ZADOVOLJSTVO POSLOM ZAPOSLENIH U KOMUNALNOJ POLICIJI (MILICIJI) REPUBLIKE SRBIJE

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Apstrakt

Istraživanje je dizajnirano kao studija preseka u dva vremenska perioda (2014. godina i 2019. godina) na izabranom uzorku u 12 gradova Republike Srbije. Ima za cilj saznanje o stepenu zadovoljstva poslom zaposlenih u komunalnoj policiji (Sl. glasnik RS, br. 51/2009) – miliciji (Sl. glasnik RS, br. 49/2019). Kako bi se došlo do validnih rezultata od strane ispitanika merenje stepena zadovoljstva vršeno je putem anonimnog standardizovanog upitnika za merenje zadovoljstva poslom - Job Satisfaction Survey (JSS). Prikupljeni podaci su obrađeni Deskriptivnom statističkom analizom (Macura, Kovačević, 2018), određena je srednja vrednost, odnosi i veze sa kategorijskom podelom na subskalama i ukupnoj skali za zadovoljstvo poslom na: nezadovoljne, ambivalentne i zadovoljne. T testom nezavisnih uzoraka izvršeno je poređenje srednjih vrednosti na skali za zadovoljstvo poslom i svim njenim subskalama. Standardnom višestrukom regresionom analizom određen je međusobni uticaj i statistička značajnost postavljenih varijabli na Zadovoljstvo poslom zaposlenih. Rezultati su pokazali statistički značajan uticaj između subskala na skali za zadovoljstvo poslom gde najveći uticaj na nezadovoljstvo zaposlenih u 2014. godini imala je visina plate, napreedovanje, beneficije, nagrađivanje i sama priroda posla. Na ambivalentnost zaposlenih najveći uticaj imalo je

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zadovoljstvo radnim procedurama i zadovoljstvo komunikacijama u 2014. godini dok je u 2019. godini najveći uticaj na ambivalentnost zaposlenih imalo je zadovoljstvo saradnicima, nagrađivanje, sama priroda posla i komunikacijom.

Ključne reči: *komunalna policija, zadovoljstvo poslom, motivacija.*

JEL: O15; E20

Uvod

Komunalna policija je veoma značajan resurs koji direktno i indirektno utiče na kreiranje komunalnog reda i našu životnu sredinu (Crepelle et al., 2022; Soltes et al, 2021; Benito et al., 2021; Allen, 2021). Sprovođenje Zakona i drugih pravnih akata, strogo su definisani i moraju se doslovno poštovati i sprovoditi od strane zaposlenih u komunalnoj policiji Republike Srbije.

Radnici komunalne policije su nosioci operativnih zadataka u organizaciji i karika u stvaranju društvenih odnosa između organizacije (gradska uprava, odeljenje komunalne policije) i korisnika usluga (policijska uprava, javna preduzeća, inspekcijske službe, pravna lica, preduzetnici i pojedinci). Dobra organizacija i upravljanje organizacijom su faktori koji direktno utiču na zadovoljstvo zaposlenih.

Pitanje zadovoljstva poslovom i motivacije zaposlenih jedno je od najvažnijih pitanja koje u poslednje vreme dobija sve veći značaj (Riyanto et al., 2021; Crucke et al., 2021; Marta et al., 2021; Hitka et al., 2021; Đorđević, 2021). Način na koji se upravlja zaposlenima odnosno ljudskim resursima u organizaciji ima značajan uticaj na uspeh i opstanak organizacije u visoko konkurentnom okruženju. Takođe, nesporno je da se pitanjima zadovoljstva i motivacije zaposlenih mora upravljati strateški (Wedajo & Chekole, 2020; Bailey et al., 2018; Wright et al., 2005; Armstrong & Baron, 2002).

Istorijski gledano, uvođenje zadovoljstva poslom u naučne krugove učinio je Hopok koji smatra da je zadovoljstvo poslom kombinacija psiholoških i fizioloških okolnosti, kao i okolnosti okruženja koje uzrokuju da zaposleni kaže: „ja sam zadovoljan svojim poslom" (Hoppock, 1935, prema Wright, 2006). Vremenom su pogledi istraživača dobili formu koja je objedinila društveni i ekonomski deo poslovanja sa humanitarnim pogledom na zaposlenog u organizaciji. U komunalnoj policiji ovaj pravac istraživanja je veoma malo zastupljen jer ne postoji volja rukovodećih struktura za ovakav vid unapređenja i razvoja ljudskih resursa. Sve se svodi na ekonomiju poslovanja.

Merenje zadovoljstva zaposlenih predstavlja nezaobilazni deo procesa upravljanja organizacijom, to znači da efikasan upravljački proces podrazumeva i efikasan i efektivan sistem merenja (Pinković, 2010). Za potrebe merenja zadovoljstva zaposlenih, Tanasijević prikazuje utvrđene oblasti zadovoljstva a u okviru njih indikatori zadovoljstva (Tanasijević, 2006).

Merenje zadovoljstva zaposlenih je u ovom istraživačkom radu vršeno u dva vremenska perioda, u 2014. i 2019. godini. U 2014. godini istraživanjem je obuhvaćeno 12 gradova na teritoriji Republike Srbije. Bilo je 236 validnih upitnika uvedenih u analizu. U 2019. godini istraživanjem su obuhvaćeni isti gradovi i bilo je 191 validnih upitnika uvedenih u analizu.

Rezultati anketa, mogu se primeniti kao polazna tačka u preventivi i strategiji poslovanja, ali i kao inovacija koja se može implementirati u poslovanju organizacija komunalnih policija kao i drugih službi koje rade slične poslove sa materijalnim i nematerijalnim pokazateljima u svom radu. Značaj ovog istraživanja ogleda se i u neposrednoj primenljivosti rezultata istraživanja u praksi i njihovoj primeni u drugim društvenim sistemima u kojima motivacija i zadovoljstvo imaju direktni uticaj na njihovu ekonomsku efikasnost (na primer, policijski sistem države).

Materijali i metode

Prikazanim istraživanjem obuhvaćeno je 12 gradova Republike Srbije, što je 52.2% od ukupnog broja gradova na teritoriji koji su u okviru svojih Lokalnih samouprava oformili komunalnu policiju.

U 2014. godini, u gradovima gde je vršeno istraživanje, podeljeno je ukupno 282 upitnika od čega je vraćeno 263 upitnika (93.3%), dok je 236 validnih uvedeno u analizu (89.7%) ispitanika. Među ispitanicima koji su vratili ankete, bilo je 78 komunalnih policajaca ženskog pola (33.1%) i 158 komunalnih policajaca muškog pola (66.9%).

U 2019. godini, u istim gradovima, podeljeno je 229 upitnika, od čega je 209 upitnika vraćeno (91.3%), od kojih je bilo 191 validnih (91.4%), uvedeno u analizu. Među ispitanicima bilo je 47 komunalnih policajaca ženskog pola (24.6%) ispitanika i 144 komunalnih policajaca muškog pola (75.4%).

Osnova istraživanja je empirijski utemeljena teorija Pola Spektora (Spector, 1997) prema kojoj se zadovoljstvo poslom određuje kao „ono što osoba oseća prema svom poslu i različitim aspektima posla", dok se standardizovanim upitnikom meri zadovoljstvo poslom „Job Satisfaction Survey" (JSS).

Skala se sastoji od 36 tvrdnji i podeljena je na 9 su-skale koje se odnose na platu, napredovanje, rukovođenje, beneficije, nagrađivanje, radne procedure,

saradnike, prirodu posla i komunikaciju. Rezultati su na svakoj od devet aspektnih subskala (4 stavke svaka). Rezultati mogu da budu u opsegu od 4 do 24; dok rezultati ukupnog zadovoljstva poslom, na osnovu zbira svih 36 stavki mogu da budu u opsegu od 36 do 216. Ispitanici daju odgovor u kojoj meri se ta tvrdnja odnosi na njih lično, a u opsegu od 1 do 6 (1 - uopšte se ne slažem, 6 - u potpunosti se slažem). Ukupni skor na subskalama može se podeliti na 3 modaliteta zadovoljstva, gde opseg od 4 do 12 predstavlja nezadovoljstvo, od 12 do 16 ambivalentnost, a od 16 do 24 zadovoljstvo. Ukupna skala se takođe deli na ova 3 modaliteta, gde opseg od 36 do 108 predstavlja nezadovoljstvo, od 108 do 144 ambivalentnost i od 144 do 216 zadovoljstvo.

Na izabranom uzorku, Krombahovim koeficijentom alfa, pokazana je pouzdanost skale od 0.81, što pokazuje veoma dobru pouzdanost i unutrašnju saglasnost skale za ovaj uzorak.

Metodom analize predmet istraživanja je raščlanjen na njegove sastavne delove, tako da su razvrstavanjem i grupisanjem određenih pitanja iz upitnika (anketa) koje su ispitanici popunili, metodom sinteze dobijeni pojedinačni rezultati predmeta istraživanja koji se grupišu u složenije celine, po principu mogućih uzajamnih veza i odnosa.

Statistička obrada podataka za 2014. i 2019. godinu, izvršena je putem programa SPSS ver.18 for Windows, u kome su obrađeni podaci grupisani, dok su Deskriptivnom statističkom analizom, dobijeni rezultati predstavljeni u vidu minimuma, maksimuma, rasporeda učestalosti, procenata, aritmetičke sredine i standardne devijacije, odnosi i veze sa kategorijskom podelom na skali za zadovonjstvo poslom i svim njenim subskalama. T test nezavisnih uzoraka upotrebljen je za poređenje srednje vrednosti na skali za zadovoljstvo poslom i svim njenim subskalama za oba ispitivana perioda kao i kategorijska podela na subskalama i ukupnoj skali za zadovoljstvo poslom. Standardnom višestrukom regresionom analizom vršeno je određivanje uticaja godina starosti, ukupnog radnog staža, radnog staža na aktuelnom radnom mestu i mesečnih primanja urađeno je kroz nekoliko standardnih višestrukih regresionih analiza na skali za zadovoljstvo poslom i svim njenim subskalama koje prikazuju zadovoljstvo platom, napredovanjem, rukovođenjem, beneficijama, nagrađivanjem, radnim procedurama, prirodom posla, saradnicima i komunikacijama.

Rezultati

Rezultati dobijeni ispitivanjem zadovoljstva poslom zaposlenih u komunalnoj policiji Republike Srbije za 2014. i 2019. godinu

Deskriptivnom statistikom određen je minimum, maksimum, srednja vrednost i standardna devijacija na skali za zadovoljstvo poslom i svim njenim subskalama

koje prikazuju zadovoljstvo platom, napredovanjem, rukovođenjem, beneficijama, nagrađivanjem, radnim procedurama, prirodom posla, saradnicima i komunikacijama (Tabela 1).

Tabela 1. Deskriptivna statistika na skali za zadovonjstvo poslom i svim njenim subskalama za 2014. i 2019. godinu

Skala za Zadovonjstvo poslom sa subskalama	Godina	N	Minimum	Maksimum	Srednja vrednost	Standardna devijacija
Zadovoljstvo platom	2014.	236	4	21	10.30	4.393
	2019.	191	4	24	11.23	4.858
Zadovoljstvo napredovanjem	2014.	236	4	24	10.65	4.396
	2019.	191	4	19	10.43	3.577
Zadovoljstvo rukovođenjem	2014.	236	4	24	**18.41**	4.234
	2019.	191	4	24	**16.38**	4.559
Zadovoljstvo beneficijama	2014.	236	4	20	9.31	4.072
	2019.	191	4	21	10.30	4.805
Zadovoljstvo nagrađivanjem	2014.	236	4	24	11.83	4.293
	2019.	191	4	20	12.30	4.242
Zadovoljstvo radnim procedurama	2014.	236	4	24	12.58	3.706
	2019.	191	4	21	12.97	3.345
Zadovoljstvo prirodom posla	2014.	236	4	24	13.56	4.983
	2019.	191	4	23	13.28	4.225
Zadovoljstvo saradnicima	2014.	236	4	23	15.58	3.745
	2019.	191	8	24	**16.40**	3.460

Zadovoljstvo komunikacijama	2014.	236	9	23	15.50	2.784
	2019.	191	6	24	15.58	3.977
Ukupno zadovoljstvo poslom	2014.	236	41	181	117.81	20.207
	2019.	191	59	163	118.86	21.805
N – broj ispitanika						

Rezultati su pokazali da na skali za zadovoljstvo i svim njenim subskalama (Tabela 1.), postoje više modaliteta sa minimumom 4, ali postoje i više modaliteta se maksimumom u visini od 24. Najviša srednja vrednost je 18.41 i javlja se kod zadovoljstva rukovođenjem u 2014. godini, dok je u 2019. godini srednja vrednost zadovoljstva rukovođenjem bila 16.38, za 11% manje dok je saradnja sa saradnicima bila 16.38.

Inače ne postoje statistički značajna razlika u rezultatima iako postoji razlika u srednjim vrednostima.

T testom nezavisnih uzoraka upoređivane su srednje vrednosti na skali za zadovoljstvo poslom i svim njenim subskalama za oba ispitivana perioda. Rezultati ukazuju da je statistički značajna razlika pokazana između srednjih vrednosti na subskalama za zadovoljstvo rukovođenjem $p=.000**$, zadovoljstvo beneficijama $p=.025*$, i zadovoljstvo saradnicima $p=.018*$ dok ukupno zadosvoljstvo poslom nije pokazalo statistički značajnu razliku izmđu ova dva perioda kod ispitivane grupe komunalnih policajaca $p<.05$ (tabela 2.).

Tabela 2. Poređenje skale za zadovoljstvo poslom i njenih subskala za 2014. i 2019. godinu - Srednja vrednost i Standardna devijacija

Skala za Zadovonjstvo poslom sa subskalama	Period	N	Srednja vrednost	Standardna devijacija	t	df	p
Zadovoljstvo platom	2014	236	10.39	4.393	-1.846	425	.066
	2019	191	11.23	4.858		425	
Zadovoljstvo	2014	236	10.65	4.396	.568	425	.57

napredovanjem	2019	191	10.43	3.577		425	1
Zadovoljstvo rukovođenjem	**2014**	236	**18.41**	4.234	4.722	425	.000 **
	2019	191	16.38	4.558		425	
Zadovoljstvo beneficijama	2014	236	9.31	4.072	- 2.253	425	.02 5*
	2019	191	**10.30**	4.805		425	
Zadovoljstvo nagrađivanjem	2014	236	11.83	4.293	- 1.130	425	.25 9
	2019	191	12.30	4.242		425	
Zadovoljstvo radnim procedurama	2014	236	12.58	3.706	- 1.148	425	.25 2
	2019	191	12.97	3.345		425	
Задовољство природом посла	2014	236	13.56	4.986	.632	425	.52 8
	2019	191	13.28	4.225		425	
Zadovoljstvo saradnicima	2014	236	15.58	3.745	- 2.367	425	.01 8*
	2019	191	**16.40**	3.460		425	
Zadovoljstvo komunikacijama	2014	236	15.50	2.784	- .223	425	.82 3
	2019	191	15.58	3.977		425	
Ukupno zadovoljstvo poslom	2014	236	117.81	20.207	- .515	425	.60 7
	2019	191	118.86	21.805		425	
** statistička značajnost na nivou $p<.05$							

Poređenje srednjih vrednosti na skali za zadovoljstvo poslom i njenih subskala za period 2014. i 2019. godine (Tabela 2.), pokazalo je da su komunalni policajci

u 2014. godini bili zadovoljniji rukovođenjem (18.41), dok su 2019. godine bili zadovoljniji beneficijama (10.30) i saradnicima (16.40).

Ukupno zadosvoljstvo poslom nije pokazalo statistički značajnu razliku izmđu ova dva perioda kod ispitivane grupe komunalnih policajaca.

U 2014. i 2019. godini, Deskriptivnom statistikom prikazani su rezultati u kategorijskoj podeli na subskalama i ukupnoj skali za zadovoljstvo poslom gde su ispitanici podeljeni na nezadovoljne, ambivalentne i zadovoljne (Tabela 3.).

Tabela 3. Kategorijska podela na subskalama i ukupnoj skali za zadovoljstvo poslom za 2014. i 2019. godinu

Skala za Zadovoljstvo poslom sa subskalama	Godina	Nezadovoljni	Ambivalentni	Zadovoljni
		N (%)	*N (%)*	*N (%)*
Zadovoljstvo platom	2014	**147 (62.3)**	63 (26.7)	26 (11.0)
	2019	97 (50.8)	**70 (36.6)**	**24 (12.6)**
Zadovoljstvo napredovanjem	2014	**139 (58.9)**	75 (31.8)	**22 (9.3)**
	2019	111 (58.1)	**65 (34.0)**	15 (7.9)
Zadovoljstvo rukovođenjem	2014	16 (6.8)	38 (16.1)	**182 (77.1)**
	2019	**28 (14.7)**	**66 (34.6)**	97 (50.8)
Zadovoljstvo beneficijama	2014	**166 (70.3)**	55 (23.3)	15 (6.4)
	2019	104 (54.5)	**73 (38.2)**	**14 (7.3)**
Zadovoljstvo nagrađivanjem	2014	**107 (45.3)**	94 (39.8)	35 (14.8)
	2019	76 (39.8)	**78 (40.8)**	**37 (19.4)**
Zadovoljstvo radnim procedurama	2014	**83 (35.2)**	127 (53.8)	26 (11.0)
	2019	51 (26.7)	**117 (61.3)**	**23 (12.0)**

Zadovoljstvo prirodom posla	2014	**98 (41.5)**	73 (30.9)	65 (27.5)
	2019	62 (32.5)	**77 (40.3)**	52 (27.2)
Zadovoljstvo saradnicima	2014	**42 (17.8)**	100 (42.4)	94 (39.8)
	2019	11 (5.8)	**93 (48.7)**	**87 (45.5)**
Zadovoljstvo komunikacijama	2014	24 (10.2)	**122 (51.7)**	**90 (38.1)**
	2019	**31 (16.2)**	91 (47.6)	69 (36.1)
Ukupno zadovoljstvo poslom	2014	**81 (34.3)**	125 (53.0)	**30 (12.7)**
	2019	54 (28.3)	**118 (61.8)**	19 (9.9)
N (%) – broj ispitanika (izraženo u procentima)				

Analizom kategorijske podele na subskali i ukupnoj skali za zadovoljstvo poslom u 2014. i 2019. godini dobijeni su rezultati koji ne predviđaju sjajnu budućnost u radu komunalne policije. Rezultati su pokazali da je:

- Nezadovoljnih komunalnih policajaca je bilo u 2014. godini i to 34.3%, dok ih je u 2019. godini bilo 28.3%.

- Ambivalentnih komunanih policajaca bilo u 2014. godini i to 53.0%, dok je u 2019. godini bilo ambivalentnih 61.8%.

- Komunalni policajci koji su bili zadovoljni poslom bilo je 12.7% u 2014. godini i 9.9% u 2019. godini.

Određivanje međusobnog uticaja postavljenih varijabli na Zadovoljstvo poslom zaposlenih, standardnom Višestrukom Regresionom Analizom, za 2014. i 2019. godinu

Određivanja uticaja godina starosti, ukupnog radnog staža, radnog staža na aktuelnom radnom mestu i mesečnih primanja urađeno je kroz nekoliko standardnih višestrukih regresionih analiza na skali za zadovoljstvo poslom i svim njenim subskalama koje prikazuju zadovoljstvo platom, napredovanjem, rukovođenjem, beneficijama, nagrađivanjem, radnim procedurama, prirodom posla, saradnicima i komunikacijama za 2014. i 2019. godinu.

Određivanja uticaja na Zadovoljstvo poslom za 2014. godinu

U prvoj standardnoj višestrukoj regresionoj analizi mesečna primanja, radni staž na ovom radnom mestu, ukupni radni staž i godine starosti objasnile su 2.8% zadovoljstva platom. U modelu **jedini statističi značajan doprinos daje ukupni radni staž** (β =.198, p =.044) (Tabela 4).

U drugoj standardnoj višestrukoj regresionoj analizi mesečna primanja, radni staž na ovom radnom mestu, ukupni radni staž i godine starosti objasnile su 5.2% zadovoljstva napredovanjem, U modelu **jedini statističi značajan doprinos daje radni staž na aktuelnom radnom mestu** (β = .148, p =.030) (Tabela 4).

U trećoj standardnoj višestrukoj regresionoj analizi mesečna primanja, radni staž na ovom radnom mestu, ukupni radni staž i godine starosti objasnile su 10.3% zadovoljstva rukovođenjem. U modelu **najveći statističi značajan doprinos daju godine starosti** (β = .512, p =.000), a **potom ukupni radni staž** (β = -.253, p =.008) (Tabela 4).

Tabela 4. Standardna višestruka regresiona analiza za zavisne varijable zadovoljstvo platom, napredovanjem i rukovođenjem

Prediktori	Zadovoljstvo platom			Zadovoljstvo napredovanjem			Zadovoljstvo rukovođenjem		
	R^2	F	β	R^2	F	β	R^2	F	β
	.028	2.570*		.052	3.978**		.103	7.193***	
Godine starosti			-.030			.148			.512***
Radni staž ukupno			.198*			.115			-.253**
Radni staž na ovom radnom mestu			.019			-.148*			-.047
Mesečna primanja			.095			-.145			-.112
Statistička značajnost na nivoy p<.05*, p<.01**, p<.001***									

U četvrtoj standardnoj višestrukoj regresionoj analizi mesečna primanja, radni staž na ovom radnom mestu, ukupni radni staž i godine starosti objasnile su 1% zadovoljstva beneficijama, ali, u modelu, **ni jedna varijabla nije dala statističi značajan doprinos.**

U petoj standardnoj višestrukoj regresionoj analizi mesečna primanja, radni staž na ovom radnom mestu, ukupni radni staž i godine starosti objasnile su 0.8%

zadovoljstva nagrađivanjem, ali, u modelu, **ni jedna varijabla nije dala statističi značajan doprinos.**

U šestoj standardnoj višestrukoj regresionoj analizi mesečna primanja, radni staž na ovom radnom mestu, ukupni radni staž i godine starosti objasnile su 0.8% zadovoljstva radnim procedurama, ali, u modelu, **ni jedna varijabla nije dala statističi značajan doprinos**.

*U sedmo*j standardnoj višestrukoj regresionoj analizi mesečna primanja, radni staž na ovom radnom mestu, ukupni radni staž i godine starosti objasnile su 7.1% zadovoljstva prirodom posla. U modelu **jedini statističi značajan doprinos daje ukupni radni staž** (β = .324, *p* =.001) (Tabela 5).

U osmoj standardnoj višestrukoj regresionoj analizi mesečna primanja, radni staž na ovom radnom mestu, ukupni radni staž i godine starosti objasnile su 0.7% zadovoljstva saradnicima, ali, u modelu, **ni jedna varijabla nije dala statističi značajan doprinos.**

U devetoj standardnoj višestrukoj regresionoj analizi mesečna primanja, radni staž na ovom radnom mestu, ukupni radni staž i godine starosti objasnile su 6.3% zadovoljstva komunikacijama. U modelu **jedini statističi značajan doprinos daje ukupni radni staž** (β = .231, *p* =.017), (Tabela 5).

U desetoj standardnoj višestrukoj regresionoj analizi mesečna primanja, radni staž na ovom radnom mestu, ukupni radni staž i godine starosti objasnile su 4.3% ukupnog zadovoljstva poslom, ali, u modelu, **ni jedna varijabla nije dala statističi značajan doprinos.**

Tabela 5. Standardna višestruka regresiona analiza za zavisne varijable zadovoljstvo prirodom posla i komunikacijama

Prediktori	Zadovoljstvo prirodom posla			Zadovoljstvo komunikacijama		
	R^2	F	β	R^2	F	β
	.071	5.090**		.063	4.609**	
Godine starosti			-.074			.082
Radni staž ukupno			.324**			.231*
Radni staž na ovom radnom mestu			-.057			-.050
Mesečna primanja			-.149			-.059

Određivanja uticaja na Zadovoljstvo poslom za 2019. godinu

U prvoj standardnoj višestrukoj regresionoj analizi mesečna primanja, radni staž na ovom radnom mestu, ukupni radni staž i godine starosti objasnile su 5.9% zadovoljstva platom. U modelu **jedini statističi značajan doprinos daje mesečna primanja** (β = .214, p =.003) (Tabela 6).

U drugoj standardnoj višestrukoj regresionoj analizi mesečna primanja, radni staž na ovom radnom mestu, ukupni radni staž i godine starosti objasnile su 0.8% zadovoljstva napredovanjem. U modelu, **ni jedna varijabla nije dala statističi značajan doprinos.**

U trećoj standardnoj višestrukoj regresionoj analizi mesečna primanja, radni staž na ovom radnom mestu, ukupni radni staž i godine starosti objasnile su 8.0% zadovoljstva rukovođenjem. U modelu **najveći statističi značajan doprinos daje radni staž na ovom radnom mestu** (β = -.220, p =.007), **a potom месечна примања** (β = -.181, p =.021), (Tabela 6).

U četvrtoj standardnoj višestrukoj regresionoj analizi mesečna primanja, radni staž na ovom radnom mestu, ukupni radni staž i godine starosti objasnile su 0.4% zadovoljstva beneficijama, ali, u modelu, **ni jedna varijabla nije dala statističi značajan doprinos.**

U petoj standardnoj višestrukoj regresionoj analizi mesečna primanja, radni staž na ovom radnom mestu, ukupni radni staž i godine starosti objasnile su 2.9% zadovoljstva nagrađivanjem, ali, u modelu, **ni jedna varijabla nije dala statističi značajan doprinos.**

U šestoj standardnoj višestrukoj regresionoj analizi mesečna primanja, radni staž na ovom radnom mestu, ukupni radni staž i godine starosti objasnile su 1.2% zadovoljstva radnim procedurama, ali, u modelu, **ni jedna varijabla nije dala statističi značajan doprinos.**

Tabela 6. Standardna višestruka regresiona analiza za zavisne varijable zadovoljstvo platom, napredovanjem i rukovođenjem

Prediktori	Zadovoljstvo platom			Zadovoljstvo napredovanjem			Zadovoljstvo rukovođenjem		
	R^2	F	β	R^2	F	β	R^2	F	β

	R²	F	β	R²	F	β	R²	F	β
	.059	3.892**		-	-	-	.080	5.023**	
Godine starosti			-.086						.215
Radni staž ukupno			.216						.055
Radni staž na ovom radnom mestu			-.036						-.220**
Mesečna primanja			.214*						-.181*
Statistička značajnost na nivou p<.05*, p<.01**, p<.001***									

U sedmoj standardnoj višestrukoj regresionoj analizi mesečna primanja, radni staž na ovom radnom mestu, ukupni radni staž i godine starosti objasnile su 7% zadovoljstva saradnicima. U modelu **najveći statističi značajan doprinos daju godine starosti** (β = .492, p =.002), a potom **ukupni radni staž** (β = -.348, p =.026) (Tabela 7).

U osmoj standardnoj višestrukoj regresionoj analizi mesečna primanja, radni staž na ovom radnom mestu, ukupni radni staž i godine starosti objasnile su 20.8% zadovoljstva prirodom posla. U modelu **najveći statističi značajan doprinos daju godine starosi** (β = .163, p =.000), a **potom mesečna primanja** (β = -.292, p =.000) (Tabela 7).

U devetoj standardnoj višestrukoj regresionoj analizi mesečna primanja, radni staž na ovom radnom mestu, ukupni radni staž i godine starosti objasnile su 5% zadovoljstva komunikacijama. U modelu **jedinstveni statističi značajan doprinos daje ukupni radni staž** (β = .321, p =.034) (Tabela 7).

Tabela 7. Standardna višestruka regresiona analiza za zavisne varijable zadovoljstvo saradnicima, prirodom posla i komunikacijama

Prediktori	Zadovoljstvo saradnicima			Zadovoljstvo prirodom posla			Zadovoljstvo komunikacijama		
	R^2	F	β	R^2	F	β	R^2	F	β
	.070	4.463**		.208	13.174***		.050	3.422*	

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Godine starosti		.492**		-.163***			-.038
Radni staž ukupno		-.348*		.569			.321*
Radni staž na ovom radnom mestu		-.025		-.096			-.103
Mesečna primanja		.101		-.292***			-.080
Statistička značajnost na nivou p<.05*, p<.01**, p<.001***							

U desetoj standardnoj višestrukoj regresionoj analizi mesečna primanja, radni staž na ovom radnom mestu, ukupni radni staž i godine starosti objasnile su 5.4% ukupnog zadovoljstva poslom. U modelu **jedinstveni statističi značajan doprinos daje ukupni radni staž** (β = .352, p =.026) (Tabela 8).

Tabela 8. Standardna višestruka regresiona analiza za zavisne varijable ukupno zadovoljstvo poslom

Prediktori	Ukupno zadovoljstvo poslom		
	R^2	F	β
	.054	3.637**	
Godine starosti			-.070
Radni staž ukupno			.352*
Radni staž na ovom radnom mestu			-.050
Mesečna primanja			-.022
Statistička značajnost na nivou p<.05*, p<.01**, p<.001***			

Diskusija

Planovi razvoja, kako materijalnih tako i nematerijalnih nagrada za uspešno izvršene zadatke komunalnih policajaca nisu više deo retorike rukovodstva gradova kao ni građana. Nematerijalno nagrađivanje u vidu pohvala, potvrda o dobro izvršenim zadacima i pomoći u rešavanju problema, nestalo je i od strane korisnika usluga - građana (fizičkih i pravnih lica). Uvažavanje ličnosti i integriteta komunalnih policajaca kao službenih lica koja su u svojstvu servisa građana, dostiglo je izuzetno nizak nivo u gradovima gde je oformljena kao i u društvu uopšte.

Faktore koji su uticali na zadovonjstvo komunalnih policajaca, koji se nalaze na subskali i ukupnoj skali za zadovoljstvo poslom, deo su organizacione strukture komunalne policije i njenog rukovodstva i to su nezadovoljstvo, amotivisanost i zadovoljstvo zaposlenih. Shodno njihovim međusobnim korelacijama u kojima se nalaze, u isto vreme su i prediktori efikasnog poslovanja (Manić et al. 2020).

Deskriptivnom statistikom na skali za zadovonjstvo poslom i svim njenim subskalama za 2014. i 2019. godinu, tokom istraživanja, dobilo se više modaliteta sa minimumom u visini 4, i više modaliteta sa maksimumom od 24.

U 2014. godini komunalni policajci su bili najzadovoljniji rukovođenjem dok su u 2019. godini bili zadovoljni rukovođenjem i radom sa saradnicima. Međutim deskriptivna analiza je pokazala da ne postoji statistički značajna razlika u rezultatima iako postoji razlika u srednjim vrednostima.

Poređivanjem srednjih vrednosti na skali za zadovoljstvo poslom i svim njenim subskalama za oba ispitivana perioda, dobijeni rezultati ukazuju na statistički značajne razlike pokazane između srednjih vrednosti na subskalama za zadovoljstvo rukovođenjem, zadovoljstvo beneficijama i zadovoljstvo saradnicima, dok ukupno zadosvoljstvo poslom nije pokazalo statistički značajnu razliku izmđu ova dva perioda. Ovo pokazuje da su komunalni policajci u 2014. godini bili zadovoljniji rukovođenjem (18.41), dok su 2019. godine bili zadovoljniji beneficijama (10.30) i saradnicima (16.40). Ovo je i možda očekivano iz ugla radnika komunalne policije. U 2014. godini oni su bili početnici u ovoj novoj službi i prva generacija koja se najviše oslanjala na svoje neposredne rukovodioce jer su im oni bili potpora i sigurnost u izvršavanju zadataka. Sa iskustvom od nekoliko godina (2014. - 2019.) u komunikaciji sa saradnicima i nekim dobijenim benificijama (noćni rad, slobodni dani za višak odrađenih sata, kvalitetna oprema) rezultati ukazuju da postoji statistički značajna razlika između srednjih vrednosti na subskalama za zadovoljstvo rukovođenjem, zadovoljstvo beneficijam i zadovoljstvo saradnicima, dok

ukupno zadosvoljstvo poslom nije pokazalo statistički značajnu razliku izmđu ova dva perioda.

U analizi kategorijskih podela na subskalama i ukupnoj skali za zadovoljstvo poslom na nezadovoljne, ambivalentne i zadovoljne, rezultati su pokazali veoma visoku ambivalentnost - ravnodušnost (61.8%) u 2019. godini, iako ni u 2014. godini nije bila mala (53.0%). Nezadovoljnih komunalnih policajaca je bilo više u 2014. godini (34.3%), dok je zadovoljnih bilo veoma malo i 2014. (12.7%) i 2019. (9.9%) godine.

Nezadovoljstvo se smanjilo zbog beneficija koje su dobijene i povećane tolerancije rukovodioca. Ima uticaj iskustvo u radu koje je podiglo nivo komunikacije sa saradnicima i unutar same organizacije. Na nezadovoljstvo je uticala učestala kampanja protiv komunalne policije koju su vodili političari kako bi nalazili krivce za svoju nestručnost i nesposobnost. Ovo je prešlo u ravodušnost komunalnih policajaca koji su se povukli u sebe, izolovali se u svom svetu, krenuli u ličnu privatnu edukaciju i usavršavanje, što je uzrokovalo odlaskomm velikog broja zaposlenih u komunalnoj policiji na druga radna mesta.

Određivanje međusobnog uticaja postavljenih varijabli na zadovoljstvo poslom zaposlenih, putem višestruke regresione analize, došlo se do određenih saznanja, tako da u 2014. godini najveći statističi značajan doprinos na zadovoljstvo rukovođenjem daju godine starosti i ukupni radni staž. Radni staž aktuelnom radnom mestu statističi ima značajan doprinos na zadovoljstvo napredovanjem ali kroz benefite a nikako kao napredak u hiararhiji komandovanja. Sa radim stažom se povećava i platata kao određeni benefit zaposlenima u službi. Dobijeni rezultati potvrđuje predhodno dobijene rezultate, jer sa godinama starosti i iskustvom na ovom radnom mestu, dolazi do ozbiljnijeg pristupa poslu, ponovnih ili sličnih situacija u radu i samim tim većeg poštovanja rukovodioca, koji je deo zajedničkog rada.

Kao zatvoren sistem koji se kontroliše iz Ministarstva za državnu upravu lokalnu samoupravu a ne iz Gradske uprave koji je osnivač komunalne policije, već unapred po političkoj liniji menja se zakon i druga podzakonska akta koja omogućuju pojedincima da mogu da budu rukovodioci ove službe.

Za 2019. godinu, određivanje međusobnog uticaja postavljenih varijabli na zadovoljstvo poslom zaposlenih, putem višestruke regresione analize, došlo se do statističkog značajanog doprinosa u odnosu na zadovoljstvo platom koje daju mesečna primanja što se manifestuje povećanomplatom koja prouzrokuje zadovoljstvo. Statističi značajan doprinos daje radni staž na ovom radnom mestu, zatim mesečna primanja na zadovoljstvo rukovođenjem, što potvrđuje

predhodne navedene rezultate. Najveći statističi značajan doprinos daju godine starosti na zadovoljstvo prirodom posla i zadovoljstvo saradnicima, što je pokazatelj iskustva, naučenog zakona o komunalnoj policiji – komunalnonoj miliciji i drugih zakona i pozakonskih akata, članova i poslovne rutine u rešavanju postavljenih zadataka. Veća plata u odnosu na prethodne godine rada doprinosi blagostanju zaposlenih i kvalitetnom radu, kao i radni staž koji utiče na zadovoljstvo u komunikacijama unutar organizacije ali i na terenu sa trećim licima i saradnicima.

U prikazanom modelu, jedinstveni statističi značajan doprinos daje ukupni radni staž na ukupno zadovoljstvo poslom, što se može objasniti da su zaposleni u komunalnoj policiji kroz iskustvo na radnom mestu zadovoljnji jer su mnogo ambivalentniji. Sama ambivalentnost utiče na efikasnost u rešavanje postavljenih zadataka ali sa iskustvom je potrebno i mnogomanje vremena da se zadatak izvrši.

Svi ovi podaci dobijeni istraživanjem, dovode do zaključka da je ovakvo poslovanje, koje se bazira na godine starosti, radnom iskustvu i plati kao benefitima je neodrživo. Hitne mere u pravcu pronalaženja motiva i motivatora u cilju da se podigne zadovoljstvo zaposlenih u komunalnoj policiji, moraju da prevaziđu sujetu pojedinaca, partijsku liniju zapošljavanja i neadekvatne stručnjake, kako bi zamišljena služba komunalne policije imala dugoročnu viziju i ispunjenje svoje misije „da bude servis građana" a ne pojedinaca

U nastavku teksta osvrnućemo se na neka od istraživanja zadovoljstva poslom zaposlenih sa paralelom istraživanja ovog naučnog rada.

Istraživanja Pavlovića i Markovića (Pavlović & Marković, 2014), potvrđuju i istraživanja sprovedena u ovom radu u kome su zaposleni u komunalnoj policiji zadovoljnji ukoliko su adekvatno nagrađeni, zadovoljni su radnim procedurama i uslovima rada i zadovoljni su međuljudskim odnosima sa kolegama. Pozitivna atmosfera u organizaciji i osećaj pripadnosti daju veći učinak zaposlenih u komunalnoj policiji.

Stivens (Stevens, 2008) u svom radu „Police officer stress: sources and solutions", konstantuje da radnici policije često imaju osećaj nelagodnosti zbog negativnih medijskih kampanja koje se vode protiv policije (Julseth et al., 2011).

Tanasijević (Tanasijević, 2006) u svom istraživanju „Zadovoljstvo zaposlenih", predočava da se efikasnost i efektivnost jedne organizacije u savremenom poslovanju ne meri se samo profitom, već i kvalitetom radnog potencijala i njegovim merenjem.

U 2019. godini, eksterni i interni uticaji na komunalnu policiju doprineli su da se zaposleni u komunalnoj policiji okreću sebi i svojim ličnim ciljevima, kao

najboljem načinu za adekvatno rešavanje postavljenih zadataka. Tako su svoje stečeno iskustvo i profesionalni odnos prema radnim obavezama, iskoristili da se izoluju od sve većeg uticaja okoline i politike, stekli su osećaj kolegijalne povezanosti kako bi se odbranili od okoline i prevazišli nekorektne i neprimerne napade na službu i njih lično, poistovećavajući ih sa neradnicima i političkim neistomišljenicima, kako od strane opozicije, tako i od strane vladajuće strukture.

Radna motivacija komunalnih policajaca, najčešće je nastajala kao proizvod ličnih stavova, samopoštovanja i osećaja samoodgovornosti lica koja rade po pravilima službe, sprovode zakone i ostala pravna akta Republičkih i Lokalnih vlasti. Sa osećajem ličnog značaja zadataka koje sprovode, komunalni policajci određuju intenzitet rada, vreme i hitnost u izvršenju istih i to sve u saglasnosti doživljaja na ličnom planu.

Zaključak

Nemogućnost uticaja na eksterne uslove rada, primorali su zaposlene na bežanje od spoljašnjih uticaja i kompenzaciju sa unutrašnjim ličnim razvojem. Došlo je do zanemarivanja i zamene mišljenja okoline sa ličnim stavovima, samokontrole u postupanju i radu sa rukovodiocima, samoodređenja intenziteta rada i intenziteta određenog za dodeljeni zadatak i lično određivanje kvaliteta pružene usluge. Sam način rada u okolnostima u kojima se odvija, kod komunalnih policajaca je dovelo do povećane amotivisanosti, drastično povećao visinu ambivalentnog ponašanja i nezadovoljstvo poslom, što je dovelo do smanjenja broja zaposlenih komunalnih policajaca.

Ovakva struktura organizacione jedinice kao što je komunalna policija, ne sme da dozvoli sebi ovako visok procenat ambivalentno i nezadovoljnih radnika. Propuste i odnose treba korigovati prema potrebama zaposlenih, kako bi se smanjio odliv komunalnih policajaca, podigao profesinalizam službe, povećala motivisanost i zadovoljstvo poslom zaposlenih i podigla efikasnost na još viši nivo produktivnosti.

U budućnosti je potrebno sprovesti brojnija istraživanja na temu zadovoljstva zaposleni u komunalnoj policijii. Potrebno je sistematski raditi na medijskoj edukacija građana, rukovodilaca i saradnika komunalne policije, zaštititi komunalne policajce od politizacije i zloupotrebe u bilo koju svrhu, omogućiti nesmetan rad kako bi doprineli podizanju kvaliteta rada, efikasnosti istog i stvaranja pozitivne atmosfere u društvu, u kome je komunalna policija neodvojivi deo istog društva.

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JOB SATISFACTION OF EMPLOYEES IN THE MUNICIPAL POLICE (MILITIA) OF THE REPUBLIC OF SERBIA

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Original scientific paper

Abstract

The research was designed as a cross-sectional study in two time periods (2014 and 2019) on a selected sample in 12 cities of the Republic of Serbia. It aims to find out about the level of job satisfaction of employees in the municipal police (Official Gazette of the RS, No. 51/2009) - militia (Official Gazette of the RS, No. 49/2019). In order to obtain valid results from the respondents, the measurement of the degree of satisfaction was carried out by means of an anonymous standardized questionnaire for measuring job satisfaction - Job Satisfaction Survey (JSS). The collected data were processed by Descriptive statistical analysis (Macura, Kovačević, 2018), determined is medium value, relationships and connections with categorical by division on the subscales and total scales For pleasure by work: dissatisfied, ambivalent and satisfied. T test of independent samples performed is a comparison of mean values on the job satisfaction scale and all its subscales. Standard multiple regression analysis of certain is mutual and influence and statistics the significance of the set variables on Employee Job Satisfaction. The results showed a statistically significant influence between the subscales on the job satisfaction scale, where the greatest influence on employee dissatisfaction in 2014 was the salary, promotion, benefits, rewards and the very nature of the job. The greatest influence on employee ambivalence was satisfaction with work procedures and satisfaction with communications in 2014, while in 2019 the greatest influence on employee ambivalence was satisfaction with co-workers, rewards, the very nature of work and communication.

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Introduction

Communal Police is very much significant resource which one directly and indirectly influence on the creation communal order and our life the middle (Crepelle et al., 2022; Soltes et al., 2021; Benito et al., 2021; Allen, 2021). Implementation of the Law and others legal akata, strictly are defined and they have to literally respect and carry out from the sides employees in communal to the police Republic of Serbia.

Workers communal of the police are bearers operational tasks in organization and link in creation social relationship between organizations (city administration, department communal police) and user service (police administration, public companies, inspection services, legal persons, entrepreneurs and individuals). Good organization and management of the organization are factors that directly affect employee satisfaction.

The issue of job satisfaction and motivation of employees is one of the most important issues that has gained increasing importance recently (Riyanto et al., 2021; Crucke et al., 2021; Marta et al., 2021; Hitka et al., 2021; Đorđević, 2021). The way in which employees are managed, that is, human resources in the organization, has a significant impact on the success and survival of the organization in a highly competitive environment. Also, it is undeniable that issues of employee satisfaction and motivation must be managed strategically (Wedajo & Chekole, 2020; Bailey et al., 2018; Wright et al., 2005; Armstrong & Baron, 2002).

Historically, the introduction of job satisfaction in scientific circles was done by Hoppock who believes that job satisfaction is a combination of psychological and physiological circumstances, as well as environmental circumstances that cause the employee to say: "I am satisfied with my job" (Hoppock, 1935, according to Wright, 2006). Over time, the researcher's views took a form that united the social and economic part of business with a humanitarian view of the employee in the organization. In the municipal police, this direction of research is very little represented because there is no will of the management structures for this type of improvement and development of human resources. It all comes down to the economics of the business.

Measuring employee satisfaction is an unavoidable part of the organization's management process, which means that an effective management process implies an efficient and effective measurement system (Pinković, 2010). For the

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purposes of measuring employee satisfaction, Tanasijević shows established areas of satisfaction and satisfaction indicators within them (Tanasijević, 2006).

The measurement of employee satisfaction in this research work was carried out in two time periods, in 2014 and 2019. In 2014, the research covered 12 cities on the territory of the Republic of Serbia. There were 236 valid questionnaires included in the analysis. In 2019, the research covered the same cities and there were 191 valid questionnaires included in the analysis.

The results of the surveys can be used as a starting point in prevention and business strategy, but also as an innovation that can be implemented in the business of municipal police organizations as well as other services that do similar work with tangible and intangible indicators in their work. The importance of this research is also reflected in the direct applicability of research results in practice and their application in other social systems where motivation and satisfaction have a direct impact on their economic efficiency (for example, the police system of the state).

Materials and methods

The presented research covers 12 cities of the Republic of Serbia, which is 52.2% of the total number of cities in the territory that have established municipal police within their Local Self-Governments.

In 2014, in the cities where the research was conducted, a total of 282 questionnaires were distributed, of which 263 questionnaires were returned (93.3%), while 236 valid ones were included in the analysis (89.7%) of respondents. Among the respondents who returned the surveys, there were 78 female community police officers (33.1%) and 158 male community police officers (66.9%).

In 2019, in the same cities, 229 questionnaires were distributed, of which 209 questionnaires were returned (91.3%), of which 191 were valid (91.4%), included in the analysis. Among the respondents there were 47 female municipal police officers (24.6%) of respondents and 144 male municipal police officers (75.4%).

The basis of the research is the empirically based theory of Paul Spector (Spector, 1997), according to which job satisfaction is defined as "what a person feels about his job and various aspects of his job", while job satisfaction is measured using a standardized questionnaire, the "Job Satisfaction Survey" (JSS).

The scale consists of 36 statements and is divided into 9 subscales related to salary, promotion, leadership, benefits, rewards, work procedures, co-workers,

nature of work and communication. Scores are on each of the nine facet subscales (4 items each). Scores can range from 4 to 24; while the results of overall job satisfaction, based on the sum of all 36 items, can be in the range from 36 to 216. Respondents answer the extent to which this statement applies to them personally, and in the range from 1 to 6 (1 - and do not agree at all, 6 - and completely agree). The total score on the subscales can be divided into 3 modalities of satisfaction, where the range from 4 to 12 represents dissatisfaction, from 12 to 16 ambivalence, and from 16 to 24 satisfaction. The overall scale is also divided into these 3 modalities, where the range from 36 to 108 represents dissatisfaction, from 108 to 144 ambivalence and from 144 to 216 satisfaction.

On the selected sample, Krombach's alpha coefficient showed a reliability of the scale of 0.81, which shows very good reliability and internal agreement of the scale for this sample.

Using the method of analysis, the research object is broken down into its constituent parts, so that by sorting and grouping certain questions from the questionnaire (survey) that the respondents filled out, the synthesis method obtained individual results of the research object, which are grouped into more complex units, according to the principle of possible mutual connections and relationships.

statistical processing of the data for 2014 and 2019 was carried out using the *SPSS ver.18 for Windows program,* in which the processed data were grouped, while the results obtained with the descriptive statistical analysis were presented in the form of minimum, maximum, frequency distribution, percentages, arithmetic means and standard deviations, ratios and correlations with the categorical division of the job satisfaction scale and all its subscales. T test independent samples used is for comparison mean values on the job satisfaction scale and all its subscales for both examined periods, as well as the categorical division on the subscales and the overall job satisfaction scale. A standard multiple regression analysis was used to determine the influence of age, total length of service, length of service at the current workplace and monthly income was performed through several standard multiple regression analyzes on the job satisfaction scale and all its subscales that show satisfaction salary, promotion, leadership, benefits, rewards, work procedures, nature of work, co-workers and communications.

Results

Results obtained by questioning pleasures by work employees in communal to the police Republic Serbia for 2014 and 2019

Descriptive statistics determined is minimum, maximum, mean value and standard deviation on the scales for pleasure by work and to all hers subscales who is show pleasure salary, advancement, management, benefits, rewarding, working procedures, nature work, associates and communications (Table 1).

Table 1. Descriptive statistics on the job satisfaction scale and all its subscales for 2014 and 2019

Job Satisfaction Scale with subscales	Year	N	The minimum	The maximum	Middle value	Standard deviation
Satisfaction with salary	in 2014	236	4	21	10.30	4,393
	in 2019	191	4	24	11.23	4,858
Satisfaction with progress	in 2014	236	4	24	10.65	4,396
	in 2019	191	4	19	10.43	3,577
Satisfaction with management	in 2014	236	4	24	**18.41**	4.234
	in 2019	191	4	24	**16.38**	4,559
Satisfaction with benefits	in 2014	236	4	20	9.31	4,072
	in 2019	1 91	4	21	10.30	4,805
Rewarding satisfaction	in 2014	236	4	24	11.83	4.293
	in 2019	191	4	20	12.30	4.242
Satisfaction with work procedures	in 2014	236	4	24	12.58	3,706
	in 2019	191	4	21	12.97	3,345
Satisfaction with	in 2014	236	4	24	13.56	4,983

the nature of work	in 2019	191	4	23	13.28	4,225
Satisfaction with colleagues	in 2014	236	4	23	15.58	3,745
	in 2019	191	8	24	**16.40**	3,460
Satisfaction with communications	in 2014	236	9	23	15.50	2,784
	in 2019	191	6	24	15.58	3,977
Overall job satisfaction	in 2014	236	41	181	117.81	20.207
	in 2019	191	59	163	118.86	21,805
N – number of respondents						

The results showed that on the scale for satisfaction and all its subscales (Table 1), there are several modalities with a minimum of 4, but there are also several modalities with a maximum of 24. The highest mean value is 18.41 and occurs in satisfaction with management in In 2014, while in 2019, the mean value of satisfaction with management was 16.38, 11% less, while cooperation with co-workers was 16.38.

Otherwise, **there are no statistically significant differences in the results,** although there is a difference in the mean values.

The mean values on the job satisfaction scale and all its subscales for both investigated periods were compared using the test of independent samples. The results indicate that a statistically significant difference was shown between the mean values on the subscales for satisfaction with leadership p =.000**, satisfaction with benefits p =.025*, and satisfaction with co-workers p =.018* while overall job satisfaction did not show a statistically significant difference between these two periods in the examined group of communal police officers r <.05 (table 2.).

Table 2. Comparison of the job satisfaction scale and its subscales for 2014 and 2019 - Mean and Standard Deviation

Job Satisfaction Scale with subscales	Period of time	N	Middle value	Standard deviation	t	df	p
Satisfaction with salary	in 2014	236	10.39	4,393	- 1. 846	425	.066
	in 2019	191	11.23	4,858		425	
Satisfaction with progress	in 2014	236	10.65	4,396	. 568	425	.57 1
	in 2019	191	10.43	3,577		425	
Satisfaction with management	**in 2014**	236	**18.41**	4.234	4. 722	425	.000 **
	in 2019	191	16. 38	4,558		425	
Satisfaction with benefits	in 2014	236	9.31	4,072	- 2. 253	425	.02 5*
	in 2019	191	**1 0.30**	4,805		425	
Rewarding satisfaction	in 2014	236	11.83	4.293	- 1. 130	425	.25 9
	in 2019	191	12.30	4.242		425	
Satisfaction with work procedures	in 2014	236	12.58	3,706	- 1. 148	425	.25 2
	in 2019	191	12.97	3,345		425	
Satisfaction with the nature of work	in 2014	236	13.56	4,986	. 632	425	.52 8
	in 2019	191	13.28	4,225		425	
Satisfaction with colleagues	in 2014	236	15.58	3,745	- 2. 367	425	.01 8*
	in 2019	191	**16.40**	3,460		425	
Satisfaction with	in 2014	236	15.50	2,784	-.223	425	.82

communications	in 2019	191	15.58	3,977		425	3
Overall job satisfaction	in 2014	236	117.81	20.207	-.515	425	.607
	in 2019	191	118.86	21,805		425	

** statistical significance at the *r* <.05 level

A comparison of the mean values on the job satisfaction scale and its subscales for the period of 2014 and 2019 (Table 2), showed that in 2014 municipal police officers were more satisfied with management (18.41), while in 2019 they were more satisfied with benefits (10:30 a.m.) and associates (4:40 p.m.).

Overall job satisfaction did not show a statistically significant difference between these two periods in the examined group of communal police officers.

In 2014 and 2019, Descriptive statistics showed the results in a categorical division on the subscales and the overall scale for job satisfaction, where respondents were divided into dissatisfied, ambivalent and satisfied (Table 3).

Table 3. Categorical division on the subscales and the total scale for job satisfaction for 2014 and 2019

Job Satisfaction Scale with subscales	Year	Dissatisfied	Ambivalent	Satisfied
		N (%)	*N (%)*	*N (%)*
Satisfaction with salary	in 2014	**147 (62.3)**	63 (26.7)	26 (11.0)
	in 2019	97 (50.8)	**70 (36.6)**	**24 (12.6)**
Satisfaction with progress	in 2014	**139 (58.9)**	75 (31.8)	**22 (9.3)**
	in 2019	111 (58.1)	**65 (34.0)**	15 (7.9)
Satisfaction with management	in 2014	16 (6.8)	38 (16.1)	**182 (77.1)**
	in 2019	**28 (14.7)**	**66 (34.6)**	97 (50.8)
Satisfaction with	in 2014	**166 (70.3)**	55 (23.3)	15 (6.4)

benefits	in 2019	104 (54.5)	**73 (38.2)**	**14 (7.3)**
Rewarding satisfaction	in 2014	**107 (45.3)**	94 (39.8)	35 (14.8)
	in 2019	76 (39.8)	**78 (40.8)**	**37 (19.4)**
Satisfaction with work procedures	in 2014	**83 (35.2)**	127 (53.8)	26 (11.0)
	in 2019	51 (26.7)	**117 (61.3)**	**23 (12.0)**
Satisfaction with the nature of work	in 2014	**98 (41.5)**	73 (30.9)	65 (27.5)
	in 2019	62 (32.5)	**77 (40.3)**	52 (27.2)
Satisfaction with colleagues	in 2014	**42 (17.8)**	100 (42.4)	94 (39.8)
	in 2019	11 (5.8)	**93 (48.7)**	**87 (45.5)**
Satisfaction with communications	in 2014	24 (10.2)	**122 (51.7)**	**90 (38.1)**
	in 2019	**31 (16.2)**	91 (47.6)	69 (36.1)
Overall job satisfaction	in 2014	**81 (34.3)**	125 (53.0)	**30 (12.7)**
	in 2019	54 (28.3)	**118 (61.8)**	19 (9.9)
N (%) – number of respondents (expressed as a percentage)				

analysis of the categorical division on the subscale and the overall scale for job satisfaction in 2014 and 2019 yielded results that do not predict a bright future in the work of the communal police. The results showed that:

- dissatisfied communal policemen in 2014, while in 2019 there were 28.3%.
- And in 2014, there were 53.0% of ambivalent communal policemen, while in 2019 there were 61.8% ambivalent.
- Communal police officers who were satisfied with their work were 12.7% in 2014 and 9.9% in 2019.

Determining the mutual influence of set variables on employee job satisfaction, using standard Multiple Regression Analysis, for 2014 and 2019.

Determining the influence of age, total length of service, length of service at the current workplace and monthly income was done through several standard multiple regression analyzes on the job satisfaction scale and all its subscales showing satisfaction with salary, promotion, management, benefits, rewards, work procedures, nature of work, associates and communications for 2014 and 2019.

Determination of the impact on job satisfaction for 2014

In the first standard multiple regression analysis, monthly income, seniority at this job, total seniority, and age explained 2.8% of salary satisfaction. In the model, the **only statistically significant contribution is made by total work experience** (β =.198, r =.044) (Table 4).

In the second standard multiple regression analysis, monthly income, seniority at this workplace, total seniority and years of age explained 5.2% of satisfaction with promotion. In the model, the **only statistically significant contribution is seniority at the current workplace** (β =.148, r =.030) (Table 4).

In the third standard multiple regression analysis, monthly income, length of service at this position, total length of service and years of age explained 10.3% of satisfaction with management. In the model, age (β =.512, r =.000) and **total length of service** (β = -.253, r =.008) **make a significant contribution in the model (Table** 4).

Table 4. Standard multiple regression analysis for dependent variables satisfaction with pay, promotion, and management

Predictors	Satisfaction with salary			Satisfaction with progress			Pleasure leadership		
	R2	*F*	*β*	*R2*	*F*	*β*	*R2*	*F*	*β*
	.028	2,570**		.052	3,978**		.10 3	7,193***	
Age			-.030			.148			.51 2***
Total length of service			. 198*			.115			-.253**
Work experience in this position			.019			-.148*			-.0 47

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Monthly income			.095			-.145			-.112
Statistical significance at the level of r<.05*, r<.01**, r<.001***									

In the fourth standard multiple regression analysis, monthly income, length of service at this job, total length of service, and age explained 1% of satisfaction with benefits, but, in the model, **no variable made a statistically significant contribution.**

In the fifth standard multiple regression analysis, monthly income, length of service at this workplace, total length of service and years of age explained 0.8% of reward satisfaction, but in the model, **none of the variables made a statistically significant contribution.**

In the sixth standard multiple regression analysis, monthly income, seniority at this workplace, total seniority and years of age explained 0.8% of satisfaction with work procedures, but, in the model, **not a single variable made a statistically significant contribution.**

In the seventh standard multiple regression analysis, monthly income, length of service at this workplace, total length of service and years of age explained 7.1% of satisfaction with the nature of the job. In the model, the **only statistically significant contribution is made by total work experience** (β =.324, r =.001) (Table 5).

In the eighth standard multiple regression analysis, monthly income, length of service at this workplace, total length of service and years of age explained 0.7% of employee satisfaction, but, in the model, **no variable made a statistically significant contribution.**

In the ninth standard multiple regression analysis, monthly income, length of service at this workplace, total length of service and years of age explained 6.3% of satisfaction with communications. In the model, the **only statistically significant contribution is made by total work experience** (β =.231, r =.017), (Table 5).

In the tenth standard multiple regression analysis, monthly income, length of service at this workplace, total length of service and years of age explained 4.3% of total job satisfaction, but, in the model, **no variable made a statistically significant contribution.**

Table 5. Standard multiple regression analysis for the dependent variables satisfaction with the nature of work and communications

Predictors	Satisfaction with the nature of work			Satisfaction with communications		
	R2	*F*	*β*	*R2*	*F*	*β*
	.071	5,090 **		.063	4,609**	
Age			-.074			.082
Total length of service			.324 **			.231 *
Work experience in this position			-.057			-.050
Monthly income			-.149			-.059
Statistical significance at the level of *r* <.05*, *r* <.01**, *r* <.001***						

Determination of the impact on Job Satisfaction for 2019

In the first standard multiple regression analysis, monthly income, length of service at this job, total length of service and years of age explained 5.9% of salary satisfaction. In the model, the **only statistically significant contribution is given by monthly income** (β =.2 14, r =.003) (Table 6).

In another standard multiple regression analysis, monthly income, length of service at this job, total length of service, and years of age explained 0.8% of satisfaction with advancement. In the model, **not a single variable made a statistically significant contribution.**

In the third standard multiple regression analysis, monthly income, length of service at this position, total length of service and years of age explained 8.0% of satisfaction with management. In the model, **the most statistically significant contribution is made by seniority at this workplace** (*β* = -.220, *r* =.007), **followed by monthly income** (*β* = -.181, *r* =.021), (Table 6).

In the fourth standard multiple regression analysis, monthly income, length of service at this job, total length of service and years of age explained 0.4% of satisfaction with benefits, but, in the model, **no variable made a statistically significant contribution.**

In the fifth standard multiple regression analysis, monthly income, length of

service at this job, total length of service and years of age explained 2.9% of reward satisfaction, but, in the model, **no variable made a statistically significant contribution.**

In the sixth standard multiple regression analysis, monthly income, length of service at this workplace, total length of service and years of age explained 1.2% of satisfaction with work procedures, but, in the model, **no variable made a statistically significant contribution.**

Table 6. Standard multiple regression analysis for dependent variables satisfaction with pay, promotion, and management

Predictors	Satisfaction with salary			Satisfaction with progress			Satisfaction with management		
	R2	*F*	*ß*	*R2*	*F*	*ß*	*R2*	*F*	*ß*
	.059	3.892**		-	-	-	.080	5,023**	
Age			-.086						.215
Total length of service			.216						.055
Work experience in this position			-.036						-.220**
Monthly income			.214*						-.181*
Statistical significance at the level of r<.05*, r<.01**, r<.001***									

In the seventh standard multiple regression analysis, monthly income, length of service at this position, total length of service and years of age explained 7% of employee satisfaction. In the model, age (*ß* =.492, *r* =.002) and **total length of service** (*ß* = -.348, *r* =.026) **give a significant contribution in the model** (Table 7).

In the eighth standard multiple regression analysis, monthly income, length of service at this workplace, total length of service and years of age explained 20.8% of satisfaction with the nature of work. In the model, **the most statistically significant contribution is made by age** (*ß* =.163, *r* =.000), followed **by monthly income** (*ß* = -.292, *r* =.000) (Table 7).

In the ninth standard multiple regression analysis, monthly income, seniority at

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this workplace, total seniority and age explained 5% of satisfaction with communications. In the **unique statistical model, a significant contribution is given by the total length of service** ($\beta =$.321, $r =$.034) (Table 7).

Table 7. Standard multiple regression analysis for dependent variables satisfaction with co-workers, nature of work and communications

Predictors	Satisfaction with colleagues			Satisfaction with the nature of work			Satisfaction with communications		
	R2	*F*	*β*	*R2*	*F*	*β*	*R2*	*F*	*β*
	.070	4,463**		.208	13,174 ***		.050	3,422 *	
Age			.492**			-.163***			-.038
Total length of service			-.348*			.569			.321*
Work experience in this position			-.02 5			-.096			-.103
Monthly income			.101			-.292***			-.080
Statistical significance at the level of r<.05*, r<.01**, r<.001***									

In the tenth standard multiple regression analysis, monthly income, length of service at this workplace, total length of service and years of age explained 5.4% of total job satisfaction. In the **unique statistical model, a significant contribution is given by the total length of service** ($\beta =$.352, $r =$.026) (Table 8).

Table 8. Standard multiple regression analysis for dependent variables overall job satisfaction

Predictors	Overall job satisfaction		
	R2	*F*	*β*
	.054	3,637 **	
Age			-.070
Total length of service			.352*

Work experience in this position			-.050
Monthly income			-.022
Statistical significance at the level of r<.05*, r<.01**, r<.001***			

Discussion

Development plans, both material and non-material rewards for the successfully completed tasks of municipal police officers, are no longer part of the rhetoric of city leaders or citizens. Intangible rewards in the form of praise, confirmation of well-executed tasks and help in solving problems have also disappeared from the users of services - citizens (natural and legal entities). Respect for the personality and integrity of communal policemen as officials who are in the capacity of citizens' service has reached an extremely low level in the cities where it was formed, as well as in society in general.

The factors that influenced the satisfaction of municipal police officers, which are found on the subscale and the overall scale for job satisfaction, are part of the organizational structure of the municipal police and its management, and they are dissatisfaction, amotivation and satisfaction of employees. According to their mutual correlations in which they are found, at the same time they are predictors of efficient business (Manić et al. 2020).

Descriptive statistics on the job satisfaction scale and all its subscales for 2014 and 2019, during the research, yielded more modalities with a minimum of 4, and more modalities with a maximum of 24.

In 2014, municipal police officers were the most satisfied with management, while in 2019 they were satisfied with management and work with colleagues. However, the descriptive analysis showed that there is no statistically significant difference in the results, although there is a difference in the mean values.

By comparing the mean values on the job satisfaction scale and all its subscales for both investigated periods, the obtained results indicate statistically significant differences between the mean values on the subscales for satisfaction with management, satisfaction with benefits and satisfaction with co-workers. while overall job satisfaction did not show a statistically significant difference between these two periods. This shows that in 2014 communal police officers were more satisfied with management (18.41), while in 2019 they were more satisfied with benefits (10.30) and co-workers (16.40). This is perhaps expected from the point of view of communal police workers. In 2014, they were beginners in this new service and the first generation that relied the most on their

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direct managers because they were their support and security in completing their tasks. With the experience of several years (2014 - 2019) in communication with colleagues and some received benefits (night work, days off for excess hours worked, quality equipment), the results indicate that there is a statistically significant difference between the mean values on the subscales for satisfaction with management, satisfaction with benefits and satisfaction with co-workers, while overall job satisfaction did not show a statistically significant difference between these two periods.

In the analysis of their categorical division on subscales and the overall scale for job satisfaction into dissatisfied, ambivalent and satisfied, the results showed a very high ambivalence - indifference (61.8%) in 2019, although it was not low in 2014 either (53.0%). There were more dissatisfied municipal police officers in 2014 (34.3%), while there were very few satisfied ones in 2014 (12.7%) and 2019 (9.9%).

Dissatisfaction decreased due to the benefits received and the increased tolerance of managers. Work experience that has raised the level of communication with co-workers and within the organization has an impact. Dissatisfaction was influenced by the frequent campaign against communal police led by politicians to find the culprits for their incompetence and incompetence. This turned into the complacency of communal policemen who withdrew into themselves, isolated themselves in their own world, started personal private education and training, which caused the departure of a large number of municipal police employees to other jobs.

Determining the mutual influence of the set variables on employee job satisfaction, through multiple regression analysis, led to certain findings, so that in 2014, the greatest statisticians make a significant contribution to management satisfaction is age and total length of service. The length of service in the current workplace has a significant contribution to satisfaction with advancement, but through benefits and not as progress in the hierarchy of command. With seniority, the salary increases as a certain benefit to employees in the service. The obtained results confirm the previously obtained results, because with years of age and experience in this workplace, there is a more serious approach to work, repeated or similar situations at work and therefore greater respect for the manager, which is part of joint work.

As a closed system that is controlled by the Ministry of State Administration and Local Self-Government and not by the City Administration, which is the founder of the communal police, the law and other by-laws are changed in advance along political lines, which enable individuals to be managers of this service.

For the year 2019, on the arrangement of the mutual influence of the set variables on the job satisfaction of employees, through multiple regression analysis, there was a statistically significant contribution in relation to the satisfaction with the salary that you give in the monthly income, which is manifested by an increased salary that causes satisfaction. Statistically, a significant contribution is made by length of service in this workplace, followed by monthly income to satisfaction with management, which confirms the previously mentioned results. The greatest statisticians make a significant contribution to satisfaction with the nature of work and satisfaction with co-workers, which is an indicator of experience, learned and the law on communal police - communal militia and other laws and by-laws, members and business routines in solving set tasks. A higher salary compared to previous years of work contributes to the well-being of employees and quality work, as well as seniority that affects satisfaction in communications within the organization, but also in the field with third parties and associates.

In the presented model, the unique statistician gives a significant contribution of total length of service to total job satisfaction, which can be explained by the fact that municipal police employees are more satisfied through experience at the workplace because they are much more ambivalent. The ambivalence itself affects the efficiency in solving the set tasks, but with experience, it takes much less time to complete the task.

All these data obtained through research lead to the conclusion that this type of business, which is based on age, work experience and salary as benefits, is unsustainable. Urgent measures in the direction of finding motives and motivators in order to increase the satisfaction of employees in the municipal police must overcome the vanity of individuals, the party line of employment and inadequate experts, so that the envisioned municipal police service has a long-term vision and the fulfillment of its mission "to be a service for citizens" and not individuals

In the rest of the text, we will refer to some of the research on the job satisfaction of employees with a parallel to the research of this scientific work.

Research by Pavlović and Marković (Pavlović & Marković, 2014) also confirms the research conducted in this paper, in which municipal police employees are more satisfied if they are adequately rewarded, they are satisfied with work procedures and working conditions, and they are satisfied with interpersonal relations with colleagues. A positive atmosphere in the organization and a sense of belonging give greater performance to employees in the communal police.

Stevens (Stevens, 2008) in his work "Police officer stress: sources and

solutions", maintains that police officers often have a feeling of discomfort due to negative media campaigns against the police (Julseth et al., 2011).

Tanasijević (Tanasijević, 2006) in his research "Employee satisfaction", suggests that the efficiency and effectiveness of an organization in modern business is not measured only by profit, but also by the quality of work potential and its measurement.

In 2019, external and internal influences on the municipal police contributed to municipal police employees turning to themselves and their personal goals, as the best way to adequately solve the assigned tasks. Thus, they used their acquired experience and professional attitude towards work duties to isolate themselves from the increasing influence of the environment and politics, they gained a sense of collegial connection in order to defend themselves from the environment and overcome incorrect and inappropriate attacks on the service and them personally, identifying them with non-workers and political dissidents, both from the opposition and the ruling structure.

The work motivation of communal police officers was most often created as a product of personal attitudes, self-respect and sense of self-responsibility of persons who work according to the rules of the service, implement laws and other legal acts of the Republic and Local Authorities. With a sense of the personal importance of the tasks they carry out, municipal police officers determine the intensity of work, the time and urgency in their execution, and all this in accordance with the experience on a personal level.

Conclusion

The impossibility of influencing external working conditions forced employees to flee from external influences and compensate with internal personal development. There was neglect and replacement of the opinion of the environment with personal attitudes, self-control in handling and working with managers, self-determination of work intensity and intensity determined for the assigned task and personal determination of the quality of the service provided. The very way of working in the circumstances in which it takes place has led to increased amotivation among municipal police officers, drastically increased the level of ambivalent behavior and job dissatisfaction, which has led to a decrease in the number of employed municipal police officers.

Such a structure of an organizational unit such as the communal police cannot allow such a high percentage of ambivalent and dissatisfied workers. Omissions and relations should be corrected according to the needs of employees, in order to reduce the outflow of municipal police officers, increase the professionalism of the service, increase the motivation and job satisfaction of employees and

raise efficiency to an even higher level of productivity.

In the future, it is necessary to conduct more research on the topic of satisfaction of employees in communal police. It is necessary to systematically work on media education of citizens, managers and associates of communal police, to protect communal police officers from politicization and abuse for any purpose, to enable smooth work in order to contribute to raising the quality of work, its efficiency and creating a positive atmosphere in society, in which communal the police are an inseparable part of the same society.

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