



Change of Government and the Impact Towards Royal Malaysian Police

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ABSTRACT

Political stability plays a pivotal role to determine country's progress and development. Between the year of 2020 to 2022, Malaysia experienced political crisis that have never before happened in the country. It begins with what was known as the Sheraton Move leading to the collapse of two successive coalition governments and the resignation of two prime ministers in less than 18 months. This change of government caused by party switching or coalition among members of parliament raise concerns about public administration practices. What are the factors that influence public servant's motivation to perform better is largely unanswered. What are the impacts of change of government towards job motivation and job satisfaction of the public servant such as police officer? This question is rather significant since the construct of change of government involve the process of revising existing public policies and strategies. This paper provides discussion about the impacts of change of government towards job motivation and job satisfaction based on the analysis of five experts and opinions of 48 police officers.

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1. Introduction

Political scenario of a democratic country revolves around the process of general election. The preamble notion of the democracy system is about rights of the people to determine political party that the citizen selects to govern the country. Hence, change of government is a normal process in a democratic country. Change of government create a new shift in public policy for a developing country who is new to democracy that was used to rule by a dominant party. To a certain degree, the state of social unrest due to the impact of change of government possess the capability to create economic downturn (Abdul Malik Nazeer and Mansur Masih, 2017). Hence for certain countries, change of government is an issue since it incites social unrest among the population. This affect the integral aspects of country's prosperity which is the stability of social, economic, and physical development.

Another significant impact of change of government is the relationship of the terminology with the practices of public administration. The fundamental function of public administration practices is to provide services for

the general population. This particular role is deterrent particularly when the government policies are being changed (Mele and Ongaro, 2014). Furthermore, change of ruling government affects public administration by shifting managerial positions among public administrator. Processes, procedures, policies, and strategies that have been outlined and executed might require changes in order to match expectation of the present ruling government (Horovits, et al., 2009).

The predominant concern revolves around the process of change of government relates to the notion of change of policies. It is worth to note here that the preamble notion of the democracy system is about the rights of the people to determine the political party that the citizens want to govern the country. Hence, change of government is not an issue. However, frequency of change of government is a growing concern since the country's progress and development revolves around the policies and strategies that the government aims to implement. Indeed, policies and strategies dictate direction of the country's growth. The question here is how does the change of government affects job motivation and job satisfaction of the public servant?

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One of the largest workforces in a country is the public servant. On the other hand, success implementation of the government policies and strategies is dictated by the public servant whom function as the mediator of governance. Hence, ensuring that the public servant is satisfied and motivated to perform despite change of policies and strategies are significant to ensure the country's progress is parallel with the policies and strategies.

Conception of democracy whether democratic self-rule or political institutions is perceived as either instrumental, non-instrumental or both. The non-instrumental value of democracy derives either from the supposed fairness of majority rule or from the value of the social relationships enabled by participation in democratic procedures (Beckman, 2017). The instrumental value of democracy lends support from a growing body of empirical research. However, the claim that democracy has a positive causal effect on public goods is inconclusive with respect to the moral justification of democratic institutions. Normative reasons for democracy's instrumental value must instead appeal to the fact that it contributes to equality, liberty, truth, or the realization of popular will.

Change of government is a process that every democratic nation in this world experience periodically. The shift of governance can either be form by similar political party that govern the administration before election takes place or by a different political party. As an example, the United Kingdom government have five prime ministers within the period of 6 years. On 24th October 2023, Rishi Sunak becomes Britain's 57th Prime Minister replacing Liz Truss from similar political party which is the Conservative Party (Frank, 2022). On the other hand, an example of change of government involves different political party can be analysed from the case of Australia. The labor party leads by Anthony Albanese has won the election on 23rd May 2022 replacing the coalition government that has been in power for nine years (Reuters, 2022). The selection of the government rest within the power of the people in the country. The democratic system in a nutshell is a fair and unprejudiced system that is meant to govern the rights and wellbeing of the society. Indeed, in certain circumstance, negative connotation might revolve around election such as bribery, fraud, and misleading information by political organisation. However, the preamble notion of the system as an approach to give rights to citizens to decide whom they prefer to govern the country remain intact.

The specific roles and attributes of public administration practices is to implement and manage strategies and policies for the greater benefits of the citizen. Additionally, public administration practices cover the spectrum of planning, organising, directing, coordinating, and managing government operations (Pollitt and Bouckaert, 2011). The attribute of public administration practices is significant since it involves various level of government administration which deals with community and corporation alike. Hence, it is utmost important that the governance of the public administration practices is parallel with the needs of the

citizen and companies. However, each political party has different agenda and direction in managing the country's need and welfare. Hence, change of government possesses the capability to impact public administration practices from various contexts.

2. Theory

2.1. Democracy System

The terminology of democracy has four distinct referents which are political institutions, ideals of collective self-rule, normative principles of legitimacy, or justice and egalitarian attitudes and norms (Goodin and Spiekermann, 2018). Political institutions also define as political systems refers to the basis notion of the approach legislatures are selected, governments are appointed, and the extent of political rights enjoyed by the general population. By contrast, democracy as self-rule is an idealized state of affairs that may not be fully realized anywhere. The ideal of people ruling themselves is not modeled upon actual political institutions and is potentially realizable also in other associations. Collective self-rule can be practiced in voluntary associations, at universities, sports clubs, corporations, and so on.

Democracy may also be used as a normative principle for either political legitimacy or justice (Destri, 2021). Political institutions are legitimate if they wield authority or coercion on grounds that are acceptable. Justice is concerned with who owes what to whom. Democracy may consequently be either a precondition for political legitimacy or a requirement of justice. As a precondition for political legitimacy, the claim is that coercion or authority is legitimate only if subjects are recognized as makers of the rules that apply to them (Destri, 2021). As a precondition for justice, the claim is that political participation is a requirement of fair terms of social cooperation.

According to the three perspectives just mentioned, democracy is an attribute of the procedures for collective decision-making. The fourth sense of democracy is different as it applies to the social relations among the members of an egalitarian society. A democratic society is one where the members take responsibility to resolve shared problems in the best interest of everyone. This usage is articulated in the influential work of the philosopher John Dewey who pictured democracy as a way of life characterized by mutual respect and a commitment to peaceful cooperation. The French writer and politician Alexis de Tocqueville used the term in a similar way, though he evaluated it less favorably. Additionally, the main focus in democratic theory is on the procedures for collective decision-making. A nominal definition establishes the necessary and sufficient conditions for the class of objects or properties to which the usage of a term is intended to apply. Definitions of either democratic political institutions or collective self-rule are descriptive. They do not provide reasons for valuing democracy but reasons for correct usage of the term "democracy."

The core attributes of democratic political institutions are widely agreed to and correspond to the criteria summarized by the notion of “electoral democracy” (Skaaning, 2021). A political system is an electoral democracy if and only if officials are selected in free, fair, and frequent elections, freedom of expression is secure, the population has access to alternative sources of information and are entitled to form independent associations and organizations, and citizenship is inclusive (Coppedge et al., 2016). The claim that there is a common core meaning to democratic political institutions contrasts with the view that democracy is an “*essentially contested concept*” (Dryzek, 2016). A concept that is essentially contested is one for which there is no common core meaning that is agreed as accurate. One reason why democracy may appear to be essentially contested is the tendency to impute additional criteria in the concept that are regarded as important and desirable. In addition to the core meaning, we are familiar with the claim that democratic political institutions must also include liberal rights, a deliberative public sphere, social justice, environmental rights, and so on. The result is that the meaning of democracy is fragmented into separate models or conceptions. Another reason why democracy may seem to be essentially contested is the abundance of distinct indices for the measurement of democratic government.

The core meaning of democratic political institutions is vague and must consequently be specified in order to be a useful construct for data collection. The image of pervasive disagreement on democracy may turn on the fact that the core attributes of political institutions can be operationalized and weighted in different ways (Munck, 2009). Democracy as collective self-rule articulates the conditions for when the members of an association are subjected only to rules decided by themselves. Collective self-rule is not realized by participation in collective decisions alone. In order for self-rule to obtain, the members of a unit must be in control of the rules that regulate the procedures for decision making and the rights of all members (secondary rules). Collective self-rule thus entails what Dahl (1989) terms “*control of the agenda*” or what in constitutional theory is also known as “*popular sovereignty*”.

2.2. Bureaucracy

From an academic stand point, the terminology of bureaucracy refers to political ideal. Bureaucracies are technically oriented which mean is the employment of a large numbers of medical officers, lawyers, economists, and other highly educated career professionals. Conceptually, bureaucrats possess professional values which refer to the combination of learning and other factors that indicate how problems can be solved (Teodoro, 2011). Government bureaucrats have a myriad of other values such as they are national citizens, men, women, minorities, advocates of strong defense, supporters of environmental protection, critics of government waste, and others to mention. Bureaucratic values are important because all bureaucracies have

discretion despite political efforts to either wish it away or restrict it. Bureaucratic values, in turn can have a beneficial impact on public services, as without them, policy would likely be implemented without sympathy or enthusiasm.

2.3. Change of Government

Nation’s development and the wellbeing of the society is closely relating to political scenario of the country. Martin, et al., (2016) states that a stable political system can be identified from the capacity to withstand social unrest, economic downturn, and international conflicts. The terminology of change of government is often associate with change of ruling political party. However, it is worth to note here that change of government is not necessarily mean the country is experiencing political instability. This is based on the notion that change of government is a normal occurrence that happens every five years in a democratic nation. Ongaro and Van Thiel, (2018) defined political instability as the state of social unrest among the population with strong inclination to overthrow the present ruling government. On the other hand, political instability is also defined as the situation whereas confidence towards present ruling government to remain as the party that administer and manage the country is relatively low (Gron and Salomonsen, 2019).

Change of government possesses the capacity to impact the political will to formally improve public administration practices. In order to move forward from a policy design to its implementation, there is a need for the existence of political will to do so (Treadway, 2012). Political will is obtained when a sufficient set of decision makers with a common understanding of a specific issue is dedicated to supporting a potentially effective policy solution. This discussion implies that decision makers sustained commitment to investing resources is mandatory for any policy development (Boyne, et al., 2010). In the context of public administrative reform, decision makers and scholars constantly state that political will as a sine qua non for public administration reform (Pollitt and Bouckaert, 2011). However, administrative reform is rather a lengthy process and therefore frequent personnel changes in bureaucratic and higher political positions could reduce success implementation of strategies for public administration reform that is much needed by the society.

2.4. Public Administration Practices

The fundamental function of public administration is to safeguard interest of the citizen whilst ensuring governance of the government is being practice accordance to the laws and policies of the country (Ongaro and Van Thiel, 2018). In other words, the primary role of public administration is to execute government strategies and policies at all levels. Public administration practice is a terminology that covers a wide spectrum of public organisation which include the local government, state government, federal government, and public agencies (Norma Mansor and Raja Noriza Raja Ariffin, 2021). Additionally,

individuals who are working for the government is classified as public administrator or public servant.

It is rather frequent that governments worldwide perpetrate the notion of administrative reform (Reiter and Klenk, 2018). The general consensus of public administrative reform often refers to improving public sector performance. However, the specific instruments and objectives of administrative reform vary by components such as personnel, organisations, audits and performance, and financial management (Ongaro and Van Thiel, 2018). Furthermore, public administration arrangements and ideas in one particular political setting either present or past can be used in the development of ideas, institutions, administrative arrangements, and development of policies in another political setting. The strategies and characteristics of each reform are based on institutional settings, political considerations, local and present needs of the society. Nevertheless, these insights underscore critical importance of understanding the significant relationship between public administration practices, decision making processes, and political stability.

Historically, public administration practices in Malaysia have its origin in the British colonial administration. In other words, the backbone structure of Malaysia's public administration is closely influenced by the British's public administration system. Needless to say, various reforms from the context of procedures, institutions, and work processes have been done to tailor with the present needs of the society (Norma Mansor and Raja Noriza Raja Ariffin, 2021). Additionally, it is worth to note here that concurrent with the Federal Constitution, public administration in Malaysia is very much embodied the religion, culture, and history of the country.

2.5. Human Resource Management Practices

One of the institutional drivers of efficiencies in the public sector revolves around the spectrum of human resource management practices. Boyne, et al., (2010) defines human resource management as a process of managing human resources that coordinate workforce with goals, objectives, and strategies of an organisation. The preamble notion and function of the human resource department is to manage employee's welfare, need, and issue. Among the main aspects govern by human resource management practices are selection, recruitment, rewards management, training and development (Armstrong, 2008). It is worth to note here that human resource management practices matter significantly. The soft attributes of human resource management such as employee motivation and satisfaction are determined to be the most significant drivers of performance. Indeed, reward such as salary is an important attribute for employees whilst non-monetary incentives are also essential. Wage differences by comparing to same employment in the private sector could lead to inefficiencies, although governments often are model employers and therefore wage policies of the public sector reflect equity concerns as well. Furthermore, salary and remuneration package is also an important attribute for attracting and retaining high

performance employees especially relates to the issue of skill shortages.

2.6. Job Motivation

Briefly, Mohammed and Abdullahi, (2011) defines motivation as the desire and will to perform an action. The terminology of motivation from the context of organisational perspective is influenced by various factors such as work responsibility, achievement, advancement, recognition, policy and administration, job security, working environment, salary and remuneration package. The importance of employee's job motivation is often correlated with the government's performance level (Ritz, et al., 2016). The authors stated that employee's motivation level influences employee's performance level. Briefly, employees' performance level is defined as the capability of the employee to do his or her best to achieve organizational goals.

Change of government affects the policies and strategies that are in place. Therefore, it is the roles and responsibilities of public servant to reevaluate, reassess, and reformulate procedure and approach to ensure successful deliverability of the policies and strategies. The issue here is correlated with the aspect of the change of responsibilities due to shift of policies and strategies by the government. Employee's motivation level improves coherence with the development in performing specific tasks assigned by the organisation. However, in certain circumstances whereas new policies in place might require public servant to perform ad hoc tasks that are different than their regular roles and responsibilities. This inadvertently affects employee's job motivation due to challenges in performing the new task. Additionally, salary and remuneration package of the public servant is fixed. Thus, performing ad hoc tasks as required by the organisation concurrent with new policies and strategies implementation might possess challenges and therefore demotivate employees.

Every government agency functions by following specific Standard Operating Procedure, (SOP). By definition, Standard Operating Procedures is a type of documents or standard terms and conditions that help organisation to conduct similar decisions associated with same tasks within the organisation. Existence of Standard Operating Procedure, (SOP) helps to ensure that the organization functions systematically. Therefore, change of policies and strategies by the ruling government often affects the Standard Operating Procedure, (SOP). Thus, the person in charge which is the public servant needs to revise his understanding about the new strategies and actions plan. In certain circumstances, this might pose as a demotivator factor that discourages public servant to perform better. A study by Mohammed and Abdullahi, (2011) found that one of the demotivator factors that discourages employee to perform better is the change of company's policy, procedure, and administration system.

2.7. Job Satisfaction

An array of research explores the terminology of job satisfaction since it directly relates to employee's

contribution to the organisation. Job satisfaction relates to an individual's perceptions and evaluations of the job which are affected by the needs, circumstances, and expectations of the individual. It is an emotional response to a job situation that is determined by how well the outcomes meet or exceed expectations. For example, employees are more likely to develop negative attitudes toward their job, officers and colleagues in the event that they are treated unfairly such as work hard but are rewarded less. On contrary, employee's attitude tends to be positive in the event that they are treated fairly and compensate well for their contributions.

There are many definitions of job satisfaction as provided by previous studies. One of the well-known definitions of job satisfaction is the definition given by Locke (1976) (cited in Arnold, 2005). Job satisfaction has been defined as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. Armstrong, (2008) refers job satisfaction as the personal feelings of contentment or a compound of various attitudes, mental and emotional which a worker exhibit towards his or her working environment. Chimanikire, et al., (2007) perceived job satisfaction as the extent to which an employee expresses a positive orientation towards a job. Job satisfaction is a concept closely relate to the terminology of job attitude. Job attitude is individual's feelings, thoughts and predispositions to act toward his job which includes cognitive and affective and components (Judge, et al., 2012). Employees have attitudes or viewpoints about many aspects of their jobs, careers, and the organisation that they work at. If employees are having positive thinking and feeling towards their job means they are satisfied with their job. Conversely, if they are they are having negative thinking and feeling about their job, it means that they dissatisfied with their job. Cognition and affect are thus inextricably linked. Thus, when evaluating jobs, as when people assess anything important to them, both thinking and feeling are involved. Furthermore, job attitude includes the variety of aspects of the job that influence a person's level of satisfaction with it such as attitudes towards pay, working conditions, colleagues and management or career prospects.

Furthermore, there are numerous factors that influences job satisfaction level. According to Judge et al., (2012) it is caused by work situation influences such as supervision, pay, promotion opportunities or coworkers. The overall job satisfaction predictors including job challenge, autonomy, variety, and scope as well as other important outcomes like employee retention. Job satisfaction also might be caused by the cultural influences which were conceptualized by the four aspects of cross-cultural dimensions which are individualism-collectivism; uncertainty avoidance versus risk taking; power distance, or the extent to which power is unequally distributed; and masculinity or femininity or known as achievement orientation (Judge et al., 2012). For example, the United States was found to be high on individualism, low on power distance, and low on uncertainty avoidance (thus high on risk taking), whereas Mexico was high on

collectivism, high on power distance, and high on uncertainty avoidance (Judge et al., 2012). Job satisfaction is also influenced by the person's disposition or temperament on job satisfaction.

It was found that a key personality trait, core self-evaluation (self-esteem, generalized self-efficacy, locus of control, neuroticism and emotional stability) correlates with and influences employee job satisfaction. Study by Judge, et al., (2012) indicates that some other personality traits, such as extroversion and conscientiousness can also influence job satisfaction. Job satisfaction caused by job-motivators factors; achievement, advancement, recognition, responsibility and work itself and hygiene factors; relationships, policy, supervision and work conditions. Chimanikire et al., (2007) categorizes factors that can have influence on job satisfaction into three groups namely; the organizational policies and procedures that have to do with the nature of remuneration package, supervision and decision-making practices plus the perception of the quality of supervision; aspects of the total workload, the variety of skills applied, autonomy, feedback and the physical nature of the working environment; and personal aspects such as self-image, ability to deal with stress and the general satisfaction with life, supervision, pay or salary, promotion opportunities, coworkers and so forth, the nature of the work itself.

2.8. Royal Malaysian Police (RMP)

Historically, the existence of police force in Malaysia can be traced back before the Independence Day back during the times of Malacca Sultanate. During the 15th century, under the Malacca's canonical law the institution of police force is under the purview of the *Temenggung* and *Hulubalang* also known as the royal warriors. To compare with present administration structure of the Royal Malaysian Police, (RMP), *Temenggung* functions similarly as the Inspector General of Police. The main responsibilities of the *Temenggung* are to oversee the development of jails, arrest criminals, and implement sentences. Additionally, the policing structure during this era also involve the village chiefs who had the role of policing their respective villages apart of collecting tax and enforcement of law.

The Royal Malaysian Police, (RMP) is a federal institution led by the Inspector General of Police, (IGP). It is a centralized organisation with headquarters located at Bukit Aman, Kuala Lumpur. It is worth to mention here, a specific Act was gazette to govern the profession of police officers in Malaysia which is the Police Act 1967. Under this Act, provisions relate to constitution, employment, funding, duties, recruitment, and power of the police force are specified. Presently, there are more than 130,000 police officers under the Royal Malaysian Police, (RMP). In carrying out its duties, the Royal Malaysian Police, (RMP) is also assisted by Auxiliary Police, Police Constables, Police Cadets, Civilian Service Element, and Police Volunteer Reserves.

Briefly, there are three departments that function as an administration entity which are the Management

Department and the Logistics and Technology Department and Integrity and Standards Compliance Department. Additionally, the Royal Malaysian Police, (RMP) has seven departments involved with crime prevention which are the Criminal Investigation Department, Narcotics Criminal Investigation Department, Internal Security and Public Order Department, Special Branch, Crime Prevention and Community Safety Department, Commercial Crime Investigation Department and Traffic Enforcement and Investigation Department. All departments are led by the directors with the rank of Commissioner of Police.

3. Research Method

This research analysed two set of primary data which was gathered from interview survey and the dissemination of questionnaire survey form. Five of the experts interviewed for this study purposes have served the Royal Malaysian Police, (RMP) between 7 to 25 years. Additionally, all of the experts possessed higher education qualification and has experienced working in the managerial position for the Royal Malaysian Police, (RMP). This is based on their present position as an Inspector or Deputy Superintendent of Police, (DSP). Therefore, based on these two aspects of demographic attributes, it is interpreted that this research gathered opinions of experts. Hence, the result of analysis is considered as highly reliable and consistent with the scope of study.

On the other hand, majority of the respondents that participate for the questionnaire survey is male. Additionally, a high percentage of the respondents are Malay with Islam as their religion. Similar to the experts interviewed for this study purposes, all of the respondents possessed higher education qualification. For the aspect of income level, majority of the respondents earn between RM3,000 to RM9,999. Furthermore, majority of the respondents have served the Royal Malaysian Police, (RMP) between 6 to 15 years. Another demographic attribute is origin of the respondents which this research gathered opinions of police officers from five different regions in Malaysia namely the Eastern Region, Western Region, Southern Region, Northern Region, and East Malaysia.

4. Results

4.1 *Impacts of Change Government*

Change of government provides an opportunity for police officers to learn and further improve the quality of work that they perform. Common issue relates to the impacts of change of government to public organisation is associate with the change of policies. It is a norm for police officer to be tasked with ad hoc roles and responsibilities because of change of government particularly during election period. On the other hand, there is a possibility that the Standard Operating Procedure, (SOP) is being changed concurrent with the establishment of new ruling government. However, this research found that this is not the case of Royal

Malaysian Police, (RMP) whereas the Standard Operating Procedure, (SOP) remains similar regardless of which political party rule the nation. However, the influence of politics might require certain police officer to work outside the parameter of the Standard Operating Procedure, (SOP).

Furthermore, this research also found that frequent change of government does not affect performance level of police officers. Additionally, police officers are not concern about stability of their position concurrent with change of ruling government. An officer might be promoted or change place of serving concurrent with the establishment of new ruling government. This research study also found that there is no improvement of public administration practices in the Royal Malaysian Police, (RMP) because of change of government. This is related to the fact the internal affairs of the Royal Malaysian Police, (RMP) is dictate by the top management of the organisation rather than political party that rule the nation.

4.2 *Change of Policies and Job Motivation*

Change of policies and procedures is not a factor that influence motivation of police officers to perform their roles and duties. However, service deliverability which refers to the capacity and capability of police officers to serve the general population is influence by the policies that are in place. This is related to the fact that police officers must perform their responsibilities concurrent with the policies that are in place. Service deliverability of police officers might be limited in the event that the policies limit the capacity of police officers to perform their duties. As an example, is the limitations to conduct investigation and gather evidence due to policies and procedures that are in place might affects the success rate of police officers to apprehend criminals.

Furthermore, this research found that policies of the government that helps to promote the establishment of conducive working environment can helps to motivate police officers to perform better. This study also found that there is a direct and significant relationship between motivation with specific roles and responsibilities perform by police officers. Another finding is related to the aspect of salary and remuneration package. This study found that police officers are motivated to perform better concurrent with improvement of the salary and remuneration provide by the government. Interview session with five experts revealed that job motivation is not an attribute that public administrator in the Royal Malaysian Police, (RMP) consider in formulating new policies and procedures. It is worth to note here that there are two significant measures undertaken by management of the Royal Malaysian Police, (RMP) to further motivate police officers to perform better which is recognition by the higher-ranking officers and promotion. Police officers that perform well are often rewarded with medal of merits and gain higher position within the force.

4.3 *Change of Policies and Job Satisfaction*

Consistent work procedure is an important attribute to encourage police officers to continue perform at their best capabilities. One of the important aspects that directly and significant to influence job satisfaction level among police officers are salary and remuneration package provide by the government. On the other hand, this research study also found that police officers do not find that change of policies as an issue that affect job satisfaction level as long as the new policies are comprehensive and attainable. Additionally, this research also found that majority of the police officers are content and satisfy with their present roles and responsibilities as police officer regardless of policies in place by the government. Furthermore, police officers are not influence by predisposition, feelings, and thoughts to any political party. Nevertheless, change of policies as a result of change of government does not affect job satisfaction in a negative approach.

Interview session with five experts revealed that job satisfaction is not a factor that public administrator in the Royal Malaysian Police, (RMP) consider in formulating new policies and procedures. Job satisfaction predictors including the job challenge, autonomy, variety, and scope as well as other important outcomes like employee retention. This study found that the primary factors that influence job satisfaction level of police officers are promotion, recognition, and rewards. Job satisfaction is believed to contribute to job performance as well as work commitment. An employee who is satisfied with his job would perform his duties well and be committed to his or her occupation and therefore subsequently to the organization. This study found that there is a direct and significant relationship between performance of police officers and job satisfaction level.

5. Discussion and conclusion

The main concern about frequent change of government from the context of public administration practices revolve around the aspect of change of policies. Public organisation function specifically to address the needs of the people and society alike. Inability and limitation to achieve the objective of establishment can create a distrust among society members. Therefore, it is pertinent for any public organisation to function at optimum level regardless of political scenario in the nation. Success implementation of public policies are much influence by service deliverability of the public servant. Among aspects that possess the merits to affect service deliverability is job motivation and job satisfaction.

This research aims to understand this significant relationship by analysing opinions of police officers that serves the headquarters of the Royal Malaysian Police, (RMP). This study found that frequent change of government does not affect job motivation and job satisfaction of police officers. However, incomprehensive and unattainable policies and procedure is a factor that hinder police officer from delivering optimum service deliverability. Furthermore, the attribute of job satisfaction and job motivation is not

a factor that public administrator in the Royal Malaysian Police, (RMP) consider in formulating new policies and procedures. However, previous studies and findings from this research shows that there is a direct and significant relationship between job performance and job motivation. Similarly, there is also a direct and significant relationship between job satisfaction and job performance.

What can be done to further improve organisational policies and procedures by the Royal Malaysian Police, (RMP) prior to change of government policies? Present policies and procedures are in place. However, there is a need to ensure all voices of police officers are heard regardless of position within the force. Therefore, it is suggested to conduct a periodically survey of satisfaction that aims to identify the needs of the officers. These needs should then be addressed in the policies. Additionally, there is a need to establish an internal committee to manage this issue of change of policies concurrent with change of government. This committee should then be responsible and has the authority to discuss with the present ruling government about any discrepancies. Additionally, it is pertinent for the Royal Malaysian Police, (RMP) to evaluate the attribute of job motivation and job satisfaction in formulating new policies and procedures. Enhancement of these attributes can help to improve performance level of police officers. Nevertheless, improvement of job performance can help public organisation such as the Royal Malaysian Police, (RMP) to attain a greater height in providing services to the citizen of Malaysia.

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