



Multi-Knowledge Electronic Comprehensive Journal For  
Education And Science Publications( MECSJ )

Issues 66 ( 2023)

ISSN: 2616-9185

## The impact of quality of career on job satisfaction: an applied case on Dubai Police

الاسم: شهاب احمد عبدالله صالح

المسمى الوظيفي : فني جودة اول

مكان العمل : شرطة دبي

### ABSTRACT

The study aimed to identify the impact of quality of career in terms of (safety and stability, social relations, wages and salaries, supervision and employee participation in management, environment Safe and healthy work, promotion, Work-life balance) on job satisfaction of employees in on Dubai Police. To reach the desired goal, the analytical descriptive approach was used, where the questionnaire prepared for this purpose was relied upon to collect data, and then conduct data analysis by finding descriptive statistics for the dimensions of the study and Multiple Linear Regression Equation. The study concluded that there is a statistically significant effect of quality of career in all its dimensions on job satisfaction of employees in on Dubai Police. In the light of the results, the study recommended improving and raising the level of employee satisfaction through increasing and improving salaries and reducing levels of work pressure to maintain and improve the quality of work life permanently.

**Keywords:** quality of career, job satisfaction, Dubai Police

### Introduction

The development in the global community has led to an interest in human behavior in the work environment, in which the human element is the main axis through which the organization creates the added value that achieves competitive advantage and a high level of performance and quality. The success of the organization depends



Multi-Knowledge Electronic Comprehensive Journal For  
Education And Science Publications( MECSJ )

Issues 66 ( 2023)

ISSN: 2616-9185

mainly on the effectiveness of the performance of the working individuals. for their tasks and duties. The performance of employees is greatly affected by their satisfaction with their work, so raising the performance of the institution is through providing methods that increase the quality of employees' careers in order to achieve job satisfaction.

The job satisfaction of employees is considered one of the most important indicators of efficiency and success for any institution. At work, satisfaction achieves many advantages. Increased satisfaction is linked to increased work, reduced absenteeism, and increased productivity and sincerity at work (Azizou, 2015).

The concept of quality of career is one of the modern concepts that has received great interest in the natural and human sciences, as the recent years have witnessed an increasing interest in its field of study and the study of the variables associated with it (Issa., 2019).

The quality of career is expressed by the individual's sense of satisfaction and happiness, and the ability to satisfy his needs through enriching the environment, and upgrading the services provided to him in the health, social, educational, and psychological fields, with good time management and benefit from it (Hamza and Boudaoud, 2018.)

**Study problem:**

The United Arab Emirates, with its various sectors and systems, seeks to keep pace with the pace of development taking place in the world, and thus always strives to improve the quality of working life. Through its Urban Plan 2040, Dubai aims for Dubai to continue implementing development plans and strategies that put people, their happiness, well-being and stability at the forefront of priorities, and to follow a method of work based on inspiration from international best practices while



Multi-Knowledge Electronic Comprehensive Journal For  
Education And Science Publications( MECSJ )

Issues 66 ( 2023)

ISSN: 2616-9185

adapting them in line with the needs of society, and ensuring for its members a future that lives up to their expectations and even exceeds them. what is the best.

According to Major General Dr. Abdul Qudous Abdul Razzaq Al-Obaidly, *"Dubai Police was keen to create a positive and happy work environment for employees, through the Happy Offices initiative, which worked on designing and decorating offices in public administrations, providing restrooms and libraries in the corridors of the leadership building, and modern tools and equipment, in addition to creating a center The Smart Police, and was also keen to appreciate the efforts of employees, by honoring and motivating them continuously .Al-Obaidli added that Dubai Police attaches great importance to achieving happiness for its employees, as it is aware that the effects of job satisfaction are greatly reflected on production, work performance, quality of work, and strengthening relations between employees. And help to enhance the spirit of initiative and creativity, and thus achieve satisfaction and happiness for external dealers"*. (Al-Obaidly, 2018)

In the current study, light will be shed on the concept of quality of work life, its importance and its dimensions represented in (stability, job security, balance between personal and work life, participation in decision-making, training programs), and the concept of job satisfaction in Dubai Police. In light of the above, the study problem can be summarized in the following question:

**Is there an effect of the quality of career on job satisfaction in Dubai Police?** Where the following sub-questions branch out:

1. Is there an effect of the safety and stability dimension on job satisfaction in Dubai Police?
2. Is there an effect of the dimension of social relations on job satisfaction in Dubai Police?



3. Is there an effect of the wages and salaries dimension on job satisfaction in Dubai Police?
4. Is there an effect of the dimension of supervision and the participation of employees in management on job satisfaction in Dubai Police?
5. Is there an impact of a safe and healthy work environment on job satisfaction in Dubai Police?
6. Is there an effect of the distance of promotions on job satisfaction in Dubai Police?
7. Is there an effect of working environment and private life on job satisfaction in Dubai Police?

**Study hypotheses:**

There is a significant effect of the quality of career on job satisfaction in Dubai Police.

The following sub-hypotheses are derived from it:

1. There is no significant effect of the safety and stability dimension on job satisfaction in Dubai Police.
2. There is no significant effect of the dimension of social relations on job satisfaction in Dubai Police.
3. There is no significant effect of the wages and salaries dimension on job satisfaction in Dubai Police.
4. There is no significant effect of the dimension of supervision and the participation of employees in management on job satisfaction in Dubai Police.
5. There is no significant effect of a safe and healthy work environment dimension on job satisfaction in Dubai Police.
6. There is no significant effect of the promotion dimension on job satisfaction in Dubai Police.



7. There is no significant effect of the dimension of work environment and private life on job satisfaction in Dubai Police.

### **Importance of studying:**

The importance of the theoretical study stems from its handling of one of the modern topics that have received great interest from institutions and still needs new studies. Its practical importance appears through benefiting from the results of the study and proposals in providing a scientific background for decision-makers in Dubai Police on the extent of job satisfaction and quality of career in their institutions, in addition to spreading the culture of quality of career and job satisfaction and enhancing it in the work environment so that police institutions raise the level of their services. Study Objectives: The main objective of the study is to identify the importance of the quality of career, which is represented in.

### **Previous studies**

1. The study (Hammond et al., 2023) aimed to find out the effect of quality of career on job satisfaction among workers in the gas processing plant. The analytical descriptive approach was used, and the study concluded that there is a positive relationship between the employee's job satisfaction and the four components of quality of career (safe work environments, work-life balance, personal development, and emotional well-being at large levels).
2. The study (sari et al., 2019) aimed to investigate the effect of the quality of career on job satisfaction and work motivation, the effect of job satisfaction and work motivation on employee performance, the effect of work life quality on employee performance in star-rated hotels in the tourism area in Ubud, equation modeling was used Structural (SEM), the study found a positive and significant effect of quality of career on job satisfaction and work motivation.



**Multi-Knowledge Electronic Comprehensive Journal For  
Education And Science Publications( MECSJ )**

**Issues 66 ( 2023)**

**ISSN: 2616-9185**

3. The study (Lee et al., 2015) aimed to investigate the perceived quality of career (QWL) need traits among frontline employees in the housing industry, to evaluate the unequal relationships between QWL traits and job satisfaction (JS) and to prioritize the QWL traits for effective management of JS. Data were analyzed using exploratory factor analysis. The study found significant and varied effects of the quality of career on job satisfaction and job dissatisfaction. Safe workplace, fair pay, empowerment and effective training, job satisfaction and dissatisfaction are reduced.
4. The study (Kermansaravi, 2014) aimed to determine the relationship between quality of career and job satisfaction among faculty members at Zahedan University of Medical Sciences. The analytical descriptive approach was used. The study concluded that There is a significant and positive correlation between job satisfaction of faculty members and quality of work life, two components of quality of career “appropriate and fair compensation” and “social integration” can predict the job satisfaction of faculty members. KH.
5. The study (Suci et al., 2022) aimed to obtain empirical evidence regarding the role of quality of career (QWL) in increasing job satisfaction and employee performance. The study concluded that the high quality of working life has an impact on increasing job satisfaction and employee performance, the importance of the leadership of the Regional Development Planning Agency and Research and Development of the city of Batu in achieving a balance between the interests of the organization and the personal life of its employees to increase the level of employee satisfaction, so that the performance of employees and the institution improves.
6. The study (Susanto et al., 2022) aims to study the impact of quality of career on the job performance of the statistical office Yogyakarta province with job



Multi-Knowledge Electronic Comprehensive Journal For  
Education And Science Publications( MECSJ )

Issues 66 ( 2023)

ISSN: 2616-9185

satisfaction and work discipline as a nested variable. The results showed that there is a significant positive effect of the quality of career on the employees' job satisfaction and work discipline. However, it turns out that the effect of job satisfaction on employee performance is not significant. The effect of work discipline on performance is remarkably positive.

7. The study (Haryono, Pamungkas, 2021) aims to study the effect of work-life balance on employee performance in small and medium-sized companies, as well as the mediating role of job satisfaction. The study concluded that work-life balance positively affects job satisfaction and performance. It also found that job satisfaction partly mediated the relationship between work-life balance and job performance. We also found that when the FSSB interacts with work-life balance and job satisfaction, it adjusts for the relationship between work-life balance, job performance, job satisfaction, and job performance. Hence, our findings provide exciting and valuable insights for research and practice.

The current study differs from previous studies in its study of one of the functional areas that has not been previously studied (to the knowledge of the researcher), which is the police field. It also deals with the quality of career in all its dimensions.

### **Methodology**

The study aims to measure the impact of quality of career on job satisfaction in Dubai Police. To achieve this, we followed the descriptive approach in describing the dimensions of the study variables represented in quality of career in terms of (safety and stability, social relations, wages and salaries, supervision and employee participation in management, environment Safe and healthy work, promotion, Work-life balance) and job satisfaction in Dubai Police. We followed the descriptive



approach in describing the dimensions of the study variables. And the analytical approach to analyze the effect of quality of working life on job satisfaction in Dubai Police. The study population included Dubai Police personnel, which consisted of 15000 individuals (Police, 2023). The study sample was determined using Richard's equation at the 0.05 level of significance:

$$n \geq \frac{\left(\frac{z}{d}\right)^2 * r * q}{1 + \frac{1}{N} \left(\left(\frac{z}{d}\right)^2 * r * q\right)}$$

whereas:

N: community size

r: Its value ranges from zero to one, and its value p=0.5 is often used.

q: represents 1-q, which is the percentage of non-availability of the characteristic in the community.

Z: the standard score corresponding to the 95% confidence level = 1.96

d: the acceptable error level at 95% confidence level = 0.05.

By applying the previous equation:

$$n \geq \frac{\left(\frac{1.96}{0.05}\right)^2 * 0.5 * 0.5}{1 + \frac{1}{15000} \left(\left(\frac{1.96}{0.05}\right)^2 * 0.5 * 0.5\right)} = 375$$

It is the minimum appropriate sample size.

The sample members were selected randomly.

**The study tool included the following parts:**

1. The first part: demographic factors, including (gender, age, educational qualification, experience, and monthly income).





2. Part Two: Axes related to the study variables: This part contains paragraphs related to the respondents' opinions about the study variables and includes the following dimensions:

- The first dimension: This part contains the paragraphs related to the respondents' opinions about safety and stability.
- The second dimension: This part contains the paragraphs related to the respondents' opinions about social relations.
- The third dimension: This part contains paragraphs related to the respondents' opinions about wages and salaries.
- Fourth Dimension: This part contains paragraphs related to the respondents' opinions about supervision and employee participation in management.
- Fifth dimension: This part contains paragraphs related to the respondents' opinions about a safe and healthy work environment.
- Sixth Dimension: This part contains the paragraphs related to the respondents' opinions about promotion.
- Seventh Dimension: This part contains the paragraphs related to the respondents' opinions Work-life balance
- Eight Dimension : This part contains the paragraphs related to the respondents' opinions about job satisfaction in Dubai Police.

A five-point Likert scale will be used: (strongly agree), (agree), (neutral), (disagree), (strongly disagree).

**Validity and reliability of the study tool:** Two types of instrument validity test were relied upon as follows:



1. Virtual honesty: by presenting the study tool to a group of arbitrators from the university professors and taking their observations about the study tool.
2. Internal validity: The Cronbach's alpha test will be used to measure the stability and internal consistency of the measurement tool, and its ability to measure the dimensions and axes of the study. The table (1) shows the results:

Table (1) Cronbach's alpha coefficients for the study axes

N	axes	The number of paragraphs	Cronbach's alpha
1	safety and stability	6	0.859
2	social relations	5	0.865
3	wages and salaries	4	0.848
4	supervision and employee participation in management	4	0.813
5	safe and healthy work environment	6	0.903
6	promotion	4	0.828
	Work-life balance	5	0.884
7	job satisfaction	12	0.945
	tool	46	0.980

Source: Prepared by the researcher

It appears from table (1):

- All stability coefficients are high and acceptable for the purposes of the study, as the stability coefficient (Cronbach's alpha) was more than (0.60).



- The Cronbach's alpha coefficient was 0.98 for the study tool as a whole; this confirms the stability of the questionnaire and its internal consistency.

#### **Statistical treatment:**

To achieve the objectives of the study and analyze the data collected from the study sample through the questionnaire, several appropriate statistical methods will be used, including:

- Descriptive statistics measures (mean, standard deviation, frequencies and percentages).
- Regression analysis.

#### **Results and testing of hypotheses:**

##### **Description of the characteristics of the study sample (personal data):**

The study dealt with a number of demographic and functional variables for the study sample individuals in terms of (gender, educational qualification, years of experience, age) which were derived from the general information included in the questionnaire, and based on that, the study sample was described, through frequencies and percentages, as follows:

Table (2) shows the distribution of the study sample according to (gender, educational qualification, years of experience, age)

		Frequency	Percent
gender	male	301	71.3
	female	121	28.7
age	18-30	292	69.2
	31-40	98	23.2
	41-50	22	5.2
	51-60	10	2.4
education	diploma	67	15.9
	bachelor	306	72.5
	master	39	9.2



	doctorate	10	2.4
experiences	Less than 5 years	236	55.9
	5–10 years	97	23.0
	11–15 years	55	13.0
	16–20 years	34	8.1
Marital statues	single	97	23.0
	married	317	75.1
	divorced	4	0.9
	widowed	4	0.9
	Total	422	100.0

Source: Prepared by the researcher

The above table shows that:

- 71.3% of the study sample were males, i.e. more than half of the study sample, and 28.7% of the females of the study sample in Dubai Police.
- The largest percentage of respondents were in the age group (18-30) with a percentage of (69.3%), followed by the age group (31-40) with a percentage of (23.2%).
- The largest percentage of respondents were bachelor (72.5%), followed by the diploma (15.9%).
- The largest percentage of respondents were Married (75.1%), followed by the Single (23%).
- (55.9 %) of the respondents have experience of (Less than 5 years), followed by (5-10).

**Descriptive statistics for the study variables:** The means and standard deviations of the study items and axes were relied upon to find out the opinions of the study sample about the independent and dependent variables of the study, as follows:



### Independent variables: quality of working life

The table (3) indicates quality of career variables, where the mean were calculated for each dimension of the quality of working life, and they were arranged in descending order according to the degree of appreciation, and the results were as follows:

Table (3) the variables of the quality of working life

axes	Mean	Std. Deviation	general trend
safety and stability	4.4024	.68620	Strongly Agree
social relations	4.3867	.73592	Strongly Agree
wages and salaries	4.3436	.76566	Strongly Agree
supervision and employee participation in management	4.3904	.76789	Strongly Agree
environment Safe and healthy work	4.2528	.83248	Strongly Agree
promotion	4.3347	.77584	Strongly Agree
Work-life balance	4.1796	.90638	Strongly Agree
total	4.3302	.69418	

Source: Prepared by the researcher

Table (3) shows the means and standard deviations for quality of working life variables. The table indicates that there is a strongly agree degree of estimation of quality of working life with an mean of (4.3302) and a standard deviation of (0.69418), as the safety and stability dimension was in the first place, and the supervision and employee participation in management were in the second rank with an mean of (4.3904) and a standard deviation of (0.76789) with a strongly agree of importance. The Work-life balance dimension came in the last rank with an arithmetic mean of (4.1796) and a standard deviation of (0.90638) with a strongly



agree of appreciation. The following is an explanation of the dimensions of quality of working life:

### A. Safety and stability

Table(4): descriptive statistics for Safety and stability

N		Mean	Std. Deviation	Rank	degree of appreciation
1	I feel job security.	4.27	.975	6	Strongly Agree
2	I undergo training courses on an ongoing basis.	4.50	.803	1	Strongly Agree
3	Our management follows a policy of motivating qualified employees.	4.36	1.012	5	Strongly Agree
4	I do not think about looking for another job, as I feel stable in my job.	4.37	.853	4	Strongly Agree
5	I do not suffer from any threat of dispensing with my services.	4.43	.821	3	Strongly Agree
6	I don't have to perform extra tasks to keep my job.	4.48	.895	2	Strongly Agree
	total	4.4024	.68620		

Source: Prepared by the researcher based on a program spss

It can be seen by the above table:

- The mean of the paragraphs of the axis as a whole is (4.4024) with a standard deviation of (0.68620).
- The paragraphs of this axis were strongly agree, as the mean ranged between (4.50-4.27) with a difference of (0.23) between the lowest and highest mean.
- In the first rank came paragraph (2) " I undergo training courses on an ongoing basis." with strongly agree degree, and in the second rank came paragraph (6) " I don't have to perform extra tasks to keep my job" with strongly agree degree.



- In the penultimate rank came paragraph (3) " Our management follows a policy of motivating qualified employees." with an strongly agree degree, and in the last rank came paragraph (6) " I feel job security." with an strongly agree degree as well.

### B. Social relations:

Table(5): descriptive statistics for Social relations

N		Mean	Std. Deviation	Rank	degree of appreciation
1	There is a collaboration with my co-workers, where we work as a team.	4.42	.910	1	Strongly Agree
2	I visit my colleagues at social events.	4.40	.857	2	Strongly Agree
3	There is a relationship of appreciation and respect with our superiors.	4.37	.851	4	Strongly Agree
4	Our managers respect family obligations and meet needs.	4.35	.975	5	Strongly Agree
5	There is justice and fairness on the part of the business leaders in dealing with us.	4.39	.966	3	Strongly Agree
	total	4.3867	.73592		

Source: Prepared by the researcher based on a program spss

It can be seen by the above table:

- The mean of the paragraphs of the axis as a whole is (4.3867) with a standard deviation of (0.73592).
- The paragraphs of this axis were strongly agree, as the mean ranged between (4.42-4.35) with a difference of (0.07) between the lowest and highest mean.



- In the first rank came paragraph (1) " There is a collaboration with my co-workers, where we work as a team." with strongly agree degree, and in the second rank came paragraph (2) " I visit my colleagues at social events." with strongly agree degree.
- In the penultimate rank came paragraph (3) " There is a relationship of appreciation and respect with our superiors." with an strongly agree degree, and in the last rank came paragraph (4) " Our managers respect family obligations and meet needs" with an strongly agree degree as well.

### C. Wages and salaries:

Table(6): descriptive statistics for Wages and salaries

N		Mean	Std. Deviation	Rank	degree of appreciation
1	There is a clear wage and reward system.	4.46	.831	1	Strongly Agree
2	We get paid well for our job duties.	4.35	.972	2	Strongly Agree
3	Wages meet our basic needs.	4.27	.878	3	Strongly Agree
4	We get paid for our creative efforts.	4.22	1.005	4	Strongly Agree
	total	4.3436	.76566		

Source: Prepared by the researcher based on a program spss

It can be seen by the above table:

- The mean of the paragraphs of the axis as a whole is (4.3867) with a standard deviation of (0.73592).
- The paragraphs of this axis were strongly agree, as the mean ranged between (4.42-4.35) with a difference of (0.07) between the lowest and highest mean.





- In the first rank came paragraph (1) " There is a clear wage and reward system." with strongly agree degree, and in the second rank came paragraph (2) " We get paid well for our job duties." with strongly agree degree.
- In the penultimate rank came paragraph (3) " Wages meet our basic needs " with an strongly agree degree, and in the last rank came paragraph (4) " We get paid for our creative efforts." with an strongly agree degree as well.

**D. Supervision and employee participation in management:**

Table(7): descriptive statistics for Supervision and employee participation in management

N		Mean	Std. Deviation	Rank	degree of appreciation
1	We participate in the administration in making the necessary decisions to solve work problems.	4.43	.874	1	Strongly Agree
2	We participate in the management in taking various decisions related to their business.	4.31	1.063	4	Strongly Agree
3	My boss gives us complete information about business goals and results.	4.42	.954	2	Strongly Agree
4	My boss has a great ability to motivate us to do our best.	4.40	.939	3	Strongly Agree
	total	4.3436	.76566		

Source: Prepared by the researcher based on a program spss

It can be seen by the above table:

- The mean of the paragraphs of the axis as a whole is (4.3436) with a standard deviation of (0.76566).
- The paragraphs of this axis were strongly agree, as the mean ranged between (4.43-4.31) with a difference of (0.12) between the lowest and highest mean.



- In the first rank came paragraph (1) " We participate in the administration in making the necessary decisions to solve work problems." with strongly agree degree, and in the second rank came paragraph (3) " My boss gives us complete information about business goals and results." with strongly agree degree.
- In the penultimate rank came paragraph (3) " My boss has a great ability to motivate us to do our best." with an strongly agree degree, and in the last rank came paragraph (2) " We participate in the management in taking various decisions related to their business." with an strongly agree degree as well.

#### E. Environment Safe and healthy work

Table(8): descriptive statistics for Environment Safe and healthy work

N		Mean	Std. Deviation	Rank	degree of appreciation
1	Working conditions meet occupational safety requirements.	4.17	1.068	6	Agree
2	The administration is keen to guide us to preventive and safety measures during work.	4.24	1.031	4	Strongly Agree
3	Management cares about our health, safety and security.	4.21	1.057	5	Strongly Agree
4	The administration has specific laws and regulations for occupational health and safety.	4.37	.866	1	Strongly Agree
5	The administration prepares training programs on occupational safety and health.	4.25	1.006	3	Strongly Agree
6	We have the necessary insurances.	4.27	1.045	2	Strongly Agree
	total	4.2528	.83248		

Source: Prepared by the researcher based on a program spss



It can be seen by the above table:

- The mean of the paragraphs of the axis as a whole is (4.2528) with a standard deviation of (0.83248).
- The paragraphs of this axis were strongly agree, as the mean ranged between (4.37-4.17) with a difference of (0.20) between the lowest and highest mean.
- In the first rank came paragraph (4) " The administration has specific laws and regulations for occupational health and safety." with strongly agree degree, and in the second rank came paragraph (6) " We have the necessary insurances." with strongly agree degree.
- In the penultimate rank came paragraph (3) " Management cares about our health, safety and security." with an strongly agree degree, and in the last rank came paragraph (1) " Working conditions meet occupational safety requirements with agree degree

#### F. Promotion:

Table (9): descriptive statistics for Promotion

N		Mean	Std. Deviation	Rank	degree of appreciation
1	There is a clear system for promotions in our organization based on correct and clear foundations and criteria.	4.35	1.039	2	Strongly Agree
2	Everyone has opportunities for promotion and advancement.	4.27	.943	4	Strongly Agree
3	There is a compatibility between the educational qualification and my job degree.	4.40	.919	1	Strongly Agree



4	I have the possibility of moving to higher management positions in fairness.	4.32	.916	3	Strongly Agree
	total	4.3347	.77584		

Source: Prepared by the researcher based on a program spss

It can be seen by the above table:

- The mean of the paragraphs of the axis as a whole is (4.3347) with a standard deviation of (0.77584).
- The paragraphs of this axis were strongly agree, as the mean ranged between (4.40-4.27) with a difference of (0.13) between the lowest and highest mean.
- In the first rank came paragraph (3) " There is a compatibility between the educational qualification and my job degree." with strongly agree degree, and in the second rank came paragraph (1) " There is a clear system for promotions in our organization based on correct and clear foundations and criteria." with strongly agree degree.
- In the penultimate rank came paragraph (4) " I have the possibility of moving to higher management positions in fairness." with an strongly agree degree, and in the last rank came paragraph (2) " Everyone has opportunities for promotion and advancement." with strongly agree degree.

#### G. Work-life balance

Table (10): descriptive statistics for Work-life balance

N		Mean	Std. Deviation	Rank	degree of appreciation
1	The personal working conditions of the workers are taken into account.	4.26	1.017	3	Strongly Agree



2	The administration gives us the facilities to achieve compatibility between the requirements of work and their lives.	4.31	.933	1	Strongly Agree
3	We can take time off to take care of a family member.	4.30	.988	2	Strongly Agree
4	The administration understands that I am late for work, provided that I make up for the late hours.	3.96	1.294	5	Agree
5	I find ample time to spend with family.	4.06	1.207	4	Agree
	Total	4.1796	.90638		

Source: Prepared by the researcher based on a program spss

It can be seen by the above table:

- The mean of the paragraphs of the axis as a whole is (4.1796) with a standard deviation of (0.90638).
- The paragraphs of this axis were strongly agree, as the mean ranged between (4.31-3.96) with a difference of (0.35) between the lowest and highest mean.
- In the first rank came paragraph (2) " The administration gives us the facilities to achieve compatibility between the requirements of work and their lives." with strongly agree degree, and in the second rank came paragraph (3) " We can take time off to take care of a family member." with strongly agree degree.
- In the penultimate rank came paragraph (5) " I find ample time to spend with family." with an agree degree, and in the last rank came paragraph (4) " The administration understands that I am late for work, provided that I make up for the late hours " with agree degree.



**Dependent variable: Job Satisfaction**

Table(11): descriptive statistics for Job Satisfaction

N		Mean	Std. Deviation	Rank	degree of appreciation
1	I find real pleasure in doing my job.	4.33	.912	6	Strongly Agree
2	I don't get bored or upset while I'm working.	4.27	.978	10	Strongly Agree
3	I find that my salary matches my effort in the job.	4.32	.930	7	Strongly Agree
4	My salary is commensurate with the educational qualification I hold.	4.37	.869	4	Strongly Agree
5	My income is enough to satisfy my needs.	4.34	.939	5	Strongly Agree
6	The administration provides appropriate facilities to perform my work.	4.29	.953	8	Strongly Agree
7	I feel that the working hours and working hours are appropriate.	4.47	.834	2	Strongly Agree
8	The administration provides transportation to and from the workplace.	4.24	1.020	11	Strongly Agree
9	Collaboration prevails among colleagues to complete the work.	4.28	.940	9	Strongly Agree
10	Health services are available to treat us and our families.	4.46	.823	3	Strongly Agree
11	The administration is constantly working on refining our capabilities.	4.55	.802	1	Strongly Agree



12	Promotion in the department is based on job competency.	4.29	1.010	8	Strongly Agree
	Total	4.3517	.72549		

Source: Prepared by the researcher based on a program spss

It can be seen by the above table:

- The mean of the paragraphs of the axis as a whole is (4.3517) with a standard deviation of (0.72549).
- The paragraphs of this axis were strongly agree, as the mean ranged between (4.55-4.24) with a difference of (0.31) between the lowest and highest mean.
- In the first rank came paragraph (11) " The administration is constantly working on refining our capabilities." with strongly agree degree, and in the second rank came paragraph (7) " I feel that the working hours and working hours are appropriate." with strongly agree degree.
- In the penultimate rank came paragraph (2) " I don't get bored or upset while I'm working." with an agree degree, and in the last rank came paragraph (8) " The administration provides transportation to and from the workplace." with agree degree.

**Results related to the main hypothesis:** There is not a significant effect of the quality of career (safety and stability, social relations, wages and salaries, supervision and employee participation in management, environment Safe and healthy work, promotion, Work-life balance) on job satisfaction in Dubai Police.

To test the hypothesis, a multiple regression test was implemented to find out the extent to which there is a significant effect of the factors (safety and stability, social relations, wages and salaries, supervision and employee participation in management, environment Safe and healthy work, promotion, Work-life balance)



on job satisfaction in Dubai Police, at the level of statistical significance that was determined ( $\alpha=0.05$ ).

A. **Results of the multiple regression test analysis:** Table (12) represents the results of the multiple regression test analysis.

Table (12) Multiple Regression Analysis Result

R	R Square	Adjusted R Square	Std. Error of the Estimate
.923 <sup>a</sup>	.851	.849	.28213

Source: Prepared by the researcher based on a program spss

By reading the table (12) it turns out that:

- The value of the correlation coefficient between the independent variable and the dependent variable was (0.923).
- the value of coefficient of determination  $R^2$  was (0.851). Accordingly, the independent variable the factors (safety and stability, social relations, wages and salaries, supervision and employee participation in management, environment Safe and healthy work, promotion, Work-life balance) (85.1%) of the changes in the dependent variable (job satisfaction in Dubai Police).

B. **Overall significance test for the multiple regression model:** Table (13) represents the results of the regression variance analysis to show the overall significance of the regression model:

Table (13): ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	188.634	7	26.948	338.553	.000 <sup>b</sup>
Residual	32.953	414	.080		
Total	221.587	421			

Source: Prepared by the researcher based on a program spss





By reading the table (13) the following can be seen

- There is a high significant significance of the regression coefficient test (F) with a value of (338.553).
- There is a level of significance (Sig = 0.000), which is less than the level of significance ( $\alpha = 0.05$ ). This indicates that the regression model has an appropriate significant relationship to measure effect of the quality of career (safety and stability, social relations, wages and salaries, supervision and employee participation in management, environment Safe and healthy work, promotion, Work-life balance) on job satisfaction in Dubai Police. This indicates that there is a significant effect upon which the alternative study hypothesis is accepted and the null hypothesis is rejected. There is relationship between effect of the quality of career (safety and stability, social relations, wages and salaries, supervision and employee participation in management, environment Safe and healthy work, promotion, Work-life balance) and job satisfaction in Dubai Police.

**C. Test of significance of the multiple regression equation:**

Table (14) shows the impact of the independent variable (safety and stability, social relations, wages and salaries, supervision and employee participation in management, environment Safe and healthy work, promotion, Work-life balance) on the dependent variable (job satisfaction in Dubai Police).

Table (14) The impact of the independent on the dependent variable

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.078	.098		.801	.424
x1	.387	.036	.366	10.743	.000
x2	.171	.040	.174	4.322	.000
x3	.076	.038	.081	1.984	.048



x4	.099	.036	.105	2.759	.006
x5	.167	.035	.191	4.770	.000
x6	.130	.032	.138	3.992	.000
x7	.106	.033	.132	3.250	.001

Through the table (14):

- It is clear that there is a statistically significant effect of the quality of career (safety and stability, social relations, wages and salaries, supervision and employee participation in management, environment Safe and healthy work, promotion, Work-life balance) and job satisfaction in Dubai Police, where the level of significance is less than the significance level (0.05).
- It is clear that there is a statistically significant effect of the safety and stability dimension on job satisfaction in Dubai Police, as the value of the significance level reached (0.000), which is less than the significance level ( $\alpha=0.05$ ), and thus the first sub-hypothesis is rejected and the alternative hypothesis is accepted.
- It is clear that there is significant effect of the dimension of social relations on job satisfaction in Dubai Police, as the value of the significance level reached (0.000), which is less than the significance level ( $\alpha=0.05$ ), and thus the second sub-hypothesis is rejected and the alternative hypothesis is accepted.
- It is clear that there is a significant effect of the wages and salaries dimension on job satisfaction in Dubai Police, as the value of the significance level was (0.048), which is less than the significance level ( $\alpha=0.05$ ), and thus the third sub-hypothesis is rejected and the alternative hypothesis is accepted.
- It is clear that there is a significant effect of the dimension of supervision and the participation of employees in management on job satisfaction in Dubai Police, as



the value of the significance level was (0.006), which is less than the significance level ( $\alpha=0.05$ ), and thus the fourth sub-hypothesis is rejected and the alternative hypothesis is accepted.

- It is clear that there is a significant effect of a safe and healthy work environment dimension on job satisfaction in Dubai Police, as the value of the significance level was (0.000), which is less than the significance level ( $\alpha=0.05$ ), and thus the fifth sub-hypothesis is rejected and the alternative hypothesis is accepted.
- It is clear that there is a significant effect of the promotion dimension on job satisfaction in Dubai Police, as the value of the significance level was (0.000), which is less than the significance level ( $\alpha=0.05$ ), and thus the sixth sub-hypothesis is rejected and the alternative hypothesis is accepted.
- It is clear that there is a significant effect of work environment and private life on job satisfaction in Dubai Police, as the value of the significance level was (0.001), which is less than the significance level ( $\alpha=0.05$ ), and thus the seventh sub-hypothesis is rejected and the alternative hypothesis is accepted.

### **Discussion:**

The quality of career is the main driver and driving force for work in all business fields that are interested in supporting its human resources and meeting the needs of employees within it, thus providing a suitable work environment to achieve the goals of the organization. Our study aimed to study the impact of the quality of career on employee satisfaction in Dubai Police. Where the results showed a high degree of quality of career in the following dimensions:



- safety and stability: employees have expressed that they receive training courses on an ongoing basis and that they do not have to perform additional tasks to maintain their job.
- social relations: employees have expressed the existence of cooperation with their colleagues at work, in addition to social relations outside the framework of work. , wages and salaries.
- wages and salaries: employees have expressed that there is a clear system of wages and rewards and that they are well paid for their job duties.
- supervision and employee participation in management: employees have expressed their participation in management in making the necessary decisions to solve work problems and to the availability of full information about the goals and results of work.
- Environment Safe and healthy work: the employees expressed the availability of laws and regulations related to occupational health and safety and the availability of the necessary insurances.
- Promotion: the employees expressed that there is agreement between the academic qualification and the job grade.
- Work-life balance employees have expressed the availability of facilities to achieve compatibility between the requirements of work and their lives.
- In Dubai Police, employees have expressed that their abilities are continuously refined by management and that working hours are appropriate.

The study also found the effect of the quality of career in its various dimensions on job satisfaction, which is consistent with previous studies, as it agreed with the study (Hammond et al., 2023) who indicated that there is a positive relationship between



**Multi-Knowledge Electronic Comprehensive Journal For  
Education And Science Publications( MECSJ )**

**Issues 66 ( 2023)**

**ISSN: 2616-9185**

employee job satisfaction and the four components of work life quality (safe work environments, work-life balance, personal development, and emotional well-being). It also agreed with (Lee et al., 2015) (Sari et al., 2019) who emphasized the positive and significant impact of the quality of career on job satisfaction and work motivation. It also agreed with the study (Kermansaravi, 2014), which limited its study to two dimensions of the quality of work life, which are appropriate pay and social integration, and with the study (Suci et al., 2022), which confirmed that the high quality of career in its dimension (balance between work and private life ) have an effect on increasing job satisfaction and employee performance. But it differed with the study (Susanto et al., 2022), which indicated that despite the positive impact of the quality of career on employee job satisfaction, its effect on work performance is small. Our study also agreed with the study of (Haryono, Pamungkas, 2021) who dealt with one of the dimensions of the quality of work life, which is the balance between work and life, as they showed a positive effect on job satisfaction.

In the light of the results, the study recommends the following: raising job satisfaction for workers through improving the salary system, reducing work pressure, achieving fairness in distributing incentives and rewarding employees, providing incentives for those with ideas that raise work performance, promoting positive work relations, and continuing to seek the opinion of employees regarding Work problems in order to maintain the quality of career enjoyed by Dubai Police employees.

#### **Reference:**

1. Al-Obaidly, (2018), Dubai Police spread happiness in the work environment, Emirates Today, Dubai, UAE <https://www.emaratalyoum.com/local-section/other/2018-10-03-1.1140083>



**Multi-Knowledge Electronic Comprehensive Journal For  
Education And Science Publications( MECSJ )**

**Issues 66 ( 2023)**

**ISSN: 2616-9185**

2. Hammond, M., Owusu, N.O., Nunoo, E.K. et al. How quality of work-life influence employee job satisfaction in a gas processing plant in Ghana. *Discov Sustain* 4, 10 (2023). <https://doi.org/10.1007/s43621-023-00127-9>
3. Hamza, Fatima; and Boudaoud, Hussein. (2018). Standardization of the abbreviated quality of life measure issued by the World Health Organization (on samples from the Algerian environment). *Journal of Social Sciences. Al-Ghawat University* 7 (31), 139-157.
4. Haryono, S., & Pamungkas, Y. (2021, January). Effect of Quality of Work Life on Performance: The Role of Satisfaction and Work Discipline. In 4th International Conference on Sustainable Innovation 2020-Accounting and Management (ICoSIAMS 2020) (pp. 157-170). Atlantis Press
5. Issa, Saber (2019). Job satisfaction and quality of life for a teacher of physical and sports education. PhD thesis, Mohamed Kheidar University-Biskra, Algeria. Wannas, Azizou, Abdel Rahman. (2015.) Job satisfaction among Algerian workers between the public and private sectors. Master Thesis, Biskra, Mohamed Kheidar University, Algeria.
6. Kermansaravi, F., Navidian, A., Navabi Rigi, S., & Yaghoubinia, F. (2014). The relationship between quality of work life and job satisfaction of faculty members in Zahedan University of Medical Sciences. *Global journal of health science*, 7(2), 228–234. <https://doi.org/10.5539/gjhs.v7n2p228>
7. Lee, J.-S., Back, K.-J. and Chan, E.S.W. (2015), "Quality of work life and job satisfaction among frontline hotel employees: A self-determination and need satisfaction theory approach", *International Journal of Contemporary Hospitality Management*, Vol. 27 No. 5, pp. 768-789. <https://doi.org/10.1108/IJCHM-11-2013-0530>



**Multi-Knowledge Electronic Comprehensive Journal For  
Education And Science Publications( MECSJ )**

**Issues 66 ( 2023)**

**ISSN: 2616-9185**

8. Police, D. (2023). Overview, Dubai Police. Available at: <https://www.dubaipolice.gov.ae/wps/portal/home/aboutus/overview> (Accessed: 04 July 2023).
9. Sari, N. P. R., Bendesa, I. K. G., & Antara, M. (2019). The influence of quality of work life on employees' performance with job satisfaction and work motivation as intervening variables in star-rated hotels in Ubud tourism area of Bali. *Journal of Tourism and Hospitality Management*, 7(1), 74-83.
10. Suci, R. P., Mas, N., & Risky, M. (2022). The Role of Job Satisfaction in Mediating the Quality of Work Life Effect on Employee Performance. *Journal of Economics, Business, & Accountancy Ventura*, 25(2), 217-228
11. Susanto P, Hoque ME, Jannat T, Emely B, Zona MA, Islam MA. Work-Life Balance, Job Satisfaction, and Job Performance of SMEs Employees: The Moderating Role of Family-Supportive Supervisor Behaviors. *Front Psychol.* 2022 Jun 21;13:906876. doi: 10.3389/fpsyg.2022.906876. PMID: 35800926; PMCID: PMC9253617.