

CHAPTER 1

INTRODUCTION

1.1 Introduction

The Royal Malaysia Police (RMP) is one of the largest enforcement agencies in Malaysia that plays a vital role in ensuring public security and peace in the country. They are also responsible for crime prevention, arrest and prosecution of criminals in a court of law. Policing is a public service with a lot of contact with the community, such as the policing community and always involves emotions. Policing occupations can be regarded as the most stressful professions in modern civilization mainly due to the nature of police work itself which is oriented on crime prevention act along with maintaining law and order, which exposes police officers to the stressful and traumatic events that require different physical and mental capability to deal with firmly and effectively.

The regular function of RMP involves law enforcement, order maintenance, and services (Navaretnam, 2011), but it also calls for pride in service and ethical workplace behaviours (Ahmad et al., 2019). Service can be defined as the production of services that support organizational objectives (Roe, 1991). Service delivery is essential because it reflects a country's image (Selvanathan, 2015). In the age of globalization, society focuses on the importance of the service delivery system, and they want to enjoy the benefits. It has also been noted that the service delivery system in government agencies such as the Royal Malaysia Police (RMP) is of utmost importance (Selvanathan, 2015). Only individuals with high dedication and personality are considered capable of providing the best service to society.

Many studies have been conducted on the role of personality in influencing a person's behaviour.

Personality is defined as a complex of mental abilities playing an essential role in people's everyday life (Costa, McCrae & Kay, 1995). One of the most accepted and used personality models is the Five Factor Model, developed by McCrae and Costa (1985). This model indicates that human personality can be classified through five global dimensions: openness, conscientiousness, extraversion, agreeableness and neuroticism (Garbarino, Chiorri, & Magnavita, 2014). Personality has been found to predict and explain job satisfaction and performance in a wide range of jobs, and several numbers of research have demonstrated a link between the Big Five personality traits, job satisfaction, and performance (Barrick, Mount, & Judge, 2001; Hogan & Holland, 2003). For example, several studies have found that police officers exhibit specific qualities such as bravery, aggression, assertiveness, and cynicism (Evans, Coman, & Stanley, 1992; Lefkowitz, 1975; Rokeach, 1973; Skolnick, 1994). However, other studies have discovered that each person's personality is unique. Hence there are differences between police officers. Muir (1977) presented a typology to explain why police officers develop different performance styles on the job, categorizing them as professional, reciprocator, enforcer, and avoider.

Similarly, Finstad (2000) recognized eight types of dysfunctional officers: quick-tempered, overzealous, immobilized, lethargic, bent and not loyal, frustrated, and, finally, world champion. Police personnel, according to Adlam (1982), may have a "private" and a "working" mentality, which forces them to adopt social roles

in response to employment expectations. Mitchell and Bray (1990) have discussed the "rescue personality," which comprises distinct characteristics such as high devotion and action orientation that emergency response professionals possess. According to Sanders (2008), disciplined, dependable, and persistent police officers are better capable of successfully responding to the needs of their job than reckless and low achievers. Despite the abovementioned personality differences, various studies have found gender discrepancies among police officers, with men being more vigorous and aggressive and women being more sensitive and emotionally stable (Garcia, 2003; Gould & Volbrecht, 1999).

Job satisfaction is essential to every employee and helps increase their motivation. Job satisfaction is a combination of psychological and environmental conditions that cause a person to be satisfied with their job (Aydin, Uysal & Sarier, 2012). Employees who are truly satisfied with their jobs will give high contributions and be highly productive. According to Smith & Balzer (1997), job satisfaction dimensions include salary, the job itself, supervision, relationships with colleagues and promotion opportunities. This dimension of job satisfaction is also supported by Ma'rof (2013), where each of the five aspects of the job can affect a person's job satisfaction towards his job.

A previous study such as Locke (1969) reveals that pleasure or discontent with certain parts of the job is determined by the gap between what is thought to have been obtained and what is desired. In addition, Wanous & Lawler (1972) stated that employees give different perceptions based on how the difference is defined. For example, a challenging job such as a police career puts pressure on

personnel Y. Yet, simultaneously, challenging work can satisfy personnel Z, who loves challenges. Every individual has different emotions, tastes, feelings and desires. According to a study by Locke (1976), an employee will be more satisfied with his job if the work characteristics and environment align with personal values and expectations.

Based on the introduction, the focus of the study is the relationship between personality and job satisfaction among Narcotic personnel in Ibu Pejabat Polis Kontinjen (IPK) Selangor. Therefore, the starting of this chapter will be the background of the study, the research problem, the research question and objective, the study's significance, and the study, as well as the scope of the study. Later, it will be followed by the theoretical research framework, operational definitions and conclusions, contributing to knowledge at the end of this chapter.

Background of The Study

The Malaysian government, as well as other societies, have high expectations of all RMP members. As a result, all RMP officers must have an adequate degree of satisfaction in providing their services to societies and the country. Nowadays, one of the most difficult issues the RMP has encountered is maintaining a high level of satisfaction among its members. The majority of study reviews have noted a tendency in the RMP toward declining job satisfaction among RMP officers. This will significantly impact the RMPs' lack of integrity, which could result in fraud, dishonest behaviour, and corruption (Othman et al., 2014). Besides, the RMP appears to be facing a significant pullout in order to keep its talented and experienced employees. As of October 2018, the agency had received

around 2,446 applications from police officers who chose to retire early (The Star, 2018). The turnover intention has been proven to be a substantial influence induced by low job satisfaction. (L.lu et.al 2016).

Services provided and featured by Personnel of The Royal Malaysia Police (RMP) often get the main display on the printed media as well as social media in the country. As a result, cases involving public dissatisfaction with the services and actions of the police have become an important issue. According to the Enforcement Agency Integrity Commission (EAIC), in 2017, 440 out of 545 complaints of enforcement misconduct received involved RMP personnel and officers. Among the forms of misconduct reported were the failure of enforcers to perform their duties following the rules, abuse of power, corruption and the inability of enforcers to act to resolve public complaints. In addition, job dissatisfaction can be one of the critical factors of employee misconduct. Therefore, the level of job satisfaction of RMP personnel is important to ensure the quality and productivity of teamwork.

RMP is the primary enforcement body in Malaysia (Mohamaf Sazif, 2011; Venugopal, 2011). Therefore, all police personnel must be in a state of positive emotional and physical well-being to produce job satisfaction that leads to smooth daily tasks. Apart from work stress, personality factors can also influence individual job satisfaction because different personality traits will give different levels of satisfaction to each individual (Azlina, 2008). Various models and theories have been developed to study the relationship between personality and job satisfaction (Mihalcea, 2014; Li, Liang & Crant, 2010; Brief, 1998). Moreover, the results of a

study by Jones, Hill & Henn (2015) have shown that personality can predict job satisfaction. The work environment is also one of the important factors in influencing employee behavior. Wong (1992) indicated that the organizational climate of the workplace affects an employee's behavior. He argued that if the organizational climate does not meet an employee's needs, job dissatisfaction will result in employee exploitation such as strikes, skipping work, delaying work or not focusing on work.

Therefore, the researcher has undergone a study that examines the relationship between personality and job satisfaction among narcotic personnel in Ibu Pejabat Polis Kontinjen (IPK), Selangor, from the perspectives of internal factors and external factors. Internal factors include factors that come from the police officers themselves, such as personality traits, while external factors are the work environment in IPK Selangor. The researcher chooses the Narcotic Department for this study because this department is one of the most crucial departments in IPK Selangor. The RMP Narcotics Criminal Investigation Department was established to combat drug trafficking and abuse. The department was reorganized on 2 January 1996, headed by a director with the rank of Police Commissioner and assisted by two Deputy Directors, namely the Deputy Director (Enforcement/ Prevention/ General Police) and the Deputy Director (Forfeiture of Property/ Legal/ Detention). The main goal of the Narcotics Department is to achieve efficient and excellent services in tackling the country's drug problem.

Some of the functions of the Narcotic Department are, first, to enforce drug abuse and trafficking laws. Second, collecting, studying, assessing and

disseminating drug-related information. Third, investigate the activities of drug traffickers and syndicates. Fourth, combating drug trafficking, including chemicals used to process drugs. Next, implement a drug abuse-related prevention program. Besides, exchanging information with foreign and domestic drug enforcement agencies. In addition, keep records and statistics related to distribution, drug-related matters, and many more.

1.3 The Problem Statement

Human resources are the core of an organization's development, and RMP considers that efficient human resource management will produce a discipline and knowledgeable workforce. Emphasis on human resource development is a success factor in efforts to improve the police system in Malaysia. Part of the human resources that are the backbone of the RMP is Narcotic Department personnel with the vision to be a key enforcement leader in combating drug abuse. However, tackling drug abuse should not be taken for granted as it involves the harmony of the people in a country. Therefore, the job satisfaction of Narcotic personnel needs to be improved, such as by improving the work environment and looking at the personality of RMP personnel who work in the Narcotic Department.

Previous studies among RMP members have focused more on job stress. Mohamad (1997) conducted a survey on stress with economic factors, Othman (2009) and Abdullah (2010) identified the level of emotional intelligence with work stress, while Venugopal (2011) conducted a study on the effect of leadership style on job satisfaction among RMP members. However, Ghazali, Khir & Ismail (2019) researched personality and job satisfaction among police personnel that focused

only on Pasukan Gerakan Am (PGA) members. The lack of attention to personality and job satisfaction among police personnel prompted researchers to conduct a study on this issue. According to Wong (2013), there are conservative organisational constraints, and the need to protect confidential information causes the limitations of studies involving RMP. In addition, this study examines whether each person's personality traits determine job satisfaction. Each employee can show a picture of job satisfaction by looking at their cheerfulness, joy, serenity, comfort, quality of work and work performance. Job satisfaction can also be determined through their positive and negative personalities (Balasuriya & Perera, 2016). Furthermore, the study examines whether personality traits possessed by Narcotic members are causal in influencing job outcomes and job satisfaction. Thus, this study was conducted to identify whether personality traits have a relationship with the job satisfaction of Narcotic members.

Based on the scenario, then some questions need to be addressed, namely, how does the personality of Narcotic Personnel influence their job satisfaction, to what extent is the level of job satisfaction among Narcotic personnel in the RMP organization, and do organizational factors such as administrative policies, workload, facilities in the workplace, peer and supervisor relationships influence the level of job satisfaction among Narcotic Personnel. Job dissatisfaction of members will lead to unhealthy daily routines and indirectly interfere with their physical and mental well-being. This study attempts to identify the level of job satisfaction of Narcotic personnel working in IPK Selangor and the factors contributing to it.

1.4 Research Questions

This study is carried out to analyze the relationship between personality and job satisfaction among Narcotic personnel in IPK Selangor by examining the Socio-demographic personality traits working environment, length of services and level of job satisfaction. The following research questions are derived based on the issues previously discussed in the research problem. These questions are developed to determine the essential personality traits and job satisfaction among Narcotic personnel. The research questions are:

1. What is the socio-demographic among Narcotic personnel?
2. What are the personality traits and job satisfaction among Narcotic personnel?
3. Are there differences in job satisfaction based on length of service among Narcotic personnel?
4. Is there a relationship between personality traits and job satisfaction among Narcotic Personnel?
5. What are the factors that can predict the job satisfaction of Narcotic Personnel?

1.5 Objective of The Study

In order to respond to the research problems and answer the research questions, this study aims to investigate the relationship between personality and job satisfaction among Narcotic personnel in IPK Selangor. Precisely, the objectives of the study are as follow:

1. To know whether socio-demographics have a relationship between personality and job satisfaction among Narcotic personnel.
2. To identify personality traits and level of job satisfaction among Narcotic Personnel.
3. To examine the difference in the level of job satisfaction based on length of services among Narcotic Personnel.
4. To identify the relationship between personality traits toward job satisfaction among Narcotic personnel.
5. To determine the predictor factor of job satisfaction of Narcotic personnel

1.6 The Significance of the Study

The aspect that should be given attention is the importance of personality in increasing job satisfaction among Narcotic Personnel. The management of RMP can identify the personality traits of its members. The standard of personality traits of its members can be set according to the suitability of the assignment in producing quality employees, which in turn increases the level of efficiency in carrying out each assigned task. Suppose the management of RMP can identify the personality traits of its Personnel. In that case, the personality traits of its personnel can be set according to the suitability of the tasks in producing quality employees and thus increase the efficiency level in carrying out each job.

The study's findings on the personalities of Narcotic personnel can also provide an opportunity for them to recognize their strengths and weaknesses in improving their potential and more mature career development. Furthermore, the

research information obtained can also help RMP know the dimensions of the work environment suitable to be implemented in the department to achieve job satisfaction at the maximum level. Furthermore, to help the RMP management identify the job satisfaction level among Narcotics personnel in determining the appropriate training programs or courses to increase their job satisfaction.

The study results can also help the RMP formulate strategies to improve productivity, quality of work, job performance, and job satisfaction of RMP Personnel. In addition, it can help other organizations with similar functions to the RMP to improve the work performance of their staff. Finally, this study can also be used as a guide and reference source for prospective future researchers interested in studying the same topic.

1.7 Scope of the Study

This study tries to find the relationship between personality traits and job satisfaction, such as extraversion, agreeableness, emotional stability, conscientiousness and openness to experience. The population scope of the study will be covered in the southern region of Malaysia, which includes Selangor as a sample. The sample will focus on IPK Selangor personnel at different stages of age, who are the Narcotic personnel. The accuracy of the results of this study is highly dependent on the respondents' honesty in answering the questionnaire provided.

Thus, the generalizations from this study are limited to the population with similar characteristics to the study respondents. The instrument used to obtain data is to use

quantitative methods conducted through questionnaires to obtain more accurate data.

1.8 Research Theoretical Framework

The theoretical framework discusses the study's five personality factors as the independent variable. Openness to Experience, Conscientiousness, Extraversion, Agreeableness, and Neuroticism are the independent variables, while job satisfaction is the focus of the study and the dependent variable.

Extraversion is explained by sociability, excitability, talkativeness, assertiveness, and a high level of emotional expressiveness. People with extreme extraversion are outgoing and tend to benefit from strength in social situations. Being around different human beings allows them to experience energized and excitement.

Neuroticism is a trait characterized by sadness, depression, and emotional instability. People with high levels of this trait tend to experience mood swings, anxiety, irritability, and sadness. Conversely, people at lower levels of this trait tend to be more emotionally stable. Besides, Agreeableness is indicated that this dimension of personality includes attributes such as trust, altruism, kindness, affection, and other prosocial behaviors.

While, Conscientiousness includes high levels of thoughtfulness, reasonable impulse control, and purposeful behavior. Openness to experience includes traits such as imagination and insight. People with high levels of this trait also tend to have a wide range of interests.

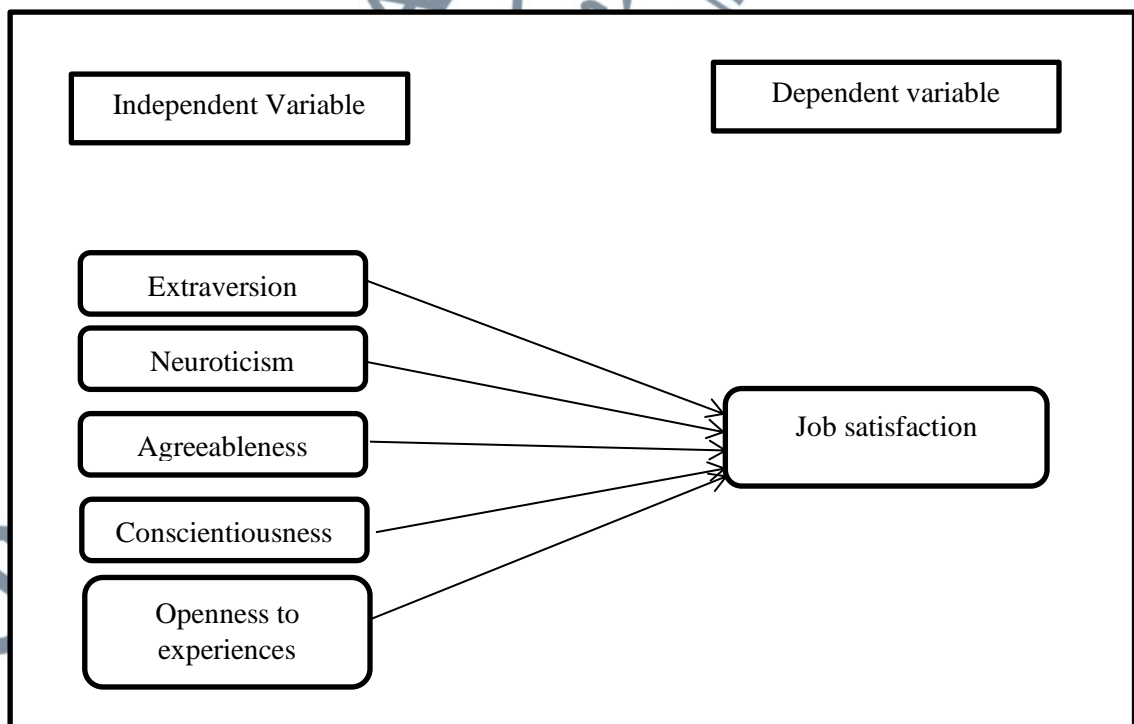
Table 1.1: Five Personality Traits (Sources: Costa & McCrea (1992) Revised NEO Personality Inventory, (NEO-PI-R) and NEO Five-Factor Inventory (NEO-FFI) Profesional Manual Odessa, Fe: Psychological Assessment Resources)

High Score	Personality Traits	Low Score
<ul style="list-style-type: none"> • Very creative • Open to trying new things • Focused on talking about new challenges 	<p>Openness (O) This trait features characteristics such as imagination and insight. Measure the level of desire to seek and appreciate new experiences</p>	<ul style="list-style-type: none"> • Does not enjoy new things • Not very imaginative • Dislike change
<ul style="list-style-type: none"> • Finishes important tasks right away • Pays attention to detail • Spends time preparing 	<p>Conscientiousness (C) Measures a person's level of accuracy, resilience and motivation in achieving goals. As opposed to dependence and the tendency to be lazy and weak.</p>	<ul style="list-style-type: none"> • Dislikes structure and schedules • Makes messes and doesn't take care of things
<ul style="list-style-type: none"> • Enjoys being the centre of attention • Enjoys meeting new people • Has a wide social circle of friends and acquaintances • Feel energized when around other people 	<p>Extraversion (E) characterized by excitability, sociability, talkativeness, assertiveness, and high amounts of emotional expressiveness.</p>	<ul style="list-style-type: none"> • Prefers solitude • Feels exhausted when having to socialize a lot • Finds it difficult to start conversations • Carefully thinks things through before speaking
<ul style="list-style-type: none"> • Has a great deal of interest in other people • Cares about others • Feels empathy and concern for other people • Enjoys helping and 	<p>Agreeableness (A) Measure the level of readiness to reach an agreement.</p>	<ul style="list-style-type: none"> • Takes little interest in others • Doesn't care about how other people feel • Has little interest in other people's problems

contributing to the happiness of other people		<ul style="list-style-type: none"> • Insults and belittles others
<ul style="list-style-type: none"> • Experiences a lot of stress • Worries about many different things • Gets upset easily • Experiences dramatic shifts in mood • Feels anxious 	<p>Neuroticism (N)</p> <p>Measuring levels of emotional stability and instability. Identify an individual's propensity to experience stress, have unreasonable ideas and the ability to adapt to situations. Besides, it is a trait characterized by sadness, moodiness, and emotional instability</p>	<ul style="list-style-type: none"> • Emotionally stable • Deals well with stress • Rarely feels sad or depressed • Is very relaxed

Subsequently, a theoretical framework model is formed, as appears in figure 1.1 below

Figure 1.1: Theoretical framework: The relationship between Personality traits and Job satisfaction among Narcotic personnel in IPK Selangor



Based on the previous discussion, there were several hypotheses developed to achieve the research objective:

Table 1.2: Hypothesis Testing

Number	Hypothesis
H1	Openness (O) is affecting the relationship between personality and job satisfaction among Narcotic personnel in IPK Selangor
H2	Conscientiousness(C) is affecting the relationship between personality and job satisfaction among Narcotic personnel in IPK Selangor
H3	Extraversion (E) is affecting the relationship between personality and job satisfaction among Narcotic personnel in IPK Selangor
H4	Agreeableness (A) is affecting the relationship between personality and job satisfaction among Narcotic personnel in IPK Selangor
H5	Neuroticism (N) is affecting the relationship between personality and job satisfaction among Narcotic personnel in IPK Selangor

1.9 Operational Definitions

1.9.1 Job Satisfaction

Job satisfaction refers to the sincere feelings of an employee towards his job performance. Job satisfaction is associated with the feeling of pleasure gained from doing a job along with the conditions of the work environment (Noorhafeza and Ferlis, 2010). Castillo & Cano (2004) stated that many factors, such as working conditions, can improve employee job satisfaction, supervision, politics and administration, promotion, rewards, interpersonal relationships, awareness, and empowerment. Still, leaders have a great

relationship with increasing employee job satisfaction. Sancar (2009) argues that job satisfaction is a situation in which an individual experiences emotion of pleasure because of his job. Sunbul (2003) states that job satisfaction can result from employee recognition of how an individual can channel abilities, interests and values to channels that evoke a sense of satisfaction in his job while performing the role effectively.

In this study, job satisfaction refers to satisfaction with the job as narcotic personnel in RMP. Job satisfaction was measured using the Minnesota Satisfaction Questionnaire (MSQ). The Minnesota Satisfaction Questionnaire (MSQ) is designed to measure employees' job satisfaction. Three forms are available: two long forms (1977 version and 1967 version) and a short form. The MSQ provides more specific information on the aspects of a job that an individual finds rewarding than more general measures of job satisfaction. The MSQ is also helpful in exploring employees' vocational needs and selling follow-up studies. This question is to measure an employee's satisfaction with their job and provide an accurate measurement of job satisfaction for groups of individuals on numerous workplace factors.

1.9.2 Personality Traits

Personality traits reflect people's characteristic thought, emotional, and behavioural patterns. Personality traits are defined as something that influences a person's tendency to think, feel, and act. Personality traits are more characteristic of persistent patterns of behavior and emotion than isolated events. In this study, personality traits were measured using the "Big

Five Inventory” measurement by Goldberg (1993). Five dimensions of personality are divided by John and Srivastava (1999): openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism. According to Norman (1963), the Big Five factors are extraversion or sociability, neuroticism or emotional stability, conscientiousness, agreeableness, and openness to experience. Five-factor personality model was used in the previous research to elaborate on the relationship between personality and job satisfaction (Templer, 2012).

1.9.3 Narcotic Department

The RMP Narcotic Department was established to combat drug trafficking and abuse. The department was reorganized on January 2, 1996, and led by the Director of the Police Secretary's rank, with two Deputy Directors: Deputy Director (Execution/Prevention/General Police) and Deputy Director (Property/Law/Detention Confiscation). The main purpose of the Narcotic Department is to provide efficient and excellent services in dealing with national drug problems.

The mission of this department is to detect drug trafficking activities through intelligence gathering; combat drug trafficking and abuse through effective and comprehensive operations and investigations; cripple the financial capacity of drug dealers and strengthen local and international cooperation networks. Among the strategies used are fighting drug smuggling, restricting the supply of drugs, strengthening national and

international networks, improving the implementation of asset forfeiture, and being a partner in rehabilitation.

1.10 Conclusions

This research was organized into five chapters. Chapter one is the first of five chapters in this research paper, which explains the direction of this research by presenting a problem statement that has led to the concept, research objective and research question, the significance of the study, the research scope, and the limitation of the study. Chapter two presents the literature review concerning the concept linked to personality traits and job satisfaction that might influence demographic profiles such as age, gender, ethnicity, education, income, and marital status. Besides, this chapter will demonstrate the detail of independent and dependent variables. Finally, the chapter concludes with the development of the research hypothesis.

Chapter three describes the research methodology and justifies the method used in the research. Then, it will cover the theoretical framework, research hypothesis, research design, survey instrument, population and data collection and analysis technique. After that, chapter four will explain the finding of the analysis to the reader. Finally, the study discussion and data analysis are conducted after the questionnaires are returned to the researcher.

Finally, chapter five discusses the interpretation of the research findings presented in chapter four. Furthermore, the researcher will highlight the study's implication and conclude the overall finding by recommending future research.