

NEEDS ANALYSIS OF THE RELATIONSHIP BETWEEN UNIFORM PERCEPTION AND ORGANIZATIONAL PRIDE AND JOB SATISFACTION AMONG POLICE OFFICERS

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ABSTRACT

The Royal Malaysian Police (PDRM) System is an entity that has a standardized or centralized system whereby it is the main national security institution in preserving national security, especially in matters related to national security and peace. In the early '80s, police officers were highly respected individuals, diligent and earnest in carrying out their duties, maintaining public order, and keeping the community safe and secure. However, the study of job satisfaction related to the uniform perception and organizational pride has received little attention from the context of the country's main security force, the Royal Malaysian Police. The purpose of this study therefore was to detect the direct and indirect connection between the uniform variable of perception and the organizational pride variable in the satisfaction of work among police officers of past scholars. This study is based on the theory of job satisfaction selected by adding the value of the relationship between uniform perception and organizational pride as independent variables among Sabah contingent police officers. At the end of this study, we should present the most recent models which can be applied to improve efficiency and organizational morale as well as to maximize community productivity. The findings of this study will be used to assist in assessing future interventions and team policies.

keywords: *Affective Event Theory, PDRM, uniform perception, pride, organization, satisfaction*

INTRODUCTION

Police institution is the leading national security institution in maintaining national security, especially in matters related to national security and peace. In line with the function of the PDRM as law enforcement and have jurisdiction throughout the Federation (including its coast territorial) as contained in section 3 (3) of the Police Act 1967 (Act 344). The effort of PDRM in leading and implementing various ways in developing the national security sector, image, identity, and attitude towards the PDRM organization require a set of images that serve as a platform for police officers in shaping job satisfaction among PDRM officers.

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The 21st century gives the impression that the security sector will become more challenging and complex with various human resource behaviors (Ali, Ahmad, & Johari, 2017). It has now been proven that challenging globalization must be faced by the security sector, including strategic planning, human resource management, technology, and scientific investigation, the ability to handle crime, as well as the priorities of the organization's image and identity. The rapid current flow of global change changes with various pressures and challenges. These changes have caused the security sector in our country to take steps to become a leading and competent security organization.

The success of the Royal Malaysian Police security organization is in the form of a security guarantee. If ignored, it would jeopardize the efficiency of the role of the Police in enforcing law and order, maintaining Malaysia's security and peace as enshrined in the Police Act 1967. Security issues cannot be overlooked as the country's strengths and weaknesses lie in the security forces. Loss of job satisfaction among police officers will result in a decrease of commitment, transparency, and determination of the police officer in the service. This will give the criminals a chance to make a big impact on the country's harmony.

The role of the Police is to carry out the task of enforcing regulations and laws to ensure that the public obeys rules and laws. Enforcement is seen as a task that guides, educates, and forces the public to obey the laws and regulations of the country, whether they like it or not. Thus, there is a group of people who think they want to be free from rules and laws. They believe the rule in their mind is right. This is the challenge that police officers are facing and are accused of by the community. They are always waiting and looking for the weaknesses and mistakes of the Police. The loss of "dignity and honor" from the community thus diminishes the pride of the officers of the team, at the same time losing the morale and confidence in carrying out the task and ultimately losing the integrity of the team or organization. This led to job dissatisfaction among police officers. It will indirectly make criminals worse off because the Police are weak. These latent internal effects directly endanger public order and threaten national security.

Generally, many researchers had researched the topic of job satisfaction. In the context of PDRM members, the study on job satisfaction of most past researchers focused on stress, pay, colleagues, human resource management, and so on. One of the findings of previous studies on job satisfaction was that it found the need to intervene in the development of human capital for PDRM members in future programs (Yusnida et al., 2017). Nevertheless, the study of job satisfaction related to uniform perception and organizational pride has received little attention from the context of the country's main security force, the Royal Malaysian Police.

Therefore, an empirical study of the construct of uniform perception and organizational pride on job satisfaction should be conducted. This is important because job satisfaction is easily understood because one is said to be satisfied when his or her needs are met or beyond expectations (Liu, He, & Yu, 2017). Therefore, the purpose of this study is to identify the relationship between uniform perception and organizational pride in job satisfaction among police officers through the literature.

LITERATURE REVIEW

Theory

The theory underlying the topic in this study is "Affective Event Theory" (AET) developed by Weiss & Beal (2005). This theory defines job satisfaction as a form (construct) of the evaluative judgment of work, the cause and effect of affective experiences in the field of work. This theory of AET emphasizes the role of work events as proximal causes of affective reactions.

Thus, the theory (refer Table 1) discusses the structure of affective experience emotions, the causes of situations and dispositions, and their impact on job performance and satisfaction. In this study, the researcher considered job satisfaction only as an influential object called a fixed variable in this study as Weiss & Beal (2005) found that job satisfaction is the final evaluative judgment in the process of influencing factors that exist. This theory was first established by Weiss & Cropanzo (1996), who identified satisfaction as the evaluative judgment of independent variables, namely affective experience, which will affect the evaluative judgment of either satisfaction or dissatisfaction. Affective reactions have their own phenomena structure (for example, someone may be angry, frustrated, sad, or embarrassed); this indicates a negative response. On the other hand, happy, like, confidence shows a positive reaction. According to this theory, job satisfaction is the evaluative judgment or evaluative determination of a decision on whether it is positive or negative as a result of the job or the work situation experienced. This theory implements job satisfaction as an interpretation summary or evaluation of two factors: positive affective is the antecedent or factor of which is a form of

belief whereby affective constructs are components of emotional experiences in the workplace with a deep understanding in a work that generates experience and belief structure in the assessment.

Table 1: Evolution of AET Theory

No	People/Year	Propose	Aspect
1	Weiss & Cropanzo (1996)	Satisfaction as an evaluative judgment to the affective that will affect the evaluative judgment of either satisfaction or dissatisfaction.	Affective as factor
2	Weiss (2002)	'Affective' is expressed as mood and emotion	Affective experience is emotion
3	Weiss & Kurek (2003)	This theoretical model proposes a way in which the element of personality falls into the view of the affective model as being able to influence reactions to events.	Personality Elements
4	Weiss & Beal (2005)	Views of beliefs about a job. Together with the affective experience and the belief structure give the decision a "job satisfaction."	Affective at working place

The conclusion explained by Weiss & Cropanzo through this theory is that job satisfaction is the same as affective plus trust factor and form attitude. This theory is further revolutionized when Weiss (2002) enhances its consistency with the original objective of Weiss & Cropanzo's (1996) grounded theory of differences between satisfaction construct as evaluation, which considers evaluative judgment and affective, which was interpreted as mood and emotion. The evolution of this theory continues with Weiss & Kurek (2003), who furthered the contribution of this theory model by proposing a way in which the element of personality is reflected in the affective model as being able to influence the reaction to an event. On the basis of Weiss & Cropanzo's theory, they found an affinity between affective to satisfaction in which they clearly have shown the difference between cause and effect. Weiss & Cropanzo (1996) argue that through AET theory, satisfaction is an attitude that is considered to cease as merely a form of "evaluative judgment" of some part of the work, but not the whole, and is determined by the emotional experience.

This work satisfaction theory discusses the composition, condition and disposition of affective experiences and their effects on performance and job fulfilment (Goudarzi et al., 2011). This theory also acknowledges the existence of studies on work and affective satisfaction that focus on the relationship between environmental and affective characteristics. And this theory is further revolutionized when Weiss & Beal (2005) adds value to this model's theory by introducing a paradigm for the study of affective at the workplace (at work). The conceptual findings of Weiss & Beal (2005) provide an overview of abstract beliefs about work. The affective experiences and belief structures give results to an assessment called "job satisfaction". At the same time, "attitude" has already been recognized that it contains affective and cognitive combinations. And this theory concludes that the true meaning to be explained in AET is to play a role in the interpretation of the two main components of the theory, which then enables other researchers to develop it.

Therefore, this theory will be the basis of the researcher's study as the theory of events at the workplace influencing emotions and the process eventually translates to the final evaluation in the evaluation judgment of "Job Satisfaction" in accordance with the theoretical framework illustrated by the researcher in this research. Affective Event Theory is the theory of job satisfaction, which is defined as the antecedent source of the work environment that produces an emotional cushion of an employee's feelings and thus produces an affective reaction to work experience. As a result, a form of consequence emerges that results from a deep belief in work; emotional at work; the belief structure in assessment transforms it into a kind of resilience, which is the spirit, commitment, and dedication that is ultimately assessed in its evaluation of job satisfaction.

Uniform Perception

Daniel, Johnson & Miller (1996) came up with the idea of establishing an element of uniform perception as a construct that can be measured and researched. Previous researchers have claimed that the service of an organization needs to be recognizable to the customer (Daniel et al., 1996), which is always trusted by the customer as the service provider (Solomon, 1985; Tansik, 1990). As with product marketing, people who manage product marketing should carefully consider the brands placed, whereas the service marketing must carefully consider what the service worker has to offer (Daniel et al., 1996). Based on the previous researcher's guidelines, it is agreed that customers will always look for an implied sign of a particular form of service to serve as their formula for responding to and evaluating service quality (Zeithaml, Berry & Parasuraman, 1993; Crane & Clarke, 1988). Uniform is a component of the implied sign that customers can use as a stimulus or sign for a stressful effect (Kaiser, 1997).

The corporate uniform is also part of the package of these components that serve as the image and orientation of service to represent the organization in marketing so that it can be recognized by the customers (Solomon, 1987). Uniforms contribute to the formation of customer expectations and evaluation (Joseph & Alex, 1972; Rafaeli, 1993). Solomon (1985) has argued that workers' clothing is one of the most potential mediums to represent the nature of an organization's service. While uniforms serve as a sign for observers, clothing is also a symbol or tool for explaining who we are to others (Daniel et al., 1996). Appearance is closely related to products and services that refer to a person and his or her role in relation to his actions and attitudes: "Clothing is often used as evidence and can serve as an indication of our status to all observers at first glance" (Veblen, 1953 quoted in the journal of Daniel et al., 1996).

Although the importance of the uniform to the wearer has been widely discussed by scholars, it has been shown that there have been studies that examine perceptions of clothes and appearance from the perspective of the wearer (Kaiser, 1990). The study of Daniel et al. (1996) has appeared specifically related to the perception of uniforms. Daniel et al. (1996) define one of the components of uniform as the embodiment of a group of components that is a disclosure and concealment of status, valid and motivating, as well as a reinforcement of the individual wearing it. The theories, based on Daniel et al.'s (1996) study, include uniform theory: Uniforms serve as the identifier of a group member, helping to secure the achievement of organizational goals, and setting group priorities and status requests for individuals (Joseph & Alex, 1972).

Additionally, the benefits of uniforms also help the organization administer human resources by identifying members or non-members of an organizational unit simply by looking at the specific design and type or colors that may reflect where and the position the employee is responsible within the organization (Rafaeli & Pratt, 1993). The objective of the study by Daniel et al. (1996) was to understand the perception of the uniform wearer of feeling whether a uniform or street cloth helped them perform the task better. A study conducted on 208 Australian aviation systems crews suggested that out of 4 factors, the perception of uniform appears to have influenced the third factor, i.e., "customer influence" and the fourth factor (organizational identification) which further confirms that the elements of uniform status, power, legitimacy and group identification are most prominent to the wearer as what the observer sees.

Furthermore, what is more, important from the findings of this study is to draw attention to the extended impact of uniform on the wearer, as it has been focused on the feelings of the wearer who affects themselves, as shown in the first factor "service attitude" and the second-factor "appearance." Singer & Singer (1985) found that observers believed that any police officer in uniform would be more competent, trustworthy, and wise than those who wore casually. Rafaeli & Pratt (1993) have suggested that colors, styles, and accessories of service apparel represent the meaning-laden symbols to customers where the management can use to influence customer expectations. Daniel et al. (1996) have recommended that the meaning of the "deep symbol" discussed by Rafaeli & Pratt (1993) be given special attention. Therefore, the researcher intends to examine the perception of uniform from the context of the Royal Malaysian Police officer in this study.

Police perceptions are defined as highly related to the feelings or emotions that people feel about the service of Police (Saruji, Ahmad & Zainuddin., 2018). Service usually refers to service delivery, the measurement of service rendered by the Police, which is inseparable from the measurement of service quality (Collier et al., 2004). Uniforms help to represent a team or group of members, as in the case of soldiers and police forces (Daniel, 1996). Uniforms have specific color and shape characteristics as identification between members (Ashshidiqi, Suprayogi, & Kusumanigrum, 2017). However, according to Joseph & Alex (1972), uniforms have always been the reverse reference to the wearer in terms of how to respond to the wearer. Paul & Birzer (2004) outline two things that focus on the importance of the role of police uniform in structuring relationships between Police and society;

1. Maintain an internal legitimacy within the department by enhancing their role as enforcers of public violence.

2. Serves to construct a hierarchy between the Police and the public symbolically.

From the point of view of Paul & Birzer (2004), to gain the respect of the police force in the eyes of the public - even when Police are confronted with many things that require the Police to take action on specific cases that bring back public criticism on the Police - the police force needs to focus on the explanation of their role in responding to the public so that the public understands the real job situation of the Police and adopts a different identity from other enforcement agencies, for example, through logos and uniforms that serve as the governing body of law and national security. This notion is called perception, and the first perception of the identification of an agency is uniform. And this uniform represents the people's trust and respect for the police agency designated by the wearer. The perception of uniform is also crucial, according to Simmei (1990) "Society itself would disintegrate without the general trust that people have in each other." The society's trust plays a key role in Police and community relations.

In Malaysia, the Royal Malaysian Police Force is aware of this, putting the motto as "Police and The Community, Will not Separate. " The community is the customer of the services provided by the Police. The society is made up of all levels of society up to the highest level and the lowest level of society as long as they are in Malaysia. And every community recognizes the Police through their assets and uniforms. This is also acknowledged by Power (1995), who argues that an affirmation of the mind that makes one admit to another as when one is wearing the uniform. This is based on their psychology in the social life of conformity to obey the instructions. Power also emphasized that this element has crowned the police uniforms to be 'respected and obeyed' by the public. However, Bourdieu's (1977) opinion contradicts this point. He said the use of symbols of violence portrayed by actions of the culture used by police organizations was necessary to inspire a sense of fear and subservience of society to obey the instructions. According to Paul & Birzer (2004), the symbolic elements of such violence often do not conform to the concept of abuse and create a false impression of integrity, honor, reputation, or laud of the community based on the symbol.

Sociologically, a symbol is considered a symbolic art when its existence leads to an introduction to a social relationship (Paul & Birzer, 2004). When patterns are put on display, these 'consumable' act as symbols of distinction and interactive power (Warner, 1959; Veblen 1973; Bourdieu, 1989). As such, the role of the uniform symbol is important as it represents the meaning of the goals of the organization through the message it wants to convey to the customers (Wolf & Wogather, 1998). Nonetheless, the past scholars' views on nurses' uniforms through the literature summarize that the public's negative response to the image of nurse uniforms is a challenge towards developing a strategy to improve the self-concept of workers and ultimately to shape and display a valuable contribution to the organization (Hoeve, Jansen & Roodbol, 2013). While Tajfel & Turner (1986) emphasized self-image and self-concept in the formation of professional image and professional identity in their model, this implies that a positive perception does not lie solely on the symbol of the organization, but rather as a factor arising within the individual employee, the wearer of the symbol (uniform). The self-concept brought about by Tajfel & Turner (1986) is the way we think about ourselves.

Uniforms are seen to create a sense of belonging and are capable of supporting a feeling, which is an indication that an individual belongs to a particular group or a business unit (Craik, 2005). Authorities and law enforcement can draw the impression that each uniform worn by each enforcement officer of each agency represents their respective roles and powers (Daniel et al., 1996). However, according to Earle (2003), the uniform is one of the forms of work environment that can create a positive impact on an employee's behavior and performance, which directly affects the customer experience. Yeh et al. (2013) defined that the individual uniform of a worker plays a role in giving the customer a first impression of the organization. Workers' uniforms typically are one of the most important components of their identity (Nelson & Bowen, 2000). Although the importance of the uniform to the wearer has been widely discussed by past scholars including the perception of uniform and the appearance from the wearer's perspective, however, there has been little attention from the perspective of the Royal Malaysian Police officer's perspective (Alias & Bahron, 2019).

Pride to the Organization

Organizational pride is essentially a psychological construct where the initial research is within the scope of organizational psychology research focusing specifically on employees related to its organization. This construct refers to a person's positive attitude toward his or her organization, which is derived from an assessment of relative group status (Haslam, 2004). Mischkind (1998) defines organizational pride as a positive feeling experienced by an organization member, derived from its identity along with the reputation and success of an organization. Katzenbach (2003) argues that organizational pride is one that drives positive work behavior and is the key to differences in competition. The concept of

organizational pride has been recognized by scholars and practitioners of management since the early 2000s, as it is important and has become a strategic asset of an organization (Mischkind, 1998), and a key factor in the success of an organization (Appleberg, 2006; Gouthier & Rhein, 2011).

There have been some recent studies that perceived organizational pride contributes to perseverance and achievement (Reid, Bowen, Setterlund, & Rothman, 1991). Meanwhile, Mathias & Miriam (2011) stated that the strong link between emotional, organisation's pride and organisation's pride and a positive effect on customer service commitment has been found. A strength combination was found as a result of the conflict between the emotional pride of the organization and the organizational pride in creating a positive impact on the delivery of commitment to their customer service. Various definitions have been made by past scholars on organizational pride. Scholars with various meanings define pride itself, and mostly associated with emotions, sometimes referred to as 'intellectual emotion' (Averill, 1991) or secondarily emotion (Kemper, 1992), and is often regarded as a positive emotion (Lawler, 1992). In other words, pride refers to a person's positive emotional response to a task that causes the person to work hard.

This interesting emotion depends on the degree of the existence of self-concept in the individual (Stipek, 1983; Taylor, 1985). Social psychologists have studied the causes of antecedents, and the effects of their behavior by focusing on their relationship to achievement (Atkinson, 1974; Weiner, 1985) and psycho-analytic authors have found a pride pathology (Yachnes, 1975). In contrast, Lea & Webley (1997) claimed that pride is a mere emotion and responds to that pride as a person's attitude and character in self-esteem. Emphasis on the relationship between pride and self-concept is the self-image, self-esteem, and self-consistency - and pride is related to all these self-concepts. Early scholars have laid the groundwork for events involving basic emotions include "angry," "scared," "happy," "disgusted," "sad," and "shocked", which are generally known as voiceless expressions (Ekman, Sorenson & Friesen, 1969). Verbeke, Belschak & Bagozzi (2004) claimed that pride is a positive affective towards the behavior of organizational members. It can affect the emotions of the organization members but can control them from taking advantage.

For civil servant or police officer, the pride of a civil servant is defined as a person who works honestly, fully aware of his dedication, and leverages his academic education, knowledge, experience, and professional ethics to achieve (Vermeeren en van Geest, 2012). Organizational pride is professional pride among police officers (Alias & Bahron, 2019). Kraemer & Gouthier (2014) refers to organizational pride as a process of providing something positive that promotes a working environment that requires high social recognition of the organization. The concept is different when there are past studies that focus on facial expressions, which suggest that one's proud facial expressions can convey social information by allowing the individual to convey social influence or draw praise for their achievements acquired (Darwin, 1875/1965; Sharif & Tracy, 2009; William & DeSteno, 2008,2009).

Expressions expressed in facial expressions are crucial in distinguishing between proud or arrogant expressions that can convey either a form of anger - a naturally aggressive form of pride in which the expression contains 2 elements of pride and anger that depend on the expression of one's face that can determine an individual's emotions (Nelson & Russel, 2011). The idea that pride emotions contain elements of anger was first suggested by Tracy & Robins (2007) and Plutchik (1962). Tangney (1999) mentioned that pride also has a negative connotation, where pride drives an individual to be overconfident, leading to a person having conceit and ego, which threatens a social capital and the quality of service delivery. This extreme arrogance in the literature is called hubris (Fischer & Tangney, 1995; Lewis, 2000). Generally, when an employee sees pride as being shown by another person who draws attention to performance and is one's relative frailness, it can result in resentment (Verbeke & Belschak, 2004). This is because a service worker whose job is to deal with people both inside and outside the organization is so important that they learn to control their pride expressions in a non-intrusive environment (Salovey, Bedell, Detweiler, & Mayer, 2000).

However, from the perspective of organizational pride which serves as a service provider where it can only be evaluated by the customer who demands quality of service delivery, security, stability and satisfaction. Several past researchers have agreed that organizational pride takes the approach of taking a good example of the results of the study being applied to their organizations such as quality service elements (Gatfield, 2000; O'Neil & Wright, 2002; Dado, Petrovicova, Riznic, 2011) and customer management relationships (Oluseye, Tairat, & Emmanuel, 2014) can assist in organizational decision making. Therefore, pride is an emotionally powerful element that influences a person's attitude and behavior to refer to the positive response of the customer (Louro, Pieters & Zaelenberg, 2006; Soscia, 2007). Therefore, pride is an emotionally powerful element that influences a person's attitude and behavior to refer to the positive response of the customer (Louro, Pieters & Zaelenberg, 2006; Soscia, 2007). Thus, researchers study organizational pride as a

variable in job satisfaction from the context of current PDRM officers in the workplace based on affective theory of incident.

Job Satisfaction

Job satisfaction refers to positive emotional states in terms of job experience and job satisfaction, which vary based on individual perceptions (Klaus, 2012). Job satisfaction is also a repetitive behavior that strongly influences workers in predicting work and daily life and can have a positive effect on an employee's morale, commitment, and productivity (Carlos et al., 2012). According to Barbara A. Fritzche and Tiffany J. Parish (2005), job satisfaction is an affective variable that results from one's job experience". This statement is an extract from Locke's (1976) theory that job satisfaction is a positive and positive emotion that results from an appreciation of one's job or job experience. It can be concluded that job satisfaction describes how much a person likes his job. Each researcher has their views and results. Each result of the researcher's approach differs according to the definitions brought about in job satisfaction. Some of the perspectives and approaches used by researchers to define job satisfaction are as follows:-

1. Wexley & Yuki (1977) stated that job satisfaction is one way an employee feels about his or her job. This means that job satisfaction is "a person's feelings towards his or her job".
2. Vroom (1964) defined job satisfaction as a reflection of positive work attitudes. And it gives the impression that this job satisfaction is a good and enjoyable thing.
3. Tiffin (1958) argued that job satisfaction is closely related to an employee's attitude toward his or her work, work situation, cooperation between leaders and employees.

According to Aziri, although many researchers have suggested the use of their findings in scientific research, all the time in everyday human life, there is still no consensus on what job satisfaction is. Thus, in the end, there is still no precise definition of what this job satisfaction represents. Therefore, it is important first to investigate the nature and importance of such work as activities undertaken by the universal human beings and should be considered (Aziri, 2011).

Factors that affect job satisfaction

Appreciation of competence, social relations at work, accuracy in resolving human relationship conflicts, feelings of fairness, and well-being, whether personal or task-related (As'ad, 2004). Harold E. Burt's view on job satisfaction factors includes:

- i. Interaction among colleagues factors
 - a. Relationship between supervisor/supervisor and employee
 - b. Physical relationship with the work environment
 - c. Social relations between workers.
 - d. View of colleagues.
 - e. Emotions and work situations
- ii. Individual factors
 - a. People's perception of their work
 - b. People's age at work
 - c. Gender
- iii. External factors - (intra)
 - a. Family conflict
 - b. Recreation
 - c. Education and Training (Courses and so on)

Stephen Robbins presents four variables that can affect a person's job satisfaction. These include:

i. Challenging job

Employees tend to have jobs that give them opportunities while they provide service and the ability to offer a variety of tasks, freedom, and income as soon as they finish work. Less challenging jobs tend to be tedious, while overly challenging jobs tend to be frustrated and failed. Through the concept of moderate challenges, most employees will experience happiness and satisfaction.

ii. Great rewards

The tendency of an employee to expect a more just and reliable income system and promotion is in line with the expectations of the workers. When an employee considers that the income earned is in line with the demands of the job, the duration of service, and if it is the same as the other employee without favor, satisfaction will emerge. Not all employees work for income or money, and some workers voluntarily work without expecting income. Therefore, promotion or position in a job is another alternative to job satisfaction. However, most workers are more interested in the pursuit of pleasure, promotion, self-development, and social status.

iii. Workplace factors

A situation required by the worker at his workplace. These include the comfort or convenience of the asset or the attire that enables them to do the job well. Previous studies have shown that an employee is less likely to experience job satisfaction when he is in a dangerous or uncomfortable working environment. The unpleasant temperature condition, the dazzling light, and other factors that may not be so extreme, however, can cause discomfort to the workers. Workers also tend to work in locations close to home, use the latest modern facilities assets and the best work equipment.

iv. Colleague factors

To get job satisfaction, colleague factor plays a role. The behavior of a supervisor or manager also greatly affects the job satisfaction of an employee. Studies show that job satisfaction increases when a supervisor is regarded as a friend and understands his subordinates, praises his or her work ethic, listens to employees, and cares about the work and skills shown by the employee.

Job satisfaction is considered to be closely related to classical motivational or encouragement theories such as Maslow's Hierarchy of Needs Theory, Alderfer's "Existence Relatedness Growth" (ERG) Theory, Locked Value Theory and Motivation-Environment/Herzberg's Two-Factors Theory. Employees who achieve job satisfaction are not only able to understand their customers' needs better but also can improve the quality of work and maintain the excellent reputation of an organization (Ramendra & Gopal, 2013; Jusuf, 2012). Whereas employees who are dissatisfied with their work experience frustration, are not motivated, and will threaten the organization's profits (Jusuf, 2012). Thus, the AET theory introduced by Weiss & Cropanzo (1996) was used in this study to explain the concept of individual job satisfaction consisting of two elements, namely the stability of the work environment (uniform perception and organizational pride) influencing an event in the form of a work situation (job satisfaction).

Relationship

The relationship of uniform perception with job satisfaction

The uniform Perception construct is said to be positively related to job satisfaction (refer Table 2). The relationship of uniform perception to job satisfaction, according to Karch & Peter (2017) explains that the role of uniform perception is one of the benefits that a worker derives that contributes to the job satisfaction of a worker. Previous studies on uniform perception have found that there is a significant relationship between the use of uniform and job satisfaction (Yeh, Tu, Chuang, Lin, & Lin, 2013a). According to Tasci et al. (2014), the first expression that symbolizes the identity and power of an entity lies in its uniform. A detailed study must therefore be carried out to study the significance of uniform wear and job satisfaction in the context of the Royal Malaysian Police Force. Cavanagh (2012) argued that an employee with strong identity representation will positively be associated with an organization's values and goals of the organization in line with expectations and experience towards job satisfaction and will psychologically agree to contribute to organizational objectives. It improves service performance and enhances customer and employee satisfaction (Rafaelli, 1993).

Table 2: Uniform Perceptions of Job Satisfaction

No	Expert/Year	Methodology	Findings
1	Karch & Peter (2017)	The mix-method design utilized a survey and supported eight qualitative interviews conducted on 196 cross-cultural, customer-facing cross-border workers (93 cited in Hong Kong, SAR and 103 from Tyrol, Austria).	The perception of uniform benefits the employee who contributes to the worker's satisfaction.
2	Yeh, Tu, Chuang, Lin, & Lin, (2013a)	Quantitative methods using a survey on 85 employees of four hotels in Southern California .	There is a significant relationship between uniform and job satisfaction
3	Nelson & Bowen (2000)	The quantitative method uses a survey of 201 casino-resorts employees in Las Vegas	Uniforms have a significant impact on workers' attitudes; they agreed to put on the uniform as one that had psychological elements and behavioral implications for the wearer
4	Alias & Bahron, (2019)	Quantitative Methods of Survey on 100 Police in Malaysia. (literature review)	Uniform perceptions have a positive relationship with job satisfaction.

According to Rafaeli A. (1993) and Shao, Baker & Wagner (2004), an effective service represents a symbol provided by a security organization for its customers. Therefore, the workers' uniform is an important part of creating a view of service. Nelson and Bowen's (2000) study also agreed that uniform is one of the benefits packages for employees and that employees will be encouraged to carry out work in line with the organizational image and job satisfaction (Nelson & Bowen, 2000). Other research studies such as Laschinger & Grau (2012), Bandura (1998), and Jackson et al. (2012) have found that uniform is both personal identity and identity introduction related to self-concept. Self-concept involves factors such as the will to chase decision, optimism, ability to recover, and confidence. This personal identity is also closely related to the sense of belonging and forms the basis of social and environmental factors through social interaction as customers, partners and role models (Ashforth, 2000; Du Toit, 1995; Lorenz, 2013; Munro, 2010; Ravasi & Van Rekom, 2003).

Uniform has become a communication tool for agencies or organizations in delivering services based on the role of the agency (Karch & Peter, 2017). Studies on employee satisfaction indicate that uniform design (such as function, suitability to the job scope and comfort are important to the wearer, which contributes to the attitude produced by service workers in representing their job and their organization (Nelson & Bowen, 2000). However, Watson et al., (1991) argue that job satisfaction is not just a stand-alone factor, but it is determined by a variety of constructs involving countless internal variables (personal and work experience). External variables that are factors in the work environment (Koltkamp, 1990), in the context of this study is the uniform perception. This view is supported by past scholars who believe that uniforms have an impact on job performance, employee morale, and overall job satisfaction (Karch & Peters, 2017). In the findings by Nelson and Bowen (2000) on 201 resort casino workers who wear uniform in Las Vegas, there is a shocking finding that uniform mandates have had a significant impact on workers' attitudes. Two other findings follow this: 1) the level of customer interaction based on job placement does not affect the attitude of the worker to his job at all; 2) however, through literature review, they have agreed to place uniform as something that has psychological elements and behavioral implications on the wearer. Therefore, the positive impact of uniform will extend to the customers dealing with the employee. The positive effects that come from both sides (customers and employees) create satisfaction.

Haise & Rucker (2003) claimed that the uniform causes more feedback received, and thus there is a higher chance of causing an individual employee's satisfaction. This finding is confirmed by using a survey method conducted on 121 airline assistants at two US aviation systems agencies. Nelson et al. (2013) concluded in their study that the strength of a symbol representing an organization plays an important role in the job satisfaction of its employees, and the symbol is uniform. According to Yeh et al. (2013), the results of an analysis of 85 employees of four hotels in Southern California

show that the use of uniforms by individual workers affects the customers' perceptions of an organization's image. Uniform plays an important role in developing employees' perceptions of job satisfaction. The results of the study by Yeh et al. (2013) also showed that the questionnaire "I am delighted with my uniform today" had a mean of 4.54 compared to seven other statements. Followed by the second place with a way of 4.37 with the questionnaire, "I think the uniform I wear affects my overall attitude towards work."

Yeh et al. (2013) claimed that workers' uniforms are a long-term factor in improving the productivity of an organization, where employees believe their credibility and professionalism will increase in line with their confidence as the front line of customer service wherever formal uniforms are used. And this shows that uniforms have a positive effect on employee satisfaction. Although there is a general disagreement that uniform perception affects job satisfaction for individual employees within an organization, most of the findings from previous studies showed that uniform perception is significantly related to employee job satisfaction. It also indirectly influences the achievement of organizational goals, and developing positive and uniform service delivery contributes to employee confidence in serving customers (Nelson & Bowen, 2000).

According to Benjamin & Melissa, the degree of job satisfaction reported by each individual is different, including his or her intrinsic and extrinsic satisfaction to the organization. And how the organizational environment can meet the needs of individuals also influences their satisfaction with the organization (George, 2000). The studies carried out by these scholars as a whole involve the perspective of the uniformed worker, the wearer, and the job satisfaction they experience as a result of the uniform.

Relationship of organizational pride with job satisfaction

Organizational pride is closely related to job satisfaction (refer Table 3). The relationship between emotional pride that refers to organizational behavior and job satisfaction has been widely studied in the workplace (Hodson, 1998). This aspect of affective emotions is the organizational members' pride over their organization. It can play a role in driving organizational members' loyalty to the organization, while also building job satisfaction among them. Previous researchers Mas-machuca et al. (2016); Williams & Destano (2008,2009) found that psychologically, pride is a positive affective emotion that plays a role in communicating motivation toward job satisfaction. Self-esteem gives rise to highly effective emotions and is an incentive to develop one's perseverance (Williams & Desteno, 2008). The findings of this research study, however, found another result that respondents' willingness to achieve real achievement with the need for a role of emotional pride brings implications and guidance to leaders in developing their resources (Williams & Desteno, 2009). On the organizational side, research shows that the management needs to provide encouragement and assistance as well as support, and it is positively related to organizational pride and job satisfaction (Mas-machuca, Berbegal-mirabent & Alegre, 2016).

Table 3: Organizational Pride with Job Satisfaction

No	Author/Year	Methodology	Findings
1	Mas-Machuca et al (2016)	Quantitative methods related to pride using a survey questionnaire were conducted on 180 university students in China.	Pride is a positive affective emotion that plays the role of conveying motivation towards job satisfaction.
2	Williams & Destano (2008,2009)	Quantitative methods using a survey of 85 employees at four hotels in Southern California.	Psychologically, pride is a positive affective emotion that results from job satisfaction.
3	Helm (2012)	The quantitative method uses a survey on 439 members of the American Association of Graduate Faculty Alumni Association.	Pride in an organization is positively correlated with worker satisfaction.
4	Alias & Bahron	Quantitative Methods of Survey	The pride of the organization has a

The construct of organizational pride itself refers to a positive attitude towards the organization (Haslam, 2004). This positive feeling is a positive form of emotion. Locke (1976) elaborated on the theory that positive emotions generated by affective achievement and job appreciation for an individual employee are one of the forms of job satisfaction. This is supported by Lea & Webley (1997) in their synthesis study, which found that almost all previous researchers agreed that pride is closely related to affective achievement. The relationship between pride and achievement is evident in several studies conducted by past researchers (Lea & Webley, 1997), taking the example of graduate studies that make internal disclosures of success and satisfaction, also expressing their pride (Zaleski, 1998). The capacity to obtain pride is one solution to what has been achieved (Atkinson, 1974). Weiner (1985) claimed that pride formed is dependent on the attainment of interest of that attribute, which is directed at the individual who earns it. A study report was made on a person who feels proud (between emotions) discovered that the feeling of pride was present and understood by a child of five years and that it resulted from the behavior of the person (Seidner, Stipek & Feshbach, 1988). A study conducted by Tracy, Robins & Lagattuta (2005) found that children's self-esteem is positively significant and related to appreciation and happiness, with a child being able to recognize and experience joy first before the formation of pride. Therefore, in this context, happiness and gratitude are a form of satisfaction (Locke, 1976). And, it is undeniable that satisfaction has a positive relationship with pride.

After the discussion of the significant positive relationship between pride and satisfaction, the researchers re-discuss the relationship of organizational pride with job satisfaction by searching the library's research highlights. The researchers bring back the terminology of the construct of organizational pride, which is organizational psychology referring to a positive attitude towards a group of individuals derived from an assessment of the relative status of the group (Haslam, 2004). In this context, the researchers highlight a number of past studies that specifically talk about this construct in order to uncover what space has been found successfully from previous studies. Helm (2012) based on a study conducted on 439 members of the alumni association of American business faculty graduates, found that three matters were formed: 1) organizational pride model was positively correlated with employee satisfaction; 2) the role of organizational reputation and pride is analyzed, and it is found that external reputation perception has a significant relationship on the level of pride because it is important for the employee how outsiders evaluate their level of trust as representing their organization; and 3) finally, this study serves as a mediator analysis that can show how an organization should address employee loyalty by gaining an external reputation perception for enhancing the organizational pride of employees.

However, in contrast to the findings of Hodson's (1998) study of the relationship of organizational citizenship behavior with employee pride, it was found to be more consistent than organizational pride behavior with job satisfaction involving self-conscious emotions in the workplace. According to Hodson (1998), the mood of the worker is explained by the pleasant emotion generated by pride in the work; or something unpleasant as a result of the shame created by the perception of severe failure emerges as something very relevant offering a fair outcome to the organization. The findings show that organizational pride is a stronger indicator of the impact it has had on the workplace than on job satisfaction. The view that emotions function as an efficient mechanism that helps an individual respond to the adaptation to a challenge, and if pride represents an emotion, then the pride is derived from a value that involves real success whose task can be defined toward explaining behavior and social outcome that will help to benefit an individual in dealing with social interactions (William & DeSteno, 2009).

CONCLUSION

The aim of this study was to identify the relationship between uniform perception and organizational pride with police officers' job satisfaction. The field of Police is a public service that demands a lot of connection with the community and is always involves emotions (Patterson, 2009). In addition to providing community service, police organizations offer several services at a high risk of loss (Wan Anor, Wan Nurfatni, Adi Fahrudin & Mohd Dahlan, 2018). The Royal Malaysian Police Organization is well recognized based on a study by Sazif (2011), who stated that throughout the security and uniformed organizations in Malaysia, the country's main enforcement body is the Royal Malaysian Police Force (PDRM). The transparency of on-duty police officers is controlled by standard operating procedures (SOP) as provided in the police Act 1967, and Criminal Procedure Code 1952, and they should be maintained and appreciated for

the interest of national security. Everybody, regardless of government or the public, should be aware that police job satisfaction should be given priority and attention to in the aspects of the team's identity symbol and the value of team pride that is closely related to achieving the organization's goals of integrity and achievement.

Therefore, an empirical study on the construct of uniform perception and organizational pride in job satisfaction should be conducted. This is because attention must be paid to the image of PDRM which acts as a role model to other law enforcement agencies in the country and represents the first national security symbol in Malaysia to enforce the law, whether on land, air or sea within the Malaysian Federation as enshrined under the Police Act 1967. This study is important in explaining the significant situation of two-way relationships of the uniform perception and organizational pride on job satisfaction.

In this regard, the researchers hope that this study will provide an appropriate guide for policymakers and employers to revise the image in shaping police officers towards holistic pride in the team while increasing the sense of belonging among police officers. And job satisfaction will be present, and it will motivate the organization members (police officers) together to maintain the credibility and image of the team in line with PDRM's mission of "Providing professional and quality service in protecting the country and ensuring a safe environment for the people" while restoring the concept of honor in the PDRM by friends (community) or opponents (criminals).

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