

The trilogy of job stress, motivation, and satisfaction of police officers: Empirical findings from Bangladesh

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Abstract

Purpose: The purpose of the study was to identify the trilogy of job stress and job motivation on job satisfaction. For this purpose, police officers of Khulna city were investigated accordingly.

Research Methodology: The questionnaire is quantitative in nature and a standard questionnaire was followed throughout the research study. The survey was done in police stations of Khulna city and information was taken from 100 officers from sub-inspector to police commissioners.

Results: The study found that job stress is negatively related to job satisfaction. Along with this, there is a negative correlation between job stress and job motivation. However, a positive correlation exists between job motivation and job satisfaction.

Limitations: The study result is based on the police personnel in Khulna city rather than in other cities in Bangladesh. There are not prevailing the same ratio of male and female which could affect the measurement of findings.

Contribution: The study will help government practitioners and policymakers to understand job stress, motivation, and satisfaction of police personnel in Khulna city.

Keywords: Job motivation, Job satisfaction, Job stress, Police officers, Work overload

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1. Introduction

Employee behavioral characteristics affect the overall performance of an organization (Peng, Lee, & Lu, 2020), and these characteristics change due to an employee's satisfaction in a job (Kondalkar, 2007). Thus, from an organizational perspective, it has been proven necessary to study job satisfaction patterns. Several researchers studied job satisfaction and factors that affect job satisfaction. Job satisfaction is the result of an organization's internal and external factors and some individual elements (Paais & Pattiruhu, 2020). Job stress is an organizational factor that hinders performance (Wang & Chen, 2020). Amid the previous two decades, stress in the workplace has become a remarkably concerning issue (Thu Suong, 2020). Stress is a condition in which a person is challenged with an opportunity for what the person wants and the outcome of which is uncertain and essential. Not to let job stress harm an employees' performance, what can make them pay proper attention and concentrate in work?

Zaman, Muhammad, and Khanam (2014) found that there are significant positive relationships of work motivation and organizational commitment with job satisfaction after surveying on 50 female police constables of Dhaka Metropolitan Police of Bangladesh. It was also discovered that organizational commitment and work motivation are important predictors of job satisfaction. Moreover, the length of time in the job had a substantial impact on job satisfaction. Respondents' age, educational level, and employment tenure all had a substantial impact on their mental health (Rahman et al., 2017).

Indeed, the answer is job motivation which is the internal and external factors that stimulate the desire to make an effort to attain a goal ([Sanusi & Johl, 2020](#); [Vroom, 1982](#)). This desire is shaped by one's attitude toward the job, which is the outcome of some job-related factors and some factors related to the conditions of the environments of the job ([Taiwo, 2010](#)). For example, in the police department, especially those directly related to the core task of this department have to deal with the criminals ([Khan & Sultana, 2021](#)), and they have an uncertainty of life ([Clayman & Friedman, 2020](#); [Pang & Pavlou, 2016](#)). At the same time, they go to trace criminals, and thus it is a stressful profession ([Nisar & Rasheed, 2020](#)).

In the 1930s, the assessment of job satisfaction through surveying employees anonymously started and became standard. Before that, there was only a slight interest in employees' attitudes, and very few studies can be found about it. [Gure \(2015\)](#) used the newly developed attitude measurement techniques to measure employee attitudes. [Raziq and Maulabakhsh \(2015\)](#) used the term job satisfaction, which is affected by both task environment and supervisor and employee relationship. Job satisfaction has been researched heavily during the last 80 years but has no universal.

The origin of the study motivation goes back to Maslow's Hierarchy of needs in 1954. Before that, no researchers talked about motivation; they used words like needs, achievement, goal, etc. Several researchers studied job satisfaction, job stress, and job motivation, but studies on job satisfaction of police officers had taken place very rarely. Search results in different e-libraries like Emerald, Springer, JSTOR, etc., show no article on police officers' job satisfaction in Bangladesh. However, very few studies on the job satisfaction of police officers in different countries are found([Dantzker, 1994](#); [Pantouvakis & Mpogiatzidis, 2013](#)) found that police officers are incredibly dissatisfied with pay and less disappointed with supervisory support. [Dantzker and Surrence \(1996\)](#) also found results that support the previous one as the police officers were not satisfied with the salary and training opportunities they got. Still, they were delighted with their present assignment and immediate support by the supervisor. [Brunetto and Farr-Wharton \(2002\)](#) found that pay, promotion, and appraisal decreased police officers' job satisfaction. [Howard, Donofrio, and Boles \(2004\)](#) reported that work-family conflict was a reason for the job satisfaction of police personnel.

[Vasan \(2018\)](#) found out some factors that are responsible for job stress and it represented the high level of stress in pharmaceutical sales representatives who are dissatisfied with their job. Only two relationships are explained in the previous research. Previous research has based on the effect of stress and motivation related to the job and it linked with job satisfaction, they have proven the negative impact of job stress on employee performance ([Noermijati & Primasari, 2015](#)). Another research also based on job stress and job satisfaction with the industry productivity ([Hoboubi, Choobineh, Ghanavati, Keshavarzi, & Hosseini, 2017](#)). [Hassan, Azmat, Sarwar, Adil, and Gillani \(2020\)](#) study is based on the impact of satisfaction, stress, and motivation of a job to see the performance of the job. [Springer \(2011\)](#) analyzed the piece-rate pay and represented the relationship between job motivation and job satisfaction. A limited number of studies is based on police officer job satisfaction. A multidimensional study was based on police officer job satisfaction ([Johnson, 2012](#)). One study was sampled with female police constables and the research represented the relationship between motivation and organizational commitment with job satisfaction ([Zaman et al., 2014](#)). Along with this, no research is based on the job stress and job motivation on job satisfaction. Another reason for doing this research is there are limited studies based on police officers.

As it is found out from various studies that policing is a stressful occupation and keeping the motivation to effectively perform is a challenging task. Many police officers suffer from a mental breakdown and physical abnormalities while performing their duties as well as after working hours ([Kumar & Narula, 2020](#)). To keep job satisfaction and motivation high, several events and programs from the police departments can minimize the stress level. So it has become a major issue nowadays. This study will help the policymakers to plan, analyze, design, and implement various programs to keep the stress at a tolerable level and increase the level of job satisfaction and motivation among the police personnel.

Previously no research was based on the job stress and job motivation on job satisfaction of police officers in Bangladesh.

This research aims to identify job stress and job motivation factors of police officers in Khulna City and analyze and interpret their relationship with job satisfaction. So, the objective of the research is to-

1. The relationship between job stress and job satisfaction among police officers.
2. The relationship between job motivation and job satisfaction among police officers.
3. The relationship between job stress and job motivation among police officers.

2. Literature review

Job satisfaction

In organizational behavior, the study of job satisfaction is the most frequently studied phenomenon ([Spector, 1997](#)). Career success depends on job satisfaction; it increases work efficiency and increases the employee's satisfaction ([Abdolshah, Khatibi, & Moghimi, 2018](#)). According to [Graham \(1982\)](#), job satisfaction is the attitude towards the satisfaction of the job. In another way, job satisfaction combines beliefs, feelings, and thoughts regarding one's job ([George & Jones, 1999](#)). It is an employee's interaction within the work environment regarding the like and dislike of the work ([Priansa, 2016](#)). It also reflects the individuals' attitude, behavior, and feeling of the work. Employees who are satisfied with their job are enjoying and loving their work, maintaining discipline, and increasing the performance of the work ([Badrianto & Ekhsan, 2020](#)). In a word, [Bentley, Coates, Dobson, Goedegebuure, and Meek \(2013\)](#) mentioned that job satisfaction reflects the emotional responses of one's work. [Hurst and Good \(2009\)](#) noted that job satisfaction is the benefits employees receive in the workplace. So, it is also important to understand organizational behavior. Along with this, [Ashley, Noble, Donthu, and Lemon \(2011\)](#) mentioned several theories that illustrate job satisfaction: fulfillment theory, discrepancy theory, reward theory, and equity theory. Satisfaction is also linked with the employees' absenteeism, turnover, and attitude ([Padama, Neolaka, & Adangdjaha, 2019](#)).

[Spector \(1997\)](#) pointed out the features of job satisfaction. Firstly, the organization prioritizes human values, and the employees are fairly and respectfully treated in the organization. Then the employees are satisfied. Secondly, employees' behavior depends upon the satisfaction of the job, and as a consequence, it affects the organization's activities. Thirdly, it is linked with the performance of the organization. Finally, job satisfaction is attached to the emotional response of the employee, and job satisfaction factors depend on job content, work environment, status, and relationship with colleagues, promotion, and rewards ([Sheahan, 2009](#)); and ([Wen, Muthuveloo, & Ping, 2018](#)). For example, [Ali \(2008\)](#) mentioned nine job satisfaction factors: pay, supervision, promotion, operating condition, fringe benefits, contingent rewards, and nature of work, co-workers, and communication. Also, [Ukil \(2016\)](#) pointed out the factors: employment itself, working conditions, wages, promotions, colleagues and supervisors, and matching with work and personality.

Levels of organizational support can envision job satisfaction to the employees, employees' appraisal of the work environment in the organization, and the employment situation. [Ali \(2008\)](#) stated that job satisfaction is a combination of environmental and psychological circumstances and, consequently, a person says that "I am satisfied with my job." Job satisfaction is one's expression of his feelings about his job expectation and reality ([Hsiao & Kohnke, 1998](#)). Job satisfaction or dissatisfaction is the difference between what one expects and gets from a job ([Kemelgor, 1982](#)). Locus of control is associated with job satisfaction ([Chijioke, John-Akamelu, & Ejiofor, 2021](#)). When the job can meet the needs of employees and can fulfill the expectation, employees are satisfied within the job ([McCue & Gianakis, 1997](#)). Job satisfaction creates a positive view of the job ([Abdolshah et al., 2018](#)).

Job stress

According to [Beehr and Newman \(1978\)](#), stress occurs for the changing of the psychological and physiological state when there is a fluctuation of the function while employees are doing the task. Several studies have been done on job stress and its effect on several organizational factors. Nowadays, all organizations demand a better job outcome which leads to job stress. In recent times job stress is

regarded as the age of anxiety (Coleman, 1976). According to Palmer, Cooper, and Thomas (2004), job stress is defined as "unfavorable responses that arise due to increasing job expectations and forces placed on employees." Job stress is one of the organizational factors that affects individuals physically, mentally, and socially. Robbins (2010) defines stress as "a dynamic condition in which the individual is confronted with an opportunity, constraint or demand related to what he or she desires and for which the outcome is perceived to be both uncertain and important." Job stress is a first-level outcome of the organization and job; it is an unpleasant sensation distinct from job stress's second-level consequences or effects. Different levels of performance, satisfaction, motivation, and commitment are examples of second-level outcomes (Parker & DeCotiis, 1983).

Many authors have defined stress in many aspects and stress issues have been given a lot more important than previous (Malik, 2011). Because of changing social factors and people's different lifestyles stress factors have become significant (Raja & Vijayakumar, 2017). According to Malik (2011), different occupations have different intensities of stress and there are a lot more occupations that have different stressing factors than others. Expanding the definition of (Mustafa et al., 2015) stress is the act of responding differently according to challenges faced by the individual in a specific situation. Above all when the demands for the job are not fully filled and it creates imbalances for work and life which is known as stress. In the viewpoint of Colligan and Higgins (2006), occupational stress is the response of an individual to a situation at the workplace that creates physical or mental challenges to that individual. However, Devi and Sharma (2013) stated that stress can lead to a person's behavioral changes and that can be physical or mental.

Sources of job stress found very common are duties, heavy workload, role ambiguity, variations in workload, and role conflict. Some organizational policies are stressful too, like long hours, inadequate training, inadequate salary, job insecurity, and absence of career future (McCann, Hughes, Adair, & Cardwell, 2009). Labrague, Nwafor, and Tsaras (2020) have identified toxic leadership behavior as a stress factor by surveying 770 registered nurses from 15 hospitals in Central Philippines. The sources/causes of stress, according to the Department (2006), are job instability, excessive workload, time pressure, limited control over the workplace, insufficient job resources, and understaffing. Demographic differences have an impact on job stress (Owusu, Akomeah, & Duah, 2021).

Fundamentally stress causes because poor management, low quality of work, not satisfied working circumstances, and so on (Leka, Geriffiths, Cox, and Organization (2003). Job loss, role ambiguity, working relationships, conflicting expectations, working circumstances, role overload, alienation, and job mismatch were all mentioned as reasons for stress by Lloyd L Byars and Rue (2006). Policing is a stressful profession as Chapman (2009) states, the job of police officers is one of the most stressful professions. Thus, studying job stress is essential to understand the job satisfaction of police as job stress negatively affects job satisfaction.

Job motivation

Motivation directs an individual to satisfy an unfulfilled need, creating tension (A. Singh & Kumari, 1988). Motivation occurs when an individual perceives an opportunity to meet an operational demand through job-related behaviors. Thus, work motivation makes people show high enthusiasm, creativity, and interest in any work with responsibility, confidence, discipline, pride, and devotion to effectively achieve an organization's goals. Achievement, power, and affiliation are the three driving factors of motivation (Chinedu, Dennis, & Chikwuemeka-Onuzulike, 2020).

Two fundamental motivating factors affect job satisfaction; intrinsic and extrinsic factors (Buitendach & De Witte, 2005). Pay, job stability, working environment, working hours, supervision, workgroup, and other extrinsic elements are all examples of extrinsic factors. Intrinsic motivation is defined as motivation that has no direct monetary reward other than a direct connection to the job.

Jang, Conradi, McKenna, and Jones (2015) pointed out two separate lists of factors. The first group is task-related, and it causes the worker to feel cheerful or have a positive attitude. Motivators are defined

as factors that directly motivate employees and improve job satisfaction. Recognition, achievement and the potential for growth, progress, responsibility, and work are among them.

The second set of criteria is those related to hygiene (extra-job factors). These factors are not directly related to the profession, but rather to the environment in which the job is performed. As a result, hygienic characteristics are not linked to job satisfaction. Nonetheless, their absence may result in job dissatisfaction, implying that an employee will feel neutral if a particular threshold of hygienic elements has been achieved. As a result, improving hygienic factors reduces the likelihood of employee dissatisfaction, while increasing motivators boosts job satisfaction. Salary, interpersonal relationships, technical supervision, business policy, working conditions, job security, administration, status, and personal variables are all hygiene issues. Motivators are built into the work, such as the satisfaction of completing a task. Hygiene elements, on the other hand, are more likely to include external factors such as coworker relationships that are unrelated to the worker's real job.

[Mawere, Mubaya, van Reisen, and van Stam \(2016\)](#) stressed that whenever the question comes into mind that “what motivates humans?” This is a basic point of Maslow’s hierarchy of needs. Physiological requirements, security needs, social needs, esteem needs, and self-actualizing needs are the five qualities of human needs that Maslow’s theory of motivation is built on. Job satisfaction is closely linked to this viewpoint. Employees who are driven are satisfied with their work.

Conceptual framework

Based on the overall discussions the research is proposing a conceptual framework that illustrates the relationship between job stress and satisfaction, job motivation and job satisfaction, and job stress and job motivation.

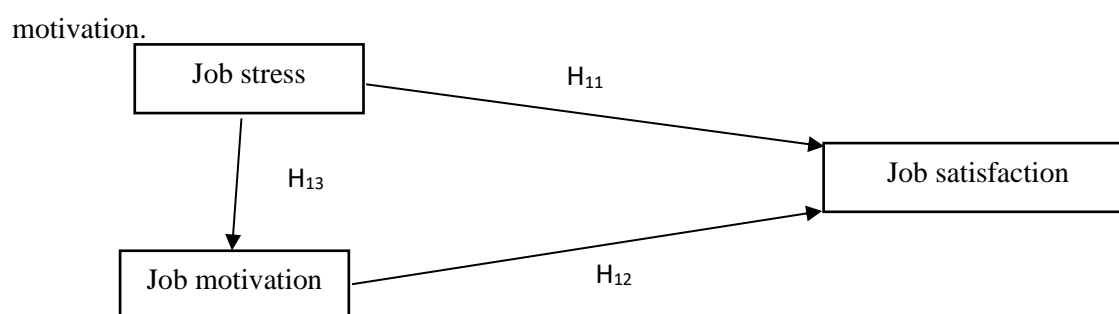


Figure 1. Conceptual framework

Relationship between job stress and job satisfaction

The relationship between job stress and job satisfaction was studied in various professions. There are some professionals that we consider hard work, and there is more significant job stress in those jobs, but in a few studies, the results come out with positive correlations. A survey examining the effect of job stress on job satisfaction indicated a positive link between job stress and job satisfaction among older managers ([Chandraiah, Agrawal, Marimuthu, & Manoharan, 2003](#)).

Nonetheless, the majority of studies have discovered a negative link between job stress and job satisfaction. This variation in results from different studies is due to variances in profession and region of study. For example, a survey by [Healy and McKay \(1998\)](#) found a link between job stress and job satisfaction that is unfavorable. Another study among medical professionals by [Pestonjee and Mishra \(1999\)](#) found a negative correlation between job stress and job satisfaction variables. [A. Singh and Kumari \(1988\)](#) studied female teachers about the effects of stress on job satisfaction and work values and found that stressed teachers are less attached to their professional activity and less dedicated to their profession. According to certain studies on the relationship between job stress and job satisfaction, job stress and job satisfaction are adversely correlated in specific elements of jobs ([Mahendran & Devanesan, 2013](#)); ([Wu, 2011](#)). According to [Ellis \(2006\)](#), acute stress has a negative impact on mental models and trans-active memory, which has a major impact on job satisfaction. This explains why work

teams perform badly under pressure. For example, research on Chinese police officers indicated that job stress and job satisfaction have a substantial negative association ([Wu, 2011](#)).

So, from these discussions, job stress is assumed to have a negative relationship with job satisfaction. The negative effect of role conflict and role ambiguity on job satisfaction was recognized long ago by many research works. If employees are confronted with role ambiguity, they will perform less than their capabilities, and thus they might not get proper recognition that causes dissatisfaction. Occupational stress may lead to increased fatigue, absenteeism, physical, mental and emotional tiredness, and intention to leave the workplace.

From the above discussion, the following hypothesis is proposed to test.

Hypothesis 1:

H₀₁: There is no relationship between job stress and job satisfaction in police officers.

H₁₁: There is a relationship between job stress and job satisfaction in police officers.

The relationship between job motivation and job satisfaction

In a study on job satisfaction and motivation, [Ilies and Judge \(2003\)](#) found that, People who are habituated to the optimistic and jolly most of the time express higher job satisfaction than those who remain unhappy and gloomy. [Oraman \(2011\)](#) found that financial incentives are positively related to employees' increased perceived motivation, which increases job satisfaction. Intrinsic motivation has a significant positive relationship with job satisfaction [A. Singh and Kumari \(1988\)](#). According to [S. Singh and Tiwari \(2011\)](#), changes in motivation affect job satisfaction in the same direction, and changes in job satisfaction affect motivation in the same order. So, they are positively related.

Making jobs meaningful and enjoyable to people can increase job motivation. When people are satisfied with their job, they stay with it and quit a job when they are dissatisfied.

The following hypothesis is proposed based on the above literature.

Hypothesis 2:

H₀₂: There is no relationship between job motivation and job satisfaction in police officers.

H₁₂: There is a relationship between job motivation and job satisfaction in police officers.

The relationship between job stress and job motivation

Job stress and job motivation can be complemented by each other. More stressful jobs need to be accompanied by higher motivation (incentives, bonuses, etc.) to satisfy employees. The riskier the job, the more incentive or salary should be provided. To say it clearly, employees are less motivated to do stressful jobs unless they get proper remuneration or motivation.

More application of motivators (job enrichment) can affect employees' motivation. Employees will be more motivated to do the same job after increasing motivators. When their motivation to work increases, that will decrease their feeling of job stress. A study on the relationship between job stress and job motivation by [Wallgren and Hanse \(2007\)](#) found that Motivators were negatively related to perceived stress or increasing motivators will decrease job stress and positively related to the level of motivation. However, this job enrichment does not work when it exceeds an employee's growth needs. As the theory of [Hackman, Oldham, Janson, and Purdy \(1975\)](#) concluded, the effect of job enrichment depends on the employees' personal growth needs.

Hypothesis 3:

H₀₃: There is no relationship between job stress and job motivation in police officers.

H₁₃: There is a relationship between job stress and job motivation in police officers.

3. Research methodology

This study is descriptive research that is performed to test hypotheses and examine relationships. This study intends to identify police officers' jobs in terms of job motivation, job stress, and job satisfaction. The analysis is quantitative, and the quantitative approach of the study is justified by [Zikmund, Babin, Carr, and Griffin \(2010\)](#). The selected population of this study is officers of the police department of

Khulna city in Bangladesh. In total, the population of this study is 11000. The sample size of this study is 100 as [A. S. Singh and Masuku \(2014\)](#) suggested that 99 samples will be needed when the population size is more than 10,000 in $\pm 10\%$ level of significance. However, the study sample is limited to 100 participants because of the difficulty to collect data from the police personnel. It is mandatory to take permission from concerned authorities for both parties to conduct an interview session. Along with that, it is quite difficult to manage some time for the police officers in the middle of their long working hours and busy schedules. In the case of sampling, random sampling is a different and time-consuming technique for surveying them. For this reason, a convenience sampling method was used instead of random sampling. Police officers working in various police stations of Khulna city are selected as a sample for this study. A questionnaire was prepared to survey the target population. It had four parts, demographic information, job motivation, job stress, and job satisfaction. Demographic information like ranks, gender, age, and education were taken from respondents, and each of the other three parts had seven statements for job motivation, ten statements for job stress, and eight statements for job satisfaction. 5 points Likert scale was used in this questionnaire from 1=Strongly Disagree to 5=Strongly Agree. Cronbach Alpha measured the reliability of the data, and the score is .874. Using SPSS 23, some analysis was performed in this study. Frequency analysis, correlation analysis, and regression analysis are done through this research. Here, frequency analysis was done to see the percentage of respondents' answers. Correlation analysis was performed to find out relationships among variables, and regression analysis was used for more complex data sets.

4. Results and discussions

Demographic analysis of the respondents

Table 1 illustrates the respondents' demographic characteristics (ranks of the respondent, gender, age, income, and educational background). Out of 100 respondents, ranks of the respondents are sub-inspector 54.0%, inspector 26.0%, sergeant 16.0%, SASP 2.0%, and DCP 2.0%. Among the respondents, approximately 40.0% were male, and 10.0% were female. In terms of age, nearly 14.0% of the respondents were aged from 21 to 30, 32.0% were aged from 31 to 40, 40.0% were aged from 41 to 50 years, and only 14.0% were aged above 50. 32.0% of the respondents had completed SSC, 64.0% had completed HSC, 2.0% had completed graduation and 2.0% had completed post-graduation.

Table 1. Demographic Characteristics of the Respondents (n=100)

Characteristics	Classification	Frequency	Percentage
Ranks of the respondent	Sub Inspector	54	54.0
	Inspector	26	26.0
	Sergeant	16	16.0
	SASP	2	2.0
	DCP	2	2.0
Gender	Male	80	80.0
	Female	20	20.0
Age	21-30	14	14.0
	31-40	32	32.0
	41-50	40	40.0
	Above 50	14	14.0
Educational Background	SSC	32	32.0
	HSC	64	64.0
	Graduation	2	2.0
	Post-Graduation	2	2.0

Source: Data processed

Analysis of job motivation

Table 2 represents the individual mean and standard deviation of job motivation. When the employees feel that their work is interesting, the mean is 4.52, and the standard deviation is .814. Respondents are concerned about their duty here; the mean is 4.22, the standard deviation is .864, and in the case of

appreciation of work, the mean is 4.20, and the standard deviation is .808. In the case of job security, the mean is 4.18, and the standard deviation is 1.04. This job provides sufficient learning opportunities to the employees so, the mean is 3.76, and the standard deviation is 1.170. Police are happy with their salaries, and the mean is 3.76, and the standard deviation is 1.117. In the case of the statement of work, environment employees mean value is 3.16, and the standard deviation is 1.283.

Table 2. Analysis of Job Motivation

Indicators of Job Motivation	Mean	Std. deviation
The work is interesting	4.52	.814
Employees are concerned about their duty	4.22	.864
Employees get appreciation from work	4.20	.808
Employees are secured to their job	4.18	1.04
The job provides sufficient learning opportunities for employees	3.76	1.170
Employees are happy with their salaries	3.76	1.117
Employees enjoy good working conditions and an open working atmosphere	3.16	1.283

Source: Processed data

Analysis of job stress

Table 3 represents the individual mean and standard deviation of job stress. Sleeplessness for job difficulty is a factor of job stress which can reduce job satisfaction. Here the mean is 4.50, and the standard deviation is 1.111. Employees can feel nervous at work for different reasons. Maybe they are going to do a new job that they did not do before or going to work which is risky or going to face a movement he is not entirely confident about how to overcome if something unexpected happens and something like these. Policing is a job where performing tasks involves riskiness of life. Hence, the mean is 2.64, and the standard deviation is 1.522. Being exhausted after a hard long day working is a common nature of human beings.

When police have workloads and have to do work in a little uncomfortable working atmosphere, they become tired, the mean is 3.66, and the standard deviation is 1.493. Policing is a risky job. They have to chase the criminals and work against the crime the whole day. It may increase job stress here; the mean is 4.10, and the standard deviation is 1.233. External people can also be compelled to do something when they are powerful. It is not a rare case from the perspective of Bangladesh. Those who have power, the majority of them do not think of ethics. They are willing to get what they want by any means. These influential individuals think of themselves above law and order. They force other people, even law enforcement agencies like the police, to do whatever they want; in this case, the mean is 3.36, and the standard deviation is 1.396. Being hot-tempered at work is a situation that arises when someone is doing a stressful job, overloaded with work, people are frequently asking for different things, etc. However, this situation differs due to personality differences. Those who are joining the police are joining here knowing the stressful situation. Thus, they grow the ability to cope up with the situation, the mean is 1.92, and the standard deviation is 1.140. Every person has guilt for their work if they are doing anything wrong. Police felt less guilty about their work because they remain in the novel profession. In this case, the mean is 1.92, and the standard deviation is 1.140. The police feel guilty if they cannot do anything in the statement; the mean is 2.48, and the standard deviation is 1.644. Police are doing challenging tasks because they need to be aware of everything regarding the safety-related issues of the country's people. So, they face difficulties in their work here; the mean is 2.48, and the standard deviation is 1.359. In this profession, employees always remain under pressure, and they feel the tension in their life. Here, the mean is 2.48, and the standard deviation is 1.359. Police cannot make decisions independently; before taking any decision, they need to consider many things, so the mean is 2.18, and the standard deviation is 1.335.

Table 3. Analysis of Job Stress

Indicators of Job Stress	Mean	Std. deviation
The job difficulty usually brings me sleeplessness	4.50	1.111
Nervousness at my workplace	2.64	1.522
Feeling exhausted after daily work	3.66	1.493
There have been heavily loaded risk works	4.10	1.233
There are many stresses by a mostly external person	3.36	1.396
Feeling more hot-tempered at work	1.92	1.140
Feeling guilty when having nothing to do	2.48	1.644
There are many difficulties to concentrating on their work	2.48	1.359
They work under considerable tension	3.68	1.406
Much difficulties in making a decision	2.18	1.335

Source: Processed data

Analysis of job satisfaction

Table 4 represents the individual mean and standard deviation of job satisfaction. Most of the police respondents agree that co-workers support one another, and the mean is 4.72, and the standard deviation is .607. So, the colleagues and co-workers provide support to each other. The statement of police satisfaction is based on the planning and schedules of work. Here, the respondents remain neutral in this statement, and the mean is 3.08, and the standard deviation is 1.664. Employees get satisfaction with their work when they get recognition for accomplishment and contribution of work, the mean is 4.10, and the standard deviation is .544. Most people agree that they join this profession because of patriotism. The mean is 4.48, and the standard deviation is .544. Employees are satisfied with the current pension system, and in this statement, employees agree on this point, the mean is 4.28, and the standard deviation is .729. Employees are satisfied with their task if they are safe in their workplace, where the mean is 4.38, and the standard deviation is .602. Job satisfaction also comes from the quality of equipment and training opportunities, here the mean is 4.28 and 4.24 the mean value is approximately the same. In this case, the standard deviation is .729 and .916.

Table 4. Analysis of Job Satisfaction

Indicators of Job Satisfaction	Mean	Std. deviation
There has been much support from co-workers	4.72	.607
They are satisfied with the planning and schedules of work	3.08	1.664
Recognition for accomplishment and contribution of work	4.10	.544
Employees join the job because of patriotism	4.48	.544
Employees are satisfied with the current pension system	4.28	.729
Necessary measures for the safety of officers in the workplace	4.38	.602
They are satisfied with the quality of equipment	4.28	.729
They are satisfied with training opportunities	4.24	.916

Source: Processed data

Correlation analysis

Relationships within two variables are described by correlation. Depending on the level of measurement, different statistical tools are used to find out this relationship. For interval or continuous variables, Pearson product-moment correlation coefficient is designed. It can also be used for one continuous variable and one dichotomous variable. In this study, three continuous variables are present, like job motivation, job stress, and job satisfaction, and one dichotomous variable is present, which is gender. The correlation analysis of this variable is presented below.

Hypothesis 1

H₀₁: There is no relationship between job stress and job satisfaction in police officers.

Table 5. Correlation between job stress and job satisfaction

		Job Stress	Job Satisfaction
Job Stress	Pearson Correlation	1	-.220*
	Sig. (2-tailed)		.125
	N	100	100
Job Satisfaction	Pearson Correlation	-.220*	1
	Sig. (2-tailed)	.125	
	N	100	100

*. Correlation is significant at the 0.05 level (2-tailed)

Source: Processed data

The Pearson correlation of $r = -.220$ denotes a negative correlation between job stress and job satisfaction. This relationship is weak as it is less than .30. The significance level of $p = .125$ implies that the relationship is insignificant. Thus, for this insignificant p-value, the alternate hypothesis “There is a relationship between job stress and job satisfaction in police officers” is rejected. Thus, the null hypothesis is accepted.

Hypothesis 2

H₀₂: There is no relationship between job motivation and job satisfaction in police officers.

Table 6. Correlation between job motivation and job satisfaction

		Job Motivation	Job Satisfaction
Job Motivation	Pearson Correlation	1	.686**
	Sig. (2-tailed)		.000
	N	100	100
Job Satisfaction	Pearson Correlation	.686**	1
	Sig. (2-tailed)	.000	
	N	100	100

**. Correlation is significant at the 0.01 level (2-tailed)

Source: Processed data

The Pearson correlation of $r = .686$ denotes a positive correlation between job motivation and job satisfaction. This relationship is vital as it is more than .50. Furthermore, the significance level of $p = .000$ implies a significant relationship. Thus, for this significant p-value, the alternate hypothesis “There is a relationship between job motivation and job satisfaction in police officers” is not rejected. Thus, the null hypothesis is rejected.

Hypothesis 3

H₀₃: There is no relationship between job stress and job motivation in police officers.

Table 7. Correlation between job stress and job motivation

		Job Stress	Job Motivation
Job Stress	Pearson Correlation	1	-.280*
	Sig. (2-tailed)		.049
	N	100	100
Job Motivation	Pearson Correlation	-.280*	1
	Sig. (2-tailed)	.049	
	N	100	100

**. Correlation is significant at the 0.05 level (2-tailed)

Source: Processed data

The Pearson correlation of $r = -.280$ denotes a negative correlation between job stress and job motivation. This relationship is weak as it is less than .30. The significance level of $p = .049$ implies

that there is a significant relationship. Thus, for this significant p-value, the alternate hypothesis “There is a relationship between job stress and job motivation in police officers” is not rejected. Thus, the null hypothesis is rejected.

5. Conclusion

The study is based on the trilogy of job stress and job motivation on the job satisfaction of police officers in Bangladesh. On the basis of the gap the study is taken to consider, and the topic covers the respondents’ opinion. For collecting the data 100 police officers’ responses were analyzed during this study. The sample size is not up to the mark because the sample is taken from Khulna city only. Job stress, job motivation, and job satisfaction are measured through mean and standard deviation. This study represents the positive relationship between job motivation and job satisfaction. Among these, a negative relationship exists between job stress and job motivation. So, job stress provides the adversary effect of job motivation. This study tries to explain and prove the job satisfaction of police officers and represent the stress and motivation of a particular job.

In the previous study, [Khalatbari, Ghorbanshiroudi, and Firouzbakhsh \(2013\)](#) pointed out that in case of stress there has a significant relationship between job satisfaction, job stress, and job motivation in hospitals. [Nair \(2010\)](#) found out that job stress and its dimensions, as well as time stress and anxiety, had an indirect relationship with learning transfer via job satisfaction and motivation to transfer. [Aryanta, Sitiari, and Yasa \(2019\)](#) has conducted a survey on 64 employees of Alam Puri Villa Art Museum and Resort Denpasar and found that work stress has a negative effect on job satisfaction, job motivation has a positive effect on job satisfaction.

Police officers feel stress about their job because of sleeplessness, nervousness, exhaustion after a long tiring day, riskiness, not having a good working environment, guiltiness, inability to concentrate, tension, and difficulties in decision making. Job satisfaction of police officers depends on supporting colleagues, scheduling the work, recognition of tasks, patriotic tasks, pension system, safety measures, good quality of weapons, and training quality. The factor like salary has been found in previous literature as a factor for which police officers are dissatisfied in their job. But considering the current situation of Bangladesh, the recent increase in pay scale, in this study salary was taken as a factor of motivation and police officers agree that they are satisfied with their salary. Thus, many factors of job stress are not job stress factors in police officers of Khulna city like job insecurity, inadequate training, and lack of career prospects. The majority of the respondents agree that they are motivated in work due to job security, they are satisfied with the training they have got and they have sufficient growth opportunities. But long work hours, heavy workloads are factors of job stress here. Most of them need to work for more than 15 hours. That’s where work-family conflict arises. Most of them can’t give their families time which is necessary. They can’t pass time with their children. So, the government should think of minimizing their workload so that they can happily lead their life. The motivation for doing this job came from the fact that the job is interesting, appreciation of the job, job security, providing a good learning opportunity, satisfying salary level, good working conditions, and open working atmosphere. [Riyadi \(2015\)](#) suggested improving job satisfaction and job motivation to reduce job stress and improve job performance among the teachers. All the related factors explain the motivation of the job.

Along with this, further research can be based on the same study focusing on large sample sizes and considering other districts of Bangladesh. The same topic can be covered in other sectors like banking, garments, telecommunication sector. The study will be helpful for higher authorities of Bangladesh Police and government policymakers to understand the stress of police officers that they face in their life because of their job, and know about the job motivation, and satisfaction of their job.

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