
ASSESSING THE INFLUENCE OF EMPLOYEE'S ATTITUDES ON ORGANIZATIONAL PERFORMANCE IN MALAWI SECURITY AGENCIES: A CASE STUDY OF DEDZA SECURITY AGENCY

***Janet Kunkeyani, Maurice Sambo (Lecturer)**

Bachelor's Degree of Business Administration Dmi ST John The Baptist University.

Article Received: 06 July 2026, Article Revised: 26 July 2026, Published on: 13 August 2026

***Corresponding Author: Janet Kunkeyani**

Bachelor's Degree of Business Administration Dmi ST John The Baptist University.

Doi: <https://doi-doi.org/101555/ijarp.2488>

ABSTRACT

Employee attitudes are increasingly recognized as a strategic determinant of organizational performance, particularly within public sector institutions where effective service delivery depends largely on employee commitment, motivation and ethical conduct. This study examined the influence of employees' attitudes on organizational performance in Malawi police security agencies. Specifically, the study assessed the level of employee attitudes, examined the influence of these attitudes on organizational performance and identified organizational factors that shape employee attitude. A mixed methods research design was adopted, combining quantitative and qualitative approaches. Data were collected from 163 officers selected from a target population of 276 officers using structured questionnaires and semi-structured interviews. Quantitative data were analyzed using the statistical package for social sciences (SPSS) while qualitative responses were analyzed thematically.

The findings revealed that the majority of security officers exhibited positive attitudes characterized by high job satisfaction, organizational commitment, team work, work ethics and motivation. Positive employee attitudes were found to significantly enhance organizational performance by improving productivity, service delivery, operational efficiency and public trust. Leadership style, effective communication, continuous training and availability of organizational resources emerged as the major factors influencing employee attitudes. However inadequate resources and limited incentives were identified as challenges that may negatively affect employee morale and performance.

The study concludes that employee attitude are critical determinants of organizational performance within the Malawi security agencies. It recommends strengthening participatory

leadership, improving communication systems, expanding professional development opportunities and ensuring adequate resource allocation to sustain positive employee attitudes and improve institutional effectiveness. The findings contribute to the growing body knowledge on organizational behavior in public security institutions and provide evidence for policy reforms aimed at improving service delivery in Malawi.

KEYWORDS: employee attitudes; organizational performance; job satisfaction; organizational commitment; teamwork; work ethics; Malawi security agencies.

INTRODUCTION

Organizational performance has become one of the most important concerns for both public and private institutions because it determines an organization's ability to achieve its strategic objectives, deliver quality services and maintain public confidence. Although organizational performance has traditionally been associated with financial resources, infrastructure, technology, management systems, contemporary organizational research increasingly recognizes employee as the most valuable organizational asset. Human attitudes, behaviors, motivation and commitment now constitute essential determinants of organizational effectiveness.

Employee attitudes refer to the beliefs, feelings, and behavioral tendencies employees develop toward their jobs, supervisors, colleagues, and organizations. These attitudes influence employees' willingness to perform assigned responsibilities, cooperate with colleagues, demonstrate ethical behavior, and contribute beyond minimum job requirements. Positive employee attitudes often manifest through job satisfaction, organizational commitment, teamwork, motivation, and professionalism, whereas negative attitudes may result in absenteeism, poor service delivery, conflict, unethical conduct, and low productivity. These behavioral outcomes directly affect organizational performance and long-term sustainability.

Within public sector organizations, employee attitudes become even more significant because employees interact directly with citizens and represent government institutions. The quality of services delivered depends not only on organizational policies and resources but also on employees' willingness to execute their responsibilities efficiently, ethically, and professionally. Consequently, organizations with motivated and committed employees generally experience higher productivity, improved customer satisfaction, stronger institutional reputation, and greater public trust.

Law enforcement institutions particularly depend on positive employee attitudes because police officers are responsible for maintaining law and order, protecting life and property, enforcing legislation, and promoting public safety. Their daily interactions with citizens significantly influence public perceptions regarding fairness, professionalism, transparency, and institutional legitimacy. Consequently, poor employee attitudes within policing institutions may contribute to delayed service delivery, misconduct, corruption, reduced public confidence, and declining organizational performance.

Despite considerable investments aimed at strengthening public institutions, many developing countries continue experiencing challenges associated with employee motivation, commitment, and organizational effectiveness. In Malawi, the Malawi security agencies continues to face challenges relating to service delivery, public confidence, ethical conduct, and operational efficiency. Existing evidence suggests that these challenges may partly originate from employee attitudes influenced by leadership practices, communication systems, resource availability, organizational culture, and opportunities for professional development. However, limited empirical studies have comprehensively examined how multiple employee attitude dimensions simultaneously influence organizational performance within security institutions in Malawi.

This study therefore investigated the influence of employees' attitudes on organizational performance at Malawi security agencies. Specifically, the study sought to assess the level of employee attitudes, determine their influence on organizational performance, and identify organizational factors affecting these attitudes. The findings provide practical evidence that may assist policymakers, organizational leaders, and human resource practitioners in designing interventions aimed at improving employee motivation, organizational commitment, service delivery, and public confidence within the Malawi security agency.

2.1 EMPLOYEES' ATTITUDES

Employee attitudes represent employees' psychological evaluations of their work, organization, supervisors, and working environment. According to organizational behavior scholars, attitudes consist of cognitive, emotional, and behavioral components that influence how employees think, feel, and behave within organizations. Positive attitudes encourage commitment, cooperation, innovation, and productivity, whereas negative attitudes often result in dissatisfaction, absenteeism, turnover intentions, conflict, and poor organizational outcomes.

Several dimensions characterize employee attitudes. Job satisfaction reflects employees' overall contentment with their work and working conditions. Organizational commitment refers to employees' emotional attachment and loyalty toward organizational goals. Work motivation determines employees' willingness to exert effort in accomplishing organizational objectives. Teamwork reflects employees' ability to collaborate effectively, while work ethics emphasize integrity, professionalism, accountability, and adherence to organizational values. These dimensions collectively determine employees' effectiveness in achieving organizational objectives.

2.2 ORGANIZATIONAL PERFORMANCE

Organizational performance refers to the extent to which an organization successfully achieves its intended objectives through efficient utilization of available resources. Within public institutions, organizational performance extends beyond financial outcomes to include service quality, operational efficiency, employee productivity, accountability, responsiveness, citizen satisfaction, and institutional effectiveness.

For police organizations, performance indicators include crime prevention, timely emergency response, public trust, ethical conduct, professionalism, operational efficiency, effective investigations, and community satisfaction. Employee behavior therefore becomes an important determinant of organizational success because police officers directly influence both internal organizational processes and external public perceptions.

2.3 EMPIRICAL REVIEW

Previous studies consistently demonstrate a strong positive relationship between employee attitudes and organizational performance across different sectors and countries. Research indicates that organizations characterized by motivated, satisfied, and committed employees generally experience higher productivity, lower employee turnover, greater innovation, improved customer satisfaction, and stronger organizational performance.

Studies by Ruzungunde et al. (2024) found that job satisfaction significantly improves employee productivity and organizational effectiveness by increasing motivation and reducing workplace conflicts. Similarly, Masuku et al. (2025) reported that motivated employees demonstrate greater engagement, commitment, and willingness to contribute beyond formal job requirements, leading to improved organizational outcomes.

Organizational commitment has also received considerable attention in organizational behavior literature. Employees who identify strongly with organizational goals are more likely to remain loyal, demonstrate discretionary effort, and support organizational change initiatives. Opare Darko et al. (2024) observed that committed employees contribute

significantly toward organizational success because they willingly perform responsibilities beyond contractual obligations.

Teamwork represents another important determinant of organizational effectiveness. Modern organizations increasingly rely on collaborative work structures where employees coordinate activities, exchange knowledge, solve problems collectively, and support organizational learning. Studies consistently show that effective teamwork enhances operational efficiency, innovation, communication, and service quality. Within policing institutions, teamwork is particularly important because policing activities require coordinated responses among different operational units.

Ethical conduct also significantly influences organizational performance. Ethical employees promote transparency, accountability, fairness, and professionalism, thereby strengthening organizational legitimacy and public confidence. In contrast, unethical behavior contributes to corruption, reduced public trust, organizational inefficiency, and reputational damage. Research within African policing institutions has repeatedly identified ethical leadership and professional conduct as essential determinants of institutional effectiveness.

2.4 ORGANIZATIONAL FACTORS INFLUENCING EMPLOYEE ATTITUDES

Employee attitudes are shaped by numerous organizational factors. Leadership style remains one of the strongest determinants of employee motivation and commitment. Participatory leadership encourages employee involvement, trust, communication, and empowerment, whereas authoritarian leadership often reduces morale and organizational commitment.

Communication is another critical organizational factor. Effective communication ensures employees understand organizational goals, expectations, policies, and performance standards while promoting collaboration and reducing workplace conflicts. Similarly, continuous training and professional development improve employees' competence, confidence, motivation, and career satisfaction.

Resource availability also significantly affects employee attitudes. Employees require adequate equipment, technology, financial support, transportation, and operational resources to perform effectively. Inadequate resources often generate frustration, reduced morale, occupational stress, and declining organizational commitment. Studies conducted within Malawi's public institutions similarly identify inadequate resources, limited training opportunities, weak leadership support, and ineffective communication as significant barriers to positive employee attitudes and organizational performance.

2.5 THEORETICAL FRAMEWORK

This study is anchored on Herzberg's Two-Factor Theory of Motivation, which distinguishes between hygiene factors and motivators in influencing employee satisfaction and organizational performance. Hygiene factors include salary, supervision, organizational policies, working conditions, and interpersonal relationships. While their presence prevents dissatisfaction, they do not necessarily motivate employees toward superior performance. Conversely, motivators—including achievement, recognition, responsibility, advancement, and personal growth—generate intrinsic satisfaction and encourage employees to perform beyond minimum expectations.

Herzberg's theory provides an appropriate framework for understanding employee attitudes within policing institutions because organizational performance depends not only on material resources but also on employees' psychological commitment, recognition, leadership support, and opportunities for professional growth. By improving both hygiene factors and motivational factors, police organizations can enhance employee attitudes, strengthen organizational commitment and improve service delivery.

Conceptual Framework

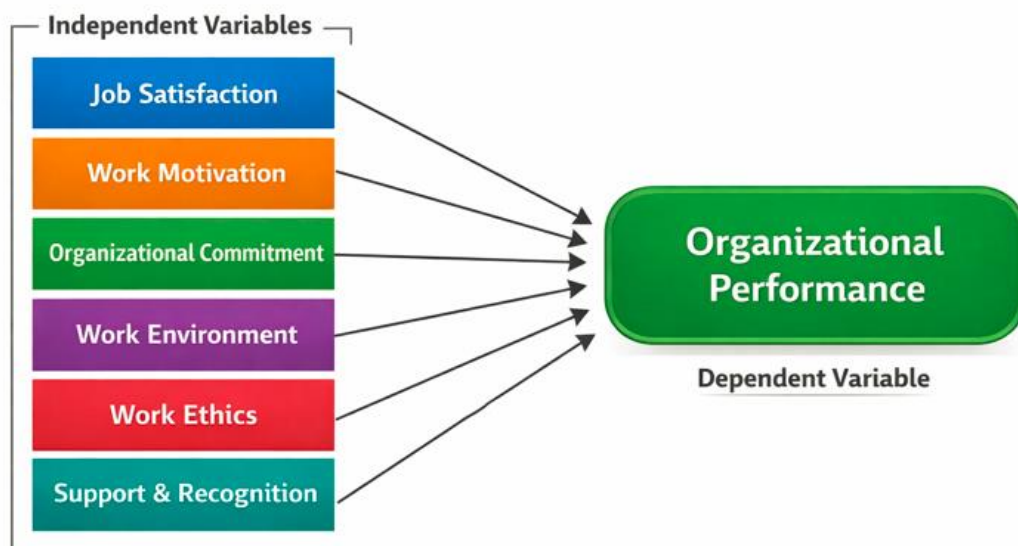


Figure 1: Conceptual framework.

The diagram shows that organizational factors such as leadership, communication, training, and availability of resources influence employees' attitudes. These attitudes include job satisfaction, organizational commitment, teamwork, and work ethics.

In turn, these employee attitudes determine the level of organizational performance in Malawi security agency. When employees have positive attitudes, performance improves through better service delivery, increased efficiency, and improved public trust. However, when organizational factors are weak, employee attitudes decline, leading to reduced performance.

3. METHODOLOGY

3.1 RESEARCH DESIGN

This study adopted a mixed-methods research design, integrating quantitative and qualitative approaches to provide a comprehensive understanding of the relationship between employees' attitudes and organizational performance. The quantitative approach enabled the collection of measurable data on employee attitudes, while the qualitative approach provided deeper insights into respondents' experiences and perceptions. The integration of the two approaches enhanced the validity and reliability of the findings through methodological triangulation.

3.2 STUDY AREA

The study was conducted at Malawi security agency in Dedza District, located in the Central Region of Malawi. This agency was selected because it plays a critical role in maintaining law and order, crime prevention, community policing, criminal investigations, traffic management, and public safety. The agency also experiences organizational challenges common to many public institutions, including resource constraints, increasing public expectations, and demanding workloads, making it an appropriate setting for investigating employee attitudes and organizational performance.

3.3 TARGET POPULATION AND SAMPLE SIZE

The target population comprised all security agency officers stationed at Dedza . According to official station records, the station had 276 officers during the study period. Since studying the entire population was impractical, a representative sample was determined using Yamane's (1967) sample size determination formula with a 5% margin of error and a 95% confidence level.

The formula produced a sample size of 163 respondents, which was considered statistically adequate to represent the study population. The respondents included officers from various departments and ranks, including administration, criminal investigations, traffic, community policing, general duties, and supervisory positions.

3.4 SAMPLING TECHNIQUE

Purposive sampling was employed to select respondents. This non-probability sampling technique was considered appropriate because it enabled the researcher to deliberately select officers possessing sufficient knowledge and experience regarding organizational practices and workplace attitudes. Participants from different operational units and hierarchical levels were included to ensure a comprehensive understanding of the research problem.

3.5 DATA COLLECTION METHODS

Primary data were collected using structured questionnaires and semi-structured interviews. The questionnaires contained both closed-ended and open-ended questions to capture quantitative and qualitative information. Semi-structured interviews were conducted with selected supervisors and senior officers to obtain detailed explanations regarding leadership practices, organizational culture, workplace challenges, employee motivation, and organizational performance.

Prior to the main study, a pilot study involving security officers from Chimbiya was conducted to evaluate the clarity, reliability, and validity of the research instruments. Feedback obtained during the pilot study led to refinement of ambiguous questions and improvement of the questionnaire structure before the main data collection exercise.

3.6 DATA ANALYSIS

Completed questionnaires were checked for completeness, coded, and entered into the Statistical Package for the Social Sciences (SPSS) for analysis. Descriptive statistical techniques, including frequencies and percentages, were used to summarize respondents' characteristics and perceptions. Qualitative interview responses were analyzed thematically and integrated with quantitative findings to enrich interpretation and discussion.

3.7 ETHICAL CONSIDERATIONS

Ethical approval was obtained from the relevant authorities before data collection commenced. Participation was voluntary, and informed consent was obtained from all respondents. Confidentiality and anonymity were maintained throughout the study by ensuring that respondents' identities were not disclosed. Information collected was used exclusively for academic purposes, and participants were informed of their right to withdraw from the study at any stage without any negative consequences.

4. RESULTS

4.1 Demographic Characteristics of Respondents

The study analyzed responses from 163 police officers. The demographic characteristics revealed a workforce composed primarily of experienced personnel. Most respondents were between 40 and 49 years of age (33.7%), followed by those aged 30–39 years (28.2%). Officers aged 18–29 years constituted 20.2%, while respondents aged 50 years and above represented 17.8%. This distribution suggests that Dedza Police Station benefits from a mature workforce possessing substantial operational experience and institutional knowledge.

Regarding gender, males accounted for 69.9% of respondents, whereas females represented 30.1%. Although policing remains male dominated, the proportion of female officers indicates gradual progress toward gender inclusiveness within the Malawi Police Service.

Educationally, 36.2% of respondents possessed the Malawi School Certificate of Education (MSCE), 28.2% held diplomas, 16.0% held certificates, 14.1% possessed bachelor's degrees, and 5.5% had master's degrees. These findings indicate that while the workforce is reasonably educated, further professional development opportunities remain important for improving organizational effectiveness.

In terms of work experience, the majority of respondents had served for more than five years. Specifically, 28.2% had 11–15 years of service, 22.1% had served between 5 and 10 years, while 20.2% had worked for more than 15 years. This demonstrates that most respondents possessed adequate institutional experience to provide reliable information concerning employee attitudes and organizational performance.

4.2 Level of Employee Attitudes

The study found that employee attitudes at Dedza Police Station were generally positive across all measured dimensions.

Approximately 70% of respondents either strongly agreed or agreed that they were satisfied with their jobs, suggesting that most officers possessed favourable perceptions regarding their work environment. Nevertheless, approximately one-fifth expressed dissatisfaction, indicating opportunities for management improvement.

Organizational commitment was equally high. Nearly four out of every five respondents indicated willingness to exert additional effort beyond their normal responsibilities to achieve organizational objectives. This demonstrates a strong sense of loyalty and commitment among police officers.

Teamwork emerged as one of the strongest employee attitude dimensions. More than 88% of respondents agreed that teamwork was effectively practiced within the station, indicating

high levels of collaboration, coordination, and mutual support among officers. Effective teamwork is particularly important within policing because operational success often depends on coordinated action among multiple officers and departments.

Similarly, work ethics received predominantly positive ratings. Approximately 70% of respondents believed that professionalism, discipline, and ethical conduct were generally practiced within the station. However, a minority reported concerns regarding ethical standards, suggesting the need for continued emphasis on accountability and professional conduct.

Employee motivation was also generally favourable, although responses indicated greater variation compared to other attitude dimensions. While approximately 60% reported being motivated, a considerable proportion expressed neutral or negative perceptions, indicating that motivational strategies require further strengthening.

4.3 Influence of Employee Attitudes on Organizational Performance

The findings demonstrate a strong positive relationship between employee attitudes and organizational performance.

Nearly 90% of respondents agreed that positive employee attitudes significantly improve service delivery at Dedza Police Station. Respondents indicated that motivated and committed employees perform their duties more efficiently, demonstrate professionalism, and contribute positively to organizational effectiveness.

Similarly, almost 90% agreed that positive employee attitudes directly improve productivity. Respondents associated positive attitudes with increased commitment, better cooperation, enhanced responsibility, and greater willingness to exceed minimum job expectations. These findings support the proposition that employees constitute strategic organizational resources whose attitudes directly influence institutional performance.

The study further established that ethical behaviour enhances public trust in policing institutions. Although the majority of respondents acknowledged this relationship, approximately 20% remained neutral, indicating that strengthening ethical awareness and accountability remains an important organizational priority.

Teamwork was also found to contribute substantially to organizational performance. More than 80% of respondents agreed that collaboration among officers improves operational efficiency, coordination, service delivery, and organizational effectiveness. These findings reinforce the importance of collaborative policing in achieving institutional goals.

4.4 Organizational Factors Influencing Employee Attitudes

Respondents identified several organizational factors that significantly shape employee attitudes.

Supportive leadership emerged as the strongest determinant of positive employee attitudes. Respondents indicated that participatory leadership improves motivation, morale, trust, and organizational commitment by encouraging employee involvement in organizational decision-making.

Effective communication was also identified as an important contributor to positive workplace attitudes because it promotes understanding, cooperation, transparency, and teamwork. Training opportunities improved employees' professional competence, confidence, and motivation, while adequate organizational resources enhanced officers' ability to perform their duties efficiently.

Conversely, inadequate resources, heavy workloads, and limited incentives were reported as factors that negatively influence employee morale and organizational performance. Respondents emphasized that improving these organizational conditions would further strengthen employee attitudes and enhance overall organizational effectiveness.

5. DISCUSSIONS

This study examined the influence of employees' attitudes on organizational performance within the Malawi security agencies using Dedza security agency as a case study. The findings demonstrate that employee attitudes are fundamental determinants of organizational effectiveness, influencing productivity, service delivery, teamwork, ethical conduct, and public trust. The results further reveal that organizational factors such as leadership style, communication, training opportunities, and resource availability significantly shape employees' attitudes toward their work.

5.1 Employee Attitudes and Organizational Performance.

The findings revealed that the majority of respondents exhibited positive attitudes characterized by high levels of job satisfaction, organizational commitment, teamwork, work ethics, and motivation. These positive attitudes translated into improved organizational performance through enhanced productivity, greater operational efficiency, better teamwork, and improved service delivery. These findings support the view that employees are strategic organizational assets whose attitudes significantly influence institutional success.

The results are consistent with previous studies by Ruzungunde et al. (2024), who reported that employees with positive job attitudes demonstrate higher productivity, commitment, and

organizational effectiveness. Similarly, Masuku et al. (2025) found that motivated employees contribute significantly to improved service quality and organizational performance through increased engagement and commitment. The present findings reinforce this evidence by demonstrating that positive employee attitudes within policing institutions improve officers' willingness to perform their duties effectively while strengthening institutional performance. The high level of organizational commitment observed among respondents further confirms that employees who identify strongly with organizational objectives are more likely to exert additional effort beyond formal job requirements. This finding supports Herzberg's Two-Factor Theory, which suggests that employees who experience recognition, responsibility, achievement, and opportunities for growth demonstrate higher motivation and superior performance.

5.1.2 Teamwork and Organizational Effectiveness.

One of the strongest findings of this study was the importance of teamwork in improving organizational performance. Most respondents agreed that collaboration among officers enhanced coordination, communication, operational efficiency, and service delivery. Effective policing requires coordinated responses among multiple officers and specialized units; therefore, teamwork remains indispensable for achieving organizational goals.

These findings agree with Masukulu et al. (2023), who reported that teamwork improves organizational efficiency through enhanced communication, collective problem-solving, and coordinated service delivery. Within Dedza security agency, teamwork appears to facilitate effective decision-making, rapid emergency response, and improved public service delivery.

5.1.3 Ethical Behaviour and Public Trust

The study also established that ethical conduct contributes significantly to public confidence in policing institutions. Respondents acknowledged that professionalism, integrity, accountability, and adherence to ethical standards improve public trust and institutional credibility. Nevertheless, a minority of respondents expressed reservations regarding ethical practices, indicating that ethical challenges continue to exist.

These findings support previous research by Makatha and Assenga (2025), who concluded that ethical behaviour remains one of the strongest predictors of public confidence in the police. Ethical misconduct damages institutional legitimacy, reduces public cooperation, and undermines effective law enforcement. Consequently, strengthening ethical standards should remain a strategic priority for the Malawi Police Service.

5.3 Organizational Factors Influencing Employee Attitudes

The findings demonstrate that leadership style, communication, training opportunities, and resource availability significantly influence employee attitudes. Supportive leadership emerged as the strongest organizational determinant of positive attitudes. Respondents indicated that leaders who communicate effectively, recognize employee contributions, and involve officers in decision-making foster higher motivation, organizational commitment, and job satisfaction.

These findings align with Herzberg's Two-Factor Theory, which identifies supportive supervision, recognition, and opportunities for professional growth as important motivators that enhance employee satisfaction and performance. The results are also consistent with Robbins and Judge (2020), who argue that participatory leadership strengthens employee engagement by promoting trust, empowerment, and organizational commitment.

Training opportunities were similarly found to improve employee competence, confidence, and motivation. Employees who receive continuous professional development become better equipped to perform organizational responsibilities while adapting to changing workplace demands. Conversely, inadequate organizational resources, limited incentives, and heavy workloads were identified as factors contributing to reduced morale and declining organizational performance.

Overall, the findings demonstrate that organizational performance depends not only on employees' personal attitudes but also on the institutional environment within which employees perform their duties.

6. PRACTICAL AND POLICY IMPLICATIONS

The findings of this study have important implications for organizational management, public administration, and policy formulation within the Malawi security agency.

First, security agency leadership should recognize employee attitudes as strategic organizational resources rather than merely individual characteristics. Improving employee motivation, commitment, and job satisfaction should become integral components of institutional performance management.

Second, organizational leaders should strengthen participatory leadership by encouraging employee involvement in decision-making processes. Open communication, transparency, recognition of employee achievements, and supportive supervision are likely to improve morale and organizational commitment.

Third, investment in continuous professional development should become a priority. Regular in-service training, leadership development programmes, mentoring initiatives, and career advancement opportunities can significantly improve employee competence and organizational effectiveness.

Fourth, policymakers should ensure adequate provision of operational resources, including transport, communication equipment, office facilities, and technological support. Resource adequacy reduces frustration, improves motivation, and enables employees to perform efficiently.

Finally, strengthening ethical governance through ethics training, accountability mechanisms, professional standards, and transparent disciplinary procedures can enhance public confidence while promoting institutional credibility.

7. CONCLUSION

This study examined the influence of employees' attitudes on organizational performance within the Malawi security agencies using Dedza security agency as a case study. The findings provide strong empirical evidence that positive employee attitudes significantly contribute to improved organizational performance.

Employees demonstrating higher levels of job satisfaction, organizational commitment, teamwork, motivation, and ethical behaviour contribute to enhanced productivity, better service delivery, stronger operational efficiency, and improved public trust. Conversely, negative attitudes reduce employee engagement, weaken institutional performance, and undermine organizational effectiveness.

The study further established that employee attitudes are strongly influenced by organizational conditions, particularly leadership style, communication practices, professional development opportunities, and resource availability. Supportive organizational environments encourage positive attitudes, whereas inadequate resources and ineffective management practices contribute to employee dissatisfaction and declining performance.

Overall, the study concludes that improving organizational performance within the Malawi security agencies requires simultaneous investment in human resource development, ethical leadership, employee motivation, communication systems, and organizational support structures. Employee attitudes should therefore be regarded as strategic organizational assets capable of improving both institutional effectiveness and public service delivery.

8. RECOMMENDATIONS

Based on the findings of the study, the following recommendations are proposed:

1. Strengthen participatory leadership: security agency managers should adopt inclusive leadership approaches that encourage employee participation in decision-making, recognize employee contributions, and promote supportive supervision.
2. Increase professional development: Continuous in-service training, leadership development, mentoring programmes, and specialized skills training should be expanded to improve employee competence and organizational commitment.
3. Improve organizational communication: Management should establish effective communication systems that encourage information sharing, transparency, teamwork, and constructive feedback between leaders and employees.
4. Provide adequate operational resources: Government and police management should prioritize the provision of vehicles, communication equipment, office facilities, information technology infrastructure, and other operational resources required for efficient policing.

9. STUDY LIMITATIONS

Although this study generated valuable findings, several limitations should be acknowledged. The study was confined to Dedza security agency, limiting the generalizability of the findings to other police stations or public institutions in Malawi. The use of self-administered questionnaires may also have introduced response bias, particularly because respondents may have provided socially desirable answers regarding sensitive organizational issues. In addition, time and financial constraints limited the scope of data collection.

10. SUGGESTIONS FOR FUTURE RESEARCH

Future studies should include multiple police stations across different regions of Malawi to enhance the generalizability of findings. Comparative studies between police institutions and other public sector organizations would provide broader insights into employee attitudes and organizational performance. Researchers may also employ longitudinal research designs to examine how employee attitudes evolve over time and influence organizational outcomes. Additionally, future investigations should examine the influence of organizational culture, psychological well-being, transformational leadership, employee engagement, and digital transformation on organizational performance within public security institutions.

ACKNOWLEDGEMENTS

Janet Kunkeyani sincerely acknowledges the management and Dedza security officers for their cooperation during data collection. Special appreciation is extended to the research supervisor Mr Sambo, faculty members of DMI St. John the Baptist university, and family members whose encouragement and support contributed significantly to successful completion of this study.

FUNDING

This research received no external funding and was conducted solely for academic purposes.

AUTHOR CONTRIBUTION STATEMENT

Janet Kunkeyani solely conceptualized the study, collected and analyzed the data, interpreted the findings and prepare the manuscript.

DISCLOSURE STATEMENT

The researcher declares that there were no conflicts of interest associated with this study.

ABOUT THE AUTHOR

Janet Kunkeyani is a student at DMI ST John the Baptist university, Malawi, pursuing studies in business administration and related fields. Her research interests include performance management, employee's behaviors in an organization.

REFERENCE

1. Al-Haziati, M. (2024). Critical analysis of drivers of employee engagement and their impact on job performance. *SA Journal of Human Resource Management*, 22(0), a2633.
2. Bendera, E.D., Chong, Y-L., & Ng, L.P. (2025). How human resource practices, organizational support and trustworthiness shape job satisfaction. *SA Journal of Human Resource Management*, 23(0), a2918.
3. Blau, P. M. (1964). *Exchange and Power in Social Life*. New York: Wiley.
4. Chikaonda, M. & Madhu, D. (2023) 'An assessment on the impact of motivation on employee retention among public servants – A case study of Central Region Police Headquarters', *International Journal of Research Publication and Reviews*, 4(3), pp. 4717-4725.
5. Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. *Journal of Management*, 31(6), 874–900.

6. Eisenberger, R., Malone, G. P., & Presson, W. D. (2021). Optimizing perceived organizational support to enhance employee engagement. *Society for Human Resource Management*, 60(3), 321–334.
7. Gouldner, A. W. (1960). The norm of reciprocity: A preliminary statement. *American Sociological Review*, 25(2), 161–178.
8. Makatha, M.E. & Assenga, M.P. (2025) ‘the role of work shifts on employee job satisfaction within the Tanzania police force: The case of Njombe region police force’, *Science Mundi*, 5(2), pp. 75-84.
9. Masuku, N.G., Esterhuyzen, E. & Ramajoe, M.G. (2025) ‘Determinants of employee engagement and job satisfaction in a local municipality’, *SA Journal of Human Resource Management*, 23(0), a2988.
10. Masukulu, P.M., Jonck, P. & Botha, P.A. (2023) ‘Impact of public service motivation on work evaluation and counterproductive work behavior’, *SA Journal of Human Resource Management*, 21(0), a2231.
11. Melaletsa, M., Bussin, M. & Barkhuizen, E.N. (2023) ‘An organisational development framework for enhanced public sector performance’, *Acta Commercii*, 23(1), a1112.
12. Mensah, J. K., Bawole, J. N., & Owusu, F. (2022). Employee attitudes and organizational performance: The mediating role of engagement in public sector organizations. *Public Organization Review*, 22(4), 989–1007.
13. Mmakola, S.D., & Majola, B.K. (2023). The relationship between job motivation and organisational commitment in a public sector organisation in South Africa. *International Journal of Social Science Research and Review*, 6(12), 194-208.
14. Moshabi, C.S., Schultz, C.M. & Du Plessis, F. (2024) ‘The relationship between organizational commitment, job satisfaction and employee retention of detectives in the SAPS in the City of Tshwane’, *SA Journal of Human Resource Management*, 22(0), a2266. .
15. Moshabi, C.S., Schultz, C.M., & Du Plessis, F. (2024). The relationship between organisational commitments, job satisfaction and employee retention of detectives in the South African Police Service. *SA Journal of Human Resource Management*, 22(0), a2266.
16. Opare Darko, I.L., Bans-Akutey, A., Amoako, P. & Affum, L.K. (2024) ‘Employee retention and organizational performance: Evidence from Ghana Police Service’, *Annals of Management and Organization Research*, 5(3), pp. 219-230.

17. Ruzungunde, V., Sanhokwe, H. & Chinyamurindi, W. (2024) 'Determinants of job satisfaction: The role of person-organisation fit, decent work and employee-organisational factors on job satisfaction', South African Journal of Economic and Management Sciences, 27(1), a5791.
18. Ruzungunde, V., Sanhokwe, H., & Chinyamurindi, W. (2024). Determinants of job satisfaction: The role of person-organisation fit, decent work and employee-organisational factors. South African Journal of Economic and Management Sciences, 27(1), a5791.
19. Yamane, T. (1967). Statistics: an introductory analysis