THE EFFECT OF SAFETY PERCEPTION OF THE POLICE IN THE CITY OF DIYARBAKIR ON JOB SATISFACTION

Mustafa Donmez, PhD
Diyarbakir Police Department

Abstract
　　Job satisfaction and the factors which influence the job satisfaction level of employees has been a popular subject among scholars. The aim of this study is to reveal if the safety perception of police officers and their families affects their job satisfaction levels in the city of Diyarbakir or not. Some other factors such as work environment, coworkers, supervisor support and demographics were used as control variables. Data for this study came from an employee satisfaction survey conducted among the personnel of the Diyarbakir Police Department (DPD), Turkey. Using Bivariate Correlation and Multivariate Regression analyses, it was found that perception of safety is a significant predictor of job satisfaction. More superficially, perception of own safety has an effect as strong as supervisor support, and the perception of family members' safety has an effect almost three times as strong as supervisor support and perception of own safety.

Keywords: Job Satisfaction, work environment, safety perception, coworkers, supervisor support

Introduction
　　Job satisfaction and the factors which influence job satisfaction level of the employees has been a popular subject among scholars in sociology, management, psychology and economics in the past. Hence, it was proved that the level of job satisfaction of the employees directly affects the productivity, absenteeism, leave from job and turnover of the employees (Diaz-Serrano and Cabral Vieira, 2005; Gazioglu and Tansel, 2002). However, the low level of job attendance among personnel and the poor level of communication with the public frequently increases the importance of studying police job satisfaction one more fold.
　　There are five important reasons for government agencies and private sectors to take into consideration job satisfaction level of their personnel permanently. From a humanitarian perspective, every human being deserves

a fair and respectful behavior. The attitudes of the other personnel (especially managers) in a workplace or organization affect the job satisfaction of the personnel positively or negatively. The psychology of the individuals who are respected and valued in a workplace would be healthier. From a utilitarian perspective, the job satisfaction of the personnel is a determining factor for the functionality of an organization (Spector, 1997: 2). The efficiency of an organization formed by individuals whose job satisfaction levels are relatively high is better than the others (Ostroff, 1992). The most productive employees are also the ones with the highest level of job satisfaction and those who are mostly satisfied with their jobs and who are the most efficient staff at the same time (Stahl, 2004: 311). Third, there would be hotspots eventually in the organizations in which there are differences in the levels of job satisfaction of the personnel. The gap between the personnel who are satisfied and dissatisfied with the job would result in conflict and the formation of groups in an organization in later years (Spector, 1997: 2). Fourth, thanks to the high level of job satisfaction of the personnel; thus, the attendance rate would be high and turnover rate would be low. Finally, job satisfaction ensures cooperation and solidarity among personnel and that the projects and task are completed on time and in accordance with the intended purposes (Hiriyappa, 2009: 133).

Despite all, a limited number of studies and researches have been conducted about police job satisfaction (Dantzker, 1994). There was no scientific study in Turkey which reveals if safety perception of police officers and their families affects the level of job satisfaction of the officers in the past. Therefore, the aim of this study is to reveal if the safety perception of police officers and their families affects the job satisfaction of police officers in the city of Diyarbakir.

Literature Review
Job Satisfaction and Factors that Affect Police Job Satisfaction
In the past, 'Job Satisfaction' was generally discussed based on the idea that it can be ensured by meeting the physical and psychological needs of the personnel by companies or institutions (Porter, 1962). This apprehension was replaced with the study of how people perceived the concept and defines it accordingly (Spector, 1997: 2). Another focal point of this discussion was the difference between the idea of dealing with the concept as one-dimensional and categorizing the personnel with sharp lines as satisfied-dissatisfied; and also the idea that there might be variance among the levels of satisfaction (Saba, 2011).

Locke (1976) defines job satisfaction as a pleasant mood that has emerged as a result of assessment of a person's job or work experience. Chen (2004) expanded the meaning of the concept in the form that personnel were

satisfied with the environment where he or she performs the duty. Thus, job dissatisfaction is defined as an unpleasant mood that has emerged as a result of the assessment of a person's job (Locke, 1968).

Two-factor theory of Herzberg draws a theoretical framework which relates to the job satisfaction of employees. According to the theory, employees are not only satisfied in meeting their basic needs such as safety in workplace, salary, and work environment. Rather, they are satisfied with the feeling of responsibility with respect to their work, having promotion, success, recognition, and good work environment (Herzberg et al., 1993: 66). Likewise, for police job, scholars stress that three factors are important to increase job satisfaction level of the police: pleasant work environment, responsibilities at work, and respect gained after successful tasks (Zhao et al., 1999; Brody et al., 2002).

The factors affecting job satisfaction of employees are categorized under individual, organizational, and environmental factors (Nalla et al., 2009). Therefore, the factors affecting the job satisfaction of every person or employee from an occupational group may be different from each other. Factors such as difficulty or attractiveness of a job, working and physical conditions, attitudes of coworkers, and available awards may increase or decrease the level of job satisfaction of employees (Droussiotis, 2004). Hanisch (1992) proposed that job satisfaction of employees consists of five factors: the nature of work, promotion, salary, supervision, and coworkers. Furthermore, Glisson and Durick (1988) counted another five: the nature of work, the importance of work, diversity of talents, independence, and assessment. While stress, working hours, perception of income, respect, relations with patients, and providing health services are determining factors of job satisfaction for dentists (Wells and Winter, 1999); hence supervising, relations, and appreciation are important for job satisfaction level of university personnel (Castillo and Cano, 2004).

Age, gender, education level, rank, and length of service are among demographics which academicians who study job satisfaction focused on. Zhao and his colleagues (1999) claimed that demographics have no effect on job satisfaction although some other academicians postulated that they have little effect. Dantzker (1994) found a sound correlation between the ages of police and their job satisfaction. Aremu (1998) argued that female police are less satisfied than male colleagues since police job is a male-dominated profession. Forsyth and Copes (1994) found that job satisfaction and education level are inversely proportional; while Dantzker (1992) found job satisfaction to be directly proportional to the education level. A U-shape graph represents the relationship between police job satisfaction and length of service: beginners and seniors are more satisfied by their jobs than police

who left in their mid-level careers (Benson, 1980). As a matter of fact, police who worked 6-15 years were less satisfied than the others (Burke, 1989).

In Turkey, the factors affecting job satisfaction of employees are categorized under 5 titles: the nature of work, working conditions, coworkers, salary, and management policies (Serinkan and Bardakçı, 2007:2). According to the results of a study conducted in the city of Kayseri, education level, age, gender, length of service, rank, working hours, and police unit have no effect on police job satisfaction (Baştemur, 2006). Another research conducted in Adiyaman Police Department found different results. While some demographics such as gender, age, marital status, rank, length of service have no effect on job satisfaction of personnel, therefore education level, the reason for choosing the profession, and police unit have a significant effect on it (Duran and Çelik, 2011).

1. Work Environment

One of the inaccurate ideas of managers in the public sector and private sector about job satisfaction is that personnel can be satisfied with only payment (Leblebici, 2012). Indeed, wages and salaries have been proven as important factors which motivate employees (Ryan and Deci, 2000), however, it is a fact that the impact of work environment on productivity and job satisfaction is much more important than the others in terms of motivating factors for employees (Leblebici, 2012). Following the study of 'Hierarchy of Needs' of Maslow, a series of scientific studies were conducted on whether work environment has an effect on job satisfaction or not. Herzberg's study investigated factors affecting employee motivation and found that work environment, the nature of work, responsibilities, and recognition are the main factors that affects the job satisfaction of employees (Herzberg, 1968).

Hiriyappa (2009: 134) postulated that the enhancement of working conditions so far as met their physical needs which has an increasing effect on the job satisfaction of employees. In the light of information obtained from personnel working in chemistry industry in the cities of Kocaeli and Yalova (Turkey), organization climate (work environment) has a significant effect on employees' job satisfaction (Gündüz, 2011). Boke and Nalla (2009) studied in comparing job satisfaction levels and factors affecting the job satisfaction of police in two states (Michigan and Ohio) and they focused on organizational, demographic and environmental factors. While they found that all three variables have effect on job satisfaction, environmental factors which can also be defined as work environment have more effect than the other two variables. According to a survey results, conducted on Spokane Police Department personnel in Washington State of USA, work

environment explained 40% variance of police job satisfaction (Zhao et al., 1999).

2.Coworkers

There are coworkers who work together in almost every work environment. In USA, 90.2% of employees have coworkers, and the rest of them work alone or individually in an organization (such as chief, manager, supervisor) (Cohen and Syme, 1985: 3). Studies related to the topic indicated that the higher an employee's relationship with colleagues in the workplace, the higher the job satisfaction (Wharton and Baron, 1991). That means coworkers are one of the most important component of a work environment (Schneider, 1987). If an employee who spent a large part of his daily life in a workplace communicates well with his or her coworkers, he or she would eventually be satisfied with his or her job (Erdoğan, 1996, 242). A lot of units in Turkish National Police (such as police stations, patrols) work in shift system and personnel may work with coworkers for 12 hours in a day. Therefore, coworkers are much needed in the police more than any other professions (Bastemur, 2006).

According to the results of a study conducted among young workers in Australia, those employees having good relations with coworkers and superiors are more likely to have job satisfaction (Harmer and Findlay, 2005). A survey result conducted among the faculty members in Bahalwapur University (Pakistan) indicated that coworkers are the most important component of job satisfaction (Saba, 2011). Another survey result which focused on factors affecting job satisfaction of information personnel in four different sectors (health, finance, education, and production) showed that coworkers are the second most important factor (Zaim and Koçak, 2010). Brunetto and Wharton (2002) found a significant relation between police job satisfaction and satisfaction with their coworkers. However, a study conducted on human service workers in public sector revealed that while supervisor support have a significant effect on job satisfaction, the effect of coworkers on job satisfaction is insignificant (Brough and Pears, 2004).

3. Safety Perception

Maslow (1943) ranked the needs of human and he suggested that safety need is right after biological and physiological needs for a human being. Safety needs can be interpreted as living in a safe environment free from danger and threats. That an organization provide a safe work environment for its employees has a vital importance in preventing factors such as stress and concern. Safe environment is defined as the expectations and perceptions of employees related to feeling safe in the organization (Gyeyke, 2005). There are studies which prove that the levels of job

satisfaction, emotional commitment and loyalty increases when employees' basic needs such as safety are met continuously (Shore and Shore, 1995; Rhoades and Eisenberger, 2002).

An important feature that separates the Turkish police from the other police organizations in the world is that they have to work in the first (west) and second (east) regions periodically. The main rationale to separate regions as first and second is that there are social, economical, and safety issue differences among the regions in Turkey (Emniyet Hizmetleri Sınıfı Mensupları Atama ve Yer Değiştirme Yönetmeliği Madde 4, 5, 23). Working in the second region is mandatory for all Turkish National Police officers. However, there are some variations among cities located in the second region in terms of safety issue and the frequency of terror incidents (Göksu and Bilgiç, 2010, 182). It is expected that if the safety perception of police is high about a city, the level of his or her job satisfaction will be high. Thus, Diyarbakir is the 35th safest city among 81 in Turkey, according to a survey conducted by a journal (CNBC-e Business, 2011).

4. Supervisor Support

Supervisor support is the perception of employees about support, encouragement, and the concern of supervisors and managers to them (Burke et al., 1992). If an employee feels that his managers is concern about him and support him, then he would have a positive attitudes and a higher degree of job satisfaction (Kopelman et al., 1990). The importance of supervisor support for an employee is also related to do or intend to do a task independently (Youngcourt, 2005, 26-27).

The researchers who test the impact of supervisor support on job satisfaction conducted a study on retail employees and they confirmed the relationship among them (Babin and Boles, 1995). Some other researchers studied on the impact of supervisor support on police job satisfaction (Osca et al., 2005). According to a survey result conducted on 400 police officers in New Zealand, supervisor support is a significant predictor of police job satisfaction (Brough and Frame, 2004).

Methodology
Data

Data used in this study came from an employee satisfaction survey conducted by the Diyarbakir Police Department (DPD), Turkey. Employing 5,071 sworn officers, the DPD is one of the largest police departments in the southeastern region of Turkey. About 91 percent (N=4,630) of these officers are rank-and-file. In March 2012, the DPD conducted a self administered paper-and-pencil employee satisfaction survey. A simple random sample of 504 rank-and-file officers was drawn from the master employee list of the

department. Questionnaires were delivered to this sample of rank-and-file, and all ranked officers (N=430) except the chief and the deputy chiefs. The questionnaires included 69 five-item likert scale questions about the officers' satisfaction with the department, their perceptions about supervisor support, work and friendship environment, safety (own and family), and demographic information including age, sex, rank, years of police service, unit, education, and marital status. On average, it took about fifteen minutes to answer these questions. Although respondents were not presented with any kind of incentives, response rate was high for the rank-and-file sample (82%, N=411). However, response rate from the ranked officers was quite low (24%, N=104). Thirty respondents did not specify their ranks. Therefore, actual response rate for rank-and-file or ranked officers is higher, but we cannot know how much higher it is. Missing data was not a serious problem for this study; since the average percentage of missing cases was three (and, it did not exceed five in any question). In addition, missing values were replaced with respective means of the variables.

Measures

 Job satisfaction was measured using five questions; including 'the DPD is the best institution to work in the 2. Region', 'I am glad that I chose the DPD in the 2. region', 'when I talk to my friends, I tell favorable things about the DPD', 'it was a definite mistake for me to chose the DPD in the 2. Region' (reverse coded), 'if I could, I would like to work for another police department in the 2. Region' (α =.88). *Perception of own safety* was measured using three questions, including 'I feel safe against attacks that might occur while on-duty (off-duty)', 'I suspect almost everyone around me because of the possibility of a terrorist attack' (reverse coded) (α =.68). The *Perception of family members' safety* is measured using four questions, including 'my spouse/children feels safe in Diyarbakir' and 'my spouse/children are happy in Diyarbakir' (α=.93).

 Initially, two measures of *supervisor support* were created which asses the perceptions of the closest supervisor's and the second closest supervisor's support. Four questions were used for each measure, including 'I am happy with my supervisor's …' 'distributing jobs among the staff in a fair manner', 'supporting and encouraging us', 'giving us value and taking care of us', and 'appreciating successful work' (α's are .92 for the closest supervisor and .95 for the second closest supervisor). Since these two measures were highly correlated (r=.71), they were summed to create a general measure of supervisor support. The quality of *work environment* was measured using four questions, including 'my work environment has appropriate physical conditions (e.g., lightning, air conditioning)', 'the equipment I use is appropriate for the nature of my work', 'I use adequate

equipment and tools to do my job', and 'there are enough people to do work in my office' (α=.79). Lastly, the quality of *relationships with coworkers* is measured using two questions; 'I feel good about my friendship with my colleagues' and 'I feel valued by my friends at work' (α=.82). The scores of individual items were standardized and summed to construct these variables. However a descriptive statistics of the variables used in this study and the demographics are presented

Table 1: Descriptive statistics of key variables and demographics (N=545)				
	Mean	Std. Dev.	Min.	Max.
Job satisfaction	0.0	0.82	-2.01	1.32
Officer's own safety	0.0	0.78	-1.42	2.03
Family members' safety	-0.0	0.96	-1.23	2.68
Supervisor support	0.0	1.68	-4.12	2.77
Quality of work environment	0.0	0.79	-1.42	1.72
Relationships with coworkers	0.0	0.92	-3.39	1.19
	%	N[1]		
Gender (male)	93.8	495		
Age				
20-24	4.2	22		
25-29	40.4	212		
30-34	23.2	122		
35-39	24.4	128		
40+	7.8	41		
Education				
PMYO or Police School	45.0	213		
POMEM	22.4	106		
Police Academy	8.2	39		
Masters or PhD.	24.3	115		
Rank				
Police Officer	79.9	409		
Sergeant-Captain	12.9	66		
Major	3.9	20		
Superintendent	3.3	17		
Years of police service	Overall		(In Diyarbakir)	
1- 5 years (1 year)	30.5	150	19.6	96
6- 10 years (2 years)	36.8	181	28.4	139
11- 15 years (3 years)	22.4	110	21.1	103
16+ years (4 years)	10.4	51	11.5	56
(5+ years)			19.4	95
[1] Numbers do not sum up to 545 due to missing values.				

Table 1 shows that about six percent of the sample comprises of females. Since, five percent of the officers in the DPD are females; the sample is a representative of the DPD regarding gender. Majority of the officers in the sample are younger than 35, and almost half of the sample is younger than 30. Hence, it seems that the DPD has a relatively young staff. Forty five percent of the officers are PMYO or Police School graduates. Note that PMYO and Police Schools are different names given to the police vocational schools. About 22% of the officers are POMEM and 8% of the officers are Police Academy graduates. Twenty four percent of the officers have a masters (N=108) or a PhD degree (N=7). Table 1 show that the level of education in our sample is quite high. That is, about 55% of the officers have a college degree, and among these, 24% have a masters or a PhD degree. Data for the distribution of the level of education for either the Turkish National Police (TNP) or the DPD is not available. Therefore, we were not able to compare our sample with the population of the police (the DPD or the TNP). Table 1 also shows that about 80% of the officers in the sample are rank-and-file and the distribution of years of police service (overall) is similar to the distribution of age. Overall, Table 1 shows that police officers in the DPD are relatively young, and their level of education is relatively high.

Analyses

The data were analyzed using bivariate correlation and multivariate ordinary least squares regression analyses. Thus, the bivariate correlations between the dependent and the independent variables are presented in Table 2. Bivariate correlations in Table 2 are in accord with the expectations. As it is expected, job satisfaction is positively correlated with supervisor support, the quality of work environment, and the quality of relationships with coworkers. The two main independent variables of this study—officer's own and family members' safety—are also correlated with job satisfaction. In fact, job satisfaction has its strongest correlation with family members' safety. Officer's own and family members' safety are moderately correlated to each other (r=.47). Correlations among supervisor support, the quality of work environment, and the relationships with coworkers are positive and significant, and it ranges from .17 to .34. Job satisfaction has positive relationships to age, rank, and years of service (both overall and in Diyarbakir), but its relationships to gender and level of education are not significant. Also, demographics, except gender, are correlated to each other. Relationships among years of service, age and rank are moderate to strong (ranging from .46 to .77) in size. Thus, the level of education has significant relationships to age, rank, and years of service (overall

Table 2. Bivariate correlations											
Job satisfaction											
Officer's own safety	.37*										
Family members' safety	.51*	.47*									
Supervisor support	.35*	.28*	.34*								
Quality of work env.	.26*	.30*	.31*	.29*							
Rel. with coworkers	.22*	.19*	.17*	.28*	.20*						
Male	-.02	.04	-.01	-.02	.00	.03					
Age	.24*	.17*	.30*	.24*	.07	.04	.07				
Education	.05	.00	.07	.04	-.03	-.01	.03	.22*			
Rank	.20*	.17*	.20*	.28*	.04	.11*	.07	.46*	.44*		
Years of police service[1]	.20*	.15*	.25*	.23*	.01	.08	.00	.77*	.30*	.52*	
Years of police service[2]	.13*	.02	.20*	.01	.09	.07	.02	.37*	-.05	-.11*	.38*
* Significant at p<.01 (two-tailed). [1] Overall. [2] In Diyarbakir.											

The results of four multivariate ordinary least squares regression models are presented in Table 3. In the first model, job satisfaction is regressed on demographics. Initially, another model in which job satisfaction has been regressed on gender, age, level of education, rank, and years of service (both overall and in Diyarbakir) were tried. However, age, rank, and years of service were collinear. Among ranks, only being a major was significantly related to higher levels of job satisfaction. Therefore, the two measures of years of service and rank were excluded. A dummy variable for a major's rank was constructed and entered into the analysis. Additionally, rank was collinear with level of education as well. Therefore, the level of education was excluded from the analyses. Thus, job satisfaction is regressed on only age, gender, and rank among the demographic characteristics of the officers. Standardized beta coefficients are presented in Table 3. Model 1 in Table 3 shows that older officers are more satisfied than younger officers. Majors' level of satisfaction is higher than the other officers, and the first model explains about ten percent of the variation in job satisfaction.

In the second model, the supervisor support, quality of work environment, and relationships with coworkers were entered into the analysis. Model 2 shows that, as it is expected, these variables have positive effects on job satisfaction. Among them, supervisor support has the strongest, and relationships with coworkers have the weakest effect. Entering these variables attenuated the effects of age and has being a major on job satisfaction. It shows that, higher levels of job satisfaction among older officers and majors are partially because of higher levels of supervisor support, quality work environment, and quality relationships with coworkers

these officers perceive. Therefore,   model 2 explains about 21% of the variation in job satisfaction.

	B[1]	p[2]	B	P	B	p	B	P
Table 3: Multivariate regression analysis of job satisfaction (standardized beta coefficients are presented.								
Age	.262*	.000	.184*	.000	.163*	.000	.101*	.017
Male	-.071	.117	-.059	.163	-.069	.095	-.048	.219
Major	.146*	.001	.122*	.004	.110*	.008	.103*	.009
Supervisor support			.220*	.000	.186*	.000	.136*	.002
Quality of work environment			.163*	.000	.115*	.010	.064	.132
Relationships with coworkers			.094*	.032	.078	.072	.078	.056
Officer's own safety					.214*	.000	.102*	.024
Family members' safety							.332*	.000
Adj. R Squared	.096		.207		.245		.320	
* Significant at p<.05. [1] Standardized coefficient. [2] Probability level.								

In the third model, the perception of officer's own safety was entered into the analysis. Model 3 shows that the perception of officer's own safety has a positive effect on job satisfaction. Entering the perception of officer's own safety attenuated the other variables' effects. It also rendered the effect of relationships with coworkers non significant. Therefore, this finding shows that, the effect of quality relationships with coworkers on job satisfaction is mediated by the perception of the officer's own safety. Maybe, quality of relationships with coworkers is a proxy of trust among coworkers, which is likely to affect the officer's perception of own safety. Therefore, while quality of relationships with coworkers has significant effect on job satisfaction, its effect is not significant when entered into the equation with the perception of the officer's own safety. Third model explains about 25% of the variation in job satisfaction.

In the fourth model, the perception of family members' safety was entered into the equation. Entering this variable into the model further attenuated the other variables' effects, and rendered the effects of quality of work environment and relationships with coworkers non-significant. It also attenuated the effect of the officer's perception own safety. Perception of family members' safety has the strongest effect on job satisfaction. Actually, its effect is about three times as big as the other three variables that have significant effects on job satisfaction (i.e., age, major, supervisor support, and officer's own safety). Model 4 explains 32% of the variation in job satisfaction. Table 3 shows that entering officer's own safety into the equation increased percentage of variance explained from 20.7 to 24.5 (i.e., 3.8% increase), while entering family members' safety into the equation

increased the percentage of variation explained from 24.5 to 32 (i.e., 7.5% increase).

In sum, results show that both perceptions of own and family members' safety, controlling for the other variables, have a significant and meaningful effect on job satisfaction, of which the latter's effect is more pronounced. In order to assess whether collinearity was a threat for our study, the VIF factors for the models in Table 3 were examined. VIF factors did not exceed two in any case, with 1.44 being the largest. Thus, collinearity was not a threat.

Discussion, Conclusion, and Policy Implication

In this study, the factors that affect police officers' job satisfaction were examined. More specifically, the effects of police officers' perception of (own and family members') safety, supervisor support, qualities work environment and relationships with friends on job satisfaction were assessed and controlled for demographics. Analyses showed that job satisfaction is significantly related to police officers' perception of (both own and family members') safety, supervisor support, age, and rank (i.e., being a major). Therefore, the effects of gender, work environment and relationships with friends were not statistically significant. Police officers' level of education and years of service were also among the variables of the interest of the study. However, due to multi-collinearity problems, their effects could not be investigated.

In general, findings of this study are in agreement with previous studies. That is, bivariate correlations of job satisfaction to perception of safety (Shore and Shore 1995; Rhoades and Eisenberger 2002), supervisor support (e.g., Osca et al., 2005; Brough and Frame 2005), work environment (e.g., Boke and Nalla 2009; Hiriyappa 2009; Zhao et al. 1999), and relationships with coworkers (e.g., Zaim and Kocak 2011; Saba 2011) are significant and positive. Thus, the implications of this study is discussed below.

Relationships of job satisfaction to demographics are not clear in the extant literature. While Dantzker (1994) finds that age has a significant non-linear effect on job satisfaction in an American sample, Bastemur (2006) finds that age's effect on job satisfaction is not significant in Turkey. Aremu (1998) finds that males are more satisfied than females; but, Bastemur (2006) does not find any statistical difference between genders. Forsyth and Copes (1994) find that education has a negative effect, and Dantzker (1992) finds that its effect is positive, and Bastemur (2006) also finds that education does not have any effect on job satisfaction. Benson (1980) finds that the effect of years of service on job satisfaction is nonlinear, and Burke (1989) finds that its effect is negative. In a Turkish sample, Bastemur (2006) finds that its

effect is not significant. Lastly, Bastemur (2006) finds that rank does not have a significant effect on job satisfaction. Overall, Zhao et al. (1999) and Boke and Nalla (2009) concluded that demographics do not have significant effects on job satisfaction. Therefore, these findings imply either of two possibilities. First, demographics do not have significant effects on job satisfaction. Second, the effects of demographic variables such as age, years of service, level of education, and rank are not linear, and they could not be captured using simple models. Our findings are also congruent with the previous research about demographics.

In this study, it was found that age has a positive effect on job satisfaction. Bivariate examination of the mean plots between age and job satisfaction (not shown here) implied that age had a nonlinear effect. That is, the level of job satisfaction decreased first, and then it increased. However, it was not possible to model it due to the small number of cases in the lowest age category. Gender's effect on job satisfaction is not significant in this study (see Aremu 1998 for a male effect, and Bastemur 2006 for null finding). Thus, this study is in accord with another study conducted in Turkey. The effect of rank on job satisfaction could not be investigated in the multivariate model because of its collinearity with age and years of service. However, bivariate correlation between rank and job satisfaction is significant. In short, the findings are similar to Zhao et al. (1999) and Boke and Nalla (2009); that is, it was found that demographics have little effect on job satisfaction. In this study, demographics explain less than 10% of the variation.

In this study, the main interest was the relationship of job satisfaction to the perception of safety, and the controlling of other factors that might affect it, including demographics. Thus, these other factors (i.e., supervisor support, quality of work environment, and relationships with coworkers) were controlled first. It was found that the perception of safety was a significant predictor of job satisfaction. The effects of both perception of own safety and perception of family members' safety were examined. Analyses showed that perception of family members' safety mediates the effect of perception of own safety; and, in Diyarbakir, a city ridden by fear of terrorism, perception of family members' safety is the strongest predictor of job satisfaction.

This study also showed that supervisor support, quality of work environment, and relationships with coworkers had significant effects on job satisfaction. However, relationships with coworkers and quality of work environment became non-significant as the perception of own safety and perception of family members' safety were entered. It is likely that police officers depend on each other for their own safety while at work. Therefore, relationships with coworkers, especially mutual trust, is an important

determinant of perception of own safety. Thus, the effect of relationships with coworkers becomes non-significant when the perception of own safety is entered into the equation. Therefore, any explanation could not be found for the finding that quality of work environment became non-significant as we entered perception of family safety into the equation.

In sum, this study showed that the perception of safety is a significant predictor of job satisfaction. More superficially, perception of own safety has an effect as strong as supervisor support, and perception of family members' safety has an effect which is almost three times as strong as supervisor support and the perception of own safety. Although these findings of the Diyarbakir Police Department (DPD) are likely to be context specific, however they have important policy implications. Next, the implications of the study will be discussed.

Diyarbakir is one of the cities which have experienced terror incidents utmost in Turkey. So the safety perception for police officers and their families are very important. In order to increase safety perception level for both officers and their families, more public housing must be built or rented by the state. In addition, police supervisors should treat police officers more kindly and spend time with them much more than other colleagues in western cities.

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