Do Retention, Satisfaction and Rotation Can Increase the Motivation Level of Un-Promoted Police Officers: A Motivational Approach

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Abstract

This purpose of this study to elaborate that how can police department officers will be motivated who are not promoted in their prolonged career and also examine the affect of retention, job rotation and satisfaction on employee motivation. The proposition statement of this study had been developed on the basis of past literature & some theories and tests these statements by using correlation and regression analysis techniques. The data was collected from different police un-promoted police officers who are doing job in departments of Islamabad, Pakistan). The study results shown all the study hypothesis significantly confirmed. This paper concluded that HR police departments should be focused on this theme that how can motivate the un-promoted police officers through job enlargement and rotation and also retain the employees for increasing their commitment level and honestly performing job . This study help the HR for this matter which ultimately pursue to control the corruption which strongly existed in these type of departments as well this study can be applicable in military and other security departments.

Keywords: Un-promoted police officers, Motivation, Job Satisfaction, Job Rotation and Employee Retention, Police Departments, Pakistan

1. Introduction

Pink (2009) suggested that the core components is motivation for skills persons' retention and their performance for achieving competitive circumferences in dynamic market place. Economic forces and environments, goal settled by the organizations which arranging and motivating their employees for increasing their commitment level, participation of employees in decision making.

The term motivation can be defined as exert high level of effort by the persons for achieving goals and objective it consists of three main factors effort, direction and persistent in the performance (Zuckerman et al., 1978).

Some other factors can also be affected the motivation like trust, achievement, participation, values, personality, perceptions, satisfaction, commitment and performance evaluation and reward system. Effective teamwork, collaboration as well as in support of competitive work require motivation essentially.

The finally most of the organizations emphasizes on the achieving successfully goals and objectives and talent retain beyond the expectations (Deci and Ryan, 1985). It is the responsibilities of the HR departments and other managers of the organizations for pursue the excellent & creative climate.

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Empirically studies past literature and theories related motivation of employee, this study highlight the problems that how can motivate the police officers who didn't promote in long duration of their job period.

There are many studies which explore the existing trend on work motivation around the globe but there was scarcity of this work in the police environment. Copious researchers agreed on their finding that motivation was dependent on many factors. In past papers, every researcher has defined each variable related to motivation. Human resource considerations weigh heavily in corporate decision making and governance processes. Employees are treated as legitimate stakeholders in the organizations. These organizations spend huge amount on training, skill development and welfare of their personnel. Workplace relations, encourage flexibility in the organizational work, empowerment of employees to solve problems and high level of trust among workers, supervisors and managers.

These 'Universal Human Resource Principles', may be time tested and result driven in the corporate domain, however, they may not be fully implemented in military settings, because, of peculiar differences in 'Police' and 'Corporate' environments, which are due to job description and specification, candidature; as unlike corporate sector, armed forces hire the volunteers, size of manpower, resources and command and control structure of the armed forces**.**

This study will not only address the practical problems prevailing in police sector at present, but will also help the militaries to keep their officers cadre motivated despite being passed over, especially after combining the various factors to produce the synergic effect. For every serving officer, aspiration for promotion acts as a motivation.
In the brigades, the colonels aspiring for promotion to brigadier's rank should be the "executive officers" and commensurately brigadiers and major generals should be deputy commanders at the division and corps level. With a motivation for promotion, their performance will increase substantially, commensurately so will those of their commands. Moreover, this study will also assist the practicing HR professionals and the research students to highlight those issues that need future investigation as well as it will be a source of knowledge addition for them.

The hierarchy of police organizations resembles a pyramid which converges and narrows from a broader baseline. In order to maintain the pyramid structure, a certain percentage of attrition is required to be incorporated at all levels. Those who do not make the next promotion ladder in selection ranks tend to lose heart, get de-motivated and ultimately end up leaving the organization to look for better options outside or corruptions. This study targets the bag of these de-motivated candidates in the police sector. Certain relationships of variables with motivation are measured in the study. It is presumed that if the suggested measures are taken in conjunction with each other will prove much fruitful in keeping the motivation level at its apex.

2. Litrature Review
2.1. Motivation

The study address the motivation is a procedure which increases the performance and, provokes and boosts, sustains and executes the positive behavior towards achieving goals (Luthans, 2007). Motivation supports the people intrinsically in the direction of their behaviors for achieving their tasks effectively. Effectiveness of employees is the track that can encourage people to their job and can increase their motivation level to loyalty of their works. Intrinsic motivation, however, can be defined as the motivation to perform an activity for it, in order to experience the pleasure and satisfaction inherent in the activity (Deci, Connell, & Ryan, 1985). In the initial stage of 20th century, the problem of employees

motivation has put a professional and theoretical framework for the psychologists of organization (Haslam, Powell and Turner, 2000). Baron (1991) examined that motivation plays the important role for contemporary organizational researches. The study suggested that employees' out dependent on the employees' ability and motivation (Van Niekerk, 1987). Employee's outcomes also dependents on the motivation level and capabilities of employee, so the core task of management is to motivate the employee for effective performance (Moorhead and Griffin, 1998).

Many researches on motivation topic has been conducted and it supported by theoretical point of view. The theories of motivation are depending on various approaches to its basic foundations such as heredity, social interaction, energy, and homeostasis, activation of motivation, hedonism, and cognitive process (1996). Based on specific approaches the theories of motivation are normally into three major types cognitive, need based and reinforcement and drive theories (Baron et al., 2002).

Conform to the theories of self determination and cognitive evaluation that use for the enhancement of the intrinsic motivation whereby rewards play important role which examine the individuals' competencies, skills and autonomy needs (Deci and Gagne, 2005). The evaluation of work motivation effectiveness on the basis of external and internal dimensions of motivation which derive the workers to do job effectively and with full devotion that pursue satisfaction level towards their job (Latham and Locke, 2004).

2.2. Job Satisfaction

Job satisfaction elaborates that how workers are cheerful to come to job and they treated enforcedly to do work at workplace (Ramayah, Jantan and Tadisian, 2001). Which are factors that increase the employees' satisfaction level toward their job? Many studies explained that work satisfaction as mortal the individual outcomes and fulfilling their needs on the basis their appraisal inside workplace setup (Dawis and Lofquist, 1984).

Job satisfaction is circumstance of emotional happiness in the results of accomplishment of goal and objectives which one obtains by employee participation inside the workplace (Locke, 1969). Persons experience work satisfaction whilst they perceive well about their works.

Additionally this perception often recounts to their increase the performance which directing the efficiency in their line of work and also credit for loyalty (Megginson, Mosley and Pietri, 1982). Therefore job satisfaction entails emotional feelings of employees which have main affect on their social and personal work lives and organizational culture also affect the collective employees' work satisfaction (Sempane et al., 2002) as well as on their behavior like absenteeism (Locke, 1976; Visser, Breed and Van Breda, 1997).

Velnampy (2008), in his study on the employees performance concluded that job satisfaction contains positive influence on the performance of the employees as it enhances job involvement and the higher performance also makes people feel more satisfied and committed to the organization. The satisfaction and performance of the employee works in a cycle and are interdependent. Job satisfaction and involvement of the employee leads him to have high levels of performance.

Gupta & Joshi (2008) has argued the impact and the connection between the job contentment and work inspiration for the employees in this research. Productivity in the work of an employee is outcome of job satisfaction through motivation. Productivity can also be taken as an indicator of job satisfaction and motivation at work place as employees have to spend most of their time at workplace. One way to explain the connection between motivation and job satisfaction upon performance is that; motivation is what people need to perform better.

2.3. Employee Retention

It is possible that innovative and creative retention programs can organize and retain the talent of employees (Phillip and Connell, 2002). Retention is intentional progress through a company to produce a creative climate that manages the sustainable future of employees. This association ought to be strong and constant and relationship the employee with organizational goals, value and cultures and through the method in which the firm service company responds to the basic desires of the workers (Chaminade, 2007).

In today's chaotic place of work, stable personnel becomes a noteworthy competitive advantage. If a company has unbalanced workforce environment, it's obligatory to invest millions of dollars in overtime, orienting, recruiting, training, and supervision. Those dollars move toward right inedible the 'foundation line' (Dibble, 1999; Reichheld, 2001; and Herman, 1999). Employee retention stages depend, in component on the persons who are selected, why they have selected, and how they have managed (Herman, 1999; Dibble, 1999; and Kaye and Jordan-Evans, 1999). There is very essential that to select right persons for the right jobs.

One important factor in motivation of workforce and retention is the chance to develop and enlarge work and career ornamental skills. In reality, this chance to prolong development and enlarge through imparting education & training and improvement is one of the mainly important features in work motivation.

The millennial young generation brings out new challenges for engagement and motivation. This young workers group has a clearly different set of opportunity than many other generations. Cam Marson, author of *Motivating the "What's in it for me" Workforce*, notes that while Millennials expect to be accommodated by their employer, it is strongly recommended that young workers learn everything they can from the older generations. He points out that the Millennial workers have a responsibility in the work relationship, too, and that it is not all about them. Further, in a unique position in time, Millennials are the first generation to be part of a truly global economy.

Most have had access to technology all of their lives. A 2010 study by Accenture explored how students and young workers in 13 countries use technology in their personal and professional lives. The findings are important for HR and organizational leaders because there is a direct line to talent management.

The study points out that companies that "fail to embrace Millennial behavior are at risk of failing to attract and retain new hires, while also seeing their competitive edge erode from lack of innovation in information technology." Regardless of country, Millennials are jumping ahead of the boundaries of corporate IT.

They expect to use their own technology/devices in the workplace, and 45% of Millennials globally use social networking sites at work, even if there is a corporate policy prohibiting it. Additionally, 72% of Millennials in India, 52% in the United States and 45% in China say that an important factor in their choice of employer is the organization's use of state-of-the-art equipment. Thus, to be competitive today, HR and organizational leaders must understand what motivates the Millennial generation and learn to use these factors to the advantage of both the employee and the employer.

2.4. Job Rotation

Edwards (2005), describes job rotation as "the process of switching a person from job to job" which increases an employee's capability and value to an organization. Job rotation can be defined as the performance by an employee of a new assignment on a temporary basis for an agreed period of time. Job rotation is position-oriented, with management determining the need for a specific job to be done. An employee selected for job rotation will normally possess the requisite skills and be paid for work-out-of-class if the assignment is in a higher

salary range than that corresponding to the employee's usual classification (International Labour Organization, 1998).

The Human Resource Development Council (HRDC) describes job rotation as "a career development strategy where an individual temporarily moves laterally into an established or "shadow" position" (HRDC) which "usually require the employee to suspend his or her current job duties" (HRDC) to accept "permanent or temporary appointments to new positions" (HRDC, 1997). An employee may complete a series of job rotations, which are "planned to stretch and challenge employees, and to broaden their understanding across different business processes of the organization," (HRDC, 1997). Two different forms of job rotation are defined by the Oregon Department of Fish and Wildlife:

Developmental Job Rotation: The opportunity for an employee to develop new skills. **Career Enrichment Job Rotation:** The opportunity for an employee to use existing skills in a different setting. The employee shall be expected to satisfactorily perform essentially the full range of duties. The career enrichment with job rotation, the employee's role is now of a different nature. He is not considered as trainee, but is responsible over certain job functions, for which he has to prove himself. Job rotation is the surest way of keeping the employee away from complacency and boredom of routine.

It is difficult for an employee to sustain his interest in a given job for any substantial length of time as humans have the tendency of outgrowing their jobs through the learning and experience that they gain over a period of time. Stimulating human mind through diversity of challenges is a sure way to bring to forefront its creative instincts and in taking the individual and organizational performance to a higher plane. This is where job rotation can prove to be a handy tool.

It must not be forgotten that military organizations are no exception, though people join them on voluntary basis, but the basic needs of all humans remain the same. So all the factors discussed above are considered necessary to be included in the study to evaluate the motivation of passed over officers.

Fig.1. Theoretical Framework
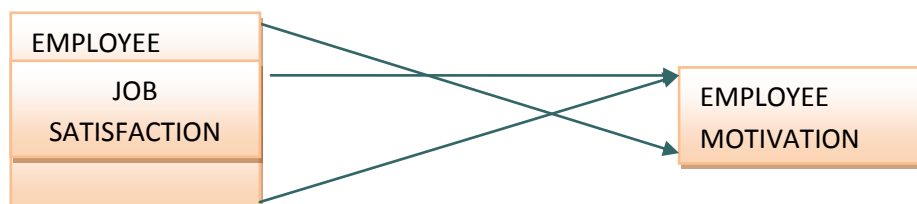
H1: *There is a positive association between* employee *retention and motivation level of police officers after being passed over in police service sector organizations.*

H2*: The* job satisfaction *has increasingly affected on* employee motivation *level of police officers after being passed over in police service sector organizations.*

H3: *When* job rotation *of employee increases the* motivation *level will also increase of police officers after being passed over in police service sector organizations*

3. Research Methodology
3.1. Design

This study is explanatory in nature which tries to draw a conclusion about the police services sector in Pakistan so as to increasing the employees' intrinsic motivation level by improving their job satisfaction level. This is very first study to increase motivation of those employees who do not have the opportunity for further promotion in police setup. The

uniqueness of the study is proposed to increase their motivation level by combining number of variables to produce synergic effect.

The investigation of this study is to evaluate the cause and effects of the variables on each other through co-relation. The cause and effect relationship of job satisfaction, job rotation and retention have been discussed in detail on employees' motivation for becoming a productive member of their parent organization.

3.2. Method

This study was actually conducted in the police sector and collected the data from population in Islamabad, Pakistan. The environment of this study is somewhat non contrived because of the police sector environments. This is cross sectional study as it was conducted for the very first time. The population includes about 200 passed over police officers who have not been promoted to next higher rank.

Convenience non probability sampling technique is used for collecting the data from the employees in Islamabad. 200 questionnaires were distributed amongst the participants. 150 out of them responded which comes out to be 75% of the total sample. This was an appropriate sample size for this research.

3.3. Measures

The data was collected by using some valid and reliable instruments for measuring the study variables, 11 items scale was used for measuring employee retention which developed by Kemelgor and Meek in 2008 and the Cronbach's reliability coefficient for employee retention scale was 0.88.

Measuring the job rotation used 14 items scale adopted from Morgeson and Humphrey in 2006 and the Cronbach's reliability coefficient for job rotation scale was 0.86. And for measuring the job satisfaction used 7 items scale which developed by Cook et al., 1981 and the Cronbach's reliability coefficient for job satisfaction scale was 0.77. And for measuring the employee motivation used 6 items scale which used by Kuvaas in 2006 and the Cronbach's reliability coefficient for employee motivation scale was 0.76. The composite reliability of all constructs exceeded the benchmark of 0.70 suggested by Nuannly and Brenstein in 1994.

The all question arranged by using the 5 points (strongly disagree to strongly) agree Likert scales in which assigned 1 for strongly disagree, 2 for disagree, 3 for neither agree and nor disagree (neutral), 4 for agree, and 5 for strongly agree.

4. Results and Disscusions

The results of this study were analyzed by using the SPSS 15.0 software and examined the strength of relationship between the variables (correlation), variation between independent and dependent variables (regression), accepting and rejecting region of hypothesis (t values), how much affected the dependent variable when increase one unit of independent variable (Beta) and significance level of the results (p value) for interpretation of study's hypothesis rejection and acceptation.

4.1. Table 1. Demographic Profile of Respondents (N=150)

Demographic	Category	Frequency	Percent
Gender			
	Male	150	100
	Female	000	0.0
Age			
	Below 35 years	10	6.7
	35-40 years	125	83.3
	Above 40 years	15	10.0
Experience			
	0-15 years	11	7.3
	15-20 years	130	86.7
	Above 20 years	9	6.0

Table 1 shown demographic profile of respondents which explain demographic profile according to the frequency and percentage rate of respondents on the basis category (gender, age, and experiences). The frequency (nos. of male were 150 and no. of female was 0) and percentage (100% were male and 0.0% was female) of respondents accordingly gender category, the frequency (no. of respondents whose age was below 35 years were 10, no. of respondents whose age was between 35 to 40 years were 125 and no. of respondents whose age was above 40 years were 15) and percentage (6.7% were below 35 years old, 83.7% were between 35-40 year old and 10.0% were above 40 years old) of respondents accordingly age category and the frequency (no. of respondents who have below 15 years experience were 11, who have between 15-20 years experience were 130 and who have above 20 years experience were 9).

4.2. Table 2. Pearson's Correlation And Descriptive Statistics Information

Measure	ER	JS	JR	M
Employee Retention	1			
Job Satisfaction	0.26**	1		
Job Rotation	0.11	0.33**	1	
Motivation	0.25**	0.61**	0.35**	1
No. of Observations	150	150	150	150
Mean	3.70	3.61	2.84	3.75
Standard Deviation	0.49	0.45	0.51	0.33
Standard Error	0.04	0.03	0.04	0.02

Note: $**p < 0.01$ level (2-tailed) N=150 ER=Employee Retention, *JS= Job Satisfaction, JR=Job Rotation and M=Motivation rating by using the 5 points likert (strongly agree=5 to strongly disagree=1) scale*

Table 2 shows the relationship between independent and dependent variables and this relationship call *Pearson's correlation* of the variables it means to measure the strength of relationship between two variables. The employee retention was significantly positive correlated ($r = 0.26$, $p < 0.01$) with job satisfaction, but not significantly positive correlated ($r = 0.11$, $p < 0.16$) with the job rotation and significantly positive correlated ($r = 0.25$, $p < 0.01$) with the employee motivation. The job satisfaction was positive and significant correlated ($r = 0.47$, $p < 0.01$) with the job rotation and also positively correlated ($r = 0.61$, $p < 0.01$) with employee motivation and lastly job rotation was also positive correlated ($r = 0.35$, $p < 0.01$) with employee motivation.

The mean score of respondents on employee retention was 3.70, standard deviation in the score was 0.49 and standard error in the mean score was 0.04, mean score of job satisfaction scale was 3.61, standard deviation was 0.45 and standard error in the mean score was 0.03, mean of job rotation was 2.84, standard deviation was 0.51 and standard error in the mean score was 0.04 and mean of employee motivation was 3.75, standard deviation was 0.33 and standard error in the mean score was 0.02.

4.3. Table 3. Regression Analysis

Variables	Beta	R square	t value	p value	F value
Model 1					
Employee Retention and Employee Motivation	0.25**	0.06	3.24	0.001	10.50***
Model 2					
Job Satisfaction and Employee Motivation	0.61***	0.37	9.48	0.000	90.02***
Model 3					
Job Rotation and Employee Motivation	0.35***	0.11	4.56	0.000	20.86***

*Note: *p < 0.05, **p< 0.01, ***p < 0.001*

Table 3 has shown the regression analysis of employee retention, job satisfaction and job rotation with the employee motivation.

4.3.1. Employee Retention and Employee Motivation

Model1 shows in table 3, the regression analysis of two (employee retention and employee motivation) variables in which Beta value (Beta = 0.25, p < 0.01) of these two variables interpreted, if one unit increase in employee retention then 0.25 unit increase the motivation of employee and this was highly significant value. Adjusted R square (0.06) explained the significant variation between employee retention and employee motivation was 6% and t value (t = 3.24, p < 0.01) and F value (F = 10.50, p < 0.01) which shows highly significant relationship between these two variables in model 1, because t value (3.24) was greater than t tabular standard value (±1.96). According to the Sobel, (1982) this t value (3.24) is normally distributed, that for large samples it will lead to accept the study hypothesis at p < 0.05 because it is exceeds ±1.96 which is standard normal distribution for small samples. So this study first hypothesis (H1) is significantly confirmed that was "*There is a positive association between* employee *retention and motivation level of police officers after being passed over in police service sector organizations."*

Sandyia and Kummar (2011) have tried to examine the relationship between employee retention and employee motivation. They have concluded on the basis of previous and popular theories of motivation and they have argued that employee retention might be practiced better by motivating the employees in following perspectives; open communication, employee reward programs, performance based bonus, recreation facilities, and gifts at some occasions.

4.3.2. Job Satisfaction and Employee Motivation

Model 2 shown the regression analysis of two (job satisfaction and employee motivation) variables in which Beta value was (Beta = 0.61, p < 0.001) of these two variables interpreted, if one unit increase in job satisfaction then 0.61 unit increase the motivation level

of employees and it was also highly significant value of Beta. R square (0.37) explained the significant variation between job satisfaction and motivation level of employee was 37% and t value (t = 9.48, p < 0.001) and also F value (F = 90.02, p < 0.001) which also shown strong significant relationship between job satisfaction and employee motivation in model 2 of table 3, because t value (9.48) was also greater than t tabular standard value of ±1.96 (Sobel, 1982). So this study second hypothesis (H2) was also significantly confirmed that was "*The* job satisfaction *has increasingly affected on* employee motivation *level of police officers after being passed over in police service sector organizations.*"

Past study has identified the significant and positive relationships between job satisfaction, motivation and rewards (Khalid, Salim and Loke, 2011). They have colleted data from 689 employees working in the water utility organizations of both public and private sector in Malaysia. The study results were founded the significant and positive relationship between reward and motivation, and also significant positive relationship between reward and job satisfaction as well as also founded positive relationship between job satisfaction and employee motivation.

4.3.3. Job Rotation and Employee Motivation

Model 3 shown the regression analysis of two (job rotation and employee motivation) variables in which Beta value was (Beta = 0.35, p < 0.001) of these two variables interpreted, if one unit increase in job rotation then 0.47 unit increase the motivation level of employees and it was highly significant value of Beta. R square (0.11) explained the significant variation job rotation and employee motivation was 11% and t value (t = 4.56, p < 0.001) and also F value (F = 20.86, p < 0.001) which also shows strong significant relationship between job rotation and employee motivation in model 3 of table 3, because t value (4.56) was greater than t tabular standard value of ±1.96 (Sobel, 1982). So this study third hypothesis (H3) was also significantly confirmed that was "*When* job rotation *of employee increases the* motivation *level of employees will also increase of police officers after being passed over in police service sector organizations.*"

Previous study has been tried to examine the relationships between job rotation practices and motivation (Kaymaz, 2010). The author was collected data from different organization through a valid and structures questionnaire and also conducted interviews with HR mangers of these companies and the results were founded the significant and positive relationship between job rotation practices (decreased monotony, increased knowledge and competencies, preparation for management, determine the correct job position, and development of social relations) and employee motivation.

5. Conclusion and Implications

Personnel join the police service on voluntary basis for prestige, job satisfaction, emoluments, job enrichment and career progression. Owing to the expectations, these services also offer them a certain career pattern with concomitant prestige, security and growth potential. Due to the pyramid structure, some attrition is mandatory during vertical growth. The left overs find it hard to cope up with the required standards with same zeal and motivation. The results derived from this study suggested that there is a significant impact of job rotation, job satisfaction and retention on police officers' motivation levels. Once being passed over, if proper counseling is done, the stigma of supersession is removed and they are given another chance to prove themselves, with appropriate job rotation, will surely improve their job satisfaction, increase their retention and over all they will still be willing to serve the nation with same zeal and enthusiasm. In addition, respondents also believed that employees' commitment also affects their job performance. Owing to the same culture,

countries like Pakistan, India and Bangladesh, where most of the military and police services sector employees are from middle to lower income groups, such jobs are highly precious to them, as it not only takes care of their prestige but also put them much at ease financially.

Based on the above findings, it can be concluded that the brain drain of experienced police officers who gets passed over due to hierarchical constraints in militaries, can be utilized effectively by retaining them with sufficient motivation, thereby guarantying the efficient utilization of manpower for overall improvement of organizational effectiveness. There is a dire need to constantly stay in touch with what is important to people to foster a motivated workplace based on trust, recognition and acknowledgment, for optimal engagement and performance.

6. Limitations and Future Research

The study suffers from a fewer limitations even though the findings supported the concept. The timeframe provided to conduct the study was too short to the satisfaction of the researcher. As it was the first research conducted of its kind, so certain apprehensions were also encountered amongst the affected police officers for its implementation.

Given the growing needs for police service sector organizations to retain its experienced employees in the face of technological advancements and expansions, the study suggest certain variables are crucial in influencing employees' decision to either leave or remain in an organization. Nonetheless, the importance of other variables should not be under- estimated when formulating any HR policy. It is only a comprehensive blend of intrinsic and extrinsic motivational variables that can enhance motivation in police service sector organizations. This study examined only three variables to validate the concept; however few more variables like self efficacy, job performance, job commitment, and job involvement can also be incorporated into future studies to further strengthen the concept.

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