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EXPLORING THE DYNAMICS OF JOB PERFORMANCE AND SATISFACTION AMONG POLICE OFFICERS UNCOVERING DEMOGRAPHIC, CHALLENGES AND PATHWAYS TO IMPROVEMENT

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ABSTRACT

This explanatory sequential mixed-methods study investigated the job performance (JP) and job satisfaction (JS) dynamics among 229 police officers in the Antipolo Component City Police Station. The quantitative phase, utilizing surveys and correlational analysis (ANOVA, Spearman's rho), revealed that officers maintained a Very Satisfactory level across Core Competencies and Work Output, reflecting high technical proficiency and productivity. However, performance in Personal Qualities rated only Satisfactory, suggesting developmental gaps in traits such as sustained dedication and responsibility. Crucially, the overall correlation between JP and JS was non-significant, supporting Herzberg's theory that high performance (an intrinsic motivator) does not guarantee high satisfaction. Nonetheless, demographic factors (rank, service length, and education) significantly predicted both performance and satisfaction across several dimensions ($p < 0.05$).

The qualitative phase, drawing on in-depth interviews, uncovered critical organizational challenges that suppress job satisfaction despite high productivity. Six thematic areas emerged, including chronic understaffing and heavy workload, limited logistical and resource support, slow and perceived inequitable career progression, and significant psychological and emotional stress. These findings reveal that while officers perform at a high standard, their well-being is compromised by failures in extrinsic, or "hygiene," factors such as delayed hazard pay, facility inadequacies, and lack of mental health resources. Furthermore, satisfaction varied significantly by rank and tenure across domains of salary/benefits, training access, and peer relationships, underscoring structural inequities in support provision.

In conclusion, the study finds that sustaining high-quality public service requires a strategic shift from performance-only metrics to a comprehensive focus on officer welfare and organizational fairness. High performance is being achieved at the cost of personal well-being and job fulfillment. To address this, the research proposes the WELL-FORCE Program, a multifaceted intervention focused on Wellness Infrastructure, Equitable Access to career growth, Operational Reform to streamline benefits, and Emotional Resilience training, aiming to create a healthier, more motivated, and ethically grounded police force.

KEYWORDS: *Police Performance, Job Satisfaction, Herzberg's Two-Factor Theory, Procedural Justice, Law Enforcement, Organizational Development, Philippines*

INTRODUCTION

The Philippine National Police (PNP) plays a pivotal role in safeguarding peace, order, and public safety, as mandated under Republic Acts No. 6975 and 8551. These laws not only define the institutional functions of the police force but also emphasize professionalization and welfare as essential components of effective governance. In recent years, despite declining national crime rates and organizational reforms, challenges in maintaining police morale, motivation, and efficiency have persisted. Central to these challenges are two interrelated variables—job satisfaction and job performance—that significantly influence both the operational success and public image of the PNP.

Globally, the relationship between job satisfaction and performance has been extensively examined. Studies across the United States, the United Kingdom, and Australia (Harrison, 2023; Lester, 2016; Kelloway & Barling, 2010) reveal that organizational culture, leadership style, and work-life balance are decisive in shaping officers' commitment and efficiency. However, despite the wealth of foreign literature, a distinct research gap remains: limited localized studies address how these dynamics operate within the unique socio-political and operational environment of the Philippine police system. Contextualizing global findings within Philippine policing—marked by resource constraints, public scrutiny, and evolving governance reforms—remains an academic and institutional necessity.

Within the national context, recent Philippine studies (Reyes & Tabuena, 2021; Dela Cruz & Medina, 2022; Perez et al., 2023)

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have highlighted the effects of transformational leadership, organizational climate, and work-life integration on police officers' morale. Yet, these studies often fail to integrate quantitative indicators of job performance with qualitative insights into officer satisfaction. The Performance Governance System (PGS) of the PNP, while useful for standardizing evaluation, does not capture the nuances of emotional well-being, workplace motivation, and the perceived fairness of institutional support. These gaps necessitate comprehensive inquiry that accounts for both structural and human dimensions of policing.

At the local level, Antipolo City presents a compelling case. As a rapidly urbanizing area in Rizal Province, Antipolo's police force faces complex challenges—ranging from high workload and resource shortages to the psychological toll of community expectations and political pressure. The Antipolo Component City Police Station (ACCPS), with 229 active personnel, serves as a microcosm of broader institutional realities. Although local data suggest moderate satisfaction levels among officers (Gonzales, 2019), performance outcomes and morale indicators reveal inconsistencies that demand deeper investigation.

Anchored on Herzberg's Two-Factor Theory of Motivation, this study conceptualizes job satisfaction as driven by both intrinsic motivators (recognition, achievement, and growth) and extrinsic hygiene factors (salary, supervision, and working conditions). This framework underscores that improving police performance requires addressing both the internal and external determinants of satisfaction. The research applies a mixed-methods explanatory sequential design—combining quantitative surveys and qualitative interviews—to uncover the demographic, behavioral, and organizational variables influencing the job performance and satisfaction of police officers in Antipolo City.

Utilizing an explanatory sequential mixed-methods design, this research aimed to provide a holistic assessment of the relationship between job performance and satisfaction among officers of the Antipolo Component City Police Station. The specific objectives were to: (1) determine the level of job performance across personal qualities, core competencies, and work output; (2) determine the level of job satisfaction across six dimensions, including financial support, training, and relationships; (3) identify significant differences in JP and JS when grouping officers by rank, gender, educational attainment, and length of service; and (4) identify the qualitative challenges and systemic barriers affecting officers' morale and efficacy. Ultimately, this research sought to translate empirical findings into actionable pathways for organizational reform, ensuring that high performance is not sustained at the expense of officer welfare and institutional integrity.

By exploring these interrelated dimensions, the study aims to illuminate the pathways through which institutional policies, leadership practices, and officer well-being intersect. The results are expected to contribute not only to criminological scholarship but also to evidence-based reforms in police administration—strengthening both organizational efficiency and public trust in Philippine law enforcement.

METHODOLOGY

This study employed a mixed-methods explanatory sequential design, as conceptualized by Creswell and Creswell (2018). The approach integrates both quantitative and qualitative data collection and analysis to generate a comprehensive understanding of the factors affecting police officers' job satisfaction and performance. The quantitative phase was conducted first to establish general trends, patterns, and relationships between key variables. This was subsequently followed by a qualitative phase to provide contextual depth and interpretive insight into the statistical results.

The quantitative phase utilized a descriptive–correlational design to determine the level of job satisfaction and performance among police officers assigned to the Antipolo Component City Police Station (ACCPS). Statistical techniques were applied to assess the extent of relationships between demographic variables and the dependent measures of satisfaction and performance. The qualitative phase, in turn, explored participants' lived experiences, identifying themes that explain the quantitative patterns. Unstructured interviews allowed respondents to describe the challenges and motivations influencing their work behaviors. Through sequential integration, the study captured both the measurable dimensions of satisfaction and the human experiences that shape them. This approach ensured methodological complementarity and increased validity of findings—an essential consideration in social research on complex institutional phenomena such as policing.

The study was conducted at the Antipolo Component City Police Station (ACCPS) located in Rizal Province, Philippines. Antipolo City is a highly urbanized area with sixteen barangays and a population nearing 887,000 (Philippine Statistics Authority, 2020). Its rapid urban development has generated multifaceted challenges in maintaining public safety, traffic management, and community policing. The ACCPS, with a total of 229 uniformed personnel, serves as the primary law enforcement unit in the city. Its jurisdiction provided a rich setting for examining both organizational and personal dimensions of police work, especially in balancing urban demands with resource limitations.

The quantitative phase included all 229 police officers stationed at the ACCPS, representing various ranks and assignments. The study adopted purposive sampling, a non-probability technique suitable for selecting participants based on their direct involvement in operational and administrative police work (Palinkas et al., 2015). The inclusion criteria ensured that only active service members with firsthand experience of the organizational environment were considered. For the qualitative phase, a subset of officers was selected through criterion-based purposive sampling. Respondents were chosen according to their quantitative survey results, specifically those whose scores reflected either high or low levels of job satisfaction and performance. This targeted selection enabled the researcher to

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capture contrasting perspectives and explore the underlying reasons for differing experiences within the same institutional setting. The final number of interviewees was determined through the principle of thematic saturation, where additional interviews no longer produced new insights.

The study utilized a structured survey questionnaire and an unstructured interview guide as the principal data collection instruments. The quantitative tool was divided into three sections: (a) demographic profile (rank, gender, educational attainment, and length of service); (b) measures of job satisfaction covering six domains—physical fitness and personnel activities, salaries and benefits, training and educational opportunities, relationships among peers, relationships with superiors, and community relations; and (c) measures of job performance encompassing personal qualities, core competencies, and output indicators. Responses were rated using a Likert-type scale to quantify satisfaction and performance levels. The questionnaire was reviewed and validated by field experts, and reliability was tested through Cronbach's alpha, ensuring internal consistency across constructs. The qualitative instrument comprised open-ended questions designed to elicit rich narratives on officers' work experiences, perceptions of organizational support, and challenges encountered in their duties. Questions were intentionally flexible, allowing for conversational flow and the emergence of unanticipated but relevant themes. All instruments underwent validation and reliability testing by criminology professors and a professional statistician, as evidenced by the appended certification in the dissertation.

Data collection was implemented in two sequential phases. After obtaining formal authorization from the Dean of the Graduate School and the Chief of Police of Antipolo City, survey questionnaires were personally distributed to the 229 officers. The researcher explained the study's purpose, assured confidentiality, and collected the accomplished forms within the agreed time frame. The responses were encoded and statistically processed using descriptive (mean, frequency, percentage) and inferential statistics (t-test, ANOVA, and correlation analysis). Upon completion of quantitative analysis, selected participants were invited for in-depth, unstructured interviews. Each session was audio-recorded with consent and later transcribed verbatim. Interviews lasted between 30 to 45 minutes and focused on officers' subjective accounts of job satisfaction, performance, and institutional challenges. The researcher maintained reflexive notes throughout the process to ensure contextual accuracy.

Quantitative data were processed using statistical software. Descriptive statistics determined the levels of satisfaction and performance, while inferential statistics examined differences across demographic groups and correlations between the two main variables. Specifically, mean and standard deviation summarized central tendencies of responses; t-tests and ANOVA analyzed group differences based on rank, gender, educational attainment, and length of service; and Pearson correlation analysis determined the relationship between job satisfaction and performance. For the qualitative data, a thematic analysis was employed following Braun and Clarke's (2019) six-phase model: familiarization, coding, theme identification, review, definition, and reporting. Emergent themes were then compared with quantitative results to generate a joint display analysis, aligning numeric trends with narrative explanations. The integration of both data sets strengthened interpretive validity and offered a comprehensive view of the satisfaction-performance dynamic.

Ethical rigor was strictly observed throughout the research process. The study received approval from the Philippine College of Criminology Graduate School. Prior to participation, informed consent was obtained from all respondents, emphasizing voluntary participation, the right to withdraw, and the assurance of confidentiality. Data were anonymized and securely stored, with access limited to the researcher. No identifying information appeared in published outputs. The study adhered to the ethical principles of respect for persons, beneficence, and justice, as prescribed by the Data Privacy Act of 2012 (RA 10173) and institutional ethical guidelines.

This study's methodological architecture combined quantitative rigor with qualitative depth to uncover the complex interplay between job satisfaction and performance among police officers in Antipolo City. Through the explanatory sequential mixed-methods design, it moved from measurement to meaning—capturing statistical relationships and interpreting them through human experience. The process ensured that findings are both empirically grounded and contextually meaningful, offering valuable insights for policymaking, institutional development, and future criminological research.

RESULTS AND DISCUSSIONS

A total of 229 police officers from the Antipolo Component City Police Station (ACCPS) participated in the study. The majority of respondents were Police Corporals (24.02%), followed by Patrolmen (24.45%), and Police Staff Sergeants (18.78%). The sample included both Police Commissioned Officers (PCOs) and Police Non-Commissioned Officers (PNCOs), with men comprising the larger portion of the respondents. Educational attainment ranged from bachelor's degree holders to those pursuing graduate studies, while most officers had served between 6 to 10 years in the PNP.

These demographic characteristics illustrate a workforce that is relatively young in tenure but professionally educated. The distribution mirrors the PNP's current organizational structure, where PNCOs constitute the operational backbone. This composition is crucial in understanding the dynamics of performance and satisfaction, as job expectations, role clarity, and exposure to field duties vary considerably across ranks and years of service.

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Summary of Results of the Level of performance of police officers in terms of personal qualities.

The findings revealed that police officers demonstrated commendable personal qualities, with an overall mean score of 6.86 (Satisfactory to Very Satisfactory), underscoring the force's strong foundation in moral uprightness, fairness, and professionalism. Among the dimensions, Moral Uprightness obtained the highest mean score (7.2), emphasizing the officers' commitment to ethical conduct as a cornerstone of their professional identity. This aligns with Tyler and Jackson (2019), who noted that moral integrity is central to building trust and legitimacy in law enforcement. However, Dedication to Service received the lowest mean (6.4), suggesting that while officers maintain ethical behavior, challenges in motivation and sustained engagement persist. Consistent with studies by Brough et al. (2019) and Violanti et al. (2021), factors such as occupational stress, limited recognition, and restricted career advancement opportunities may contribute to diminished dedication. The slightly lower ratings for Honesty (6.5) and Responsibility (6.6) indicate areas where transparency and accountability can still be strengthened—key attributes that directly shape citizens' perceptions of fairness and trustworthiness (Paoline & Gau, 2018).

In terms of core competencies, the grand mean of 7.56 (Very Satisfactory) reflects the officers' high proficiency in essential operational and administrative functions. High scores in Job Knowledge and Community-Oriented Policing (7.6) demonstrate that officers possess the necessary decision-making, planning, and law enforcement skills to effectively serve the community. These results echo the findings of Sun et al. (2020) and Pino and Wiatrowski (2021), who observed that citizens' confidence in the police strengthens when officers display fairness, professionalism, and respect. Nevertheless, the results support Prenzler's (2019) caution that internal assessments may overlook subtle issues in honesty and accountability. Schafer (2010) further emphasized that consistent leadership training and continuous professional development are vital for translating "Satisfactory" performance into "Outstanding" excellence. Overall, the findings suggest that enhancing dedication, integrity, and ethical consistency will not only improve individual performance but also bolster public confidence and the perceived legitimacy of law enforcement.

Personal Qualities Dimensions	Point Allocation	Numerical Rating	$\bar{x}$
Morally Upright	1	4	7.2
Honest	1	4	6.5
Loyal to the organization	1	4	6.8
Initiates positive actions	1	4	7.0
Well groomed	1	4	6.7
Fair and just	1	4	7.1
Civic-minded	1	4	6.9
Responsible	1	4	6.6
Courteous/Tactful	1	4	6.8
Dedicated to service	1	4	6.4
Total $\bar{x}$	10	**40**	**6.86**

Summary of results of the level of performance of police officers in terms of core competencies.

The results indicate that police officers in Antipolo City exhibited very satisfactory levels of performance across all areas of core competencies, with an overall grand mean of 7.56. The highest mean was recorded for Job Knowledge (7.60), reflecting strong decision-making, planning, and community-oriented policing capabilities. Officers demonstrated competence in implementing instructions, solving problems, and applying laws effectively—skills that align with Miller and Braswell's (2019) and Lum et al.'s (2020) findings that evidence-based and community-focused approaches are key to professional policing. Similarly, Supervisory Competence (7.55–7.6) and People Management (7.54–7.6) were rated very satisfactory, indicating that officers effectively control operations, ensure compliance with standard operating procedures, and foster motivation and teamwork. These results affirm Schafer's (2010) assertion that effective supervision and adherence to policies reduce misconduct and strengthen public trust. Moreover, the consistently high scores in Organizational Responsiveness (7.58) highlight officers' awareness of safety, resource management, and coordination with stakeholders—factors that contribute to operational efficiency and institutional credibility (Tyler & Jackson, 2019).

The findings suggest that the Antipolo police force possesses a strong operational and leadership foundation that supports both internal efficiency and external legitimacy. The high performance in community-oriented policing (7.6) further underscores their commitment to public engagement, echoing Sun et al. (2020) and Skogan (2021), who emphasized that citizen trust grows when officers collaborate effectively with communities. However, while performance levels were consistently high, they remain below the "Outstanding" benchmark, indicating the need for continuous professional development and targeted capacity-building initiatives. Prenzler (2019) and Wright and Pandey (2019) both stressed that ongoing training in creativity, communication, and leadership adaptability is essential for sustaining excellence amid evolving challenges in law enforcement. Thus, the results not only demonstrate strong technical and managerial capabilities but also highlight the

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necessity of continuous improvement to elevate police performance, ensure public confidence, and strengthen the legitimacy of policing institutions.

Core Competencies Dimensions	Point Allocation	Numerical Rating	Weighted Score
Job Knowledge (15 points)			
a. Decision-making	2	15.2	7.6
b. Planning	2	15.0	7.5
c. Implementation of instructions	2	15.2	7.6
d. Creativity/Resourcefulness	1	7.5	7.5
e. Analytical ability	1	7.6	7.6
f. Problem-solving/Troubleshooting	1	7.5	7.5
g. Oral and written communication	1	7.5	7.5
h. Community Oriented Policing	3	22.8	7.6
i. Law enforcement and maintenance of law and order	2	15.1	7.55
Supervisory (25 points)			
a. Control of activities	4	30.4	7.6
b. Cost of control	3	22.5	7.5
c. Records management and submission of reports	4	30.2	7.55
d. Compliance with and implementation of policies/SOPs	4	30.4	7.6
e. Sense of priority	4	30.0	7.5
f. Client satisfaction/orientation	3	22.65	7.55
g. Involvement/Presence in activities	3	22.60	7.55
People Management (25 points)			
a. Motivation	5	38.0	7.6
b. Workgroup management	4	30.0	7.5
c. Work organization/Delegation	4	30.2	7.55
d. Interpersonal relations	4	30.4	7.6
e. Promoting personnel development	4	30.0	7.5
f. Training subordinates	4	30.2	7.55
Organizational Responsiveness (10 points)			
a. Housekeeping and safety/Security consciousness	3	22.5	7.5
b. Preservation of unit properties/interests	3	22.65	7.55
c. Coordination	4	30.4	7.6
Grand $\bar{x}$		**567.0**	**7.56**

Final summary of the level of performance of police officers in terms of core competencies.

The results revealed that police officers exhibited very satisfactory performance across all core competency domains, with a grand mean of 7.56, indicating high operational proficiency and professionalism. Among these, Organizational Responsiveness (7.58) and Job Knowledge (7.55–7.6) ranked highest, underscoring officers' capacity for effective decision-making, planning, and security management. These findings affirm Miller and Braswell's (2019) assertion that job knowledge and problem-solving form the backbone of effective policing. Similarly, Supervisory (7.55) and People Management (7.54) competencies, while slightly lower, still denote strong leadership and interpersonal skills vital for coordinating field operations and maintaining discipline. The slightly lower scores in these domains point to the need for sustained leadership development, mentoring, and team-building programs to enhance personnel motivation and cohesion. These outcomes mirror Schafer's (2010) argument that supervisory competence strengthens organizational accountability and minimizes misconduct, and align with Bass and Riggio's (2018) view that effective leadership is fundamental to institutional harmony and operational success.

In terms of output performance, police officers attained a grand mean of 7.68 (Very Satisfactory), highlighting consistent efficiency and reliability in fulfilling operational demands. The Quality of Work (7.75) received the highest rating, followed closely by Quantity (7.69) and Timeliness (7.60), reflecting officers' commitment to delivering accurate, productive, and punctual outputs. These findings resonate with Sun et al. (2020) and Skogan (2021), who noted that well-trained and community-oriented officers tend to achieve higher citizen satisfaction through professionalism and responsiveness. Furthermore, the results suggest a high level of operational readiness and validate the effectiveness of existing training programs, which should be continually updated to sustain excellence and adaptability. As

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Prenzler (2019) emphasized, consistent performance monitoring and targeted leadership initiatives are essential to move from "very satisfactory" to "outstanding" standards. Overall, these outcomes establish a reliable performance benchmark for future assessments and reinforce the need for continuous professional growth to sustain public confidence and institutional legitimacy.

Domain	Score	Weighted Score
Job Knowledge	15	7.60
Supervisory	25	7.55
People Management	25	7.54
Organizational Responsiveness	10	7.58
Grand x̄	**75**	**7.56**

Summary of the level of performance of police officers in terms of output.

The findings indicate that police officers are consistently delivering high-quality, timely, and adequate outputs, demonstrating strong efficiency and productivity in service performance. Among the three domains, Quality of Work obtained the highest mean score (7.75), reflecting officers' ability to meet or exceed expected standards of accuracy, reliability, and professionalism. This underscores the critical role of technical competence in ensuring the integrity of law enforcement operations, as even minor procedural errors can significantly affect case outcomes and public perception (Lum et al., 2020). The Quantity of Work domain followed with a mean of 7.69, suggesting that officers effectively manage workload demands in high-pressure environments. As Violanti et al. (2021) observed, this level of performance indicates both physical endurance and cognitive adaptability—key attributes in maintaining efficiency amid unpredictable operational conditions. However, sustaining such productivity over time may pose risks of fatigue or burnout if wellness and support systems are not adequately reinforced.

Meanwhile, the Timeliness of Work received a slightly lower but still very satisfactory mean score (7.60), suggesting occasional delays likely due to administrative or logistical constraints (Tyler & Jackson, 2019). Cross-referencing with previous findings showing lower ratings in Dedication to Service and Responsibility implies that strengthening motivation, accountability, and resource management could enhance timeliness further. The implications of these findings are multifaceted: they affirm high standards of performance in law enforcement, demonstrate potential for achieving "Outstanding" ratings through targeted process improvements, and establish a benchmark for productivity and service delivery within the police organization. Moreover, sustaining these performance levels will not only bolster organizational efficiency but also reinforce public confidence and trust in policing—consistent with prior research by Skogan (2021), Miller and Braswell (2019), Prenzler (2019), and Sun et al. (2020), which link timely, high-quality police work with stronger community cooperation and institutional legitimacy.

Domain	Score	Weighted Score
Quality of Work	5	7.75
Timeliness of Work	5	7.60
Quantity of Work	5	7.69
Grand x̄	**15**	**7.68**

Summary of statistical difference among personal qualities, core competencies, and output (ANOVA) between the respondent's type of rank.

From a human resource and criminological perspective, the findings highlight that rank plays a crucial role in shaping competencies and leadership development within police organizations. Commissioned officers typically gain from broader exposure to administrative duties, policy-making, and leadership training, which enhance their decision-making and strategic capabilities (Van Dijk et al., 2022). In contrast, PNCOs are primarily field-oriented, focusing on enforcement and rapid response, which limits opportunities for developing higher-order skills unless supported by mentorship and promotion pathways. This aligns with role theory, which posits that job expectations and skill growth are defined by occupational position. However, the absence of a significant difference in output performance underscores that effective policing is a collective achievement rather than a rank-dependent outcome. Consequently, human resource strategies should promote horizontal training systems, empower PNCOs with leadership opportunities, and incentivize continuous professional development to ensure balanced growth and sustained organizational excellence.

	F	df1	df2	*p*	Decision
Personal Qualities	18.89	1	227	<0.01	Reject
Core Competencies	7.00	1	227	0.009	Reject
Output	2.73	1	227	0.100	Fail to Reject

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Summary of statistical difference among personal qualities, core competencies, and output (ANOVA) between the respondent's gender.

The findings underscore the importance of implementing gender-responsive performance evaluation and development systems within law enforcement. While female officers may face institutional biases and limited advancement opportunities (Miller & Segal, 2019), they often demonstrate exceptional strengths in ethics, professionalism, emotional intelligence, and community engagement (Cordner & Cordner, 2019). These qualities are particularly valuable in roles requiring emotional labor and conflict resolution, highlighting the need for training programs that not only enhance fundamental competencies across genders but also recognize and cultivate gender-specific strengths. The absence of significant differences in output performance indicates that both male and female officers contribute equally to organizational results, supporting research showing that diversity enhances, rather than diminishes, police effectiveness. Therefore, human resource management should adopt inclusive evaluation frameworks that consider gendered workplace experiences and ensure equitable access to professional growth, ultimately fostering a more balanced, competent, and socially responsive police force.

	F	df1	df2	*p*	Decision
Personal Qualities	4.20	1	222	0.042	Reject
Core Competencies	6.51	1	219	0.011	Reject
Output	1.36	1	223	0.245	Fail to Reject

Summary of statistical difference among personal qualities, core competencies, and output (non-parametric) between the respondent's educational attainment.

The results of the Dwass-Steel-Critchlow-Fligner test revealed significant differences in performance based on educational attainment, showing that officers with college units or bachelor's degrees demonstrated stronger competencies and outputs than those with only high school or PNPA diplomas. This underscores the positive impact of higher education on job effectiveness and highlights the need for the organization to incentivize educational advancement through promotions, scholarships, or bridge programs, especially for PNCOs. Interestingly, education level did not influence personal traits such as honesty or empathy, suggesting that these qualities are shaped more by experience and organizational culture than by formal schooling. Thus, achieving holistic police performance requires a balanced focus on both academic development and value-based mentorship.

	X^2	df	*p*	Decision
Personal Qualities	2.96	3	0.398	Fail to Reject
Core Competencies	16.79	3	< 0.001	Reject
Output	26.02	3	< 0.001	Reject

Summary of statistical difference among personal qualities, core competencies, and output (non-parametric) between the respondent's length of service.

The findings indicate that length of service significantly influences performance and skill development among police officers. Veteran officers possess deeper institutional knowledge and social capital (Brough et al., 2019) and, through experiential learning, develop advanced cognitive and behavioral competencies over time (Paoline & Gau, 2018). However, prolonged service may also lead to complacency or burnout if growth opportunities are lacking. To address this, law enforcement agencies should adopt dynamic evaluation systems and lifelong learning programs that account for tenure and career stages, ensuring continued relevance, motivation, and optimal professional development across all ranks.

	X^2	df	*p*	Decision
Personal Qualities	30.5	10	< 0.001	Reject
Core Competencies	36.4	10	< 0.001	Reject
Output	43.2	10	< 0.001	Reject

Summary of results on the level of job satisfaction of the police officers in terms of Physical Fitness, Personnel, and Activities.

The findings show a moderate but positive level of job satisfaction regarding health and wellness programs, with officers rating factors such as fitness facilities, activity regularity, and health support as "Satisfied." This indicates that while basic needs are met, there is room for improvement in facility accessibility and program quality. Consistent with Violanti et al. (2018, 2021), Quevedo et al. (2021), and Brough and Biggs (2015), adequate wellness initiatives significantly enhance morale, reduce stress, and prevent burnout. However, gaps in access and bureaucratic barriers may limit their effectiveness. From a criminological standpoint, the physical and mental well-being of officers directly affects judgment, behavior, and community relations, making wellness an operational and public safety imperative. Thus, the implementation of comprehensive, evidence-based wellness

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programs—integrated into duty schedules and supported by leadership—can elevate satisfaction from "Satisfied" to "Fully Satisfied," leading to a healthier, more resilient, and high-performing police force.

Indicator	Md	VI
Availability of physical fitness facilities	3	S
Regularity of physical fitness activities	3	S
Adequacy of health monitoring programs	4	FS
Assignment and number of personnel	3	S
Support provided for maintaining physical health	3	S
Availability of rest areas for recovery	3	S
Scheduled breaks during duty shifts	4	FS
Access to medical consultations	4	FS
Support for participation in sports events	3	S
Wellness seminars conducted by the organization	4	FS
Overall	3	S
Legend: FS – Fully Satisfied; S - Satisfied		

Summary of results on the level of job satisfaction of the police officers in terms of Salary, Allowances, and Benefits.

The findings reveal that police officers are generally satisfied but not fully content with their salaries and benefits, indicating a stable yet improvable remuneration system. While hazard pay and health benefits received high satisfaction ratings, suggesting recognition of officers' safety needs, retirement benefits and allowance processes were rated lower, reflecting administrative inefficiencies and delayed claims. From a human resource standpoint, this aligns with Herzberg's Two-Factor Theory, emphasizing that adequate compensation and job security are vital "hygiene factors" for sustaining motivation (Robbins & Judge, 2021). Criminologically, fair and timely pay strengthens integrity and reduces the risk of corruption (Prenzler, 2020). Similar to findings by De Guzman et al. (2020) and Kumar and Mishra (2018), monetary rewards remain key motivators in law enforcement. Therefore, implementing transparent, efficient, and performance-linked compensation policies, along with financial literacy programs and streamlined benefit systems, can enhance morale, retention, and organizational trust.

Indicator	Md	VI
Amount of basic salary	3	S
Timeliness of salary release	3	S
Allowances that police officers receive	3	S
Health and insurance benefits provided	4	FS
Retirement and separation benefits	3	S
Uniform allowances provided	3	S
Hazard pay received for risky duties	4	FS
Process of claiming benefits	3	S
Transportation allowances when on assignment	3	S
Leave conversion and monetization options.	3	S
Overall	3	S

Summary of results on the level of job satisfaction of the police officers in terms of Training Allowances, and Educational Opportunities.

The findings show that police officers are highly satisfied with the organization's training and educational programs, reflecting a strong institutional commitment to professional growth and lifelong learning. Officers expressed full satisfaction with the availability and frequency of training, cross-unit collaboration, and promotion opportunities linked to education, while financial support and mentoring programs received slightly lower satisfaction ratings. From a human resource perspective, this indicates a mature organization that values capacity building and aligns career advancement with personal development (Aguinis & Kraiger, 2019). In criminological terms, continuous education enhances ethical decision-making, procedural justice, and adaptability to evolving policing challenges (Lum et al., 2020). To sustain this momentum, the organization should expand financial assistance, strengthen mentorship, and pursue academic or international partnerships to make training more accessible and inclusive, thereby fostering innovation, competence, and long-term organizational loyalty.

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Indicator	Md	VI
Availability of training programs	4	FS
Opportunities for further studies	4	FS
Financial support for training	3	S
Career development seminars and workshops	3	S
Promotions linked to educational accomplishments	4	FS
Accessibility of online learning platforms	3	S
Scholarships offered by the organization	3	S
Frequency of in-service training	4	FS
Mentoring programs for career growth	3	S
Cross-training opportunities with other units	4	FS
Overall	3.50	FS

Summary of results on the level of job satisfaction of the police officers in terms of Relationship among Peers.

The findings indicate that while police officers generally maintain positive peer relationships, the "Satisfied" ratings in conflict resolution and recognition suggest that disputes are not always handled equitably and contributions are not consistently acknowledged. Strengthening these areas could significantly enhance morale, motivation, and operational efficiency, as teamwork and communication are vital in high-pressure law enforcement settings (Kaur & Kumar, 2019; Tewksbury & Copenhaver, 2019). From a human resource perspective, strong peer support fosters psychological safety, collective efficacy, and stress reduction (Brough et al., 2019; Arnetz et al., 2020). Criminologically, this aligns with social learning theory (Akers, 2019), emphasizing that positive peer culture shapes ethical conduct and accountability while minimizing workplace toxicity. Implementing programs such as peer recognition systems, team-building activities, and horizontal feedback mechanisms can reinforce collaboration, fairness, and appreciation, leading to higher job satisfaction, reduced turnover intention (Hassell et al., 2021), and improved performance during critical operations.

Indicator	Md	VI
Teamwork among colleagues	3	S
Support they receive from their peers	3	S
Openness of communication with colleagues	3	S
Respect shown among peers	4	FS
Overall camaraderie within their team	4	FS
How conflicts among peers are resolved	3	S
Teamwork during critical operations	3	S
Peer encouragement for skill improvement	3	S
Informal gatherings that build camaraderie	3	S
Fairness in peer recognition and rewards	3	S
Overall	3	S

Summary of results on the level of job satisfaction of the police officers in terms of Relationship among Superiors.

The findings indicate that officers generally experience a positive organizational climate, marked by high satisfaction with fairness, respect, and recognition from superiors—factors that enhance morale, motivation, and performance. However, the "Satisfied" ratings in decision-making involvement and crisis support reveal areas for improvement in participatory leadership and supervisory accessibility. From a human resource perspective, this reflects the benefits of transformational leadership, which fosters trust, mentorship, and engagement (Bass & Riggio, 2018; Densten, 2020). Criminologically, it aligns with procedural justice theory, where fair and supportive leadership promotes ethical conduct and organizational trust (Nix & Wolfe, 2018). Strengthening feedback systems, decentralizing decision-making, and improving communication, especially during emergencies, can enhance officer confidence and cohesion (Sun et al., 2018; Engel et al., 2021; Carlan, 2019), sustaining a culture of inclusivity and accountability.

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Indicator	Md	VI
Fairness of their superiors	4	FS
Accessibility of their superiors	3	S
Guidance and mentorship provided	4	FS
Recognition they receive from superiors	4	FS
How superiors handle conflicts	4	FS
How superiors involve them in decision-making	3	S
Respect shown by their superiors	4	FS
Constructive feedback received from superiors	3	S
How superiors support career advancement	4	FS
Superiors' availability during emergencies	3	S
Overall	4	FS

Summary of results on the level of job satisfaction of the police officers in terms of Relationship with Community.

The findings highlight that community relations play a vital role in shaping organizational reputation and public trust. From a human resource perspective, officers who feel valued by the public experience higher morale and stronger commitment to service (Jackson et al., 2022). However, the "moderately satisfied" ratings suggest uneven experiences across precincts—urban officers, for instance, may face greater scrutiny affecting perceptions of community engagement. From a criminological standpoint, this aligns with legitimacy theory and community policing, emphasizing that mutual trust enhances cooperation, crime prevention, and conflict resolution (Tyler & Jackson, 2019). To strengthen these ties, the PNP should expand community outreach, town hall engagements, and inclusive programs, empowering officers to take active roles in community-building initiatives that deepen public trust and improve overall satisfaction and performance.

Indicator	Md	VI
Level of community trust	3	S
Respect shown by community members	3	S
Cooperation of the community during operations	4	FS
Police officers are satisfied with their involvement in community programs.	3	S
Feedback received from community stakeholders	3	S
Participation in community outreach programs	3	S
Community volunteers assisting in policing	3	S
Respect shown by local leaders	4	FS
How complaints from the community are addressed	4	FS
Public recognition of police efforts	3	S
Overall	3	S

Summary of results of statistical difference on the level of job performance of the respondents according to rank.

The findings reveal a vertical divide in access and satisfaction within the police organization, where commissioned officers (PCOs) experience greater recognition and development opportunities than non-commissioned officers (PNCOs) due to higher pay grades and more formal training access. This supports organizational stratification theory, which posits that hierarchical advantages can erode lower-tier morale over time (Wright & Pandey, 2019). From a criminological lens, differences in peer relationships may stem from role conflict, as PNCOs face higher stress and limited decision-making power, while PCOs engage more in strategic collaboration (Paoline & Gau, 2018). To address this, human resource policies should promote shared training, inter-rank mentorship, and participatory decision-making to strengthen cohesion and fairness. Additionally, gender analysis showed no significant differences in job satisfaction between male and female officers across most domains, except for physical fitness, where men scored slightly higher—suggesting comparable overall satisfaction but potential gender-specific needs in wellness and physical support programs.

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Variable	x^2	df	ε^2	*p*	Decision
Physical Fitness, Personnel and Activities	7.63	10	0.03	0.664	Fail to Reject
Salaries, Allowances, and Benefits	21.76	10	0.09	0.016	Reject
Training Allowances, and Educational Opportunities	26.48	10	0.11	0.003	Reject
Relationship among the Peers	18.76	10	0.08	0.043	Reject
Relationship with Superior	7.20	10	0.03	0.706	Fail to Reject
Relationship with Community	4.38	10	0.01	0.929	Fail to Reject

Summary of results of statistical difference on the level of job performance of the respondents according to gender.

The findings suggest that the gender disparity in physical fitness satisfaction likely stems from unequal access to wellness programs, facility design, and gender-sensitive initiatives within a traditionally male-dominated police culture. From a human resource perspective, existing fitness programs may unintentionally cater more to male officers, leaving women feeling underserved or excluded, an issue supported by Cordner and Cordner (2019), who note that standard physical regimes often overlook female physiological and cultural needs. From a criminological standpoint, this reflects deeper institutional and cultural biases within policing, where masculine norms can limit inclusivity and affect job satisfaction (Rabe-Hemp, 2018). While the absence of significant gender gaps in other areas, such as peer relationships and training, shows progress toward equality, the fitness disparity highlights the need for targeted gender-responsive reforms, including women-led wellness committees, inclusive training programs, and gender audits to promote fairness and full integration within the police force.

Variable	x^2	df	ε^2	*p*	Decision
Physical Fitness, Personnel and Activities	4.21	1	0.01	0.040	Reject
Salaries, Allowances, and Benefits	0.82	1	0.003	0.363	Fail to Reject
Training Allowances, and Educational Opportunities	1.03	1	0.004	0.308	Fail to Reject
Relationship among the Peers	1.79	1	0.007	0.180	Fail to Reject
Relationship with Superior	0.02	1	9.35e-5	0.884	Fail to Reject
Relationship with Community	1.43	1	0.231	0.231	Fail to Reject

Summary of results of statistical difference on the level of job performance of the respondents according to educational attainment.

The findings affirm that higher educational attainment enhances officer engagement, job satisfaction, and performance, supporting the idea that education fosters responsiveness to training and institutional growth (Aguinis & Kraiger, 2019). From a criminological standpoint, this aligns with procedural justice theory, as educated officers demonstrate stronger accountability, critical thinking, and adaptability to reform (Lum et al., 2020). Those with graduate degrees perform significantly better in training and educational opportunities than those with only high school or PNPA diplomas ($p = 0.042$), highlighting the value of continuous learning. To promote inclusivity, human resource policies should expand access to education through scholarships, flexible schedules, and career-linked incentives, cultivating a culture of lifelong learning across ranks. Moreover, building community trust and legitimacy through outreach, recognition, and respectful engagement (Skogan, 2021; Tyler & Jackson, 2019; Myhill & Quinton, 2020; Miller et al., 2021) further strengthens morale and reinforces officers' sense of purpose.

Variable	x^2	df	ε^2	*p*	Decision
Physical Fitness, Personnel and Activities	0.516	3	0.002	0.915	Fail to Reject
Salaries, Allowances, and Benefits	5.605	3	0.024	0.132	Fail to Reject
Training Allowances, and Educational Opportunities	7.896	3	0.034	0.048	Reject
Relationship among the Peers	2.747	3	0.012	0.432	Fail to Reject
Relationship with Superior	2.006	3	0.008	0.571	Fail to Reject
Relationship with Community	1.842	3	0.008	0.606	Fail to Reject

Summary of results of statistical difference on the level of job performance of the respondents according to length of service.

The findings show that officers with 11–14 years of service report significantly higher satisfaction levels than those with only 2–4 years, indicating that institutional integration and experience enhance engagement and access to resources. From a human resource perspective, this supports the concept of varied experience cycles, where longer tenure fosters belonging and confidence but may also risk complacency without growth opportunities (Brough et al., 2019). Criminologically, this aligns with the theory of occupational socialization, which suggests that

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experience cultivates confidence and adaptability, while newer officers may face role strain due to limited support and preparedness (Shane, 2020). The statistical differences in satisfaction regarding salaries, training benefits, and peer relationships (p = 0.05) highlight the need for targeted onboarding, mentoring, and career development programs to bridge experience gaps and sustain motivation across different stages of service.

Variable	x^2	df	ε^2	*p*	Decision
Physical Fitness, Personnel and Activities	7.63	10	0.09	0.664	Fail to Reject
Salaries, Allowances, and Benefits	21.76	10	0.11	0.016	Reject
Training Allowances, and Educational Opportunities	26.48	10	0.08	0.003	Reject
Relationship among the Peers	18.76	10	0.03	0.043	Reject
Relationship with Superior	7.20	10	0.01	0.706	Fail to Reject
Relationship with Community	4.38	10	0.03	0.929	Fail to Reject

Summary of results of the statistical relationship between the level of performance and satisfaction of police officers.
The findings demonstrate that training and educational opportunities have the strongest correlation with overall job satisfaction ($r = 0.878$, $p < .001$), indicating that professional development is a key determinant of motivation, engagement, and institutional loyalty among police officers. This supports the view that policing is not only a technical profession but also one that depends heavily on ethical grounding and continual growth. Officers who perceive abundant learning and advancement opportunities tend to exhibit stronger purpose and higher morale, aligning with Aguinis and Kraiger's (2019) assertion that consistent and relevant training yields both psychological and operational benefits. From a criminological standpoint, this also reinforces procedural justice and moral commitment theories, suggesting that self-discipline, fairness, and resilience directly influence how officers manage complex, high-pressure situations (Tyler & Jackson, 2019). Thus, human resource strategies should prioritize training and lifelong learning as core components of performance management and employee well-being.

Moreover, the study found significant positive correlations between job performance and relationships with peers ($r = 0.230$, $p < .001$), superiors ($r = 0.166$, $p = 0.012$), and the community ($r = 0.164$, $p = 0.013$). These results underscore the importance of interpersonal and relational factors in shaping both individual and organizational effectiveness. Supportive peer interactions and transformational leadership enhance morale, collaboration, and operational efficiency (Bass & Riggio, 2018), while strong community trust increases officers' sense of purpose and accountability (Tyler & Jackson, 2019). Conversely, the weak correlation between satisfaction and financial factors—such as salary and benefits—supports Herzberg's Two-Factor Theory, which identifies pay as a necessary but insufficient motivator (Robbins & Judge, 2021). Overall, the data affirm that while financial stability prevents dissatisfaction, true performance excellence arises from intrinsic motivators—growth, recognition, ethical culture, and relational trust—underscoring the need for a holistic, people-centered approach to police development and institutional reform.

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Correlation Matrix

		PERSONAL QUALITIES	***CORE COMPETENCIES***	***OUTPUT***	***PF AVE***	***SAB AVE***	***TA AVE***	***RP AVE***	***RS AVE***	***RC AVE***
PERSONAL QUALITIES	*Spearman's rho*	—								
	df	—								
	p-value	—								
CORE COMPETENCIES	*Spearman's rho*	*0.117*	—							
	df	*227*	—							
	p-value	*0.078*	—							
OUTPUT	*Spearman's rho*	*0.136* *	*0.510* ***	—						
	df	*227*	*227*	—						
	p-value	*0.040*	*< .001*	—						
PF AVE	*Spearman's rho*	*-0.010*	*-0.002*	*0.016*	—					
	df	*227*	*227*	*227*	—					
	p-value	*0.877*	*0.973*	*0.815*	—					
SAB AVE	*Spearman's rho*	*-0.057*	*-0.130* *	*-0.055*	*-0.034*	—				
	df	*227*	*227*	*227*	*227*	—				
	p-value	*0.388*	*0.050*	*0.411*	*0.609*	—				
TA AVE	*Spearman's rho*	*-0.040*	*-0.108*	*-0.054*	*-0.005*	*0.878* ***	—			
	df	*227*	*227*	*227*	*227*	*227*	—			
	p-value	*0.550*	*0.103*	*0.415*	*0.939*	*< .001*	—			
RP AVE	*Spearman's rho*	*0.024*	*-0.108*	*-0.093*	*0.110*	*0.230* ***	*0.215* **	—		
	df	*227*	*227*	*227*	*227*	*227*	*227*	—		
	p-value	*0.722*	*0.104*	*0.159*	*0.098*	*< .001*	*0.001*	—		
RS AVE	*Spearman's rho*	*-0.070*	*0.046*	*0.050*	*0.074*	*0.166* *	*0.167* *	*-0.129*	—	
	df	*227*	*227*	*227*	*227*	*227*	*227*	*227*	—	
	p-value	*0.291*	*0.490*	*0.448*	*0.263*	*0.012*	*0.011*	*0.051*	—	
RC AVE	*Spearman's rho*	*-0.015*	*-0.004*	*-0.072*	*0.196* **	*0.006*	*-0.008*	*0.164* *	*-0.008*	—

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Correlation Matrix

		PERSONAL QUALITIES	CORE COMPETENCIES	OUTPUT	PF AVE	SAB AVE	TA AVE	RP AVE	RS AVE	RC AVE
PERSONAL QUALITIES	Spearman's rho	—								
	df	—								
	p-value	—								
CORE COMPETENCIES	Spearman's rho	0.117	—							
	df	227	—							
	p-value	0.078	—							
OUTPUT	Spearman's rho	0.136 *	0.510 ***	—						
	df	227	227	—						
	p-value	0.040	< .001	—						
PF AVE	Spearman's rho	-0.010	-0.002	0.016	—					
	df	227	227	227	—					
	p-value	0.877	0.973	0.815	—					
SAB AVE	Spearman's rho	-0.057	-0.130 *	-0.055	-0.034	—				
	df	227	227	227	227	—				
	p-value	0.388	0.050	0.411	0.609	—				
TA AVE	Spearman's rho	-0.040	-0.108	-0.054	-0.005	0.878 ***	—			
	df	227	227	227	227	227	227	227	227	—
	p-value	0.825	0.950	0.276	0.003	0.933	0.902	0.013	0.901	—

*Note. * p < .05, ** p < .01, *** p < .001*

Challenges Encountered by the Informants Affecting their Job Performance and Satisfaction.

The findings reveal that heavy workloads and resource limitations are major challenges affecting police officers' job satisfaction and performance. Officers reported that excessive caseloads, frequent overtime, and insufficient manpower lead to work-life imbalance, stress, and reduced focus on each case. These issues contribute to burnout and diminish both efficiency and public trust. To address this, organizational reforms are recommended—particularly in staffing, fair shift scheduling, and workload monitoring, alongside wellness programs that promote mental health and work-life balance. These observations are consistent with De Guzman and Kim (2017), Skogan (2021), and García et al. (2020), who found that overwork and understaffing lead to burnout, lower morale, and reduced organizational performance.

Additionally, resource and logistical constraints—such as lack of equipment, outdated technology, and limited budgets—were identified as key barriers to operational efficiency and officer safety. Participants highlighted how inadequate radios, vehicles, and communication systems delay response times and heighten risks during operations. These findings stress the importance of strategic resource planning, modernization of equipment, and investment in IT infrastructure to ensure effective service delivery

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and protect officer welfare. Supporting studies by Carter and Sapp (2020), Villanueva (2018), and Rinehart (2021) confirm that sufficient logistical and technological resources are crucial for maintaining police effectiveness, public confidence, and job satisfaction.

Interview Question	Actual Responses	Themes
What are the challenges encountered by the informants which affect their job performance and satisfaction?	*"Leave conversion takes a long time to process, which discourages us from using our leave credits." (PNP-1)* *"Stress from high-risk operations affects my sleep and concentration." (PNP-1)*	Workload and staffing challenges
	"Conflicts among peers are not always resolved right away, which creates tension." (PNP-2) *"May mga pagkakataon na hindi pantay ang nabibigyan ng training at seminar. Nakaka-demotivate kasi parang hindi nabibigyan ng pantay na oportunidad ang lahat." (PNP-2)*	Resource and logistical constraints
	"The pressure to meet targets sometimes makes the work feel mechanical instead of meaningful." (PNP-3) *"Overtime is frequent, and it becomes hard to balance work with personal life." (PNP-3)*	Training, development, and career growth
	"Balancing work demands with family life is hard and can lead to burnout." (PNP-4) *"Mahirap i-balanse ang trabaho at buhay pamilya dahil madalas kaming naka-duty kahit Sabado at Linggo." (PNP-4)*	Compensation and benefits issues
	"Seeing traumatic incidents regularly takes an emotional toll over time." (PNP-5) *"The biggest challenge is understaffing. We are often stretched thin, covering multiple posts, which leads to fatigue and affects how well we perform." (PNP-5)*	Interpersonal and organizational relationships
	"There is still a stigma in seeking psychological help, so many just endure silently." (PNP-6) *"Minsan delayed ang hazard pay at allowances, kaya nakakaapekto sa morale ng mga kasama ko." (PNP-6)*	Psychological and emotional well-being
	"Sometimes, there is a lack of recognition from our superiors when we perform well." (PNP-7) *"Mabigat ang workload at sabay-sabay ang mga kaso, kaya minsan hindi namin naibibigay ang buong atensyon sa bawat isa." (PNP-7)*	
	"There are moments when communication between officers and superiors is not very open."(PNP-8)	

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	Public criticism on social media affects our morale, even when we are doing our best." (PNP-9) *"Hindi laging narerecognize ng mga nakatataas ang effort namin, kahit nag-overtime kami at natatapos ang operasyon nang maayos." (PNP-9)*	
	"Community cooperation is not always there, and it becomes frustrating when witnesses refuse to give information." (PNP-10) *"There are times when we lack backup during operations, and that puts a lot of pressure on us." (PNP-10)*	
	"Limited budget for fuel and transportation affects how fast we can respond to incidents." (PNP-11) *"The process for claiming medical benefits can be complicated and slow." (PNP-11)* *"We don't always receive transportation allowance when we go on assignments far from our base." (PNP-11)*	
	"Our physical fitness facilities are not enough to accommodate all personnel, so staying in shape is a challenge." (PNP-12) *"Nakakaranas kami ng stress at puyat lalo na kapag sunod-sunod ang operasyon. Minsan naapektuhan ang kalusugan at pag-iisip namin." (PNP-12)*	
	"When IT systems or communication lines are down, it delays our reporting and coordination." (PNP-13) *"Napakaraming papeles ang kailangang tapusin. Nauubos ang oras ko sa pag-fill up ng mga report kaysa sa aktwal na pagpapatrolya." (PNP-13)*	
	"We sometimes use outdated technology, which slows down investigations and makes our job harder." (PNP-14) *"Too much paperwork takes away time from fieldwork, which is why we sometimes struggle to respond quickly." (PNP-14)*	
	"We need more specialized training for modern crimes like cybercrime and drug-related cases." (PNP-15) *"Heavy caseloads make it difficult to give full attention to each case, and this lowers job satisfaction." (PNP-15)*	
	"There are limited opportunities to attend seminars or workshops because of operational priorities." (PNP-16) *"Ang mga community member ay hindi palaging nakikipagtulungan sa imbestigasyon. Nahihirapan kaming*	

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	makakuha ng impormasyon." (PNP-16)	
	"Some training are only offered to a few, which can make others feel left behind." (PNP-17) *"Sometimes, we lack the proper equipment such as radios, vehicles, or protective gear, and this makes operations risky." (PNP-17)*	
	"Promotions are slow even when we attend required training, which affects motivation." (PNP-18) *"Hazard pay is sometimes delayed or does not match the risk we face." (PNP-18)*	
	"We lack mentoring programs for younger officers, so they sometimes struggle to adjust." (PNP-19) *"Minsan kulang kami sa gamit tulad ng radyo at patrol car kaya naaantala ang aming pagtugon sa mga tawag ng komunidad." (PNP-19)*	
	"Our basic salary is not always enough to meet our family's needs, especially with inflation." (PNP-20) *"Isa sa pinakamalaking hamon ay ang kakulangan ng tao sa aming istasyon. Madalas kaming naka-duty nang lampas sa oras at kulang sa pahinga." (PNP-20)*	

Joint display analysis of quantitative and qualitative results. The results indicate that police officers generally exhibit high competence and productivity but face challenges that threaten long-term sustainability. While quantitative data show very satisfactory ratings in core competencies ($\bar{x}$ = 7.56) and work output ($\bar{x}$ = 7.68), qualitative findings reveal peer conflicts, overwork, and stress, suggesting that strong performance persists despite organizational and wellness gaps. Officers expressed only satisfaction (Md = 3) with physical fitness programs and benefits, citing limited facilities and delayed compensation, while training opportunities (Md = 3.50) were valued but seen as unevenly distributed. These findings highlight the need for workload management, improved wellness infrastructure, transparent promotion systems, and efficient payroll processes. Furthermore, modest satisfaction with relationships and community engagement underscores the importance of recognition systems, peer mediation, and strengthened community-police collaboration—consistent with prior studies (Cruz, 2019; Reyes et al., 2020; Malicdem, 2021; Villanueva & Santos, 2022)—which affirm that organizational support, fairness, and strong interpersonal relations drive sustained performance and morale.

Quantitative Result	Qualitative Theme	Integrated Interpretation
Personal Qualities ($\bar{x}$ = 6.86 – VS) Officers were rated very satisfactory in being morally upright, honest, responsible, and dedicated.	Theme 5: Interpersonal and Organizational Relationships – Some officers mentioned conflicts with peers and lack of recognition from superiors. *"Conflicts among peers are not always resolved right away, which creates tension."* (PNP-2)	Despite strong ratings on integrity and responsibility, qualitative data reveal relationship challenges and gaps in recognition systems. This suggests that while officers uphold personal values, organizational culture could improve teamwork and recognition mechanisms.
Core Competencies ($\bar{x}$ = 7.56 – VS) High scores in job knowledge, supervision, and people management.	Theme 1: Workload and Staffing Challenges – Officers reported being overstretched and fatigued. *"Heavy caseloads make it difficult*	Quantitative results show competence, but qualitative data highlight overwork, suggesting performance is sustained despite

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	to give full attention to each case." (PNP-15)	strain, which may not be sustainable long term without addressing workload.
Work Output ($\bar{x}$ = 7.68 – VS) High ratings in quality, timeliness, and quantity of work.	Theme 6: Psychological and Emotional Well-being – Officers shared stress, burnout, and sleep disturbances. *"Stress from high-risk operations affects my sleep and concentration."* (PNP-1)	Strong performance metrics may come at the cost of officers' mental health. This indicates a need for wellness programs and stress reduction strategies to sustain productivity.
Job Satisfaction – Physical Fitness & Personnel (Md = 3 – S) Satisfied but not fully satisfied with facilities and health programs.	Theme 2: Resource and Logistical Constraints – Officers cited lack of equipment and facilities. *"Limited budget for fuel and transportation affects how fast we can respond to incidents."* (PNP-11)	Quantitative satisfaction scores align with qualitative concerns, reinforcing the need for investment in equipment, facilities, and health resources.
Job Satisfaction – Salary, Allowances, Benefits (Md = 3 – S) Officers were satisfied but raised concerns about timeliness of salary release and hazard pay.	Theme 4: Compensation and Benefits Issues – Officers reported that delayed hazard pay and complicated benefit claims demotivate them. *"Hazard pay is sometimes delayed or does not match the risk we face."* (PNP-18)	Quantitative ratings of "satisfied" mask deeper frustrations revealed qualitatively. Improvement in payroll systems and benefit processing could enhance morale.
Job Satisfaction – Training & Educational Opportunities (Md = 3.50 – FS) Moderately high satisfaction with training availability but some gaps remain.	Theme 3: Training, Development, and Career Growth – Officers called for more equal opportunities and faster promotion. *"Some training are only offered to a few, which can make others feel left behind."* (PNP-17)	The slightly higher score (FS) is consistent with the view that training opportunities exist but need to be distributed more equitably and tied to career progression.
Job Satisfaction – Relationships with Peers, Superiors, Community (Md = 3 – S) Generally satisfied but room for improvement in communication and recognition.	Theme 5: Interpersonal and Organizational Relationships – Officers reported peer conflicts, limited recognition, and inconsistent community cooperation.	Quantitative results align with qualitative feedback, suggesting a need for conflict resolution training, recognition programs, and community policing strategies.

CONCLUSIONS AND RECOMMENDATIONS

The present study establishes a critical paradox within the operational environment of the Antipolo Component City Police Station: police officers exhibit consistently high levels of proficiency, rated as Very Satisfactory in Core Competencies and Work Output, yet their organizational commitment and well-being are strained by a low Satisfactory rating in Personal Qualities. This finding is further underscored by the lack of a significant correlation between overall job performance and overall job satisfaction. This strongly indicates that while intrinsic motivators inherent to the job (achievement, task completion) are driving performance, extrinsic factors essential for psychological retention are critically deficient. The prevailing high productivity is therefore deemed unsustainable, being maintained at the expense of officer welfare and organizational trust.

This performance-satisfaction disconnect is rooted in structural and systemic inequities. Demographic variables proved highly consequential, with rank, educational attainment, and length of service significantly influencing satisfaction across critical areas like compensation, training access, and peer relationships. Qualitative analysis confirmed this, revealing challenges such as chronic understaffing, delayed hazard pay, slow promotions not adequately linked to training, and significant psychological strain. These factors operate as failed hygiene factors under Herzberg's framework, serving not merely as neutral conditions but as active sources of job dissatisfaction that suppress morale, limit personal growth, and jeopardize the long-term ethical integrity of the force.

In essence, the findings conclude that institutional practices related to equitable resource distribution and personnel support lag behind the technical demands placed upon the officers. The organization successfully molds competent professionals capable of delivering high-quality output, but it struggles to foster an environment of fairness, value, and wellness necessary for cultivating dedication and job fulfillment across all ranks, particularly among the majority Police Non-Commissioned Officers (PNCOs). Addressing this structural gap between competence and contentment is paramount for achieving a truly

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resilient, high-performing, and community-centered police service.

Based on the empirical demonstration that job satisfaction is primarily driven by extrinsic factors rather than performance outcomes, the organization must implement immediate, targeted structural reforms. Given that Personal Qualities were rated only Satisfactory, dedicated investment is required for strengthening the human aspects of policing, through the institution of mandatory mentorship programs and targeted training modules focused specifically on enhancing emotional intelligence, conflict resolution, and teamwork across ranks. Furthermore, to leverage the demonstrated relationship between education and performance, the PNP must maximize the impact of educational attainment on core competencies and output by providing increased and equitable access to graduate education and specialized training opportunities for all personnel, especially PNCOs.

The imperative for reform also centers on improving equity in compensation and access, which directly addresses the core hygiene deficiencies identified. This mandates a non-negotiable, regular review and immediate simplification of salary, allowance, and benefit distribution processes, ensuring timely release of hazard pay and entitlements to foster financial security and respect for the officer's risk. Correspondingly, interventions must be tailored according to demographic variances, requiring the design of rank-specific leadership development, gender-responsive wellness programs, and onboarding initiatives for new recruits to ensure that equitable professional development and support are guaranteed throughout an officer's entire length of service.

To integrate these critical changes into a coherent and measurable strategy, the proposed WELL-FORCE Program—focusing on Wellness Infrastructure, Equitable Access, Operational Reform, and Emotional Resilience—should be immediately adopted and institutionalized as a comprehensive, holistic solution. Organizational leaders must prioritize addressing job satisfaction beyond performance metrics by continuously conducting periodic satisfaction and needs assessments, promoting work-life balance, and strengthening formal recognition systems to validate officer contributions. This strategic commitment to institutionalizing the WELL-FORCE framework is essential to transform the police work environment, enhance officer well-being, and ultimately sustain long-term operational excellence and organizational integrity.

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