

# Antecedents of Job Performance among Police Officer: A Preliminary Study

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## Abstract

Job performance can be defined as an achievement measured by an individual or an organization over a period of time. Job performance refers to an employee's ability to boost productivity or the consequence that leads to a successful outcome. Royal Malaysian Police (PDRM) is an institution that is needed to keep the people safe and ensure the prosperity of the country. Police responsibilities are specific and always face risks. Various studies have been conducted in western countries that explore and analyze the factors that influence job performance. This study will examine antecedent of job performance among police officer at PDRM Dungun, using job performance as dependent variable and work stress, social support, emotional intelligence, motivation and training as independent variables.

**Keywords:** Job Performance, Work Stress, Social Support, Emotional Intelligence, Motivation and Training

## Introduction

The word job performance is a common word used among researcher and also common word among organization even di government and private sector. The Royal Malaysian Police (PDRM) has created a strategic plan in 2016, namely the PDRM Integrity Plan 2016-2020 to improve the work performance of police officers to the maximum. PDRM has launched the PDRM Integrity Plan 2016-2020 to ensure that the mission to achieve world-class police service standards can be implemented properly. This is because the work performance of a police officer can have a significant impact on society as well as the country. In addition, in the 2nd strategy of the action plan of the Ministry of Home Affairs, KDN 2021-2025, which is to "Eliminate Crime and Increase Crime Prevention Efforts", PDRM needs to improve the work performance of police officers to the maximum. One of the ways to improve work performance through this action plan is PDRM must provide a response time less than 10 minutes for each emergency that occurs.

According to (Casey, 2013), job performance is defined as the amount of value expected to the organization and the behaviors performed by an individual over a given period of time.

The police organization such as PDRM is an institution that is needed to keep the people safe and ensure the prosperity of the country. Police responsibilities are specific and always face risks. Various studies have been conducted in western countries that explore and analyze the factors that influence job performance. There is a lack of research in the field of policing in relation to the factors influencing the performance of its main work in Malaysia. Working as a police officer is emotionally demanding and the way they manage and execute depends on their affective commitment. Therefore, it becomes an important thing to study the causes that influence the performance of police officers. This study needs to be expanded on the existing literature by examining the factors that influence the work performance of police officers as they are the ones who will maintain public safety and order.

In an organization, Job performance plays an important role in measuring the level position of an organization. Similarly, for uniformed organizations such as the Royal Malaysian Police, job performance is measured by the achievements of an organization in managing its mission and vision. The success or failure of an organization is based on to the quality of the work produced and it works as prescribed. PDRM being the country's primary law enforcement body, currently has greater authority and responsibilities. PDRM must prepared from all aspect for any eventuality in order to protect national security.

PDRM is currently facing acute psychological problems among its officers where there are various cases of murder, injuring civilians, suicide and mental problems in the country has been reported to involve Police Officers who fail to control their emotions due to internal stress (Bernama, 3 Oktober 2008; Harian Metro, 20 Julai 2012; Sinar Harian, 12 Disember 2009; Sinar Harian, 18 Julai 2012; Sinar Harian, 14 September 2013; Sinar Harian 15 September 2013; Utusan Malaysia, 3 Oktober 2008; Utusan Malaysia, 3 Februari 2011; Utusan Malaysia, 17 Disember 2013) as cited form (Baker & Pengurusan, 2014). Work stress is one of the factors that influence the performance management of a police officer. Faced with high work pressure, the performance of police officers decreased and as a result, the performance of a department in the police organization was also affected.

Other than that, many examples of factors that affect work performance are work pressure, social support, emotional intelligence, motivation and training need to do scientific research. Furthermore, Wong (2015), describe conservative organizational limits and the desire to conceal sensitive information are factors that contribute to study limitations in police agencies. Therefore, this study will be implemented to identify the factors that influence the work performance of police officers.

### **Literature Review**

Job performance can be defined as an achievement measured by an individual or an organization over a period of time. According to the Kamus Dewan edisi keempat, the word performance is result obtained or achieved while the phase work according to the Kamus Dewan edisi keempat is an effort to obtain something or produce something (Dewan Bahasa & Pustaka., 2008). According to Harefa, (2020) Job performance is the average level of results achieved by the employee in one working day and in the continuity of the work. Job performance refers to “scalable actions, behavior, and outcomes that employees engage in

or bring about that are linked with and contribute to organizational goals” as mention by Pandey, (2019) in his study.

According to Campbell (1990), study, job performance refers to an employee's ability to boost productivity or the consequence that leads to a successful outcome. In other words, job performance refers to the amount of effort employees put in on the job. Each employee in an organisation is expected to be dependable in his or her work. Work performance has long been regarded as one of the most important constructs in both organisational psychology and human resource management (Casey, 2013).

### Job Performance Model & Theory

This study suggests finding the antecedent of job performance among police officer. This chapter reviews literature regarding on the main issues of factor influence of job performance and the relationship for both of them. From the previous study, the scholars have been defined concept, model and theory of performance in many miscellaneous ways. Campbell, McCloy, Oppler, and Sager (1993) propose a model of causal patterns to determinants relationships between professional performance and it's in the theory of performance (Boset et al., 2017). Figure below show job performance Model by Campbell (1993).

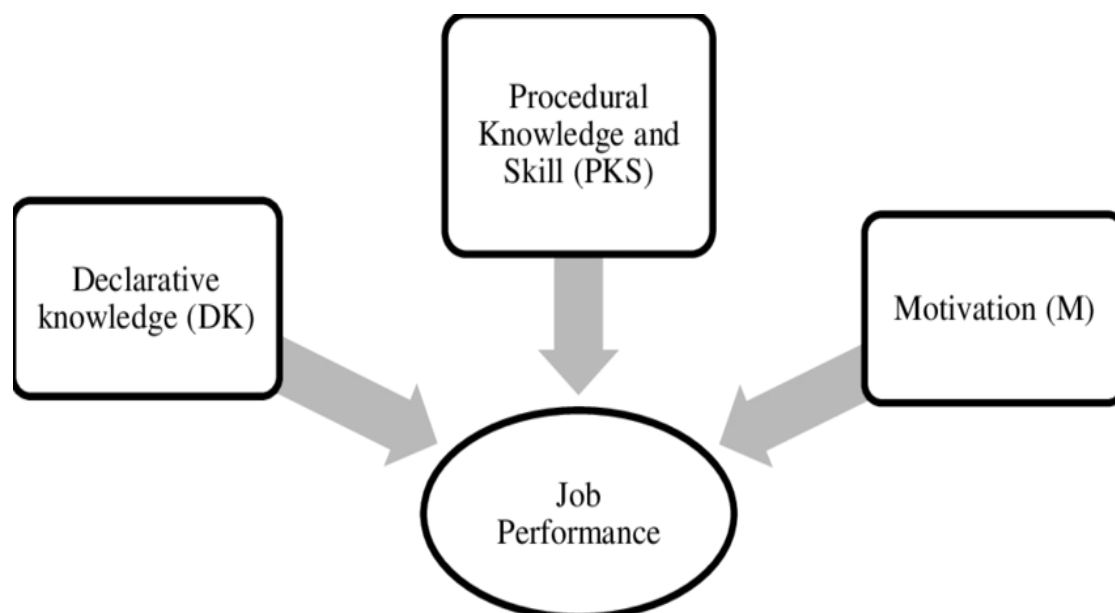


Figure 1: Campbell Model of Job Performance

This study will adjust the model because it is directly related to job performance. This performance theory, on the other hand, is a generic theory that has been utilised to describe the factors that influence job performance in a variety of disciplines. As a result, a specialised conceptual framework for police officer job performance, such as the one used in this study, is required. To put it another way, a police officer must know what to do (to be satisfied), how to do it (to have the right to competence), and have the desire (motivation) to accomplish the job in order to perform properly. This model is appropriate for this study because it enables the reader to comprehend how numerous elements influence police officer performance.

**Antecedent of Job Performance**

According to the business dictionary simply job performance can be defined as “a function of outcomes at work” as cited from (Ranasinghe, 2019). Job stress has long been a source of worry, empirical research on the effects of various types of job stress on productivity-related outcomes is lacking. According to Deng et al (2019), in his study which is how job stress influences job performance among Chinese healthcare workers: a cross-sectional study, discovered that healthcare workers are the key to enhancing public service quality through a cross-sectional investigation of 1594 Chinese healthcare workers from public hospitals. In the same study also has found that job stress can have an indirect effect on job performance via mediator variables. Job satisfaction is mostly used as a mediator (Deng et al., 2019).

According to Yusuf (2012), antecedent from each of these categories in the current study: value congruence, perceived organisational support, and core self-evaluations. These three antecedents have already been linked to work performance, so we can assess the degree to which participation in this study acts as an important method for transmitting the antecedents' effects. Employees should be more likely to return the kindness shown to them by putting in more effort to improve their in-role job performance. We also examine whether thriving at work mediates the association between workplace behavioural antecedents and employee job performance, given that these behaviours might deepen social exchange ties and improve the social context of the business (Elahi et al., 2020).

Noralai and Norhasni (2010), in their study "Review of factors that influence employee commitment to the organization", in general, there are several dominant factors that affect employee performance commitment that is the factors of supervisors, colleagues, income and interest in work as cited from (Nordin & Hassan, 2019). Nordin & Hassan (2019), also say Interest is an internal component in a person's life that might influence their ideas. Someone who does a task that is accompanied by interest is likely to achieve better results than someone who does not do a job that is accompanied by interest.

Motivation is important because with this motivation, individuals or employees are expected to work hard and enthusiastically to achieve maximum work performance. To achieve those goals and objectives they must be able to use and utilize the wide variety of resources available in a process performance efficiently and effectively (Sri rahayu, se., 2018).

**The Relationship between Work Stress and Job Performance**

According to Deng et al (2019), when people are under more stress, they become less sensitive to others, which manifests itself in a drop in helping and an increase in hostility while Baker & Pengurusan, (2014) described work stress has a substantial negative link with job satisfaction among police officers, according to a study by Kohan and O'Connor (2002), with the higher the degree of work stress, the lower the level of job satisfaction, which can lead to decreased job performance. In addition, workplace stress also has a detrimental influence on the business since it causes officers to lose motivation, have absenteeism issues, and affects the quality of their work. When police personnel are under pressure, they are less likely to interact with the next complaint, resulting in a negative image and negative influence on society. This will impair the connection between the police and society (Baker & Pengurusan, 2014). The role of job satisfaction in the relationship between work circumstances and job

performance is urgently needed to be investigated in organizational behavior. (Ranasinghe, 2019)

### **The Relationship between Social Support and Job Performance**

According to Azman & Sieng, (2021), the workplace environment involves location physical as well as environment, procedures, policies, regulations, culture, resources, work relationships, work locations and all that affects the way employees perform their work. Nordin & Hassan (2019), state organizations need to provide encouragement, plan training and courses, set timeframes to complete work and encourage employees to be able to give higher commitment in their jobs while improving job performance.

### **Relationship between Emotional Intelligence and Job Performance**

Emotional intelligence is linked to critical outcomes including high-quality social relationships, according to growing evidence. By helping employees to nurture positive relationships at work, emotional intelligence may contribute to work success (as indicated in salary, salary increase, and company rank) (Sydney-Agbor et al., 2014). Also (Sydney-Agbor et al., 2014) state the evidence on emotional intelligence suggests that employers should consider it as a selection factor, particularly in positions that need a high level of social engagement, such as policing. In addition, Ahmad et al., (2018) state the happy-productive worker should be recast in terms of the relationship between emotions, emotional intelligence, and job performance.

### **Relationship between Motivation and Job Performance**

Shaikh, Pathan and Khoso (2018), in their study found that employee performance in food and textile industry in Pakistan is driven by external motivations like company policy, job security, supervision, money, work environment and relationship with colleagues as cited from (Maisarah Azman & Lai Wei Sieng, 2021). Nurun Nabi et al., (2017) found that the elements work motivation, i.e. external motivation, work enrichment and evaluation work, decision -making power and growth opportunities able to improve job performance and achieve organizational goals.

### **Relationship between Training and Job Performance**

Azman & Sieng, (2021), found that workplace environmental factors such as moral support, environment physical workplace, job characteristics, training and development as well as communication affects job performance is user satisfaction. In addition, Ichsana, (2020) state Employee training is very important and closely related to employee work performance, if the training provided is good then it will result in job performance. Training has a positive and significant effect on job performance, so the availability of increased training will improve job performance.

## Conceptual Framework

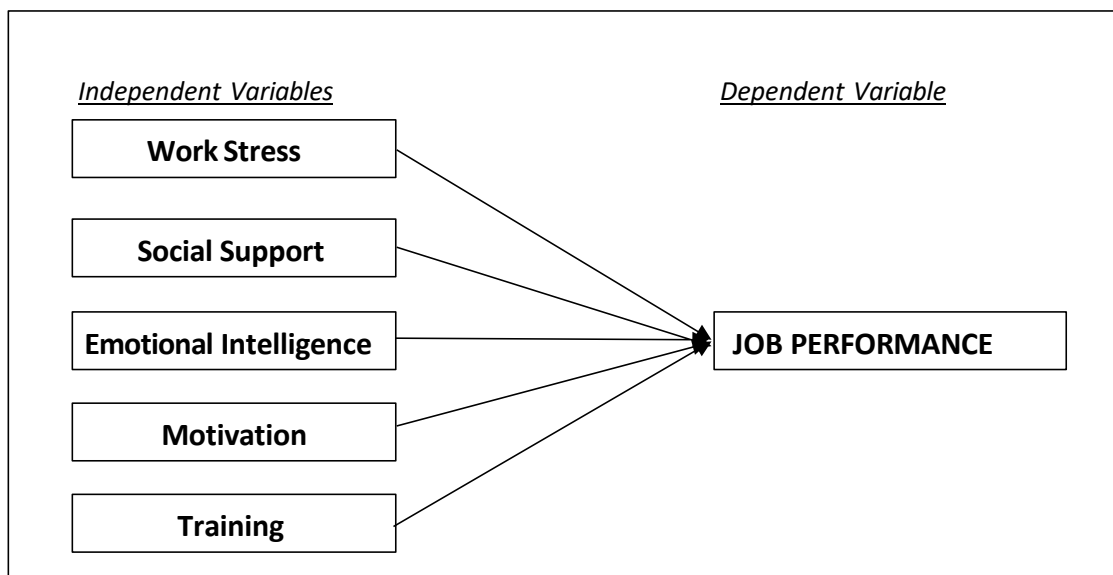


Figure 2: Conceptual Framework for Antecedent of Job Performance

### The Proposed Hypotheses

Hypotheses are referring to tentative yet testable statement that could predict all variable that is aspect from empirical data. The relationship between both, independent and the dependent variable will be evaluated and examined through the study hypotheses as listed below: Sekaran and Bougie (2016),

- H1: There is a significant relationship between work stress and job performance.
- H2: There is a significant relationship between social support and job performance.
- H3: There is a significant relationship between emotional intelligence and job performance
- H4: There is a significant relationship between motivation and job performance
- H5: There is a significant relationship between training and job performance

### Conclusion

The antecedents of job performance among police officers involve a combination of individual, organizational, and situational factors. Individual factors include personal characteristics such as motivation, personality traits (e.g., conscientiousness and emotional stability), and physical fitness. Organizational factors encompass aspects like leadership, training, job resources, and work environment. Situational factors may include the nature of the community, crime rates, and the level of support from the public and colleagues.

Effective job performance among police officers is often linked to a supportive organizational culture, adequate resources, clear communication, and strong leadership. Moreover, the physical and psychological well-being of officers, along with proper training and development opportunities, play critical roles in enhancing their job performance. Understanding these antecedents helps in designing policies and interventions aimed at improving the effectiveness and efficiency of police work, ultimately contributing to public safety and trust in law enforcement.

Understanding the antecedents of job performance among police officers is crucial for several reasons and findings:

#### *Enhancing Public Safety*

Police officers play a vital role in maintaining law and order, preventing crime, and protecting citizens. High job performance directly impacts their effectiveness in these areas, thereby enhancing public safety. By identifying the factors that contribute to good performance, police departments can improve their strategies for recruitment, training, and development, leading to more effective policing.

#### *Improving Police-Community Relations*

Police officers often interact directly with the public, and their performance can significantly influence community trust and perceptions of fairness and justice. Understanding the antecedents of job performance helps in fostering behaviors that build positive relationships with the community, such as empathy, integrity, and professionalism. Improved performance in these areas can lead to stronger community support and cooperation.

#### *Reducing Misconduct and Corruption*

By examining the antecedents of job performance, departments can identify factors that may lead to misconduct or corruption. For instance, understanding how stress, lack of support, or inadequate training can contribute to unethical behavior allows for the implementation of preventative measures. This can reduce incidents of misconduct, thus preserving the integrity of the police force.

#### *Optimizing Recruitment and Selection Processes*

Knowledge of what predicts good job performance enables police departments to refine their recruitment and selection processes. By identifying characteristics, skills, and experiences that are strong predictors of high performance, departments can better select candidates who are more likely to succeed in their roles.

#### *Enhancing Training and Development*

Understanding performance antecedents helps tailor training programs to develop the necessary skills and competencies. For example, if emotional intelligence is found to be a key predictor of performance, training can be designed to enhance this skill among officers, leading to better decision-making and interaction with the public.

#### *Boosting Morale and Job Satisfaction*

When officers perform well, it often leads to higher job satisfaction and morale. Conversely, understanding factors that hinder performance allows departments to address issues that may lead to job dissatisfaction or burnout. Ensuring officers have the resources, support, and environment they need to perform well can improve overall job satisfaction and retention.

#### *Improving Organizational Effectiveness*

Police departments, like any organization, aim to operate efficiently and effectively. Understanding what drives performance allows for better resource allocation, management

strategies, and organizational policies that support a productive workforce. This contributes to achieving the broader goals of the police force and public administration.

### *Legal and Ethical Compliance*

High-performance levels can ensure that police officers adhere to legal standards and ethical guidelines, minimizing the risk of lawsuits and public backlash. Understanding the antecedents helps in developing policies that promote ethical behavior and compliance with laws, reducing liabilities for the police department.

By focusing on the antecedents of job performance among police officers, law enforcement agencies can create a more competent, ethical, and community-oriented police force, ultimately leading to better outcomes for both the officers and the communities they serve.

### **Recommendation**

To enhance job performance among police officers, it is recommended to focus on the following key areas:

1. **Strengthen Training and Development:** Provide continuous and comprehensive training that addresses both technical skills and soft skills, such as communication, conflict resolution, and emotional intelligence. This ensures that officers are well-prepared to handle various situations effectively.
2. **Promote Physical and Mental Well-being:** Implement wellness programs that focus on physical fitness, stress management, and mental health support. Encouraging regular exercise and offering access to counselling services can help maintain officers' overall health, which is crucial for optimal job performance.
3. **Enhance Leadership and Support:** Cultivate strong, supportive leadership within police departments. Leaders should be trained to recognize the needs of their officers, provide constructive feedback, and create a positive work environment. Supportive leadership can significantly boost morale and job satisfaction.
4. **Improve Organizational Resources and Environment:** Ensure that officers have access to the necessary tools, equipment, and resources to perform their duties effectively. A safe and well-equipped work environment reduces stress and enhances productivity.
5. **Foster Community Engagement:** Build strong relationships between police officers and the communities they serve. Positive community interaction can improve public trust and support, which in turn can enhance officers' job performance by providing a more cooperative and supportive environment.
6. **Implement Fair and Transparent Policies:** Develop and enforce fair policies that promote equity, accountability, and transparency within the police force. This helps in reducing workplace stress and increasing job satisfaction, leading to better performance.

By addressing these areas, police departments can create an environment that supports and enhances the job performance of their officers, ultimately leading to more effective and efficient policing.



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