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Factors Affecting Job Satisfaction Among Civilian Staff In The Zimbabwe Republic Police

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INTRODUCTION

Southern Africa has been witnessing an upsurge in the departure of technical expertise in virtually all sectors over the last five years (Stilwell, 2003). This has resulted in qualified personnel seeking greener pastures abroad. Movement of people from developing countries towards the developed world especially Europe and the Americas has been conspicuous. Anecdotes show that during the 1990s, total migration of professionals towards Western Europe and North America accounted for 30% of the flows registered throughout the world (ILO, 1996). It is estimated that in the year 2000 approximately 175million people, or 2.9% of the world's population, were living outside their country of birth, compared to 100 million, or 1.8% of the total population, in 1995(Stilwell, 2003).

In Zimbabwe, loss of qualified personnel has been varying across sectors but it has been particularly felt in sectors such as education, health, industry and commerce (GOZ, 2002). Whilst a number of factors such as the inimical macro-economic environment could explain the loss of human resources in the country, job satisfaction is often identified as one of the factors that influence the decision to quit. Various studies (Onu et al., 2005; Sur et al., 2004; Tutuncu and Kozak, 2006; Knowles, 1978, Salmond, 2006; Wiedmar, 1998; DeVaney and Chen, 2003; Greenberg, 1986) have identified factors that influence job satisfaction. These include inter-personal relationships, conditions of service, type of social insurance possessed, supervision, promotion, job design, organizational environment, age, gender, equal treatment by management, income and attitude. Much of the discussion on job satisfaction has been done in the context of the developed countries with few studies in the developing countries.

The police force in the country has been facing significant losses of qualified civilian personnel such as accountants, engineers and other professionals. This compromises the quality of policing by the Zimbabwe Republic Police and the implementation of strategic plans requisite to the protection of citizens of the country. The tendency has been that a reduced staff turnover is experienced when there are wage and allowance increments. The broad objective of this study is to ascertain the factors that affect job satisfaction among civilian members of staff in the Zimbabwe Republic Police.

Literature review

Smith (1969) perceived job satisfaction as the "extent to which an employee expresses a positive orientation towards job" Wikipedia (2007) notes that job satisfaction describes how content an individual is with his or her job. Job satisfaction has also been defined as a pleasurable emotional state resulting from the appraisal of one's job, an effective reaction to one's job and an attitude towards one's job (Brief, 1998). Weiss (2002) argued that it is an attitude but pointed out that researchers should differentiate between the objects of cognitive evaluation which affect (emotion), beliefs and behaviors. Other authors argue that job satisfaction may include factors such as workload, physical conditions, and carrier aspirations of individuals. Job satisfaction is often described as the quality of life at work as experienced by the employee, and the condition that could be promoted by social

responsibility programs executed by the employer.

Furnham (1992) categorizes factors that can have an influence on job satisfaction into three groups namely: i. Organisational policies and procedures that have to do with the nature of the remuneration package, supervision and decision-making practices, and the perception of the quality of supervision. ii. Aspects of the total workload, the variety of skills applied, autonomy, feedback and the physical nature of the working environment. iii. Personal aspects such as self image, ability to deal with stress and general satisfaction with life.

According to Wanous and Lawler(1972) 'there is a serious lack of good theory about the very meaning of employee satisfaction...' hence the conflicting results found in many studies on job satisfaction are a manifestation of the unavailability of a generally accepted definition of job satisfaction (Locke and Latham, 1990), and different terms being used interchangeably with other terms such as 'morale, employee satisfaction, attitudes and opinions' (Brayfield and Crockett, 1955; Deci and Ryan, 1985; Guion, 1958; Lazarus and Folkman, 1984, Thierry and Hacker, 1980). However, employee-satisfaction in one form or another has been related to such variables as turnover, absenteeism, productivity, group cohesiveness, general hygiene factors, job reward, personal rights, labour, unrest and performance appraisal(Barber et al., 1992; Danhoff, 1993). Job satisfaction has also been correlated with factors related to the work itself or to the outcomes (such as the rewards for excellence and performance) directly derived from it such as the nature of employees' jobs, achievement of work, promotional opportunities and chances for personal growth and recognition(Greenberg, 1986). Previous research has also focused on the relationships between job satisfaction and the following variables: performance, autonomy, supervisor support, equitable wages, social stimulation, working environments and personality variables (Organ, 1988). Job satisfaction is a multi-pronged concept affected by interplay of factors emanating from the business environment, government policies and personality factors.

Determinants of job satisfaction

Job satisfaction in organizations has been receiving increasing attention because it reduces employee turnover, absenteeism, tardiness, and health setbacks due to stress. Workers who are satisfied at their work places show positive attitudes in their homes and make a psychologically healthy society. Many of the studies on job satisfaction have been done focusing on different economic sectors and perspectives such as agriculture, commerce, health and education.

According to DeVaney and Chen (2003), demographic variables such as age, gender, race, and education have an effect on job satisfaction. It has been shown, for instance, that older workers are more likely to be satisfied than younger workers and also that non-white employees are less satisfied than white employees. Work related variables such as whether the job is interesting, good relations with management, job security(permanent or contract jobs), higher pay, a sense of control over one's work were identified as important factors underlying job satisfaction (Miller, 1980; Souza-Poza, 2000).

Onu et al. (2005) examined the factors affecting job satisfaction of field extension workers in Enugu State Agricultural Development Programme in Nigeria using a sample of forty-two extension staff randomly selected across three agricultural zones. The field extension workers indicated low level of satisfaction with their job content, conditions of service and working environment, which were subsequently identified as key factors that could enhance job satisfaction among extension personnel

in Nigeria. Salmond (2006) used a sample of 437 nurses drawn from 20 different states in the United States. The Karasek's job demand-control-support model was used to predict job satisfaction in the analysis included personal factors of educational level, certification level, continuing education credits, years of experience, and perceived competence (self-efficacy) and organizational factors of social support, professional practice environment, type of hospital, and type of unit. The organizational environment or Professional Practice.

Environment Score (PES) was identified as the main determinant of job satisfaction among nursing staff in then 20 states. Tutuncu and Kozak (2006) measured job satisfaction in the Turkish Hotel industry using a job satisfaction index. Attributes such as the work itself, supervision, and promotion were noted as the determinants of the level of overall job satisfaction among Turkish hotel workers. DeVaney and Chen (2003) conducted a survey of job satisfaction among 211 graduates in financial services in the US using Ordinary Least Squares (OLS) as the analytical tool. The aspects of job satisfaction measured in the study were attitude to the job, relations with fellow workers, supervision, company policy and support, pay, promotion and advancement, and customers. Realization of expectation, company support, attitude, relations with fellow workers, pay, and gender were significant determinants of job satisfaction. Four factors in the regression analysis were not significantly related to job satisfaction namely job security, opportunity for promotion, age of the graduate, and stress. The study however, did not indicate why the four aforementioned factors were not statistically insignificant. Sur et al. (2004) investigated job satisfaction among 855 dentists selected from 9 provinces in Turkey. Job satisfaction was conceptualized intrinsically and extrinsically and items were rated using a 5-point likert scale. The type of social insurance, the amount of monthly income, and the number of patients examined per day were the most common and statistically significant predictors of intrinsic, extrinsic, and overall satisfaction among Turkish dentists. A cross-sectional survey was done by Knowles (1978) to determine job satisfaction among supervisors in Australia using job satisfaction questionnaires. Job design and organizational factors emerged as the main factors underlying job satisfaction. Ito et al. (2001) surveyed 1494 nurses employed in 27 psychiatric hospitals in Japan and used the National Institute for Occupational Safety and Health job stress questionnaire to study job satisfaction. Forty-four percent of the respondents wanted to leave their job, and 89% of those perceived a risk of assault. Younger age, fewer previous job changes, less supervisory support, lower job satisfaction, and more perceived risk of assault were significant predictors of intention to leave. Wiedmar (1998) used age, education level, sex, shift, and part or full-time status as the factors constituting job satisfaction in Wal-Mart Supercenter in St Joseph, Missouri. Equal treatment by management, sex, and employees seeing them as part of the organization's future were important variables. However, educational level and age were not significant predictors of job satisfaction. Job satisfaction tends to vary from country to country depending on job-culture fit. It has been noted that Americans value achievement, equity, democracy and ambition. English-Canadians are said to value competition, achievement, independence and pragmatism while French-Canadians value spiritual and society oriented outcomes and Japanese value self-respect, helpfulness and forgiveness. High job satisfaction has been recorded among Americans (80%) while low job satisfaction 14% has been recorded among the Japanese because the Japanese assign workers to jobs despite their interests whereas Americans look at the worker personally and preferences (Robbins, 1998).

Employees prefer work situations that allow them to use all their skills, mentally and physically, freedom and quick feedback on their work performance though it has been noted that excessive challenge to one's abilities may bring in frustrations (Robbins, 1991). Workers prefer jobs that reward them on the

basis of what they perceive as economically justifiable (Robbins, 1991). It is not the amount of money one receives but it's the job-wage congruence based on worker environments that do not pose perceived danger such as fire, and accidents, are more preferred by employees. Provision of adequate and appropriate working equipment and clean facilities are related to high job satisfaction (Robbins, 1998). From literature the parameters that generally influence job satisfaction include age, income, conditions of service, working environment, gender, treatment by management, promotion, realization of expectation, company support and attitude.

Study propositions

This study hypothesizes, using literature as its basis, that job satisfaction of civilian members of staff in the Zimbabwe Republic Police is determined by the following: 1. Civilian members of staff with greater working experience are more likely to be satisfied with their jobs than the younger members. 2. Civilian members of staff are more satisfied with higher levels of income.

3. Civilian members of staff with a high number of dependants are less likely to be satisfied because of greater monetary demands from large family. 4. Civilian members of staff are more likely to be with a conducive working environment (adequate computing facilities, teaching aids and stationery). 5. Civilian members of staff are more likely to be satisfied with a good incentive package (car and housing loans, payment of school fees for children). 6. Permanent members of staff are more likely to be satisfied than contract workers. 7. Gender has a significant effect on job satisfaction (has been found to vary; De Vaney and Chen, 2003). 8. Civilian members of staff are more likely to be satisfied in the presence of good inter-personal relationships.

RESEARCH METHODOLOGY

Leedy(1980) argues that most researchers combine pure and applied research in the manner they feel that the “ultimate goal is a study that is helpful in solving social problems and at the same time making a valuable contribution to the theoretical social-science literature.” In this study, both qualitative and quantitative techniques were used. Research in most social science disciplines is positive, normative or pragmatic. If the research is after problem solving, the research employs a positive approach that attaches importance to statistical evidence and the consequent prioritization of statistical data for policy-making (Platt, 1996).

Table 1. Variables included in the specification of the binary logistic regression model

Variable	Variable description	Variable coding
Relationships	Inter-personal relationships	1.Satisfied,0-Not satisfied
Sex	Gender of employee	1.Male, 2 -Female
Dependents	Number of dependents	1.Temporary, 2.Permanent
Job status	Employment contract of employee	Total score ranging from1 to 4
Working experience		

Availability of facilities	Number of years of working in the police force	1-Satisfied, 0-Not satisfied
Salary	Satisfaction with loan facilities in the police	1-Satisfied, 0-Not satisfied
Loans	Satisfaction with medical cover	1-Satisfied, 0-Not satisfied
Medical fees	Satisfaction with allowances	1-Satisfied, 0-Not satisfied
Allowances	Satisfaction with volume of work	1-Satisfied, 0-Not satisfied
Work volume	Satisfaction with opportunities for personal growth	1-Satisfied, 0-Not satisfied
Personal growth	Satisfaction with supervision	
Supervision		

Most micro-studies employ positive methods. On the other hand, the normative approach is based on moral values and therefore subjective. Pragmatic methodology is most useful for research that is undertaken for policy analysis (Ayaya, 1997). This study was based on pragmatic research methodology, which incorporated both positive and normative approaches to research. The use of quantitative data generated from the surveys gave the study the positive perspective while the organizational policy implications emanating from the analysis give the element of normativism by indicating what the situation ought to be like.

Sampling frame

The sampling frame consisted of male and female civilian members of staff in the Zimbabwe Republic Police. The sampling frame was constructed from lists of civilian staff obtainable from different departments in the police. Departments included in the survey were finance, transport, quartermaster and ordinance.

Sampling method A multi stage sampling method was used to select respondents for inclusion in the survey. This sampling process recognized the different departments that most civilian members of staff are employed in then police. Thus if one were to use simple random sampling, subjects included in the survey will not be representative of the population. Each department was defined as a strata and also male and female civilian staff were defined as sub-strata. The first stage was concerned with the selection of departments to be included in the survey. The second stage involved the selection of male and female civilian members of staff for interview using a simple random sampling method.

Data collection

Primary and secondary data sources were used in this research. A questionnaire was designed and administered to participants. Interviews were conducted in the respective departments after permission to undertake the study was granted by the relevant authorities. The questionnaire was constructed on the principles of the Minnesota Satisfaction Questionnaire (MSQ). The (MSQ) measure the extent to

which participants were satisfied with their current jobs. The questionnaire included questions on working conditions, importance of skills learnt, interpersonal relationships and the physical conditions. It also included a single global rating question on overall satisfaction. The questionnaire also comprised questions on work ethics. A total of 80 respondents were included in the survey. Small sample sizes can provide highly reliable findings depending on the sampling procedures adopted (Schiffman and Kanuk, 1997). Secondary data was collected from the Police General Headquarters in Harare on the numbers of civilians using semi-structured interviews.

Analytical tools

Inferential statistics were used to summarize data generated by the structured questionnaire. A binary logistic regression model was used to determine the extent to which the identified factors affect job satisfaction. Variables included in the model were informed by literature, mainly DeVaney and Chen (2003). The researcher's primary interest was to find the conditional expectation of the dependent variable given more than one conditioning variables.

The model can be illustrated as:

$$Z_i = \text{Log} (P_i / (1 - P_i)) = B_0 + B_1 X_1 + B_2 X_2 + \dots + B_n X_n + U$$

Where: $i = 1, 2, \dots, n$ are the observations. B = the regression parameter to be estimated.

BX = linear combination of independent variables. Z_i = the log odds of choice for the

i^{th} observation. P_i = the probability of observing a specific outcome of the dependent variable. X_n = the n^{th} explanatory observation. U = the error term.

Job satisfaction was operationalised using Yes/No questions thus it was a dichotomous dependent variable. The description of the variables included in the specification of the binary logistic regression model is shown in Table 1.

Forward selection of variables

This approach entailed the sequential entry of independent variables in the logistic regression model. The probability associated with the F-statistic was used as the basis for entry of variables. The purpose of this procedure is to identify subsets of variables are good predictors of the dependent variable (Norussis, 1990).

Cross tabulations

Cross tabulations were used to assess the relationship between two categorical variables. According to Norussis (1990), cross tabulations can be used to statistically test whether two categorical variables are independent or dependent. Pearson chi-squared values and associated probability values (P-values) were used to ascertain the statistical significance of relationships.

Friedman's rank test

The Friedman's rank test, a non-parametric test, is used in situations where the data are nominal or ordinal in orientation (Norussis, 1990). In this study, the test was used to rank the importance of facilities and incentives among respondents.

RESULTS AND DISCUSSIONS

Demographic characteristics of respondents

Respondents included in the survey were drawn from four police departments namely Crime(25%), Criminal Investigations Department(CID) (28%), Traffic(25%) and Police Protection Unit(22%) Of the 80 people interviewed, 65 were male and 15 were women comprising 81 and 19% of the sample The reason for 19% female respondents owes to the small number of female civilian members of staff in the Zimbabwe Republic Police A significant proportion of the staff compliment interviewed(79%) indicated that they were married.

Employment status and job satisfaction

Employment status (whether permanent or contract) is often identified as one of the factors that influence one's perception towards one's job (Furnham, 1992). This variable was included to ascertain whether there is an association between employment status and job satisfaction. Eighty (80%) of the respondents were permanent whilst 20% are temporary employees respectively, were not satisfied with their jobs. Overall, 72% of the civilian staff were not satisfied with their current job.

Table 1. Relationship between job satisfaction, job security and level of skills utilization

Level of skills utilization	Job satisfaction		
	Yes	No	
Low	3(20%)	12(80%)	
High	19(29%)	46(71%)	
Total	22	58	
X ² value: 0.521, P=0.470			

Table 2. Relationship between job satisfaction and job security

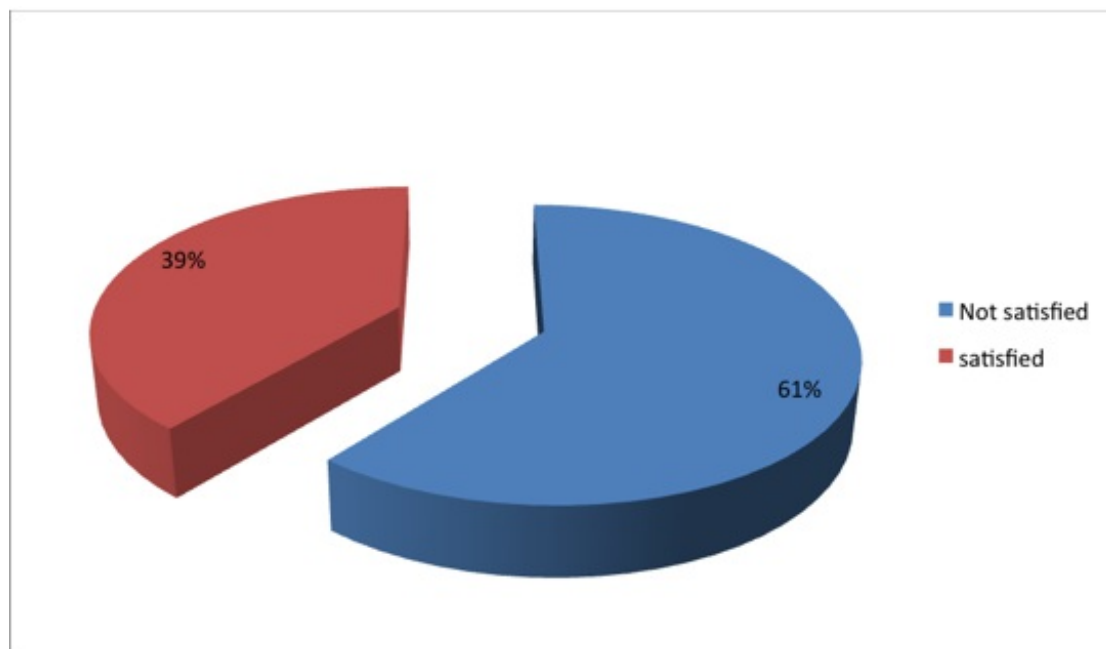
Job security	Job satisfaction	

	Yes	No
Not secure	2(33%)	4(67%)
Secure	20(27%)	54(73%)
Total	22	58
X ² value: 0.111, P=0739		

Respondents were asked to give their opinions vis-à-vis job security. Most civilian members of staff in the Zimbabwe Republic Police felt generally secure (78%) as most of the respondents in the sample were permanent employees. However, most respondents opined that their skills were moderately utilized by their various departments (63%). Cross-tabulations were then used to relate job satisfaction and job security as well as the levels of skills utilization. Even though most employees indicate that their jobs were relatively secure, most of them (73%) expressed overall dissatisfaction. Only 29% of respondents who indicated that their skills were highly utilized were satisfied with their jobs whilst 71% were not. Both variables were however, not significant at the 5% level, indicating no significant association with overall job satisfaction (Tables 1 and 2). The implications of these findings are discussed under the binary logistic regression model results.

Volume of work

Figure 1. Perceptions of respondents towards volume of work



Volume of work was defined as the number of duties assigned to individuals for example, number of criminal dockets to be captured every day in the records office. The perceptions towards volume of work are shown in Figure 1. Approximately two-thirds (61%) of the respondents were not satisfied with the volume of work.

Personal growth and development

The extent to which the prevailing organizational environment fosters growth and development was also elicited. 67.5% of the respondents felt that the current environment does promote personal growth and professional advancement.

Extent of motivation

It was established that 52.5% of the respondents were of the opinion that the Zimbabwe Republic Police offered incentives to motivate employees. However, most of the respondents in this category were moderately satisfied with the set of incentives. Of note, is also the high proportion of respondents (46.3%) who do not feel motivated at all.

Interpersonal relationships and team work

Contemporary theory on human resource management agitates for the exploitation of existing synergies among employees as opposed to individualism. Thus, respondents were asked to shed light on the extent to which the organizational culture in the police fosters good working relations and interpersonal relations. 52.6% were satisfied and 47.4% were not satisfied with the organizational culture that characterizes the police since they felt that it did not facilitate development of interpersonal relations.

Feedback structures

There was polarity of views as far as supervision was concerned with half of the respondents satisfied and the other half dissatisfied. This however, varied from department to department.

Communication and information flow

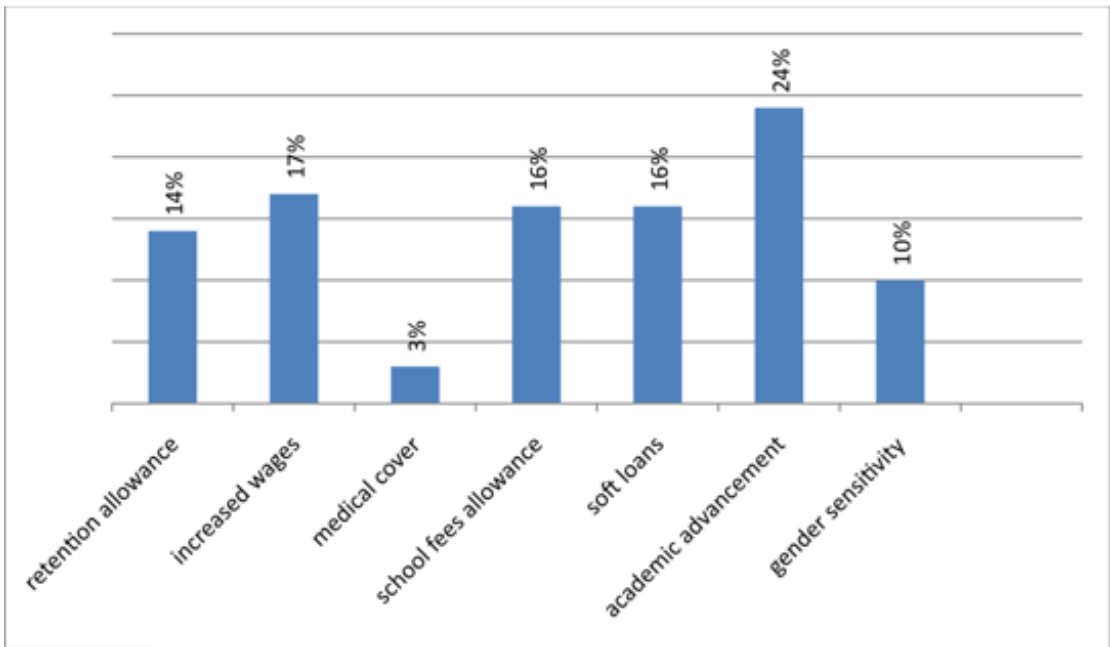
Table 3. Effectiveness of different modes of information flow.

Mode of information flow	Effectiveness(rank) 1 through 4(mean scores)
Grapevine	2.17
Memorandums	2.19
Electronic (e-mails and telephone)	2.23
Verbal	3.41

Respondents agreed that information flow is generally effective within the police. However, there were differing views as to which type of information flow was most effective (table 3). Effectiveness of the different modes of information flow was gauged through use of Likert scales ranging from 1-very

effective, 2-effective and 3-not effective. The smallest score implies greater effectiveness and conversely a higher score indicates lower effectiveness. The Friedman Test was used to rank the different modes of information flow. According to the results, grapevine emerged as the most effective way of disseminating information, followed by memorandums, and electronic flow were rarely used since there are inadequate internet and telephone facilities.

Figure 2. Ideal incentive packages suggested by respondents



Availability and distribution of facilities

Table 4. Availability and distribution of facilities

Facility	Satisfaction with availability and distribution (1 very satisfied to 3 not satisfied) (mean score)
Computers	2.81
Stationery	2.71
Printers	2.39
Air conditioners	2.09

The existence of facilities had a direct bearing on whether an individual was satisfied or not. Of the existing stock of resources, computers (2.81) and stationery (2.71) are the most problematic as shown by the average scores. However, most of them were generally satisfied with stationery (bond paper, pens, chalks etc). The ranking was found to be significant at the 5% level of significance (Friedman

Test.

Organisational ethics

Most of the civilian members of staff (75%) indicated that they are satisfied with the current organizational ethics. Those who indicated dissatisfaction did not disclose reasons behind this dissatisfaction. As far as the methods of conflict resolution are concerned, most of the interviewees indicated that they were not aware of the existence of such a function within the Zimbabwe Republic Police.

Ideal incentive package

Respondents were asked to state what they would consider as the ideal incentive package that is commensurate with their personal needs. The most important incentive raised by respondents was the issue salaries that are above the poverty datum line. This finding is consistent with DeVaney and Chen (2003) study, who noted pay or income as one of the main variables that significantly influences job satisfaction. In addition, provision of school fees allowances and soft loans for housing and cars were also eminent (Figure 2). Dunhoff (1962), Greenberg (1986) and Robbins (1998) confirmed the importance of economic wages and other appropriate organizational incentives as vital contributors to job satisfaction.

Table 5: Factors affecting job satisfaction

Variable	B coefficient	Significance.*P<0.05, **P<0.10
Inter-personal relationships	-1.080	0.155
Supervision	0.898	0.320
Sex	-0.516	0.587
Dependents	0.044	0.828
Job status	-9.701	0.782
Working experience	-0.12	0.776
Availability of facilities (computers, stationery, printers and air conditioners	-0.034	0.935
Salary	1.548	0.065**

Loans	-1.842	0.039*
Medical fees	-1.076	0-207
Allowances	2.015	0.042*
Work volume	-1.359	0.065**
Personal growth	0.584	0.425
Constant	21.363	0.761
Nagelkerke R square	0.50	0.761

Sex of respondent

The value for sex of respondent is -0.516 meaning that the probability of job satisfaction is lower for females than male employees. The gender variables was however not significant at the 5 or 10% level, resulting in the rejection of the hypothesis 7. Previous researchers such as Varca et al. (1983) found that at higher occupational levels, men expressed greater satisfaction because of greater opportunities for advancement.

Number of dependents

A value of -0.044 means that employees with larger number of dependants are less likely to be satisfied with their current jobs. On the other hand, employees with smaller number of dependants are more likely to be satisfied with their jobs. The number of dependents is not statistically significant in its contribution to job satisfaction, resulting in the rejection of hypothesis 3. Whilst Miller (1980) and Barber et al. (1992) argued that the number of dependents has a bearing on employee satisfaction; lack of statistical significance of this variable in this study could be attributed to the fact that most respondents had relatively small number of dependents of 4 per household.

Employment Contract

The value for the employment contract of the respondents is -9.701 implying that employees with permanent posts are more satisfied with their jobs than those with temporary posts. However, job status was not a statistically significant variable at the 5% level, resulting in the rejection of hypothesis 6. This result contradicts Miller (1980) who noted that employees who were full time were more likely to be satisfied with their jobs than contract workers. This discrepancy is attributed to the fact that most of the respondents civilian members of staff (80%) were permanent rather than contract-based workers.

Availability and distribution of facilities

A figure of -0.034 indicates that an increase in the availability of facilities such as computers and stationery increases the probability of job satisfaction. This variable is not significant at the 5 and 10% levels in the rejection of hypothesis 4. Salmond (2006) observed that the environment within which employees operate under determines whether they are satisfied or not. However, non-significance could be attributed to the fact that facilities such as computers have been increasing steadily over the years.

Interpersonal relationships

The value for this variable was -1.080 indicating that poor inter-personal relationships negatively affect job satisfaction. This variable was not significant at the 5% level, resulting in the rejection of hypothesis 8. This contradicts the findings from Onu et al. (2005) who found out that inter-personal relationship had an important impact on job satisfaction. This is linked to the fact that not many problems were experienced with inter-personal relationships as more than 50% of the respondents indicated that they were satisfied.

Salary

In this study, the coefficient of the dummy variable was 1.548, implying that job satisfaction increases in the presence of a satisfactory income confirming hypothesis 2. The salary variable was statistically significant at the 10% level. This consistent with Sur et al (2004) study of tourism employees in Turkey who indicated that income was an important factor affecting job satisfaction.

Working experience

According to the study results, the coefficient for working experience was -0.12, indicating that less experienced civilian members of staff in the police were more likely to be satisfied than those with greater working experience. However, this variable was not statistically significant, resulting in the rejection of hypothesis 1. This result is inconsistent with DeVaney and Chen (2003) who suggested that the employee's actual experience is important. This disparity could be attributed to the fact that there was no significant variation in experience among the respondent members of the civilian staff of the Zimbabwe Republic Police.

Medical cover, allowances and loans

Results of the study revealed that availability of loans and allowances had a significant impact on job satisfaction, whilst medical cover was not significant. These results are consistent with Onu et al. (2005) study in Nigeria who observed that auspicious conditions of service are important aspects of job satisfaction.

Volume of work

Increasing volume of work was associated with job dissatisfaction and this variable was statistically significant at the 10% level. Previous researchers such as Tutuncu and Kozak (2006), Robbins (1991) and Sur et al. (2004) showed that the most employees are not satisfied if the volume of work results in stress.

Personal growth and development and supervision

Personal growth and supervision were not statistically significant predictors of job satisfaction among respondents. This result is not consistent with Ito et al (2001) and Tutuncu and Kozak (2006) and this could be attributed to the fact that most respondents were satisfied with the supervision and opportunities for personal development being offered at their institutions.

Table 6. Forward selection of variables in the binary logistic regression model.

Step	Variable	B	Significance
Step1 ^a	Job Status	-8.580	0.730
	Constant	17.783	0.721
Step 2 ^b	Loans	1.127	0.049
	Job Status	8.503	0.726
	Constant	18.306	0.707
Step 3 ^c	Loans	1.401	0.021
	Allowances	1.231	0.074
	Job Status	8.207	0.730
	Constant	17.553	0.713
Step 4 ^d	Salary	1.567	0.059
	Loans	2.053	0.009
	Allowances	1.843	0.035
	Job Status	9.753	0.721
	Constant	17.33	0.709
Step 5 ^e	Salary	1.576	0.024
	Allowances	1.843	0.022
	Job status	-9.753	0.788
	Work volume	1.376	0.040
	Loans	2.053	0.004
	Constant	20.812	0.774

Nagekerke R Square	0.500		
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Table 7. Change in R square in forward selection of variables

Step 1	Nagelkerke R square
Job Status variable entered	0.202
Loans variable entered	0.266
Allowances variable entered	0.317
Salary variable entered	0.372
Work Volume entered	0.433

Validity of the binary logistic regression model

Approximately 50% of the total variation (as shown by the Nagelkerke R-squared) in the dependent variable was explained by four independent variables namely salary, volume of work, satisfaction with loan facility and allowances. The relatively low r-squared is typical of cross sectional data as argued by Gujarati (2004). The overall model was significant since $P < 0.05$, implying that sample results are reliable. The forward selection procedure and its effects on the Nagelkerke R-squared values are depicted in tables 6 and 7.

Conclusions

Most of the respondents interviewed were generally dissatisfied with their jobs, resulting in a negative attitude towards delivery of work. Dissatisfaction mainly emanated from inadequate salaries and allowances, loans to facilitate purchase of houses, housing stands and cars as well as increasing volume of work. However, inter-personal relationships, job security, supervision, opportunities for personal development and working experience did not significantly affect job satisfaction.

Recommendations

In order to stave off the massive exodus of the civilian members of staff in the Zimbabwe Republic Police, the following is recommended: 1. Provision of salaries that are above the poverty datum line. 2. Provision of adequate allowances for staff. 3. Provide housing and car loans. 4. Create an environment that encourages teamwork and reduce the work burden among staff.

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