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Longitudinal Analysis of Job Satisfaction in the Slovenian Police Service

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ABSTRACT

Purpose:

The paper examines the results of a job satisfaction survey of employees of the Police Service in Slovenia, whereby the data from surveys conducted in 2002, 2009 and 2012 are compared and analysed.

Design/methodology/approach:

In the framework of the targeted research project entitled 'The establishment of a system for efficiency, effectiveness and quality measurement in the Slovenian Police Service', that was financed by the Ministry of the Interior, a survey on the job satisfaction and trust of police service employees was conducted in March 2012.

On the basis of earlier job satisfaction surveys (in 2002 and 2009) and their analysis, the 2012 survey was conducted after having been appropriately arranged and supplemented. All employees of the Slovenian Police Service were invited, including those from the General Police Directorate (GPD). In order to assure an adequate comparison over time, the employees from the General Police Directorate were excluded from the final sample. The analysis focuses on the impact of demographic characteristics on perceived job satisfaction on different levels of hierarchy.

Findings:

Using a secondary analysis of the database from 2002 and 2009, the data were acquired and then compared with the results of our survey. In a 10-year period the biggest drop in perceived satisfaction involved the possibility of performing work autonomously, the promotion system, the relationships among the staff. Compared to 2002, in 2012 Police employees were more satisfied with working hours, leadership style in the organizational unit and joblocation. The

2012 analysis showed that most employees would like to see changes in reward system and in working conditions (premises/equipment).

Research limitations/implications:

The current economic situation in the state, especially in the public sector and the police service, definitely impacts the results of the survey. The survey was conducted just before the announcement of savings measures in the Slovenian public sector. Since it was conducted on-line, we assume that for some employees this probably meant that anonymity could not be assured.

Originality/value

The research reflects the attempt of those responsible at the Ministry of the Interior to introduce a systematic approach to measuring job satisfaction over time at different hierarchical levels of the police service in all police directorates.

Keywords: job satisfaction, Slovenian Police Service, police directorate, longitudinal analysis, reward system, promotion system, working conditions

1 INTRODUCTION

For some decades now, caring for job satisfaction in private companies has been an important aspect of human resource management. Those managers who understand how important leadership is to ensure regulated and stress-free yet professional relations in the work environment are particularly aware of this. The emphasis should not only be on good relations but also on task-orientation as the only way to effectively and efficiently achieve the goals set by the organization.

Many public organizations have become aware of the importance of job satisfaction but, regrettably, there are still too few examples of this issue being addressed truly systematically. Due to the limited financial resources in the public sector it is all the more important that job satisfaction is promoted through non-financial measures and incentives. However, in quite a few cases the scarcity of financial resources serves as an excuse for a failure to act in the area of increasing job satisfaction. The examples of effective and efficient organizations can teach us that, on one hand, it is necessary to establish a number of approaches to increasing job satisfaction and, on the other, trends and goal achievement rates should be periodically measured and monitored as well as some benchmark comparisons made. When opportunities for

improvement are identified it is recommended to take measures as soon as possible and monitor the progress.

The vision and mission of the Slovenian Police Service (Ministry of the Interior – Police Service, 2012b) reveal no focus on employees (except for professional aspects) and their satisfaction; however, the aspects of interpersonal relations and commitment to the organization are mentioned in the values of the Police. The measurement of job satisfaction is a very delicate issue. This task is thus generally performed not by experts from within the organization but by external advisors, or it is carried out within various projects and prize-giving events, such as in Slovenia: 'SiOK' (eng. Slovenian Organizational Climate) (2011), 'Zlata nit' (eng. GoldenThread) (2011), and indirectly also 'Družini prijazno podjetje' (eng. Family-Friendly Company) certificate (Ekvilib Institute, 2012) etc. In the case of management based on the EFQM (2012) or CAF models (EIPA, 2012), the measurement of satisfaction and introduction of improvements both contribute importantly to organizations' effectiveness. Job satisfaction is generally measured using survey questionnaires with open-ended or closed-ended questions, where it is important to include in the questionnaire those satisfaction facets that are characteristic of the studied work environment.

The approaches to and methods for establishing job satisfaction differ, and are either direct or indirect in terms of the target group. The direct approach is based on interactive co-operation with the employees (structured questionnaire, interview or a combination of both), while the indirect approach consists of the observation of phenomena reflecting job satisfaction. Stare and Buzeti (2009) emphasize that the identification of job satisfaction should not serve its own purpose but should underpin an analysis that reveals any strengths and weaknesses in the operations and contributes to the (re)formulation of factors that influence job satisfaction.

2 JOB SATISFACTION

Job satisfaction represents one of the most widely studied constructs in industrial psychology (McShane & Von Glinov, 2007). It has most often been defined as a pleasant or positive emotional state resulting from the perception of work, conception and assessment of the work environment, work experience and the perception of all elements of the work and workplace (Mihalič, 2008). Spector (2003) defines job satisfaction as “the extent to which people like their job” (p. 210). According to Weiss (2002), job satisfaction is an attitude toward one's job resulting from the net sum of the individual's positive and negative emotions experienced at work. Job satisfaction is a pleasant feeling a person has when their expectations from work have been fulfilled.

Despite a large number of studies of job satisfaction in the private and public sectors, e.g. the health sector (Spence Laschinger, Finegan, & Shamian, 2001) or among correctional staff (Boothby & Clements, 2002; Garland, McCarty & Zhao, 2009; Griffin, Hogan, Lambert, Tucker-Gail & Baker, 2010), there has been a paucity of studies in the area of job satisfaction in the police (Davey, Obst & Sheenan, 2001). Regardless of the delicate nature of the subject, there are some interesting studies where job satisfaction has been discussed as a dependent variable. These studies have delved into the following:

- the influence of demographic factors on job satisfaction, e.g. sex, age, education, race, length of service (tenure), years of work experience, psychological personality characteristics etc. (Abdulla, Djebarni & Mellahi, 2011; Balci, 2011; Dantzker, 1992; Garland et al., 2009; Kakar, 2002; Ortega, Brenner, & Leather, 2007; Zhao, Thurman, & He, 1999), where the results of the studies differ regarding the direction of the correlation (positive/negative), the size of the correlation coefficient and the size of statistically significant differences within specific characteristics, e.g. between males and females; and
- the influence of organizational factors (e.g. work-related factors (tasks and their significance, variety of work, autonomy etc.), the promotion and reward system, leadership, training, relationships, working conditions, administration, organizational commitment, organizational support) and environmental factors (e.g. public image, frustration with the judicial system) on job satisfaction (Abdulla et al., 2011; Boke & Nalla, 2009; Coman & Evans, 1988; Davey et al., 2001; Dick, 2011; Griffin & McMahan, 1994; Hwang, 2008; Johnson, 2012; MacKain, Myers, Ostapiej & Newman, 2010; Miller, Mire, & Kim, 2009; Morris, Shinn & Dumont, 1999; Nalla, Rydberg & Meško, 2011).

In some studies job satisfaction has also been discussed as an independent variable, e.g. in those investigating the comprehension of stress among police officers (Gershon, Borocas, Canton, Li & Vlahov, 2009). As mentioned above, one can also find studies where the independent and dependent variables have been replaced, e.g. a study on how job stress affects job satisfaction (Griffin & McMahan, 1994). Some studies have investigated overall job satisfaction (Davey et al., 2001; Garland et al., 2009; MacKain et al., 2010, Nalla et al., 2011). The primary purpose of these studies has been to define and establish the intensity of the influence of various factors (demographic, job-related, organization-related) on overall job satisfaction. Another group of studies has focused on individual facets of job satisfaction with concrete, narrower areas such as the work itself, salary, leadership, promotion, colleagues,

working conditions etc. (Balci, 2011; Boothby et al., 2002; Johnson, 2012; Noblet, Rodwell & Allisey, 2009; Verhaest & Omey, 2009).

3 LONGITUDINAL ANALYSIS OF JOB SATISFACTION OF POLICE SERVICE EMPLOYEES IN SLOVENIA

3.1 Methods

The aim of this contribution is basically to compare data on job satisfaction from three different studies conducted among Slovenian Police Service employees in the 2002-2012 period. Over the last decade, the population of the Slovenian Police Service has undergone considerable structural changes. Therefore, the population and the samples of the conducted studies will first be presented in terms of gender, education and age. This is important because, at the very beginning, any limitations in the interpretation of results for a relatively long period of 10 years should be pointed out. The differences in the level of job satisfaction can also be a consequence of changes in the structure of the population and the sample of Slovenian Police Service employees and not simply a result of the deterioration or improvement of the facets of satisfaction.

The 2002 study was conducted by researchers of the College of Police and Security Studies (Visoka policijsko-varnostna šola) (Umek & Areh, 2002a; Umek & Areh, 2002b; Umek & Areh, 2002c; Baza podatkov raziskave (Study database), 2002). The study included about one-third of police stations (46) from all categories and all regions of the country, and the questionnaires were sent to all members of the uniformed police force. The sample included 1,850 employees and 880 of them from 32 police stations (PS) replied.

The 2009 study was conducted by the Faculty of Criminal Justice and Security (Fakulteta za varnostne vede) under the title "Study of Police Officers' Evaluations and Views about Job Satisfaction and Trust in the Slovenian Police Service" (Umek, Meško, Areh, & Šifrer, 2009; Study database, 2009). The sample included 70 percent of employees of 48 selected police stations, operational communication centres and criminal police departments, i.e. 1,649 employees. The survey was answered by 997 employees holding the status of a police officer.

The online survey "Study of Job Satisfaction and Trust in the Slovenian Police Service" was carried out in March 2012 by researchers from the Faculty of Administration (Fakulteta za upravo). The Ministry of the Interior and the Police Service made efforts to inform and motivate the employees to complete the online survey. All Slovenian Police Service employees were invited to participate in the survey (the management of the Police and the trade unions sent an e-

mail to them). 2,353 employees of the Police Service registered on the website. 1,848 employees replied to at least one substantive question.

The sample of the 2002 study only included uniformed police officers (Umek et al., 2002a), while the 2009 study was conducted among all (uniformed and non-uniformed) police officers (Umek et al., 2009). In both studies, the sample was limited to the employees of police stations (PSs) and police directorates (PDs). None of the mentioned studies included the employees of the General Police Directorate (GPD). Demographic characteristics and job-related characteristics of the GPD employees differ from those of the PD employees because their work and tasks differ. The biggest differences are found in the structure in terms of (uniformed/non-uniformed) police officer status (Table 1).

Table 1: Number of Slovenian Police Service employees, 31 December 2011

Type of job	Number of employees			Share (%)		
	Total GPD	Total PD	Total	Total GPD	Total PD	Total
Uniformed police officers	570	5,341	5,911	39.2	72.6	67.1
Non-uniformed police officers	743	977	1,720	51.1	13.3	19.5
Employees without police officer status	141	1,036	1,177	9.7	14.1	13.4
Total	1,454	7,354	8,808	100.0	100.0	100.0

Source: MNZ - Policija, 2012

As on 31 December 2011 the GPD employed only 39.2 percent of uniformed police officers, whereas the share in the PDs was 72.6 percent. Due to these large differences in the structure of employees in the GPD and the PDs, all GPD employees (299 respondents) were excluded from the total realized sample of the 2012 study (1,848 respondents). Thus, a sample of employees of the PDs (1,549 respondents) was established and the results were compared with those of the 2002 and 2009 studies.

In the continuation of the study, the structures of the population of Slovenian Police Service employees were compared with the realized sample for 2012. The sample of respondents from PDs was divided into employees working mainly in the field and those working in the office.

Table 2: Basic demographic data on Slovenian Police Service employees from 2002 to 2011 and on the sample of respondents in the 2012 study

Demographic data	Population (number of employees as on 31 Dec.)			Sample for 2012 (Police Directorates) – job location		
	2002	2009	2011	Field	Office	Total
Gender – share of women						
Uniformed police officers	6.8%	13.7%	14.5%	15.0%	17.4%	16.2%
Non-uniformed police officers	14.3%	17.5%	16.9%			
Employees without police officer status	76.7%	80.0%	82.2%			
Total	20.1%	25.1%	24.0%			
Education						
Share of employees with a secondary school education or less	78.7%	71.6%	68.3%	63.0%	30.1%	44.9%
Age (years)						
Uniformed police officers	27.0	35.0	36.3	36.0	40.7	38.4
Non-uniformed police officers	36.0	39.7	40.7			
Employees without police officer status	38.0	42.4	43.5			
Total	33.0	37.0	38.1			
Number of employees/respondents	8,931	9,349	8,808			

Sources: MNZ – Policija, 2003; MNZ – Policija, 2010; MNZ – Policija, 2012; Study database, 2012

The relations in the population are best reflected in the partial sample of the study subjects who work in the field. In the structure by gender, the share of women was comparable (population 14.5 percent, sample 15.0 percent). In the structure by education, the most comparable was the share of those who constitute a majority of Police Service employees. Employees with a secondary school education or less account for 68.3 percent of the population, whereas their share in the sample of respondents who work on the field is 63.0 percent. The average age of the uniformed police officers in the Slovenian Police Service as at the end of 2011 and in the sample of respondents who mainly work in the field is also comparable (population: 36.3 years, sample 36.0 years).

A comparison of the structures of the samples of the studies conducted from 2002 to 2012 reveals that the sample of respondents (from 2012) who mainly work in the field is the one which is most similar to the samples of the 2002 and 2009 studies (Umek et al., 2002a; Umek et al., 2009) in terms of the structure by gender, education and age. The results of the assessment of job satisfaction for 2012 are therefore presented in three groups (Table 3):

- jointly for the group of PS and PD employees;
- for the group of employees who mainly work in the field and who are most similar to the 2002 and 2009 samples in substantive terms; and

– for the group of employees who perform the bulk of their work in the office.

Table 3: Basic demographic data on the samples of the 2002, 2009 and 2012 surveys

Demographic data	2002 survey	2009 survey	2012 survey		
			Field	Office	Total**
Number of respondents	880	997	708	745	1,453
Gender – share of women	4.9 %	12.7 %	15.0 %	17.4 %	16.2 %
Education – share of employees with a secondary school education or less*	-	63.7%	65.7%	33.5%	49.3%
Age – average age of the respondents (in years)	31.4	34.3	36.0	40.7	38.4

*The question about education level was not included in the 2002 survey

**96 respondents failed to answer where they mainly do their work.

Source: Study databases, 2002, 2009 and 2012

The structure of the sample by gender shows that the share of women was on the increase throughout the period: from 4.9 percent in 2002 to 16.2 percent in 2012 (Table 3). Similar trends were also observed with all employees of the Police Service: at the end of 2002 the uniformed police officers included 6.8 percent of women and at the end of 2011 already 14.5 percent (Table 2). The structures of the sample and the population in the compared years were thus similar.

The education structures of the sample and the population can thus be compared only for 2009 and 2012 since the 2002 questionnaire did not include the question about education. In the period under scrutiny, the education structure of Slovenian Police Service employees improved which is also shown by the data on the population (Table 2) and the sample (Table 3). The share of employees with a secondary school education or less was 78.7 percent in 2002, then fell to 71.6 percent in 2009 and 68.3 percent in 2012. Similarly, in the study samples (the data for 2002 are not available) it dropped from 63.7 percent in 2009 to 49.3 percent in 2012.

The average age of Slovenian Police Service employees rose by 5.1 years from 2002 to 2012, namely to 38.1 years. At the end of 2012 the youngest employees belonged to the group of uniformed police (36.3 years), although this group also recorded the biggest increase in average age (by 9.3 years) in the observed period. The oldest group consists of employees without police officer status (43.5 years). Similar trends were observed in the study samples in terms of average age: in 2002 (when the sample included only uniformed police officers) the average age was 31.4 years, in 2009 (when the sample included all police officers) 34.3 years, whereas in 2012 it rose to 38.4 years (all PS and PD employees).

3.2 Results

Table 4: Assessments of job satisfaction facets by Police Service employees for 2002, 2009 and 2012

Facets	2002	2009	2012					
			2012 total	Mainly working in the field	Mainly working in the office	t-test	df	Sig. (2-tailed)
Possibility of realizing one's abilities	-	3.09	3.05	2.81	3.28	-8.5	1,450	.000
Possibility of participating in decision-making on organizing the work	2.73	2.80	2.92	2.60	3.24	-10.6	1,443	.000
Feeling of belonging to the staff	3.67	3.74	3.82	3.63	4.00	-6.6	1,451	.000
Working hours	2.73	3.20	3.68	3.34	4.01	-11.3	1,435	.000
Working conditions (equipment, premises)	2.51	2.46	2.56	2.37	2.73	-5.5	1,453	.000
Leadership style in the organizational unit	2.98	3.12	3.33	3.12	3.52	-6.3	1,447	.000
Variety of tasks	3.36	3.41	3.53	3.40	3.66	-4.9	1,448	.000
Volume of tasks	3.36	3.01	3.20	3.11	3.28	-2.9	1,440	.004
Promotion system	2.52	2.11	1.78	1.65	1.90	-4.8	1,454	.000
Public attitude to the police	2.57	2.46	2.35	2.16	2.54	-7.2	1,448	.000
Volume of regulations, work guidelines	-	2.29	2.18	2.17	2.19	-.5	1,446	.595
Professional training system	2.81	2.51	2.40	2.32	2.48	-3.3	1,429	.001
Work with people	3.45	3.48	3.55	3.53	3.58	-1.0	1,424	.319
Functioning of the police trade union	2.41	1.99	2.57	2.62	2.52	1.6	1,412	.119
Salary	2.62	2.29	2.01	1.88	2.13	-4.9	1,449	.000
Payment of overtime	2.13	2.75	2.09	2.09	2.09	.0	1,422	.975
Job location	3.50	3.69	3.84	3.63	4.05	-6.7	1,425	.000
Administrative tasks	-	2.43	2.25	2.10	2.39	-4.9	1,437	.000
Possibility of performing work autonomously	4.35	2.99	3.00	2.84	3.16	-5.9	1,422	.000
Psycho-hygienic care for police officers	-	2.17	2.54	2.31	2.76	-8.0	1,392	.000
Reward system	-	1.94	1.45	1.40	1.49	-2.5	1,442	.012
Supervision over work	2.85	2.93	2.86	2.77	2.94	-3.2	1,437	.002
Security of employment	-	3.20	3.09	2.87	3.30	-7.8	1,445	.000
Relationships among the staff	4.59	3.37	3.50	3.33	3.66	-5.4	1,444	.000
Satisfaction with performed work	3.51	3.64	3.73	3.59	3.85	-5.1	1,460	.000

Source: Study databases, 2002, 2009 and 2012

A comparison of the most highly assessed facets shows that in 2012 the employees are the most satisfied with job location, feeling of belonging to the staff and with performed work. Those employees who mainly work in the office are also highly satisfied with the working hours. In 2012 the lowest assessed facets of job satisfaction included those related to rewarding and promotion (reward system, promotion system, salary and payment of overtime).

The differences between those mainly working in the field and those mainly working in the office were observed in most of the studied facets of job satisfaction. Employees working in the field assess the following facets of satisfaction much lower than their colleagues working in the office: working hours, possibility of participating in decision-making on organization of the work, possibility of realizing one's abilities, psycho-hygienic care for police officers, security of employment and job location.

Those working in the field are more satisfied than those working in the office only in the case of the facet 'Functioning of the police trade union'. They assess slightly lower the following facets: work with people, volume of regulations and work guidelines as well as payment of overtime.

Table 5: The three highest and three lowest assessed facets of satisfaction for 2002, 2009 and 2012

Facets	2002	2009	2012 - field	2012 - office	2012 total
Lowest assessed facets					
Payment of overtime	x			x	
Functioning of the police trade union	x	x			
Working conditions (equipment, premises)	x				
Reward system		x	x	x	x
Promotion system		x	x	x	x
Salary			x		x
Highest assessed facets					
Relationships among the staff	x				
Possibility of performing work autonomously	x				
Feeling of belonging to the staff	x	x	x	x	x
Job location		x	x	x	x
Satisfaction with performed work		x	x		x
Working hours				x	

Source: Study databases, 2002, 2009 and 2012

A comparison between years shows that the order of the facets of satisfaction between 2009 and 2012 has changed only slightly, whereas the differences between 2002 and 2012 are somewhat bigger. In 2002 the lowest assessed facet was the payment of overtime, followed by the functioning of the police trade union (also assessed lowly in 2009) and the working

conditions (equipment, premises). The lowest assessed facets of satisfaction in 2009 and 2012 included those related to rewards and promotion.

In 2002, those facets showing the feeling of belonging to the staff, the relationships among the staff and the possibility of performing work autonomously were assessed the highest. The best assessed facets in 2009 did not differ from those in 2012. A constant throughout the observed years has been the feeling of belonging to the staff which achieved high assessments in all years. In 2009 and 2012 the facets of job location and satisfaction with performed work were also assessed highly.

Table 6: The three facets of satisfaction where the assessment decreased or increased the most

The biggest changes	2012 field/2002	2012 field/2009	2012 total/2002	2012 total/2009
Facets where the assessment decreased the most				
Possibility of performing work autonomously	x		x	
Promotion system	x	x	x	x
Salary	x			
Reward system		x		x
Relationships among the staff			x	
Payment of overtime		x		x
Facets where the assessment increased the most				
Working hours	x	x	x	x
Functioning of the police trade union	x	x		x
Leadership style in the organizational unit	x		x	
Psycho-hygienic care for police officers		x		x
Job location			x	

Source: Study databases, 2002, 2009 and 2012

An overview of the changes in the assessed facets of job satisfaction in the 2002-2012 period shows that the assessments of the following facets decreased the most: possibility of performing work autonomously, promotion system and relationships among the staff. In the group of employees who mainly work in the field satisfaction with the salary has plummeted over the 2002-2012 period. Compared to 2009, the assessments in the area of the reward system, promotion system and the payment of overtime decreased the most in 2012.

Compared to 2002, in 2012 the biggest increase was recorded in the assessments of satisfaction with working hours, the leadership style in the organizational unit and job location. Satisfaction with the functioning of the police trade union increased the most in the group of employees who mainly work in the field. Compared to 2009, satisfaction with working hours, the functioning of the trade union and psycho-hygienic care for police officers has risen.

The above overview shows in which facets of satisfaction the biggest changes occurred in the past period (according to the respondents). Below is a presentation of the areas for which in 2009 and 2012 the employees believed that changes in the police were necessary (Table 7).

Table 7: Share* of respondents believing that changes are necessary (in %)

Area of desired changes:	2009	2012 - field	2012 - office	2012 total
Interpersonal relations in the unit	40.4	27.3	21.2	24.2
Working conditions (equipment, premises)	57.2	57.9	60.7	59.3
Leadership of the unit	33.5	29.6	25.6	27.6
Reward system	50.5	74.7	75.2	74.9
Reputation of the police in the public	33.3	48.1	41.2	44.5
Psycho-hygienic care for police officers	23.1	12.2	11.6	11.8
Education and training	37.7	26.2	31.2	28.8

*Share (%) of those who answered individual questions

Source: Study databases, 2009 and 2012

In both investigated years and in all groups, most respondents wanted to change the working conditions and the reward system. However, the shares of those wanting a change in the working conditions in 2009 and 2012 were similar, while the share of those aspiring for a change in the reward system grew from 50.5 percent in 2009 to 74.9 percent in 2012. The share of those wanting a change in the area of the reputation of the police in the public soared from 33.3 percent in 2009 to 44.5 percent in 2012.

In all other areas the share of those aspiring for a change decreased. In 2012, compared to 2009, the shares of those aspiring for a change in interpersonal relations in the unit and those aspiring for a change in the psycho-hygienic care for police officers decreased the most (from 40.4 to 24.2 percent and from 23.1 to 11.8 percent, respectively). These are the two areas where changes are desired by the smallest share of the employees.

4 CONCLUSION

In 1993, 2002, 2009 and 2012 the Ministry of the Interior or the Police ordered different studies on job satisfaction in the Slovenian Police. Only some of them were suitable for comparison. The decision of the Ministry of the Interior and the Slovenian Police Service to introduce a systematic and annually comparable measurement of job satisfaction at different levels of the hierarchy and in all police directorates is assessed very positively. Namely, such comparisons reveal trends in the studied phenomenon, in our case the job satisfaction of Slovenian Police Service employees. The study's results are in line with our expectations – the worst situation

and the strongest downward trend over the years was observed in the areas of the salary, reward system, promotion system and working conditions of police employees.

This is not surprising as, over the last two decades, the Slovenian Police Service has undergone many changes, especially in the areas of goals, values, organization and infrastructure. Since 2008, when the public servants reward system was amended, the management of police service employees has become even more challenging. At the time all uniformed professions were classified in the same salary brackets, which is why – according to police representatives and many experts in the field of organization and payment systems – the police staff were inappropriately rewarded. In subsequent years, as part of streamlining measures in the public sector, promotion was also abolished and additional measures were adopted in spring 2012 that have caused a radical deterioration in the financial position of the police service as an institution (in terms of both equipment and infrastructure) and its employees.

The analysis has shown that there are many opportunities for improving job satisfaction in the Slovenian Police Service. Regrettably, given the current situation in the country, one cannot expect any big positive material changes in the short run, neither in the Police Service as an institution nor in terms of employees. However, the responsible persons in the Police Service could at least focus on activities that do not require high financial investments in order to increase cohesiveness within the police and constantly promote the feeling of belongingness to the police among all its members and on the selection and training of leaders so as to ensure good relationships among employees at different hierarchical levels and also on the same level in order to enhance commitment and a feeling of satisfaction. The latter is also related to the functioning of the trade unions that, in these current times of crisis, are an important factor for ensuring the feeling of security and satisfaction among the employees.

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