

An Investigation of the Factors Affecting Job Performance among Policeman at Gua Musang District Police Headquarters, Kelantan, Malaysia

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ABSTRACT

Job performance is the employee delivery on the responsibility and task assigned by the organization. Service are the activities and effort that are provided to an organization which adding value to the employee's productivity. In order to ensure job performance and satisfaction among subordinate police can be improved various seminars were held by the Royal Malaysian Police to be improved. Obviously, the job performance shown during work can affect their status in promotion in the organization

The purpose of this study is to investigate the related issue of the job performance of the policeman at Gua Musang District Police Headquarters, Kelantan, Malaysia. This research will be conducted to examine the determinant that influence of rewards, work environment, leadership, colleagues and attitude from management towards job performance. This study will use stratified sampling technique where the department in Gua Musang District Police Headquarters will be the strata. A stratified sampling design was employed to investigate job performance and satisfaction among policemen. Data were collected from 150 policeman that were distributed to the policeman via google form and also physical form. The questionnaire consists of some relevant demographic characteristics, rewards, work environment, leadership, colleagues and attitude of respondents to aid analysis. The findings show that only colleagues and work environment were significantly influence police job performance. In addition, regression analysis reveals that work environment was the most significant predictor of job performance and this indicates the important of work environment in enhancing job performance among policeman. The paper concludes by highlighting future research directions which can offer a more comprehensive study in predicting job performance particularly in the context of policemen in Malaysia. In such situations, fresh improvements and recommendation are still required to ensure a more thriving future. From the completion of the research, it was discovered that this study should have provided a suggestion to assist in the conduct of future research.

Keywords: Rewards, Work Environment, Leadership, Colleagues, Attitude, Job Performance

INTRODUCTION

Employee is very important in the organization. Employees is one of the core assets to an organization. A loyal and experienced employee could be one of the reasons for an organization to exist in the market and operate for a long time. The implication of the connection in an organization could build trust and satisfaction as well will increase the job performance of the employee. This is an important knowledge for an organization. So that both of the parties could benefits from the implication.

Royal Malaysian Police is under the Ministry of Home Affairs. The responsibility of this department is very important to the country in maintaining peace and security of society while protecting the country from various

crimes. The task of the Royal Malaysian Police is very heavy nowadays because with the sophistication of technology and current issues that are increasingly challenging has made the workload of the police is increasing. The police must always be vigilant in dealing with an issue in giving satisfaction to the community because the community is now very good at finding fault with the authorities. So, in this case, employers need to know how to improve their management to make sure the employees satisfied and give their best performance for the company.

Job performance is the employee delivery on the responsibility and task assigned by the organization. Service are the activities and effort that are provided to an organization which adding value to the employee's productivity. It includes economic activities, performances to customers and other activities in the organization that add value to the leadership and management within the organization, its operation structure and its relationship with their customers (Tembur, 2017). Job performance among employees very important in the company. Based on the job performance the management can value the staff in the company, this topic focuses on the related of job performance and satisfaction among the staff or workers if they get rewards, good work environment, leadership, colleagues and attitude from management. In role job performance consists of those activities that contribute to the organization's technical process either directly or indirectly (Ozcelik et al, 2014). According Singh (2016) stated that job performance had been identified as the significant key for organization to gain competitive and superior productivity.

The ability of management to handle the employees has been very important in one company. The management need to know how to make sure the staff happy working life in their company. Nowadays, there are many work performance problems among employees because they feel less interested in the work done as a result of lack of support from managers. Due to the company does not care about job satisfaction among employees this problem has affected the job performance among the police organization. Thus, the police management needs to know about the needs of subordinate employees in overcoming this problem so that job performance can be improved. In order to ensure job performance and satisfaction among subordinate police can be improved various seminars were held by the Royal Malaysian Police to be improved. Obviously, the job performance shown during work can affect their status in promotion in the organization. The performance of police job shown by subordinates in performing their duties is a key indicator performance for employers in evaluate their level of job satisfaction. Organization performance is depending on job performance of employee and earlier literature has shown that employees who are not properly matched have low job performance (Safia & Asha, 2014).

Nowadays too many issues related to the Royal Malaysian Police are featured in the time media. Most are related to misconduct among police officers which adversely affects the image of the Royal Malaysian Police. Most problems arise when police officers and civil servants working in the service sector no longer have an interest in working. That worker facing high stress will lack work motivation, refuse to cooperate, reluctant to tolerate, difficult to adapt, has negative effects, always sick leave and many others that ultimately lead to decreased work performance. When the workers are lacking in motivation to work, and the job performance is decreasing by day that will affecting the citizen's trust towards the government organization especially The Royal Malaysian Police. This also could lead to increasing in rate of crime index in Malaysia. Based on Crime Statistics Publication 2025 by Department of Statistics Malaysia (DOSM), property crimes recorded the highest case reported which is 52,344 following with violent crimes with 13,279 cases. Thus, it is very important for an employee to increase their job performance in order to make the crime rate in Malaysia decrease. The decreasing trend in crime rate could prove that Malaysia is one of the safest countries in the world and this could lead to gain more investor to the Malaysia. Low crime rates are one of the important factors in developing a fast-growing economy.

In this case, the Royal Malaysia Police should improve their job performance in making the crimes rates decreasing and also to make the organization successful. It means that the organization should increase the positive impression of the employee towards them (Nadiyah, Nadia & Norliza, 2016). Employee are feeling more motivated and satisfied when they are treated fairly by the company and being rewarded and praised for their hard work. Hence, the employee will feel more dedicated and committed on doing their responsibility towards the organization and tend to products higher productivity and also retention rates of the organization

could increase. Employers have many challenges to make sure the employee have a good job performance and satisfaction in their job. Even the organization give incentives and good appraisal to increase the motivation of the employee to work, job satisfaction issue of the employee towards the organization still exists. The employee's performance can be affected by a few different factors either in the workplace or personal preference. Some organizations' outputs have dwindled as a result of job performance of employees, in some cases leading to high turnover. Nowadays, the Royal Police Malaysia always been in spotlight due to the insecurity and negatives news that had been attributed to the decreasing synergy and motivation among the police officers in undergo their responsibility in fighting crimes. The police have been perceived as being dedicated to work leading to crimes that are preventable. Malaysian had been given attention towards the factor that contributing to the poor job performance among the police office despite all the modernization in term of the technologies and the equipment, the training period and also the cost in developing a good service and management for the sector by the government.

The Royal Malaysian Police (PDRM) has established the Police Strategic Plan (PSPDRM) 2021-2025 and the Police Integrity Plan 2021-2025 in order to increasing the motivation and momentum of the service in achieving the highest level of performance. Nowadays, Malaysian has shown dissatisfaction towards the services delivery and performance by the Royal Malaysia Police in the media social. The increasing trend in the cases complaints from the citizen is worrisome because this is might due to the poor job performance by the police officer. The public might show low confidence level toward the Royal Malaysia Police as the agency that responsible for upholding the law in the country (Kadir & Jusoff, 2009).

The purpose of this study is to investigate the related issue of the job performance of the policeman in Gua Musang District Police Headquarters, Kelantan, Malaysia. This research will be conducted to examine the determinant that influence of rewards, good work environment, leadership, colleagues and attitude from management towards job performance.

LITERATURE REVIEW

Rewards and Job Performance

Rewards is an important tool to an employee as a recognition for their time, energy, idea and hard work contribution to the organization which will motivate them to improve their productivity and performance (Zain, Farrukh, Umm & Rab, 2013). If reward and recognition are given to employee then there is a huge change in their motivation and satisfaction (Ali & Ahmad, 2009). Undoubtedly, the organization management should develop a system or policies that enables employees to select their rewards from their performance result which could stimulate their satisfaction in positive way. This method always working on the employee's job performance. The monthly salary pay is the reward that associate with the organization's rewards strategies, policies and efficiency depends on the organization or firm's size, it should be have logical balance between employee commitment and organization performance (Bishop, 1987). Many organizations have realized an enormous progress by matching with their business strategies via appreciation event for employees and a balanced reward. In addition, the motivation of employee could be related to the employee's efficiency in conduction their daily task and responsibility so by providing and giving n appreciation could help to improve the employee job performance as well as organization performance. In facts, the success of an organization depends on the one of the factors which is how well an organization maintaining their employee motivation in doing their jobs. Usually, the employee performance will be maximizing when they feel satisfied and feels that their endeavor is rewarded and compensated fairly by the organization. The party that profited the most from this would be the organization they work thus the employer should focus more on employee's motivation by giving reward other than the other factor that contributing to organization success which is work condition, employee well-being, training and improvement opportunities and job security. In addition, motivation, as the result of rewarding, affects the staff's behavior and their performance directly (Pyam, Ali, Jafar & Mahmood, 2013). Rewards are a motivation for employees to do their work. Good rewards are a system that is able to guarantee the satisfaction of agency employees, which in turn enables the company to acquire, maintain and employ a number of people who with various positive attitudes and behavior work productively for the benefit of the agency (Azdanal, Zamzam, & Rostiati, 2021). According to Mardiana & Saleh (2021) The goal that

must be achieved in giving rewards is to develop intrinsic and extrinsic motivation. Rewards are expected to build positive relationships between leaders and employees. Accordingly, the following hypothesis is proposed:

H1: Reward influence job performance

Work Environment and Job Performance

Work environment defines as the anything that exist round the employee or work setting, social features and physical conditions in which an employee perform their job. Work environment is one of the elements that can impact the feelings of employee's wellbeing, workplace relationships between employees and organization, employee collaboration and cooperation, work efficiency and employee physical and mental health condition. A decent and safe workplace where it is a place that individuals can fulfills their responsibilities in a comfortable and ideal condition, secure safety and health (Sedarmayanti, 2003). Employee can see around them and decide whether it is a good working environment, the management of the company should take care of the factors that can influence the workplace which include the cleanliness, water pressure, lighting brightness, decoration and coloring, employee and building security and also music. A good working environment features and condition that are often used by the employee show that they are positively related with the job satisfaction and performance (Khaled & Hanen, 2017). Thus, it is employer responsibilities to provide a proper, comfortable and safe workplace to their employees. A high-quality workplace environment can significantly contribute to the job performance of the employee in the organization (Zainie 2015). Some of the organization has implemented a few features such as communication, support of supervisor and managers, resources availability, role congruity and goal setting. Supportive and encouraging workplace environment is said to have the ability in engaging employee with their job performance. Most of the management in an organization has started to realize the significance of workplace environment and started to study and research ways in order to improve them with the goals to practice a positive working environment and employees.

It is a new challenge for the management of the organization to build a working environment that will positively be attracted, retained and motivate their employees. Different approach needs to be taken compared to years ago so that employee will be always satisfied with the working environment. This issue should be taken seriously by the management to prevent any problem arise in the future. Any problem possibility that will occur among the employee regarding to their workstation, for example employees are not comfortable sharing their workstation or table with another employee or they are not comfortable working in open office layout, this kind of problem also will be affecting their job performance thus it also will affect the organization performance. Employee performance also can be affected by physical working environment which include lightings, temperature, noise, office layout and fresh air (Shifaa, et.al 2019). All of those disturbances can cause health discomfort among the employees which lead to decreasing employees 'performances. Work environment is a critical organizational factor that significantly influences employee attitudes, well-being, and job performance. Empirical research provides strong evidence that a favorable work environment is positively associated with job performance. Employees who perceive their work environment as supportive and resource-rich tend to demonstrate higher levels of motivation, commitment, and productivity (Lesener, Gussy, & Wolter, 2019). Research indicates that a supportive work environment in policing contributes to improved operational performance, better decision-making, and enhanced situational awareness (Violanti et al., 2017; Queirós, Passos, & da Silva, 2020). Therefore, the work environment is a key determinant of job performance, particularly in high-demand occupations such as policing. In the context of the Royal Malaysia Police (PDRM), the quality of the work environment is expected to play a central role in shaping officers' job performance and overall organizational effectiveness. Accordingly, the following hypothesis is proposed:

H2: Work environment influence job performance

Colleague and Job Performance

Colleague can define as fellow worker or staff that that are working in same place, department and organization. A group of people that met and working together can developed a strong bonding of feeling love, warmth, sense of security and belonging and other emotion-related feeling that will create a stable relationship

between them (Min & Yong, 2014). Colleagues should develop a harmonious and mutual feeling towards each other which will promote harmony in the organization when a group of employees working together and cooperated, discussed and sharing idea together, it will inevitably produce an instrumental relationship between the employees. Other than that, it will develop an emotional relationship which will create an emotional support and in return will tend to develop cooperative communication between the employee or colleagues. Co-workers are the interactions with each other co-workers including the extent relied on need, help and receptive to work-related problems in the organization (Menguc & Boichuk, 2012). In the survey of two universities in Texas, 174 personnels have taken to show that co-workers support is positive on job satisfaction (Charoensukmongkol, Moqbel, & Gutierrez-Wirsching, 2016). Thus, the following hypotheses:

H3: Colleagues influence job satisfaction

Leadership and Job performance

Many factors can affect the performance of the police members themselves, one of which is the leadership factor. Transformational style of leadership is linked with assumed effectiveness of a unit and is surely influencing other related outcomes of institution (Bass (1985). There are four transformational leadership constituents which is customized consideration, intellectual stimulators, inspirational motivators and idealized influencers. First is the customized consideration, refer to the type of leader that the one who act like a coach and takes into account the needs of every individual for development and success. Second is the intellectual stimulations which they are the one who motivates the subordinates to find out and making research the new ways and ideas to meet the challenges and come up with the solutions of new problems arise in the organization. Third is the aspirational motivator, this leader is the one who stimulates and giving out the tasks of their subordinates to persuade and encourage them to solve and complete it. Lastly the, idealized influencer the one who considers trust, admire and respect to their subordinates. The leaders are role models and are followed by the subordinates to correspond expressed ethics, principles and values. Thus, leadership seems positively associated towards leader's performance. Research conducted by Jumady, et al, (2022), found that leadership has a positive and significant effect on the performance of employ-ees of the South Sulawesi Provincial Library and Archives Service. Effendi and Azhar, (2021), with the results of their research found that leadership and work culture have a positive effect on improving employee performance. Accordingly, the following hypothesis is proposed:

H4: Leadership influence Job performance

Attitude and Job Performance

Attitude towards works are the feelings that the workers have toward different aspects of the work environment (Gafar, 2016). Attitude towards work has been defined in a different way through individual assigns meaning to work and different aspects correlate with work, toward a person, group, situation, object or event (Cristina, 2015), as voluntary reporting to the organizational goal and professional achievement, as availability to develop, direct, regulation and maintain the effort in order to overcome obstacles and difficulties and achieve an objective. There is some element which influencing the attitude towards works, namely personality, person environment, fit, job characteristics, psychological contract. Attitude towards works are the feelings we have toward different aspects of the work environment (Carpeter, Talya & Erdogan, 2009). Attitude is feeling that an individual has towards different aspects of work environment. It varies in intensity as attitudes can be positive as well as negative. Individual likes and dislikes for any behavior is attitude. An employee who has positive attitude towards work is more satisfied with his job and it will result towards organizational commitment. There exists a positive relationship between job satisfaction, attitude towards work and organizational commitment (Ahmad, et al, 2010). In addition to performance-based studies, numerous other studies have examined police officers' professional attitudes. According to Shernock (1992), "Professionalism is viewed more accurately in terms of attitudinal attributes that reflect the manner in which practitioners view their work." It is important to note that employee attitudes toward change can vary greatly from person to person, as they are the result of a complex interaction of emotions and cognitive processes. While some employees perceive organizational change as a means of rejuvenation, development, improvement, and growth, others may perceive it as instability, disorder, unpredictability, and risk (Cochran et al., 2002); as a result,

organizational change may elicit undesirable reactions such as stress, cynicism, and resistance (Armenakis and Bedeian, 1999). Accordingly, the following hypothesis is proposed:

H5: Attitude influence Job performance

METHODOLOGY

In this research, data were collected through questionnaires that have been distributed to the policeman in Gua Musang District Police Headquarters via google form and also physical form. The questionnaire consists of some relevant demographic characteristics, rewards, work environment, leadership, colleagues and attitude of respondents to aid analysis. The population were policeman in Gua Musang District Police Headquarters. According to the Management Department of Gua Musang District Police Headquarters, total number of policemen are 248 staffs. There are ten departments which consists of Management, Logistic and Technology, Criminal Investigation, Crime Prevention and Community Safety, Commercial Crimes Investigation, Integrity and Standard Compliances, Traffic Enforcement and Investigation, Special Branch, Narcotics Crimes Investigation and Internal Security and Public Order. Distributed questionnaires were including the demographic profiles of the respondent which consist of gender, range of age, working department, marital status, working experience, year of services in Royal Police of Malaysia and job performance of the respondents. From the total policeman, the sample were selected from the list of representatives according to their part and respondent will be selected according to their department. To simplify the determination of the sample size, there are 248 policemen, therefore referring to the table below the sample size for this study should be 150. The data for this research was collected from the distribution of questionnaires using Google form among the respondents from Mac 2026 until early May 2026. The researcher asked for the respondents' consent to carry out the study and hence provide the questionnaires before distributed the questionnaires. Overall, 150 respondents from the sample size received the questionnaires for this study.

FINDINGS AND DISCUSSION

Descriptive Analysis

This section indicates that the descriptive analysis for rewards, colleagues, work environment, leadership and attitude and job performance. Table 1.1, show the summary of descriptive analysis. With a mean of 4.154 and a standard deviation of 0.061, attitude was the highest of all the variables. Furthermore, the mean for colleagues is 3.920 which the second highest and has standard deviation of 0.084. In addition, rewards had the mean of 3.905 and standard deviation is 0.076.

Table 1.14: Mean Standard Deviation of Descriptive Analysis

Variable	Mean	Standard Deviation
Job Performance	3.522	0.079
Rewards	3.905	0.076
Colleagues	3.920	0.084
Work Environment	3.481	0.086
Leadership	3.728	0.093
Attitude	4.154	0.061

Next, leadership has a mean of 3.728 and standard deviation of 0.093. For the mean of independent variable, job performance is 3.522 with standard deviation of 0.079. Finally, the lowest mean was work environment which is 3.481 with standard deviation of 0.086. Based on this data, it can be concluded that attitude was the highest factor that influence job performance among policeman

Pearson Correlation Coefficient Analysis

Base on Table 1.2, it found that there was a strong relationship between work environment and job performance with ($p = .000 < 0.05$, $n=150$ $r=0.750$). Similarly, there was strong relationship between colleagues

and job performance with ($p=.000<0.05$, $n=150$ $r=0.709$). However, there was a moderate relationship between leadership and job performance ($p=.000<0.05$, $n=150$ $r=0.543$).

Table 1.2: Pearson Correlation between Independent Variables and Dependent Variables

Variable	Job Performance	Rewards	Colleagues	Work Environment	Leadership	Attitude
Job Performance	1					
Rewards	0.320**	1				
Colleagues	0.709**	0.347**	1			
Work Environment	0.750**	0.234*	0.696**	1		
Leadership	0.543**	0.279*	0.696**	0.636**	1	
Attitude	0.264*	0.396**	0.445**	0.197	0.403**	1

****.** Correlation is significant at the 0.01 level (2-tailed).

*****. Correlation is significant at the 0.05 level (2-tailed).

Next, it was found that the rewards have a weak relationship with job performance by ($p = .000<0.05$, $n=150$ $r=0.320$). Besides that, attitude also have a weak relationship with job performance with ($p=.000<0.05$, $n=150$ $r=0.264$). In summary, the outcome was acceptable and logical. Thus, only three of five hypotheses have been accepted.

Multiple Regression Analysis

Table 1.3: Summary of Multiple Regression Analysis between independent and dependent variable

Summary	ANOVA				
R 0.800^a	R² 0.640	F 26.967	Sig .000^b		
Dimensions	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
Constant	0.389	0.423		0.920	0.360
Rewards	0.100	0.080	0.096	1.246	0.217
Colleagues	0.346	0.108	0.367	3.193	0.002
Work Environment	0.474	0.095	0.513	4.972	0.000
Leadership	-0.050	0.087	-0.059	-0.572	0.569
Attitude	-0.019	0.108	-0.015	-0.175	0.862

Predictors: (Constant), Rewards, Colleagues, Work Environment, Leadership, Attitude

Based on table 1.3, it found that work environment has a p-value of 0.000. Similarly, a colleague has a p-value of 0.002. Both variables indicate that were significant in predicting the job performance because the p-value is lower than alpha value of 0.05. However, the three other variables which rewards, leadership and attitude were found not significant in predicting the turnover intention with p-value greater than alpha value of 0.05 with p-value of rewards (0.217), leadership (0.569) and attitude (0.862). Therefore, it was found that work environment and colleagues significant toward the job performance.

The formula and calculation below used for this study as to explain the relationship between the independent variables and dependent variable:

$$Y = a + \beta_1(x_1) + \beta_2(x_2) + \beta_3(x_3) + \beta_4(x_4)$$

The R square value was achieved after testing all independent variables: rewards, colleagues, work environment, leadership and attitude. The connection between rewards, colleagues, work environment,

leadership and attitude, and job performance was identified using an equation. As a result, the regression equation for this study is as follows:

$$\text{Job Performance} = 0.389 + 0.100 \text{ Rewards} + 0.346 \text{ Colleagues} + 0.474 \text{ Work Environment} + -0.050 \text{ Leadership} + -0.019 \text{ Attitude}$$

In addition, table 1.3 include with the result of standardized beta coefficients which indicates the contribution of each variable to the relationship. Based on results it found that the higher contribution to explain the variation of job performance was work environment with beta value 0.474. Second highest contributor variable was colleagues with beta value 0.346 and next was rewards with beta value of 0.100. The second lowest contributor variable is leadership with beta value -0.050. Lastly, the lowest contributor was attitude with beta value - 0.019.

Furthermore, the result of regression analysis able to identify the R value as to clarify the correlation coefficient between the dependent variable which job performance and independent variables which rewards, colleagues, work environment, leadership and attitude It found that from the results the R value of this study was 0.800. Hence, according to reliability rule of thumb it indicates that the relationship between independent variable and dependent variable was strong.

Table 1.3 show the extent of independent variables can explain the variations in the dependent variable. Results found that the R square value in this study was 0.640. To sum up, work environment and colleagues were significant in explaining the variance in job performance with result of p-value 0.000 and 0.002. However, the results indicate that the rewards, leadership and attitude were not significant in predicting job performance. Therefore, it was found that two of the five independent variables can explain the factor affecting job performance among policeman that eventually leads to problem in the team.

DISCUSSION AND RECOMMENDATION

From the completion of the research, it was discovered that this study should have provided a suggestion to assist in the conduct of future research.

Provide comprehensive and ongoing training.

Offer regular and specialized training programs to enhance the skills, knowledge, and capabilities of police officers. This should include training on law enforcement techniques, investigative skills, conflict resolution, community engagement, and emerging trends in crime prevention. Continuous training helps officers stay updated and perform their duties more effectively. Conduct a thorough assessment of the training needs of the police force. Identify the skills gaps, areas of improvement, and emerging challenges that officers are facing in their day-to-day work. This assessment will help prioritize the training topics and allocate resources effectively. Design specialized training programs to address specific areas of concern. This may include courses on handling cybercrime, counterterrorism, forensic investigation, drug enforcement, domestic violence, and community engagement. Collaborate with subject matter experts, academics, and experienced police officers to develop and deliver these programs.

Set clear performance expectations.

Clearly define performance expectations and communicate them to police officers. Establish measurable performance indicators and goals that align with the organization's objectives. Providing officers with a clear understanding of what is expected of them can motivate them to perform at their best. Establish specific and measurable performance metrics that align with the defined standards. These metrics should be objective and transparent, enabling supervisors and officers to assess performance accurately. Examples of metrics could include clearance rates, arrest rates, community satisfaction surveys, feedback from citizens, and adherence to standard operating procedures. Clearly communicate the performance expectations to all police officers. This can be done through formal channels such as policy documents, performance manuals, and official

announcements. Additionally, conduct regular meetings, workshops, and training sessions to ensure that officers understand the expectations and the rationale behind them.

Implement performance evaluation systems.

Develop a fair and transparent performance evaluation system that assesses individual and team performance. Regularly evaluate officers based on established criteria, such as productivity, professionalism, adherence to protocols, and community engagement. Provide constructive feedback to identify areas for improvement and recognize exceptional performance. Create evaluation tools and mechanisms to assess performance. This can include performance rating scales, behaviour-based assessments, self-assessment forms, and competency frameworks. Ensure that the evaluation tools are reliable, valid, and consistent across all levels of the police force.

Ensure that the evaluation process is fair, objective, and based on evidence. Use a combination of quantitative data (such as crime statistics, response times, or case closure rates) and qualitative data (such as observations, reports, or feedback from community members) to evaluate performance. Involve multiple evaluators, if possible, to minimize bias.

Foster a supportive and empowering work culture.

Create a supportive work environment where officers feel valued, respected, and empowered. Encourage open communication, collaboration, and teamwork among colleagues. Recognize and reward outstanding performance to motivate officers and foster a positive work culture. Establish open lines of communication between supervisors, officers, and other members of the police force. Encourage transparency and ensure that expectations, goals, and organizational changes are effectively communicated. Actively listen to feedback and concerns from officers and provide timely and constructive responses. Develop a shared vision and set of values that reflect the ideals of the police force. Communicate these values consistently and align them with the organization's mission. Engage officers in discussions about the vision and values and encourage their participation in shaping the culture.

Enhance community partnerships.

Provide training and support to officers to effectively engage with the community. Offer communication skills training, cultural sensitivity workshops, conflict resolution techniques, and community-oriented policing education. Equipping officers with the necessary skills and resources enhances their ability to engage with the community, leading to improved job performance. Conduct training and awareness programs for both police officers and community members. Provide education on topics such as community policing, crime prevention, emergency response, and legal rights and responsibilities. Empowering both officers and the community with knowledge and skills can lead to more effective collaboration and improved job performance. Organize joint initiatives and events that bring the police and the community together. This can include community outreach programs, sports events, crime prevention campaigns, or cultural celebrations. These activities foster positive interactions, mutual understanding, and a shared sense of responsibility, which can positively influence job performance.

Promote career development opportunities.

Provide opportunities for career advancement and professional growth within the police force. Establish clear pathways for promotion, encourage officers to pursue further education or specialized training, and offer mentoring programs. Demonstrating a commitment to officers' career development can enhance motivation and job performance. Implement mentoring and coaching programs to support the professional growth and development of police officers. Pair experienced officers with junior ones to provide guidance, share knowledge, and offer career advice. Mentoring relationships can provide valuable insights, boost morale, and improve job performance by facilitating learning and skill development. Link career development opportunities with performance evaluations. Recognize and reward high-performing officers by offering advancement opportunities, specialized assignments, or leadership roles. Performance-based evaluations create a sense of accountability and motivate officers to strive for excellence in their work.

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