Job stress, Commitment, Peer cohesion, Supervisor feedback, Perceived Organizational Supports and are determined in areas of Ho Chi Minh City police department.

In Ho Chi Minh City, we are experiencing difficulties and challenges on the status of social order and safety. In recent years, status of crime has been increasing. Meanwhile, efficiency and job performance in other words satisfaction in the work of police officers is decreasing. This study is performed to investigate the factors affecting in the work satisfaction of police officers so that suggestions can be made to give policies for improvement. These results are similar to several previous studies in several countries around the world. In which two factors of Commitment and Peer cohesion are the strongest influences. However, unlike previous studies, this study is carried out at the office of Ho Chi Minh Police Department and based on objective opinion of most of the police officers.

The study applied a scale from 5 factors in the model proposed by Johnson, R. (2012) and further scale of Commitment from the study of Youngoh & Larry (2011) to measure satisfaction in the job of police officers for the main purpose of finding out relation between factors affecting satisfaction in the job of police and giving a number of implications to improve working efficiency of police working in Ho Chi Minh City.

In this study, the author used both qualitative and quantitative methods. Through the qualitative method, the author built complete questionnaires used to survey in quantitative research.

The quantitative methods are due to multiple analysis steps: Reliability analysis, factor analysis, and correlation analysis, regression analysis to produce the regression equation of the thesis and ultimately verify the model.

The results from the research model show that police officers pay attention and appreciate all the 5 factors of *Job stress (STR)*, *Commitment (COM)*, *Peer cohesion (CO)*, *Supervisor feedback (SUP)*, *Perceived Organizational Supports (ORG)*. Those are five affecting factors with statistical significance and have different effects on satisfaction in the job of police officers. In particular, the *Commitment factor has the strongest effect* ($B = 0.585$), followed by the *Peer cohesion* factor ($B = 0.347$), and finally are the *Supervisor feedback factor* and the *Perceived Organizational Supports factor*.

Factors affecting in the work satisfaction of police officers in Ho Chi Minh City are the subject which has not been studied before. This article contributes to the existing literature about the work satisfaction of public servants in Ho Chi Minh City by carrying out a survey. Therefore, the results of the study will have a positive contribution to society and to the literature. First, this study has contributed to the measurement system of factors such as Job stress, Commitment, Peer cohesion, Supervisor feedback, Perceived Organizational Supports to increase work satisfaction of police officers in Ho Chi Minh City. The second, the results of this research have contributed to the study of human resource management in general and in the police sector.

Research results serve as a basis to provide information and documents to leaders and set out the policy implications to enhance job satisfaction of police officers and overcome outstanding limitations to strengthen operational efficiency of police units in HCM City in particular and Vietnam in general.

6.3 Implications

The results of EFA and regression analyses, factors demonstrate that the research model the author proposed has a strong effect on job satisfaction of police officers. Thereby, the author offers suggestions to improve job satisfaction of the police officers. In particular:

Commitment:

In the analyzing article, it is easy to see the Commitment factor is an appreciated one, affecting significantly on job satisfaction. This brings good results, because special nature of the job of police must bear pressure from many sides to complete their duties. However, the survey results

are obtained from mostly police officers who dedicated and proud of their job. Therefore, managers should make policies to facilitate development of this factor in police officers.

Perhaps the first recommendation should be mentioned that the government need have policies focusing on taking care of lives of police officers. Overall, salaries of the police force in particular and state officers in Vietnam at a low level, so there should be a reasonable source of support for their motivation. This is consistent with the two-factor theory of Herzber (1958), where policies and regimes of organizations are not performed well, the satisfaction level of officers will decrease significantly. Currently, Vietnam has also adopted a number of policies to support police officers as follows: Free tuition in public schools for children of police, free annual social insurance fee for their parents and children and so on but these policies do not really meet expectations of police officers. It is required to adopt more policies on housing, support policies for police officers in difficult circumstances.

The next recommendation is perhaps based on current practical situation that a number of police officers resigned because of trouble in considering family background of those to whom they are about to get married. According to regulations of the Police sector, the people that get married to police must have transparent three generation background, as no previous convictions is, no religion, no past under enemy and something like that. This leads a lot of police officers to leave the sector if they want to get married. Therefore, leaders should consider reducing some of provisions on considering the background before marriage.

Peer Cohesion: This is a strong factor and has an important effect on job satisfaction of police officers. Organizations need to pay attention to facilitating employees to promote solidarity. For example: holding extracurricular activities to discuss issues related to the work and life, exchange sessions between departments, ... these activities do not only create close relationships between individuals in the organization but also energize, relieve stress at work.

Every day, the staffs meet and work together, so that effective interaction with co-workers in an atmosphere of harmony will be the platform to the staff to feel comfortable and work more efficiently. In the work, each person can encounter difficulty, possibly due to limited capacity, or lack experience, or by having the job as complicated, too hard and so on. At the assistance and cooperation, sharing experience of colleagues is very valuable, helping the staff to handle the tough jobs.

The leader must create a comfortable working atmosphere, not be rigorous and restricting criticism; open communication, goodwill towards roommate fellows and the colleagues in other departments.

Superiors should encourage subordinates to learn and update professional knowledge; believe in the ability to work, ability development of subordinates; be dedicated to train or appoint the other to train for the new staffs.

Supervisor feedback

Through the descriptive statistical analysis results, we can see that the **Supervisor feedback** factor affects insignificantly on satisfaction from officers. Thus, it is required to research aiming to make recommendations to improve these factors. Like police organizations around the world, Vietnam police also must comply strictly with regulations and policies of the sector. Those regulations are also treated as rigid structure; even police officials are not considered personal opinions when making decisions. The typical example of this case is that decision on appointment of officers on duty in another place from which they live far.

First, in order for employees to understand interest, superiors should understand them. Superiors need to exchange frankly, clearly his point of views on objectives of the work assigned to subordinates. A more important thing is that superiors need to make fairness in assigning tasks, avoiding the case agile staff is assigned to do various tasks, and passive staff is assigned to only odd tasks.

Subordinates are willing to respect their superior only when their superior gets leadership capacity and solid expertise. Therefore, leaders must constantly learn to improve both leadership capacity and expertise. If necessary, he needs to demonstrate his competence to his subordinates.

Perceived organizational supports

One irrefutable truth is in one company, if the employees receive good support, timely interest from organizations, they will feel sticking and work with better effort. Therefore, the leaders should focus on building and improving policies in caring for staffs in a timely and reasonable manner, such as encouraging the staff to improve their professionals by participating in training courses; furthermore, the meetings should create conditions for the employees to expressing the difficulties and aspirations in the work. From that, the leaders could consider, resolve or propose to the superior to review if they do not have the authority to resolve.

Job stress

The stress of job is the most recent engine that makes the staff bored and quite the job. For a particular job, maybe that the polices are always easy to fall into the state of stress at work, caused by the huge workload, dangerous nature of the jobs, even the strict policy and regulation of the sector also put pressure on them. As mentioned above, the job stress of the police officers not only makes influences to themselves, but also affects the people to which they expose. Therefore, it is necessary to have the solutions to minimize job stress for public police. In my opinion, there should be some solutions, such as:

Leaders should have the reasonable and fair calculation as assigning the task for police officers. Avoiding assigning the tasks beyond the professional level or in un-permitted circumstances. It is necessary to adjust and remove the un-necessary regulations and procedures; for example, there should not be mandatory for police officers wearing uniforms while performing these minor tasks.

It should not require the police officers to attend the meetings not related to their job. Due to the current situation, there are many meetings or workshops ask the commander of the unit to attend; however, those meeting are not important, the commander often requires the staffs to attend, it will create the pressure and delay the job of the staff.

It should build mechanisms to be able to assess the effectively-working individuals, and ineffectively-working individuals. At the same time, there should have the timely penalty and reward mode, creating the fairness at work.

6.4 Limitations of the study

The first limitation of the study is due to size and characteristics of the sample. The study conducted only with a majority of 230 police officers who gain university degree and are less than 35 years old, working in Ho Chi Minh City, so it has not generalized to other groups of police in other areas in Vietnam.

Secondly, the study is limited to studying effect of factors on job satisfaction to working efficiency while there are still many other factors affecting working efficiency of police officers. Therefore, it is required to have further research to consider other additional factors with more complete implications to help leaders make strategies to improve working efficiency of the police force.

From the limitation and result of the thesis, it was suggested that following research focus on two main aspects:

Firstly, research with case study should be conduct on management situation and missions of police officers. This would clarify the relationship between factors and influence of factors to satisfaction in the work of police force. The result from this kind of research would further confirm the model author had suggested.

Secondly, the research scale could be expanded to include other regions of Vietnam or other sectors of public service. This would supply more practical bases to the theory of satisfaction of public servants in Vietnam and the satisfaction theory in the academic field

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APPENDIX 1

Questionnaire in English

QUESTIONNAIRE

Job satisfaction among police officers in Ho Chi Minh City Police

Ordinal Number: Interviewer:

Time: Date: / /

My name is Nguyen Thi Thuy Trang. I am a graduate of International School of Business (ISB) – University of Economics HCM City (UEH). I am conducting a research about job satisfaction of police officers in Ho Chi Minh City police. Please spend your little time to answer following questions.

I would like to notice that there is no right or wrong opinion. All your ideas are valuable and useful for my research. I greatly appreciate with your sincere co-operation.

PART 1: YOUR SATISFACTION IN JOB

Please give your agreement level about the below statements at your job:

Please circle your suitable choice for the agreement level:

1. Strongly disagree
2. Disagree
3. Neither agrees nor disagrees
4. Agree
5. Strongly agree

No.	Statement	Level of statement				
Job satisfaction						
1	I find work stimulating and challenging;	1	2	3	4	5
2	I find a sense of worthwhile accomplishment in my work	1	2	3	4	5

3	I find opportunities for personal growth and development in my job.	1	2	3	4	5
4	I enjoy nearly all the things I do on my job very much	1	2	3	4	5
5	I like the kind of work I do very much	1	2	3	4	5
Supervisor feedback						
6	My supervisors let me know how well I am doing on the job	1	2	3	4	5
7	My supervisors often let me know how well I am performing	1	2	3	4	5
8	I always know what my immediate supervisor expects of me in terms of my performance	1	2	3	4	5
Received organization support						
9	The average departmental complaint is the result of pressure from top administrators for supervisors to give out complaints (reverse coded)	1	2	3	4	5
10	The majority of special assignments on the department depend on who you know, not merit (reverse coded)	1	2	3	4	5
11	When a police officer is the focus on an internal affairs investigation, he will be presumed guilty even when he can prove otherwise (reverse coded).	1	2	3	4	5
Peer cohesion						
12	I like the employees I work with a great deal	1	2	3	4	5
13	The example my fellow employees set encourages me to work hard	1	2	3	4	5
14	I always receive good advice from coworkers in my job.	1	2	3	4	5
15	Coworkers are always willing to help each other in trouble.	1	2	3	4	5
Commitment						
16	I am proud of my job.	1	2	3	4	5
17	I feel a great sense of belonging.	1	2	3	4	5

18	My personal values are similar to the organization's values.	1	2	3	4	5
19	I assume my current job as a lifework.	1	2	3	4	5
Job Stress						
20	I am dissatisfied with the amount of work I am expected to do	1	2	3	4	5
21	The amount of work I am expected to do makes it difficult for me to do my job well	1	2	3	4	5
22	My workload is seldom too heavy	1	2	3	4	5

PART 1: PERSONAL INFORMATION:

Please give some personal information as below: (stick X your suitable choice)

1. Your gender:

Female Male

2. Marriage status:

Single Married

3. Age

Under 25 years From 26 to 35 years

From 35 to 50 years Above 50 years

4. Education level

Under University University Post graduated

5. Rank:

Corporal Junior officer Field officer

Thanks for your sincere collaboration!

Questionnaire in Vietnamese

BẢNG KHẢO SÁT
MỨC ĐỘ HÀI LÒNG TRONG CÔNG VIỆC CỦA NHÂN VIÊN CÔNG AN
TẠI SỞ CÔNG AN THÀNH PHỐ HỒ CHÍ MINH

Tôi tên là Nguyễn Thị Thùy Trang, là học viên tại trường Đại học Kinh tế Thành phố Hồ Chí Minh. Hiện tôi đang thực hiện đề tài “những yếu tố quyết định đến sự hài lòng trong công việc của cán bộ công an tại Sở Công an Thành phố Hồ Chí Minh”.

Để đánh giá được mức độ ảnh hưởng, tôi trân trọng mời mọi người điền vào phiếu khảo sát dưới đây. Xin lưu ý rằng không có câu trả lời đúng hay sai. Tất cả các câu trả lời của anh chị đều có giá trị và hữu ích với việc nghiên cứu. Ý kiến của anh/chị sẽ được giữ bí mật tuyệt đối và kết quả chỉ sử dụng cho mục đích nghiên cứu.

Phần I: Đánh giá sự hài lòng trong công việc:

Vui lòng khoanh tròn vào mức độ đồng ý của các anh/chị cho mỗi câu hỏi từ thấp nhất (hoàn toàn không đồng ý) đến mức độ cao nhất (hoàn toàn đồng ý)

1. Hoàn toàn không đồng ý 2. Không đồng ý 3. Không có ý kiến 4. Đồng ý 5. Hoàn toàn đồng ý

STT	Câu hỏi	Cấp độ hài lòng				
Về sự hài lòng trong công việc						
1	Công việc tạo cho tôi động lực và thách thức	1	2	3	4	5
2	Tôi cảm thấy hài lòng mỗi khi hoàn thành công việc	1	2	3	4	5
3	Tôi thấy cơ hội phát triển bản thân và nghề nghiệp trong công việc	1	2	3	4	5
4	Tôi thích làm hầu như tất cả các công việc của mình	1	2	3	4	5
5	Tôi thích công việc hiện tại mà tôi đang làm	1	2	3	4	5
Phản hồi của cấp trên						
6	Trong quá trình làm việc cấp trên thường cho tôi biết tôi làm tốt như thế nào	1	2	3	4	5

7	Cấp trên thường đánh giá mức độ hoàn thành công việc	1	2	3	4	5
8	Tôi luôn biết cấp trên mong đợi những gì trong công việc ở tôi	1	2	3	4	5
Sự hỗ trợ của đơn vị						
9	Các phàn nàn trong đơn vị thường là kết quả từ các áp lực của cấp trên tạo ra	1	2	3	4	5
10	Các nhiệm vụ đặc biệt được phân công dựa trên mối quan hệ chứ không dựa trên công trạng và thành tích	1	2	3	4	5
11	Khi một cảnh sát tự ý điều tra từ nội bộ thì anh ta sẽ bị coi là có lỗi ngay cả khi chứng minh được điều ngược lại	1	2	3	4	5
Đồng nghiệp						
12	Tôi có quan hệ tốt với các đồng nghiệp.	1	2	3	4	5
13	Đồng nghiệp là tấm gương để tôi phấn đấu	1	2	3	4	5
14	Đồng nghiệp luôn góp ý chân thành đối với công việc của tôi	1	2	3	4	5
15	Tôi và các đồng nghiệp luôn sẵn sàng giúp đỡ nhau khi gặp khó khăn trong công việc.	1	2	3	4	5
Sự tận tụy của bản thân trong công việc						
16	Tôi cảm thấy tự hào về công việc của mình	1	2	3	4	5
17	Tôi cảm thấy gắn bó với đơn vị	1	2	3	4	5
18	Tôi nhận thấy giá trị của bản thân phù hợp với nơi tôi làm việc	1	2	3	4	5
19	Tôi nghĩ là tôi sẽ gắn bó với công việc này trọn đời.	1	2	3	4	5
Công việc quá tải						
23	Tôi không hài lòng với khối lượng công việc mà tôi đang đảm	1	2	3	4	5

	nhận					
24	Theo tôi, khối lượng công việc vượt quá khả năng khiến năng suất làm việc bị giảm.	1	2	3	4	5
25	Khối lượng công việc của tôi đôi lúc quá nhiều	1	2	3	4	5

Phần II: Thông tin cá nhân

Vui lòng đánh dấu X vào ô thích hợp:

1. Giới tính:

Nam Nữ

2. Tình trạng hôn nhân:

Độc thân Đã có gia đình

3. Tuổi:

Dưới 25 tuổi Từ 26-35 tuổi
 Từ 36-50 tuổi Trên 50 tuổi

4. Trình độ giáo dục

Trung cấp Đại học/Cao đẳng Trên đại học

5. Cấp hàm:

Hạ sĩ quan Cấp úy Cấp tá

Cám ơn anh/chị đã giúp đỡ tôi hoàn thành phiếu khảo sát này!