Research Article

Career Management and Job Satisfaction among Female Uniformed Personnel of Philippine National Police

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ABSTRACT

The aimed of this study was to ascertain how female uniformed Philippine National Police members manage their careers and how satisfied they are with their jobs. This study used survey methods in conjunction with descriptive correlation analysis. The San Juan City Police Station was the only location used for research with twenty-five (25) female uniformed personnel in the research area served as the respondents. Martinez (2019) provided a survey questionnaire that was used as the research instrument in this study. They used the mean and Pearson-r Correlation to examine the data. According to the survey, female officers support the program's implementation and are usually satisfied with its goals. Although they are contented with their compensation and benefits, they nevertheless require additional fundings in order to carry out their duties as professionals. Work satisfaction among female officers is effectively increased by the career management and development program, as evidenced by promoting gender equality and creating inclusive work environment. Investing in professional development boosts female officers' morale, motivation, and commitment to their jobs. Higher retention rates follow from this, particularly for law enforcement agencies. Additionally, the program improves performance and productivity, which helps the Philippine National Police succeed overall.

Keywords: *Career management, Descriptive survey, Female uniformed personnel, Job satisfaction, Philippine National Police*

Introduction

Workplace fulfillment is critical for motivating workers, boosting productivity, and improving general wellbeing. It also emphasizes relevance of the program to match the industrial demands, as this drives the creation of educational policies, practices, funding allocation, and curriculum design to effectively meet the demands of the general public, employers, and students. (Nayoyos,2024).

The goal of the research of Chen, Liu, Wang, Yang, and Wang, (2023), is to examine the elements that motivate proactive career behavior (PCB), which is an effective form of career self-management that benefits both individual career development and professional success. The authors discovered that proactive career behavior was positively correlated with pay for performance, parental role commitment, and occupational role commitment.

At this point, it's critical to ascertain the employees' level of professional satisfaction. Employers ought to focus more on the career satisfaction of their staff. The 98 office and workshop employees of PT Bukaka Teknik Utama Balikpapan Branch were the subjects of the study, which examined organizational commitment, work environment, and organizational culture as determinants of employee career fulfillment. It employed a multiple linear regression model to analyze feasibility in order to assess research hypotheses using classical assumptions. The findings showed that organizational commitment, work environment, and culture all significantly impacted how satisfied employees were with their jobs. The workplace had some influence but was not very significant. Additionally, the job happiness of employees was significantly impacted by the organizational culture. The connection that exists between coworkers in the work environment is particularly important for the application of work and adherence to standard operating procedures. (Misna, & Raden, 2022).

Gender was significant for both values-driven attitude and self-directed attitude. For both these dimensions, female lecturers scored higher than male lecturers, indicating that women were more intent on using their own values (versus organizational values) to guide their careers (values-driven) and possessed a self-directed attitude towards career management. The study's findings added to our knowledge of the variables influencing careerists who are erratic in their employment. Additionally, the study and managerial consequences of a values-driven and self-directed attitude were covered. (Sern, Ho, & Sambasivan, 2014).

According to Mootry (2018), women have had to overcome stereotypes and other barriers to advance into leadership and executive positions. Despite over 30 years of organizational attempts to address the underrepresentation of women through institutional policies and actions, men continue to hold the vast majority of senior-level leadership positions. Workplace discrimination and gender bias may create barriers for women interested in advancing into senior positions. Although women have put forth years of hard work and personal sacrifice into career advancement, increases in the number of women in senior leadership positions remains dismal.

When compared to the law enforcement agencies in other nations, the gender gap is no longer a problem. They've come a long way thus far. For instance, both sexes are able to pursue careers in all ranks and professions within US police enforcement. There are still laws and policies that restrict female employees of the Philippine National Police to non-combat and administrative positions. Research and analysis from all around the world have demonstrated that women in leadership roles within police enforcement are more than capable of managing both combat and administrative duties (Galabin, Pallega & Recapente, 2021).

These days, more and more women are assuming senior positions in the legal system. This is due to the fact that the Philippines has passed several laws supporting gender equality in the armed forces, laws that take into account different gender perspectives and recognize the roles that women have played in bringing about peace and resolving conflicts both at home and abroad. (Lacuesta, 2018).

Moreover, in Action Point No. 5 of the National Action Plan on Women, Peace and Security (NAPWPS), it is mandated that women's roles and statuses be elevated in the security sector. This step is grounded on the NAPWPS's Empowerment and Participation Pillar, which recognizes women and girls as powerful agents of change in resolving conflicts and building peaceful societies after they have ended. The Philippine National Police have put in place extensive measures to bolster the organization's commitments to following the NAPWPS and other legal objectives relating to Gender and Development (GAD). To ensure that those with

responsibility for implementing NAPWPS and GAD are well informed, several capacities building initiatives, including the promotion and mainstreaming of a gender perspective, have been scheduled (PNP, 2022).

Angulo, Cruz & Quimson (2023) aims to measure the job satisfaction of female uniformed personnel and determine whether Gender and Development (GAD) policies and programs affect their retirement plans in military service. Moreover, it seeks to identify courses of action that could be implemented in the organization to further strengthen its GAD policies and programs. Based on the result of the study, the implemented GAD policies and programs in the Civil Relations Service (CRS) significantly impact the retention of uniformed women and effectively address gender-related issues affecting women in the service. Furthermore, the study reveals that female uniformed personnel's satisfaction with the promotion of women empowerment and participation is a critical factor affecting their retention intentions. The researchers advise the organization to create projects and policies that are more suited to the needs of the female CRS soldier. To ascertain the general organization of the institution, a gender audit is required.

However, despite the PNP having numerous policies pertaining to gender and development, no thorough evaluation of the policies' efficacy in addressing women's protection and empowerment inside the PNP has been carried out. Yet, the fact that laws have been put in place to encourage women's involvement, there is a belief that prejudice against women still exists in society.

To help control unconscious bias within organizations, the implementation of equality practices such as the transparent management of talent is necessary. Without these efforts, women may continue to be denied access to development opportunities required to obtain senior leadership positions. Overall, a significant gender gap remains (Giuffrida, 2019).

According to Lopez (2019), the best way to address this issue is to recognize the problem and provide assistance, mentoring, and encouragement to women who aspire to become organizational leaders. Gender management and leadership within an organization are critical to reducing the gender gap and increasing the number of women in leadership roles. Furthermore, it is important to understand influences that contributed to the success of women who have obtained senior-level leadership positions.

The promotion of female officers was one of the phenomena being studied. Specifically, career barriers and supports will be explored during their advancement into senior leadership positions. Organizations are not intrinsically gender neutral because they tend to favor workers who don't have a lot of extracurricular obligations that could conflict with their job duties. Because they have more external duties, including taking care of children, women could encounter more obstacles than males. Workers who are female must be aware of the competencies that will make them successful in a male-dominated establishment such as the Philippine National Police.

Hence, this research attempts to determine how relevant the career management and development program of the Philippine National Police in ensuring equal opportunities in training, positions, promotions, and ultimately their career administration and development as uniformed personnel. By exploring the perceptions of women in these positions, organizational leaders and researchers may better understand longstanding barriers and support systems that influence female uniformed personnel as they advance into leadership positions. These results may reveal new insights regarding the career development of women, and consequently create effective organizational and educational programs to reduce barriers and improve representation of female officers in senior leadership positions. Organizational leaders seeking ways to cultivate leadership skills among female employees are increasingly interested in development programs that benefit the latter. Furthermore, organizations that create cultures of respect and equality promote empowerment and confidence among women as contributors and inspirers.

Specifically, the study sought to answer the following questions:

1. What is the assessment of the female officers of the career management and development program of the Philippine National Police in terms of:
   1.1. Career analysis;
   1.2. Career strategy;
   1.3. Career Planning;
   1.4. Job Execution; and
   1.5. Career Support?
2. What is the assessment of the female officers of their job satisfaction in Philippine National Police in terms of:
   2.1. Job perception;
   2.2. Safety;
   2.3. Composite satisfaction;
   2.4. Working condition perception;
   2.5. Support for quality;
   2.6. Supervision;
   2.7. Communications;
   2.8. Working relationships;
   2.9. Quality Management; and
   2.10.　　Pay and Benefits?
3. Is there significant relationship between career management and development program and job satisfaction among female officers of Philippine National Police?

Theoretical Framework

The study was based from the Theory of Reason Action (TRA) of Ajzen and Fishbein (1980) which focuses on work behavior, attitude, and subjective norm.

Ajzen and Fishbein (1980) developed theoretical grounds of a theory of reasoned action (TRA) to explain general human behavior – stating that beliefs affect attitudes leading to intention, and finally to behavior. The elements of TRA contain three general concepts, mainly work behavior, attitude, and subjective norm.

Career Intention is a plan or a likelihood that someone will behave in a particular way in specific career situations — whether or not they actually do so such as military officer who is thinking of her career progression in her work assignment. To understand behavioral intention, which is seen as the main determinant of behavior, the TRA looks at a person's attitudes towards that behavior as well as the subjective norms of influential people and groups that could influence those attitudes including military officer' career management, workload,

job satisfaction and stress. According to TRA, the attitudes toward a particular behavior are influenced by a combination of two related factors: our beliefs about the outcome of the behavior (i.e., is the outcome likely or unlikely?) and the evaluation of the potential outcome (is the outcome a good thing or a bad thing?). Also, the attitude could be based on a number of different factors — your past experiences reading health education articles, your sense of whether or not you can learn something from reading versus going to a training about TRA, etc. Moreover, subjective norms are influenced by perceptions of the beliefs of those around the specific person: parents, friends, colleagues, partners, etc. Based on TRA, people have a sense or belief about whether or not these individuals and groups would approve or disapprove of the behavior. But people also have to factor in how motivated the people are to comply with their views. This can vary from one situation to another. By focusing on attitudes and norms, TRA provides a framework for identifying and measuring the underlying reasons for a person's work intent to behave a certain way (or not). It is called the Theory of Reasoned Action because of the emphasis on understanding these reasons — not because the beliefs and attitudes themselves are necessarily reasonable or correct.

Methods

The present study utilized survey methods in conjunction with descriptive correlation analysis to investigate the previously mentioned research inquiries. The San Juan City Police Station was the only location used for research.

According to the Philippine National Police's Personal Services Itemization and Plantilla of Personnel (PSIPOP) 2022, there were a total of 25 female uniformed personnel in the studied area. Through the use of purposive sampling, the respondents were chosen. The respondents were chosen based on the following qualifications: (a.) currently working as female uniformed personnel in Philippine National Police; (b.) biologically female, (c.) ages from 21 to 55 years old, (d.) have minimum of 1- year law enforcement experience. The 25 female uniformed officers from the Philippine

National Police's San Juan City Police Station made up the respondents. The study's participants are completely free to choose not to participate. Their work will not be impacted in any way by their choice to participate or not. In certain situations, the female police officer may choose to include additional confidential information in the questionnaire if necessary. The respondents are entitled to choose not to enter their names in the questionnaire in order to protect their privacy and confidentiality.

A survey questionnaire adapted from Martinez (2019) was used as the research instrument in this study to find out how career management was implemented, how satisfied officers were with their jobs, and what obstacles female officers in the Philippine National Police faced. The respondents scored each aspect of career management and work satisfaction using a 5-point rating system. Senior Officers of the Philippine National Police were among the professionals who reviewed, approved, and validated the survey questionnaire in order to ensure its validity. Data were evaluated using the mean and Pearson-r Correlation to ascertain the significant link between the career management and development program and work satisfaction.

There is no problem having a small sample size according to Wilhelm (2016). The assumptions about the scale of the variables, their linear correlation and homogeneous, normal errors must be reasonable. The only difficult thing is to see or recognize possibly relevant deviations from these assumptions with small samples. But this does not invalidate the test, because the test remains valid under these assumptions.

In the study of Tugade & Arcinas (2023), they conducted a correlation analysis to determine the relationship between the level of the engagement at work and the personal characteristics, organizational commitment in the workplace, and job satisfaction. The results indicate a high level of employee work engagement and job satisfaction, as well as a moderate level of employee organizational commitment. Employee age, position and monthly salary were significantly correlated with employee work engagement. The level of employee engagement increases with age, position and income. Results also revealed a significant and strong positive correlation between the level of employee engagement and employee happiness at work. Implications for practices are offered.

The study of Angulo, Cruz & Quimson (2023) used a descriptive method for research with the assistance of a questionnaire as the main tool to gather data from the respondents. To examine the data, frequency distribution was used to determine the demographic profile of the respondents; Weighted Mean was used to assess the implementation and effectiveness of career management and development programs and initiatives within the organization as well as to assess the job satisfaction on the promotion of women empowerment and participation; and Spearman Rank Correlation was used to measure the association between the level of satisfaction of female soldiers across age, rank, and civil status in terms of retention.

Results

This section includes presentation of results based from the data collected from the 25 respondents of the study.

Table 1. Assessment of the female officers of the career management and development program of the Philippine National Police

Career Management and Development Program	Police Officers	
	Mean	Int
Career Analysis	*3.45*	*GE*
1. I know my interest and how they relate to my career	3.42	GE
2. I know the strengths I bring to my work	3.33	GE
3. I understand my areas for professional growth	3.33	GE
4. I know my values are in relation to work	3.30	GE

Career Management and Development Program	Police Officers	
5. I understand that career progression is part of work	3.36	GE
Career Strategy	**3.54**	**GE**
6. I have a long range vision for my career	3.80	GE
7. I am able to set goals consistent with performance feedback	3.40	GE
8. I take my department's goals into account when setting my career goals	3.35	GE
9. I can balance my career goals and personal priorities	3.35	GE
10. I regularly re-assess my career goals and action steps	3.78	GE
Career Planning	**3.86**	**GE**
11. I am currently on a career path that is in line with my aspirations	3.85	GE
12. I feel that my personal goals are align with the PNP broader goals	3.80	GE
13. I intend to remain with the company in the medium long term in order to achieve my career aspirations	3.88	GE
14. I intend to undertake formal studies to enhance my career further	3.88	GE
15. I have set key goals for my development areas in the short term	3.88	GE
Job Execution	**3.77**	**GE**
16. I enhance my technical skills related to my function	3.75	GE
17. I currently have all the required competencies to undertake my function to an excellent level	3.72	GE
18. I work on specific personal skills for the past 12 months	3.70	GE
19. I need to develop certain personality traits further to be better my job	3.80	GE
20. I attend formal training course in key competencies for the past 12 months	3.85	GE
Career Support	**3.20**	**ME**
21. My line superior understands my career aspirations	3.20	ME
22. My line superior supports me by providing mentoring and guidance on a regular basis	3.19	ME
23. My line superior provides me with opportunities to develop and extend my skills and exposure	3.18	ME
24. My line superior assist me in achieving a development plan to address my career gaps	3.18	ME
25. The PNP provides equal opportunities both for men and women to advance in the next level	3.23	ME
Overall	*3.56*	*GE*

Legend

3.26-4.00	*Practiced to a Great Extent*
2.51-3.25	*Practiced to a Moderate Extent*
1.76-2.50	*Practiced to a Less Extent*
1.00 – 1.75	*Practiced to a Least Extent*

On the assessment of the female officers of the career management and development program of the Philippine National Police, career planning yielded with the highest mean of 3.86 with interpretation to a great extent while career support garnered the lowest mean score of 3.20 with interpretation of moderate extent. Overall, the mean score for the female officers in the Philippine National Police's career management and development program was 3.56, which was interpreted as great extent.

The majority of the female officers expressed satisfaction with the program's goals and objectives, and the results show that they had an overall good attitude about the training. Furthermore, it appears from the statistics that most female officers approved of the way the initiative was run. Support from career management is necessary to fully improve the satisfaction among the female officers.

It was evident on the study of Nayoyos, 2024 that job satisfaction was found to be influenced by healthy working relationships. Employers can take advantage of these findings to foster a positive work environment and provide opportunities for career growth, leading to increased job satisfaction and overall organizational success. The findings also suggest that continuous program improvement, guided by program administrators and educators, is necessary to better prepare graduates for careers in criminology.

Table 2. Assessment of the female officers of their job satisfaction in Philippine National Police

Job Satisfaction	Police Officers	
	Mean	**Int**
Job Perception	*3.43*	*GE*
1. I usually enjoy the type of work I do.	3.40	GE
2. My job is important to the law enforcement's success.	3.48	GE
3. The work I do is generally interesting.	3.42	GE
Safety	*3.45*	*GE*
4. Sufficient attention is given to job safety at this law enforcement agency	3.49	GE
5. Management attempts to eliminate safety hazards.	3.40	GE
Composite Satisfaction	*3.32*	*GE*
6. Overall, I am generally satisfied with how the law enforcement agency is managed.	3.30	GE
7. Overall, I am generally satisfied with my job at the law enforcement agency	3.33	GE
8. Overall, I am generally satisfied with my working conditions at law enforcement agency	3.33	GE
9. Overall, I am generally satisfied with the quality of supervision I receive.	3.30	GE
Working Condition Perception	**3.32**	**GE**
10. I enhance my technical skills related to my function	3.35	GE
11. I currently have all the required competencies to undertake my function to an excellent level	3.30	GE
12. I work on specific personal skills for the past 12 months	3.30	GE
13. I need to develop certain personality traits further to be better my job	3.33	GE
14. I attend formal training course in key competencies for the past 12 months	3.32	GE
Support for Quality	**3.20**	**ME**
15. My line superior understands my career aspirations	3.18	ME

Job Satisfaction	Police Officers	
16. My line superior supports me by providing mentoring and guidance on a regular basis	3.15	ME
17. My line superior provides me with opportunities to develop and extend my skills and exposure	3.20	ME
18. My line superior assist me in achieving a development plan to address my career gaps	3.22	ME
19. The PNP provides equal opportunities both for men and women to advance in the next level	3.25	ME
Supervision	**3.48**	**GE**
20. I usually understand what is expected of me on the job.	3.45	GE
21. My suggestions are usually given consideration.	3.48	GE
22. My supervisor gives complete answers to questions or complaints.	3.42	GE
23. My supervisor handles his or her job well.	3.40	GE
24. The work here is pretty well organized.	3.48	GE
25. My work responsibilities are generally clear.	3.44	GE
26. Decisions of law enforcement agency supervisors are seldom affected by favoritism.	3.59	GE
27. Job assignments are made fairly at the military camp	3.50	GE
28. Job problems are usually solved because supervisors listen and implement an adequate solution.	3.52	GE
29. I am given an adequate break-in time or training for new job assignments.	3.50	GE
Communications	**3.53**	**GE**
30. I have a good understanding of employee benefits such as vacation, medical coverage, etc.	3.50	GE
31. The hospital keeps me informed about things that concern me and my job.	3.52	GE
32. The military camp pay policy is well understood by employees here.	3.54	GE
33. Management usually tells people in advance that changes are coming.	3.56	GE
Working Relationships	**3.24**	**GE**
34. The members of my department are generally cooperative.	3.25	GE
35. There is a good spirit of cooperation between employees and management.	3.25	GE
36. Cooperation among the various departments in the law enforcement agency is good.	3.22	GE
Quality Management	**3.59**	**GE**
37. Law enforcement agency rules and policies are equally applied to all employees.	3.59	GE
38. Promises made by law enforcement agency management are usually kept.	3.60	GE
39. Management believes the well-being of employees is important.	3.58	GE
40. Complaints and problems are handled fairly here.	3.59	GE
Pay and Benefits	**3.86**	**GE**
41. Pay here is about average or better when compared with wages of other agencies	3.80	GE

Job Satisfaction	Police Officers	
42. Promotional opportunities here are good, compared with other agencies	3.82	GE
43. The military policy on pay increases is administered fairly.	3.90	GE
44. Benefits here about average or better when compared to other agencies	3.92	GE
Overall	***3.44***	***GE***

Legend

3.26-4.00	*Practiced to a Great Extent*
2.51-3.25	*Practiced to a Moderate Extent*
1.76-2.50	*Practiced to a Less Extent*
1.00 – 1.75	*Practiced to a Least Extent*

On the assessment of the female officers of their job satisfaction in Philippine National Police, pay and benefits yielded with the highest mean of 3.86 with interpretation of practiced to a great extent while support for quality yielded with the lowest mean of 3.30 with interpretation of practiced to moderate extent. Over-all, the assessment of the female officers of their job satisfaction yielded with over-all mean of 3.44 with interpretation of practiced to great extent.

While it is true that an organization's success can be largely attributable to its leadership. An employee's career can be made or broken by a variety of factors, but one of the most crucial ones is the company's engagement in career management. (Gill, 2021). A person must assess themselves, set goals, and most importantly, take action as part of the process of individual career management. Every employee should set up his or her own road map or compass for the future in order to guide actions toward reaching whatever goal they select and to be happy and fulfilled in the end, whether that goal is financial security, work/life balance, or health and wellbeing. Similar to this, organizational career management is a procedure whereby any business is accountable for the welfare of its personnel; it has a number of responsibilities to support staff members, assist in goal-setting, motivate them, plan their careers, provide coaching, and clarify issues. (Basinska & Daderman, 2019).

The findings indicate that female officers are primarily content with their salary and benefits, indicating that they believe they are being fairly compensated for the work they do. The least significant element is support for quality, indicating that they only somewhat value having enough resources to execute their duties. Furthermore, the data indicates that they are largely content with their jobs. This indicates that although female cops are happy in their roles, they might still need more high-quality resources. It is worthwhile to think about ways to raise income and perks or bring more resources to the workplace in order to increase job satisfaction.

According to the study of Mondejar & Asio, (2022), revealed that private academic institutions practice recruitment and selection processes, evaluate employee performance, provide training and development, appropriate compensation, career planning opportunities, and employee safety, health, and welfare. Furthermore, respondents were satisfied with their supervisors, coworkers, working conditions, compensation and responsibilities; job itself, advancement, security, and recognition. Inferential analysis revealed that the association between HRM practices and job satisfaction is highly significant. The investigators used human resources management practices and job satisfaction to develop a teacher retention framework based on these results.

Table 3. Significant relationship between career management and development program and job satisfaction among female officers of Philippine National Police

Variables	R-Value	Int
Career Management*Job Satisfaction	.900	High Positive Correlation

Data shows that the between career management and development program and job satisfaction among female officers yielded with significant value of .000. Results revealed that there is high positive correlation between career management and development program and job satisfaction among female officers.

The career management and development programs are a useful tactic for raising female officers' job satisfaction, according to the results. Furthermore, it demonstrates the significance of career management and development programs in establishing an inclusive workplace and promoting gender equality.

The main purpose of this study according to Ziqian & Watana (2022) was to determine the relationship between instructors' perceptions towards professional development and job satisfaction at the Literature Faculty of Yunnan Normal University in Kunming, China, during the academic year 2019 - 2020. The main instrument used to collect data was a questionnaire to investigate instructors' perceptions of professional development and job satisfaction. This study was based upon Guskey's Theory of Professional Development and Herzberg's Two-Factor Theory. The researcher used the Mean and Standard Deviation and Pearson Product Moment Correlation Coefficient to analyze the collected data. The Pearson correlation coefficient r was .500, with a significance value of .001.

There was a relationship between instructors' perceptions towards professional development and job satisfaction at the Literature Faculty of Yunnan Normal University in Kunming, China. Research findings indicated that instructors' perceptions towards professional development had shown a "high" (4.50) level, and the level of instructors' perceptions towards job satisfaction was also regarded as "high" (4.47).

Discussions
The results reveal that the majority of the female officers expressed satisfaction with the program's aims and objectives, reflecting an overall favorable attitude among them. Furthermore, the findings indicate that a significant proportion of the female officers expressed support for the execution of the program. Nonetheless, career management assistance is required to increase female officers' happiness to its fullest extent.

According to the results, female police are primarily satisfied with their salaries and benefits, which suggests that they believe their salary is fair given the complexity of their work. The least important factor is support for quality, which suggests that people are only moderately appreciative of having the resources to fulfill their professional obligations. Additionally, the findings show that they are generally happy with their jobs. This indicates that although they might still require more top-notch resources, female police officers are happy in their roles. It is advisable to consider strategies for improving job satisfaction, such adding more staff or raising pay and benefits.

Additionally, the study's findings show that the career management and development program successfully raise female officers' job satisfaction. It also shows how important career management and development programs are to advancing gender equality and creating a welcoming workplace.

The career management and development program's effect on job satisfaction among female officers is favorable, indicating that allocating resources towards professional development and assistance has a beneficial ripple effect on their whole work experience. This may result in greater motivation, morale, and dedication to their work. Employee retention is positively correlated with workforce satisfaction. Therefore, increased female officer retention rates may result from the career management

program's efficacy. This is especially critical for law enforcement organizations to retain qualified and experienced staff and ensure their long-term success.

Confidence intervals can theoretically be calculated with very small sample sizes, as Wilhelm mentioned. Because of this, improved productivity and job performance are often correlated with job satisfaction. The presence of a career management program that increases female officers' job happiness suggests that these officers are more likely to perform well in their roles and contribute positively to the company's overall success. The results show how important the career management and development program are to creating an inclusive workplace. The program helps break down barriers by providing opportunities for professional growth and advancement, which in turn creates an atmosphere where all officers regardless of gender feel valued and supported.

In addition to having a beneficial impact on female officers' job happiness, investing in career management and development programs is essential for creating an inclusive and equitable work environment in law enforcement agencies.

Relevant study of Yingying& Watana (2022) was intended to determine the relationship between Instructors' Perception of the School Dean's Leadership Behaviors and Their Job Satisfaction at the Human Sciences Faculty in Xiangsihu College Guangxi for Nationalities, China. The three objectives of this study are (1) to identify the level of instructors' perception towards the school dean's leadership behaviors; (2) to identify the level of instructors' job satisfaction; and (3) to determine the relationship between Instructors' Perception towards School Dean's Leadership Behaviors and Their Job Satisfaction at Human Sciences Faculty in Xiangsihu College Guangxi for Nationalities, China. This study found that instructors' perception towards school dean's leadership behaviors resulted in moderate (3.23), instructors' job satisfaction level resulted in moderate (3.51), and there is a significant relationship between instructors' perception towards school dean's leadership behaviors and their job satisfaction at human sciences faculty in

Xiangsihu College Guangxi for Nationalities, China. The Pearson correlation coefficient for the r-value was .683 with a significance value of .001. The result showed that instructors had a positive relationship between the school dean's leadership behaviors and job satisfaction. The study provided the researcher with valuable insight and knowledge into the dean's leadership behaviors and instructors' job satisfaction practiced in the school.

Conclusion

With the findings revealed in the preceding section, this research concludes that:

1. Female police officers are generally satisfied with the career management and development program of the Philippine National Police however they need additional career support to fully unleash their potentials in their job which calls for the PNP to develop programs that will ensure that female police officers are supported in both their personal and professional needs.

2. Female police officers are generally satisfied with their job however they need more support in their career goals as a whole to ensure quality professional growth. Professional growth ensures quality service among police officers hence it is imperative for the key officials of the PNP to invest in education, trainings and seminars for their personnel,

3. There is a significant relationship between career management and development program and job satisfaction which suggests that job satisfaction among female police officers is greatly affected by the career management and development program of the organization.

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