Strengthening the Criminal Justice System: An Analysis of the Police Component

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Abstract: The importance of organizational culture on the organization's performance has been demonstrated (Hsu, 2009; Naicker, 2008). Although many scholars have concentrated their research on commitment and job satisfaction in both the private and public sectors, leading to positive organizational reforms, a review of the literature in the field of criminal justice system exposed a dearth of empirical research about the determinants of law enforcement and police officers' organizational commitment and job satisfaction. This gave rise to the following research question: what is the impact of police organizational culture on law enforcement officers' job satisfaction and organizational commitment in Namibia? A survey was administered to 100 police officers in Windhoek to address this question.
Keywords: Police organizational culture; Job satisfaction; Organizational commitment.

1. Introduction

Crime is constantly on the rise in Namibia (especially robbery, rape, gender-based violence, assault, and so on) and the police response in this regard has been deemed inadequate (OSAC, 2015). One of the main components of the criminal justice system is *law enforcement*. For enhanced combat against crime and crime prevention, it is imperative to ensure job satisfaction and commitment of law enforcement officers. Without job satisfaction and commitment of law enforcement officers, effective organizational performance - and consequently the effective performance of the criminal justice system - cannot be achieved, no matter what other resources might be available.

Most studies on police officers' job satisfaction and commitment have focused on individual dynamics and have ignored the role of organizational culture. Moreover, little research has been done in this regard in the Namibian context. Thus, this study attempts to fill the void and to enrich the body of knowledge in the field of criminal justice/law enforcement by determining the role of police organizational culture on police officers' job satisfaction and organizational commitment.

2. Literature Review
2.1. Police Organizational Culture

According to Kingshott *et al.* (2004), police organizational culture refers to a set of established practices, rules, core skills, customs, and ideas that give a meaning to "virtuous police work". Two main dimensions are integrated in the notion of police culture: a system of informal behaviors and beliefs; the image of professional and effective professional fighters of crime (McDonald *et al.*, 1997). As a result of some aspects of their work setting, police officers can gradually feel suspicious towards, and isolated from, the public (Skolnick, 1966). The police officers' perception about their organizational culture is affected by individual, environment, and organizational dynamics and this in turn influences their job satisfaction and commitment to the organization (Skolnick, 1966).

2.2. Job Satisfaction

Job satisfaction is defined as an enjoyable state of emotion generated by an individual's job or job experience consideration (Locke, 1976). Job satisfaction is influenced by the employee's specific state of affairs such as expectations, needs, and values (Schneider and Synder, 1975). Scholars (such as Morse (1953); Hebb (1949); Navaie-Waliser *et al.* (2004); Rad *et al.* (2006)) summoned earlier on that employees' job satisfaction is affected by variations in their organizational culture. A positive relationship between organizational culture and job satisfaction was also demonstrated by Sempane *et al.* (2003), Wallach (1983), and Tang (2006) who found employees' job satisfaction to result and to increase from supportive organizational culture. Nevertheless, some aspects of organizational culture and job satisfaction were found to be positively related while some other aspects were negatively associated (Johnson, 2004; Sempane *et al.*, 2003; Tang, 2006; Wallach, 1983).

2.3. Organizational Commitment

Organizational commitment is defined as one's acceptance of the objectives and goals of his/her organization and his/her willingness or wish to keep on being a member of the organization (Çakır, 2001; Meyer and Allen, 1991). Commitment may as well refer to an employee's proclivity to consider the interests of the organization more important than his/her personal interests (Wiener and Gechman, 1977). The influence of organizational culture on commitment as well as on performance has been emphasized by scholars (such as Deal and Kennedy (1982); (Peters and Waterman, 1982)). On the other hand, only a weak association between organizational culture and commitment was found by Lahiry (1994).

3. Research Model and Hypotheses

Based on the literature reviewed, this study seeks to deepen our understanding in field of criminal justice/law enforcement performance by proposing and testing a model that is made of a set of hypotheses which advances organizational culture as determinant of job satisfaction and commitment.

According to Huang and Chi (2004), employees' satisfaction with their organizational culture will result in their motivation to work hard, thereby enhancing the performance of the organization. Hence, the first hypothesis is formulated:

- **H1:** *Police organizational culture is positively associated with police officers' job satisfaction.*

Since organizational culture not only expresses a sense of identity to the members of the organization but also influences its members' commitment to the organization (Willmott, 1993), the second hypothesis is therefore deduced:

- **H2:** *There is a positive relationship between police organizational culture and police officers' organizational commitment.*

Figure-3.1. Research Model (adapted from Nzitunga (2016))
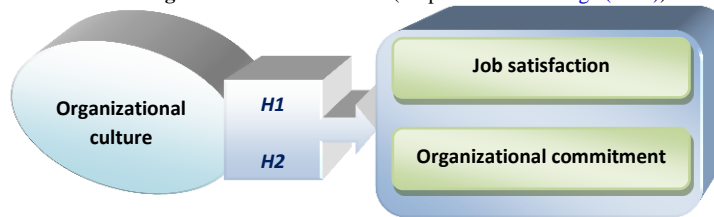
4. Methodology

This study was an exploratory study of impact of police organizational culture on police offers' job satisfaction and organizational commitment in Namibia. A questionnaire survey based on the Likert scale was administered to 100 police officers randomly selected from different police stations in Windhoek.

From the literature, four dimensions were identified for this study to assess organizational culture: training and development, teamwork, communication, and recognition/rewards.

Job satisfaction was evaluated by the degree to which the employee's work is seen as important and significant; the degree to which the employee can see his/her work from beginning to end; the degree to which the employee has control and discretion over how to conduct his/her job; the extent to which the job allows the employee to do different tasks; and the degree to which the work itself provides feedback for how the employee is performing the job.

Organizational commitment was measured by the employee's acceptance of and identification with organizational objectives, values and goals; dedication to and involvement in the organization's work activities; and eagerness to keep on being a member of the organization.

4.1. Validity and Reliability in this Study

Through a thorough literature review as well as the development and use of theoretical definitions and validated measurement instruments, face validity was achieved for this study. Internal consistency-reliability of the scale used in this study was then measured using Cronbach's alpha coefficient Sekaran (1992). Table 4.1 below presents the reliability statistics of the scale used in this study. The table shows that the measurement instrument was reliable (Sekaran, 1992).

Table-4.1. Reliability statistics for the scale used in this study

Construct	Cronbach's Alpha	Number of Items
Organizational Culture	0.79	10
Job Satisfaction	0.72	10
Organizational Commitment	0.71	10

5. Findings and Discussion of Results

Descriptive and inferential statistics (Partial Least Squares regression) were used to analyse the collected data.

5.1. Descriptive statistics

A composite score was obtained for each constructs and dimension by totalling the individual scores of the relevant items and calculating the average. Table 5.1 provides descriptive statistics of the composite variables.

Table-5.1. Descriptive statistics of the composite variables (n=100)

	N	Minimum	Maximum	Mean	Average %	Std. Deviation
Organizational Culture	100	4.400	6.000	5.705	95.08%	0.314
Organizational Commitment	100	4.400	5.800	5.299	91.36%	0.289
Job Satisfaction	100	4.500	600	5.532	92.20%	0.298

5.2. Correlations

As the data being analysed were ordinal data, the Spearman Correlation Coefficient was used to describe the relationships between the independent and dependent variables. Table 5.2 below presents a summary of Spearman correlation coefficients (ρ) and p-values for the different variables. The table shows that there is statistically significant correlation between police organizational culture and job satisfaction ($\rho = 0.740$); and between police organizational culture and commitment ($\rho = 0.598$).

Table-5.2. A summary of the Spearman correlation coefficients and p-values (n=100)

Variable 1	Variable 2	Spearman correlation (ρ)	P-value
Organizational Culture	Job Satisfaction	0.740	<0.01
Organizational Culture	Organizational Commitment	0.589	<0.01

5.3. Partial Least Squares (PLS) Regression Analysis

The various relationships between the variables were tested using *Partial Least Squares* (PLS) regression (Wold, 1981;1985). PLS method was favoured because it does not require a large sample or normally distributed multivariate data (Fornell and Larcker, 1981).

The significance of the paths and path coefficients in the PLS model is assessed using the bootstrap confidence intervals (Efron and Tibshirani, 1993). The bootstrap confidence intervals used to determine the statistical significance for the paths and path coefficients in the PLS model are presented in Table 5.3 below.

Table-5.3. Bootstrap confidence intervals and paths coefficients (PLS, n=100)

Path	Bootstrap lower (2.5%)	Bootstrap mean	Bootstrap upper (97.5%)	Path coefficients
Organizational Culture -> Job Satisfaction	0.773	0.859	0.910	0.867
Organizational Culture -> Organizational Commitment	0.538	0.676	0.780	0.682

The path, strength and significance of the path coefficients assessed by Partial Least Squares (PLS) are shown in the figure below.

Figure-5.1.Path, strength and significance of the path coefficients assessed by PLs (n=100)
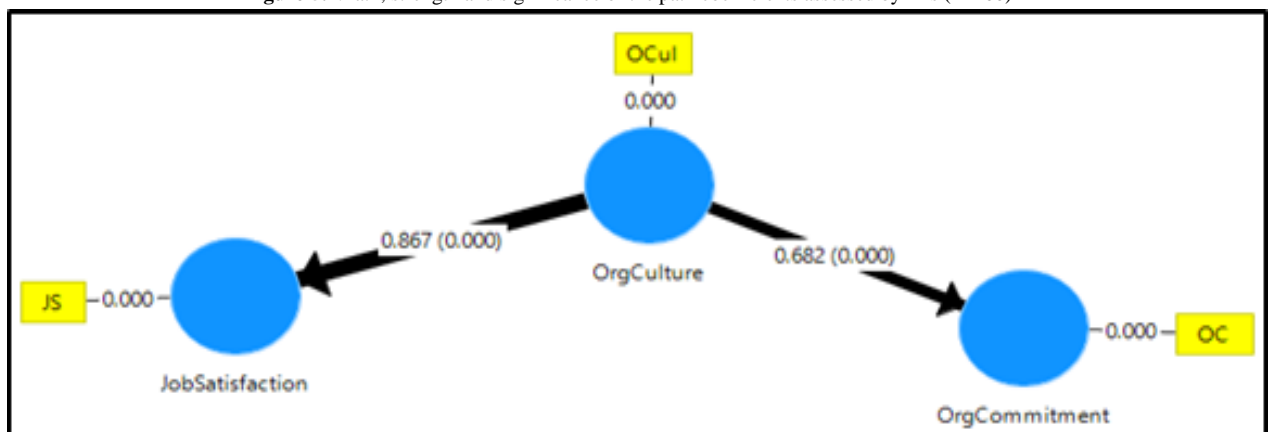
The first hypothesis, namely that police organizational culture is positively associated with police officers' job satisfaction, is confirmed significant path coefficients ($\gamma = 0.867$).

The hypothesis that there is a positive relationship between police organizational culture and police officers' organizational commitment is also confirmed by significant path coefficients ($\gamma = 0.682$).

6. Conclusion

As a key component of law enforcement, the police are entrusted with a diverse set of tasks to maintain law and order and protect the security of people and the rule of law. Although the nature, quality and legal regime varies from country to country, in principle police powers are designed to protect the fundamental liberty and rights of people. However, in some environments, the police are not capable of performing these tasks, due to a lack of capacity, effective oversight mechanisms, and commitment.

The results from this study found a significantly positive influence of police organizational culture on police officers' job satisfaction and commitment. Moreover, factors such as globalization, the use of new technologies by criminal networks, and socio-economic developments demand enhanced capabilities and commitment from police organizations. It is therefore imperative for law enforcement agencies to ensure a culture that fosters commitment and job satisfaction, and they will hence require incessant support from researchers and other relevant stakeholders.

Only police officers operating in Windhoek were studied, and therefore the findings of this study cannot be generalised to all law enforcement agencies or other sectors in and/or outside Namibia. Future research should cover other organizations and sectors in and/or outside Namibia. It would be useful to replicate this study in other countries, especially post-conflict countries.

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