Research Article

The Extent of Job Satisfaction among PNP Personnel at Gen. Trias Component City Police Station

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ABSTRACT

The study sought to evaluate the level of job satisfaction among PNP personnel at the Gen. Trias Police Station, as assessed by the PNCOs and PCOs concerning Organizational Factors, Environmental Factors, and Personal Factors. This study employed a quantitative-descriptive methodology. This research utilized a survey methodology for data collection.

The research strategy employed stratified sampling to categorize a population into strata based on a known feature for each sampling unit, followed by the independent selection of samples from each stratum. The majority of respondents comprised forty-four (44) Police Non-Commissioned Officers and four (4) Police Commissioned Officers, indicating a predominance of male participation in this study.

The study's ultimate outcome is a proposed action plan to improve job satisfaction among PNP personnel in Gen. Trias, Component City Police Station, as detailed in Sub-problem No. 4. The results underscored the importance of organizational variables inside the PNP organization. PNP personnel are influenced by their job environment and atmosphere. The data imply that sustaining open communication promotes greater outcomes.

Keywords: *Job Satisfaction, Organizational Factors, Environmental Factors and Personal Factors, PNP Personnel and Gen. Trias Cavite, Police Station*

Introduction

Job satisfaction is a complex challenge for today's law enforcement leaders. Many studies have demonstrated the significant impact of job satisfaction on employee motivation, which in turn changes productivity and overall organization performance. However, job satisfaction has not yet received the proper attention from

either researchers or managers of various business organizations.

Despite its overall tradition in scientific research and everyday life, there is still no general agreement regarding what job satisfaction is. There is no final definition of what a job represents. Therefore, before a definition of job satisfaction can be given, the nature and importance of work as a universal human activity must be considered.

Job satisfaction is an essential metric that reflects individuals' attitudes toward their employment. It is influenced by their achievements, personal goals, and their perception of how their role contributes to the organization's outcomes. Understanding job satisfaction is crucial as it can predict work-related behaviours such as absenteeism, turnover, and burnout. (Loan, 2020; Scanlan & Still, 2019).

Beyond its immediate implications for professional life, job satisfaction profoundly influences individuals' wide range of well-being and quality of life. Its absence often correlates with adverse mental health outcomes (Wong et al., 2021).

Job satisfaction is influenced by different factors that depend on the unique situation, yet repeating aspects constantly appear in academic studies. This encompasses but is not restricted to, the guarantee of job security, involvement in significant tasks, cultivation of supportive workplace relationships, provision of individual autonomy, and facilitation of possibilities for personal and professional advancement (Ghaleh, et.al., 2024).

Numerous research in social sciences have examined the impact of various elements on human performance and job satisfaction; nevertheless, the findings are frequently limited to certain private enterprises and organizations. Kariyawasam (2014), a Police Inspector with over fourteen years of experience, asserts that studies are scarce regarding job satisfaction inside the Sri Lankan Police Department.

The Philippine National Police (PNP) is the primary law enforcement agency in the Philippines. History shows that the first police agency in the Philippines was established during the administration of Emilio Aguinaldo through using the Revolutionary Government's Constitution. (Center for Police Strategic Management, 2012).

Law enforcement relies on the dedication of their people. Therefore, all law enforcers must experience job satisfaction for effective performance. Police officers are integral members of the workforce, and their job satisfaction directly impacts their performance.

Various studies have explored the job satisfaction levels of police officers across different jurisdictions, all of which have concluded that the officers generally express satisfaction with their jobs. For instance, a study conducted by Bantang et al. (2013) utilized a 5-point scale to determine that officers within the Manila Police District reported high levels of job satisfaction. However, there is currently no study specifically assessing the job satisfaction of police officers.

To address the research gap concerning job satisfaction levels among Gen. Trias Police Officers, the researcher(s) initiated this study to systematically gather and present valuable insights into the job satisfaction of police officers in Cavite City.

The study also examines the issues and challenges encountered and aims to uncover new insights into the significant matters of job satisfaction levels at the Gen. Trias City Police Station.

The main aim of this research is to examine the relationship among organizational factors, personal factors, and environmental factors in relation to job satisfaction.

This research study is essential due to the Gen. Trias Component City Police Station's status as one of the largest service organizations within the PNP.

Statement of the Problem
This study aims to evaluate the level of job satisfaction among PNP officers (PCO and PNCO) at the General Trias Component City Police Station.
Specifically, this study seeks answers to the following questions.
1. What is the socio-demographic profile of the respondents in terms of:
   1.1. Age;
   1.2. Sex;
   1.3 Civil status;

1.4 Tenure; and
1.5 Salary range;
2. How do the respondents assess the factors that determine their job satisfaction in terms of:
   2.1 Organizational Factors;
   2.2 Environmental Factors; and
   2.3 Personal Factors;
3. What are the issues and challenges encountered in the above-cited variables needs to be addressed to enhance the job satisfaction of PNP police officers at Gen. Trias City Police Station?
4. What factors mostly influence the job satisfaction of PNP police officers at Gen. Trias City Police Station?

Scope and Limitation of the Study
The PNP personnel of the General Trias Component City Police Station are the subjects of this research study. The police station is home to 4 Police Commissioned Officers (PCO) and 44 Police Non-Commissioned Officer (PNCO), each of whom holds a unique rank and responsibilities.

Theoretical Framework
This study's theoretical framework was founded on Mannheim's theory of generations (Mannheim, 1952).

Mannheim's theory shows that problem of generations is significant enough to warrant careful investigation. It is one of the most useful resources for understanding the structure of social and intellectual movements. Its practical significance becomes obvious as soon as one attempts to gain a more precise understanding of the increased pace of social change that defines our day. It would be sad if extra-scientific approaches were permanently used to conceal aspects of the problem that could be investigated immediately (Mannheim, 2009). This theory is enhanced by the understanding that individuals from various generations have been shaped by distinct historical contexts, leading to a divergence in experiences, beliefs, attitudes, values, and expectations, all of which influence the
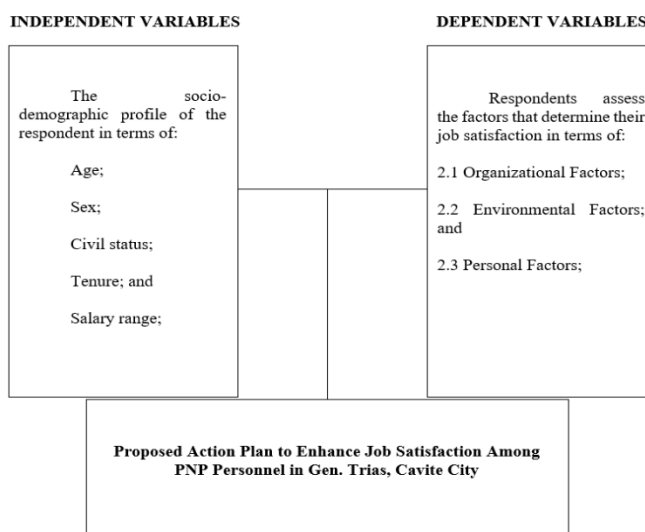
conduct exhibited by various generations in the professional environment (Cogin, 2012). It is not a tangible entity similar to a community, defined as a group that relies on its members having specific knowledge of one another, and which disintegrates as a mental and spiritual unit once physical closeness is eliminated. On the other hand, it is not comparable to associations like purpose-driven organizations, which are defined by a deliberate establishment, formal statutes, and mechanisms for dissolution—elements that unify the group despite the absence of geographical proximity and communal living. A collective consciousness emerges from these experiences as new generations strive to conform to established customs and social patterns, thereby instigating change and introducing their own distinctiveness (Joshi, Dencker, & Franz, 2011). The application of Mannheim's theory in my study involved the variable of generational cohorts to assess its impact on an officer's job satisfaction. The analysis of this variable aimed to ascertain whether generational disparities influenced job satisfaction, despite all officers executing identical roles.

Conceptual Framework of the Study
The following presents the conceptual framework of the study:

Based on Figure 1, the conceptual framework model applies to the present research. The use of the model deemed applicable by the researcher(s) to effectively show the different independent and dependent variables, the processes or methods that will be used, and also the intended output of the study. In this research, the inputs that will be utilized include the addressing the issues and challenges to enhance the job satisfaction of PNP police officers at Gen. Trias Component City Police Station and factors mostly influence the job satisfaction.

The study final output is to aims to produce a proposed action plan containing specific initiatives to enhance job satisfaction among PNP personnel in Gen. Trias Component City Police Station.

INDEPENDENT VARIABLES	DEPENDENT VARIABLES
The socio-demographic profile of the respondent in terms of: Age; Sex; Civil status; Tenure; and Salary range;	Respondents assess the factors that determine their job satisfaction in terms of: 2.1 Organizational Factors; 2.2 Environmental Factors; and 2.3 Personal Factors;

Proposed Action Plan to Enhance Job Satisfaction Among PNP Personnel in Gen. Trias, Cavite City

Research Methodology

This investigation employed the Descriptive Method. The Descriptive Method involves the examination and delineation of phenomena in real-life contexts. It provides a realistic explanation of the properties of specific, individual meanings and describes what exists. It is a systematic method of collecting, analysing, classifying, and tabulating data regarding existing conditions, practices, beliefs, process trends, and causal links, followed by precise and thorough interpretation of the data. (Siedlecki, 2019).

Research Design

Stratified sampling designs divide a population into strata based on a characteristic known for each sampling unit, then independently choose samples from each stratum. This architecture allows flexible sampling across strata and improves target parameter estimations when strata have homogeneous units. Field conditions, such as geographic regions or administrative frameworks, often determine strata. Targeting specific demographics is easier with stratified sampling. Most stratified sampling uses disproportionate sample allocation among strata, showing that the sample's stratum proportions do not match the populations. The estimating procedure must use stratum weights, which are the ratios of stratum sizes to the population, to address this issue. After completion, the mean or percentage estimators for each stratum and the population estimator, which is the sum of the stratum weights multiplied by their estimators, are unbiased. The actual parameter is the mean of the estimates over all potential samples in each stratum for the identical design if there is an unbiased estimator. Poor stratum weight computation biases estimate. Weighted means of adequately stratified samples are less variable than arithmetic means of basic population random samples. Variance estimation for stratified data requires stratum weights. (Qian, 2010).

Respondents of the Study

The participants for this study were employed police officers (PCO and PNCO) assigned at the Gen. Trias Police Station, Component City Police Station. There was a total of 48 respondents coming from all locations. However, some of the possible respondents were unavailable due to being deployed at various areas.

Research Instrument

The researcher(s) prepared a self-structured survey questionnaire and then verify it to assess its validity before conducting the study. The questionnaire will be structured into three sections: the demographic profile of the respondents; addressing the issues and challenges to enhance the job satisfaction of PNP police officers at Gen. Trias Component City Police Station; and factors mostly influence the job satisfaction.

The study final output is to proposed action plan to enhance job satisfaction among PNP personnel in Gen. Trias, Cavite City the degree of application will be assessed using a 4-point Likert Scale.

Quantitative Description	Qualitative Description Interpretation
3.26 - 4.00	Very Satisfied
	Very Serious Distinguished
2.51 – 3.25	Satisfied
	Serious Proficient
2.26 – 2.50	Least Satisfied
	Least Serious Beginning
1.00 – 1.25	Not Satisfied
	Not Serious Poor

Data Gathering Procedure

Following the acceptance of the title and the review of literature and studies regarding the degree of job satisfaction among PNP personnel in Gen. Trias Component City Police Station, the researcher will develop a self-structured survey questionnaire. All participants will obtain authorization from their respective units prior to disseminating the survey questionnaire. Participants will utilize Google Forms and a printed version of the questionnaire to conduct the survey and gather the requisite data. The researcher will require around three weeks to retrieve the questionnaire from the aforementioned portal, which will be utilized by all responders. Following a three-week wait, the researcher will aggregate the responses and proceed to data analysis.

Data Analysis

The treatments of the data will be as follows:

Percentage. The simple percentage will be used to determine the size and magnitude of one variable to another.

Weighted Mean. This will be computed to denote the measure of central tendency of quantitative or continuous variable. To interpret the weighted mean, the following was used for the results of survey questionnaire.

Ethical Considerations

The following ethical guidelines will be considered by the researcher in the gathering of raw data:

The researcher has pledged to maintain confidentiality regarding the identity of those who were observed or who had any kind of informal interaction with the researcher throughout the course of performing the survey. All information collected and analysed during this study will remain strictly confidential.

The survey questions' sensitivity will be planned for and evaluated.

Ethical concerns may arise throughout the survey process due to disparities in age, sex, class, health, and culture, and the researcher will be mindful of these factors.

The researcher will ask for respondents' informed consent for the data collection process sanctioned by the PNP Administrators, which includes being aware of the research's goals, being aware of any potential benefits to themselves, and being able to make a rational choice without fear of repercussions.

The researcher will understand that the respondents are free agents who voluntarily provided their information. Participants will be afforded many opportunities to express their inherent autonomy by deciding for themselves whether or not to take part in the study. All people involved in studies will have their privacy protected and their dignity upheld at all times. The researcher will also keep respondent confidentiality in mind throughout the whole data collection, analysis, and reporting processes. Thematic findings will be reported using codes.

Only the researcher will collect the data, as prescribed by the methodology, to ensure consistency. The researcher will ensure data quality by keeping a detailed log of all collected information.

Results and Discussions
Sub-problem No. 1. Socio-demographic profile of the respondents.

The respondents at the Gen. Trias Component City Police Station have the following demographic characteristics: age, gender, civil status, level of education, salary, and duration of service.

A total of 44 PNP officers were analysed, with 48 respondents identified as follows: 91.70% from the PNCO, and 8.3% or 4 respondents from the PCO.

Table 1. Type/Category of Respondent

Type/Category of Respondent	f	%
Police Commissioned Officer	4	8.3%
Police Non-Commissioned Officer	44	91.7%
Total	**48**	**100%**

Republic Act No. 8551 is also referred to as the "Philippine National Police Reform and Reorganization Act of 1998." The state has stated its policy to develop a highly efficient and capable police force that is both national in scope and civilian in character, and is governed and overseen by a national police commission. The Philippine National Police (PNP) is a community-oriented institution tasked with maintaining peace, order, and public safety.

The PNP shall be organized in such a way that accountability and uprightness in police discretion are ensured, as well as that its members and units perform their tasks efficiently and effectively.

The National Police Commission will administer the entrance and promotional tests for police officers based on the standards established by the Commission.

The Commission is required to establish a promotion system for uniformed and non-uniformed personnel of the Philippine National Police (PNP) within six (6) months of the effective date of this Act. This system will be based on the availability of vacant positions in the PNP manning pattern and on merit. This system will be gender-neutral and will guarantee that women members of the PNP have the same opportunity for promotion as their male counterparts.

Table 2 ages of respondents are detailed in. The age group predominantly consists of individuals aged 31 to 40 years, totalling 21 out of 48 participants, representing 43.75% of the sample. Conversely, 19 individuals, representing 39.58%, fall within the age bracket of 41 to 50 years. Among the surveyed participants, 6 out of 48, representing 12.50%, fall within the age range of 21 to 30 years. On the other hand, 4 respondents (4.16%) belong to the age group of 51 to 60 years old.

Table 2. Age of the Respondents

Age	Frequency	Percentage
21 – 30 years old	6	12.50%
31 – 40 years old	21	43.75%
41 – 50 years old	19	39.58%
51 – 60 years old	4	4.16%
Total	**48**	**100%**

Section 30. General Requirements for Appointment A person must have the following requirements in order to be appointed as an officer or member of the PNP:

A new applicant must be between the ages of twenty-one (21) and thirty (30). The aforementioned requirements must all be continuous in nature, with the exception of the final one, and failure to meet any one of them at any point in time will result in separation or retirement from the service.

With the exception that PNP members who are currently serving will be granted an additional two (2) years to complete the minimum educational requirements and one (1) year to meet the weight requirement after this Act goes into effect.

Section 15. PNP Initial Appointment Waivers. The age, height, weight, and educational requirements for first PNP appointment may be eased if there are less suitable applicants than the minimum yearly quota:

The applicant must be 20–35 years old. Further, any applicant who does not meet the weight threshold would be given a fair six-month period to comply. Only applicants who have finished second year college or at least 72 collegiate units leading to a bachelor's degree will be evaluated. Without a baccalaureate degree, military recruits have four years to get one.

Finally, cultural community applicants will automatically be exempt from height.

Table 3 showed that majority of respondents were male. A total of 39 individuals were identified, representing 81.25% of the population studied. However, 9 respondents (18.75%) identified as female. The presence of males indicates a dominance within the PNP workforce.

Table 3. Sex of the Respondents

Sex	Frequency	Percentage
Male	39	81.25%
Female	9	18.75%
Total	**48**	**100%**

Policing, as a profession traditionally associated with male dominance, often emphasizes attributes such as strength, risk-taking, and control. This environment may be especially influenced by cultures that celebrate masculinity, where social norms elevate physical prowess, discourage vulnerability, prioritize professional commitment, and endorse dominance. (Buhrig, 2024)

Throughout history, ideas of danger, excitement, and physicality have influenced the "macho" aspect of law enforcement (Fielding 1994, Reiner 1992, Silvestri 2017). The emphasis on brotherhood, toughness, stoicism, and self-control has led some police organizational cultures to be described as "cults of masculinity" (Brough et al., 2016, Silvestri 2017, Workman-Stark 2017). According to some, these elements promote teamwork and are essential for a hazardous line of work (Chan 2007, Paoline 2003, Reiner 2010). However, some contend that some facets of masculinity can be damaging by upholding negative societal norms and creating corporate cultures that inhibit cooperation, candid communication, and creativity (Brown 2007, Workman-Stark 2017).

The necessity to demonstrate masculinity is a recurring motif within police organizational culture (Reiner 1992, Brough et al., 2016, Bikos 2020). The prevailing cultural stereotype that portrays police officers as strong, courageous men contributes to a police culture that prioritizes masculinity (Workman-Stark 2017).

Table 4 revealed that a substantial majority of respondents, specifically 95.83% (46), were College Graduates. Units earned for MA or a Master's Degree, totalling 4.16% (2).

Table 4. Educational Attainment of the Respondents

Educational Attainment	Frequency	Percentage
College Level	46	95.83%
MS/MA Units	2	4.16%
Total	**48**	**100%**

Police officers protect their communities and ensure everyone's safety. Becoming a police officer can provide you a rewarding career path serving your community. These law enforcement professionals are required to complete specialized training and pass exams to secure employment. A high school degree or GED is normally required to become a police officer, while many choose to pursue further criminal justice education. Other prerequisites

include having a spotless driving record, passing psychological and physical exams, and completing criminal background checks. (Indeed, 2024).

One of the most popular degrees for students hoping to work in law enforcement is criminology. For police officers, detectives, enforcement agents, and others, this is a typical path. A bachelor's or master's degree in criminology may be a better alternative for many law enforcement personnel, even if psychology and sociology are excellent degree options. The study of criminology focuses on using theoretical and conceptual reasoning to explain criminal conduct. (Sweeney, 2018).

Sec. 30. General Appointment Qualifications - No PNP official or member may be appointed without the following qualifications: Philippine citizen; A moral person; Must pass PNP or NAPOLCOM-accredited government hospital psychiatric/psychological, drug, and physical exams to determine physical and mental health; Must have a bachelor from a recognized school; and Be eligible according to Commission standards.

Sec. 15. Qualifications. - No individual shall be appointed as a regular member of the Commission unless: A member of the Philippine Bar with a minimum of five (5) years of experience in managing criminal or human rights cases, or a holder of a master's degree, though a doctorate degree in public administration, sociology, criminology, criminal justice, law enforcement, or other related fields is preferred.

Table 5 exhibited the profile of the respondents according to Civil Status. The respondents were mostly married, with 38 respondents or 79.17%. Single had 10 respondents or 20.83%.

Table 5. Civil Status of the Respondents

Civil Status	Frequency	Percentage
Married	38	79.17%
Single	10	20.83%
Total	**48**	**100%**

The findings of the current study indicate that marital status affects job satisfaction and work efficiency. The majority of employees struggle to achieve a balance between work and family life, resulting in conflict. The escalating expectations and demands from family affect the obligation to perform work-related responsibilities (Ahmad & Islam 2019).

Work-family conflict really takes a toll on police officers' lives. It can lead to stress at work, less commitment to their organization, lower satisfaction in their marriages, and even affect how they feel about their careers. Plus, it can strain family relationships and hurt the quality of their work (Qureshi et al., 2016).

Table 6 presented the characteristics of respondents categorized by their length of service. A substantial segment of the police personnel has served for 11 years or more, resulting in 34 respondents, which represents 70.83% of the total. A total of 9 respondents, which represents 18.75%, have served for a duration of 6 to 10 years. Conversely, 5 respondents, corresponding to 10.42%, have served for a duration of 2 to 5 years.

Table 6. Length of Service of the Respondents

Length of Service	Frequency	Percentage
11 years above	34	70.83%
6 – 10 years	9	18.75%
2 – 5 years	5	10.42%
Total	**48**	**100%**

Sec 24. Attrition System. - Within one (1) year of the effective date of this Act, the PNP shall implement an attrition system among its uniformed members, which will be submitted

to the Commission for approval. Such an attrition system must contain, but is not limited to, the provisions of the following sections.

Sec 31. Rationalized Promotion System. - Within six (6) months of the effective date of this Act, the Commission shall create a mechanism of promotion for uniformed and non-uniformed PNP personnel based on merit and the availability of vacant posts in the PNP staffing pattern. Such a system must be gender fair and ensure that women members of the PNP have equal opportunities for advancement as males.

Sec 38 Promotions. - A uniformed member of the PNP is not eligible for promotion to a higher position or rank unless he or she has successfully passed the corresponding promotional examination given by the Commission, the Bar, or the corresponding board examinations for technical services and other professions, has satisfactorily completed the appropriate and accredited course in the PNPA or equivalent training institutions, and has satisfactorily passed the required psychiatric/psychological and drug tests.

Furthermore, no uniformed member of the PNP shall be eligible for promotion while his or her administrative and/or criminal case is pending, or until he or she has been cleared by the People's Law Enforcement Board (PLEB) and the Office of the Ombudsman of any complaints filed against him or her.

Any uniformed member of the PNP who has demonstrated exceptional heroism and gallantry above and beyond the call of duty shall be promoted to the next higher rank, provided that such acts are confirmed by the Commission using prescribed standards."

Table 7 showed the salary range of the respondents, the majority of the respondents have salaries between Php 31,000 - 40,000 with a frequency of 20 or 41.67%, while 9 or 18.75% have salaries between Php 25,000 – 30,000. 4 or 8.33% of the respondents have salaries between Php 41,000 – 50,000, 2 or 4.17% have salaries between Php 51,000 and above.

The researchers believe that these results are in line with the implementation of Executive Order No. 201, S.2016 which modified and adjusted the salary ranges of all civilian, military and uniformed personnel (Official Gazette, 2016).

Table 7. Salary Range of the Respondents

Salary Range	Frequency	Percentage
25,000 – 30,000	9	18.75%
31,000 – 40,000	20	41.67%
41,000 – 50,000	4	8.33%
51,000 and above	2	4.17%
Total	**48**	**100%**

Republic Act No. 6975's Section 36 is stated as:

Sec 36. Philippine National Police Members' Status – The PNP's uniformed members will be paid by the National Government, which will regard them as its workers. With the exception that PNP members stationed in Metropolitan Manila, chartered cities, and first-class municipalities may get financial incentives from the relevant local government unit, contingent on funding availability, they will be compensated at the same grade level as public-school instructors.

Sub-problem No. 2. Respondents' assessment on the factors determines job satisfaction.

Table 8 illustrates the respondents' assessment on the factors determine the job satisfaction at the Gen. Trias Cavite Police Station in terms of organizational factors.

Table 8. Respondents Assessment the Factors that Determine their Job Satisfaction in terms of Organizational Factors

Indicators	Weighted Mean	Interpretation (I)
1. The PNP provides opportunities for professional growth and personal development.	3.54	Very Satisfied
2. The PNP offers a supportive work environment for its officers.	3.50	Very Satisfied
3. The PNP does not require its officer to work extra, valuing family time.	3.18	Satisfied
4. The PNP develops a strategic vision that is possible, achievable, concentrated, and easily understood by its officers to communicate the organization's vision, mission, and objectives.	3.47	Very Satisfied
5. The PNP maintains accelerations by building on both short-term and long-term success and rewriting minor goals for its officers to better correspond with the organization's overarching objectives.	3.41	Very Satisfied
Overall Weighted Mean	**3.42**	**Very Satisfied**

Legend:

Scale	Interpretation
4	Very Satisfied (VS)
3	Satisfied (S)
2	Least Satisfied (LS)
1	Not Satisfied (NS)

The result shows that the overall assessment of the respondents is Very Satisfied, with mean score of 3.42.

The PNP personnel group has a Very Satisfied assessment regarding the indicator 1: "The PNP provides opportunities for professional growth and personal development with weighted mean of 3.54." It follows with the indicator number 2 "The PNP offers a supportive work environment for its officers" with weighted mean of 3.50 interpreted as Very Satisfied. Lastly, indicator number 3 receives the lowest mean of 3.18, "The PNP does not require its officer to work extra, valuing family time" with interpretation of Satisfied.

In order to improve job performance, create a favourable work environment, and increase public safety generally, police organizations must have organizational support (Zeng et al., 2020). This assistance entails giving officers access to sufficient resources, including cutting-edge gear, thorough training courses, and mental health services for health (Ripp et al., 2020).

It also entails cultivating an environment of gratitude and acknowledgment where officers are inspired and feel appreciated. As officers are better prepared to carry out their responsibilities effectively and morally, effective organizational support can result in higher work satisfaction, lower turnover rates, and better community connections. Furthermore, robust support networks aid in reducing the strains of law enforcement, improving officers' physical and mental health and their capacity to successfully serve the public (Lucia & Halloran, 2020).

The job satisfaction of police officers is significantly influenced by organizational support, which in turn affects their performance and overall well-being. Job satisfaction among officers increases when they perceive adequate support from their department in terms of resources, leadership, and training (LaGree et al., 2023).

Effective Communication channels, equitable policies, and acknowledgment of their endeavours foster a favorable work atmosphere, enhancing feelings of inclusion and satisfaction within the company. A deficiency in assistance or inadequate funding may lead to dissatisfaction, potentially diminishing morale and affecting the quality of care provided by police officers. Ultimately, organizational support significantly influences law enforcement officers' job

satisfaction and overall effectiveness (Stormer, 2021).

A multitude of specialists have articulated that the occupational demands placed upon police officers are profoundly stressful and laden with pressure. The findings of this study indicate that job satisfaction plays a crucial role in the work efficiency of police officers. This varies in accordance with both internal and external factors, including one's designation and marital status and how they handle work-life balance. The findings of this research indicate that demographics, alcohol consumption, and smoking behaviors significantly influence subjective job satisfaction and levels of work efficiency. (Sangeetha et. al., 2022).

Table 9 illustrates the respondents' assessment on the factors determine the job satisfaction at the Gen. Trias Cavite Police Station in terms of environmental factors.

Table 9. Respondents Assessment the Factors that Determine their Job Satisfaction in terms of Environmental Factors

Indicators	Weighted Mean	Interpretation (I)
1. The PNP officer is satisfied with the way things are done in the workplace and its culture.	3.37	Very Satisfied
2. The environment and culture in the organization have contributed a great deal throughout the job of the PNP officer.	3.45	Very Satisfied
3. The workplace environment is conducive to the specific task of the PNP officer.	3.54	Very Satisfied
4. Increasing contentment in a PNP's work life by encouraging a workplace that provides sufficient tools, training, and guidance.	3.43	Very Satisfied
5. Job satisfaction and coping strategies in the workplace environment can be influenced by access to counseling services, support networks, and organizational justice—which comprises both procedural and distributive justice—that helps prioritize the mental and moral health of the officer.	3.39	Very Satisfied
Overall Weighted Mean	**3.44**	**Very Satisfied**

Legend:

Scale	Interpretation
4	Very Satisfied (VS)
3	Satisfied (S)
2	Least Satisfied (LS)
1	Not Satisfied (NS)

The result shows that the overall assessment of the respondents is Very Satisfied, with mean score of 3.44.

The PNP personnel group has expressed a Very Satisfied evaluation for indication 3: "The workplace environment is conducive to the specific tasks of the PNP officer," with a weighted mean of 3.54. The indicator number 2 states, "The environment and culture in the organization have significantly contributed to the role of the PNP officer," with a weighted mean of 3.45, interpreted as Very Satisfied. Finally, indicator number 1 has the lowest mean score of 3.37, reflecting the statement, "The PNP officer is satisfied with the workplace practices and culture," which is interpreted as Very Satisfied.

According to Tuzovic and Kabadayi (2020), positive workplace conditions can enhance employee health and well-being, which in turn can improve organizational performance and productivity. The physical workplace environment components of Haynes, Suckley, and Nunnington's (2017) study included office amenities like storage space, quiet areas, and placement in relation to coworkers; office environmental conditions like lighting, temperature, and cleanliness; and additional office variables like privacy, interruptions, and work interaction. For example, empirical research has

shown that an open and communal workspace physical environment facilitates knowledge exchange within businesses (e.g., Choi, 2020; Dilmaghani, 2020).

The efficiency of police personnel is influenced by the quality of their work-life, which is shaped by various factors as highlighted in the study. This quality is contingent upon the working environment, safety, workload, compensation, and the apprehension of punitive measures. 71.8% of police officers experienced emotional ailments, while 70% faced physical ailments (Yadav et al., 2021).

This qualitative study explored the work and environment-related stressful factors among traffic police officials of Kathmandu Valley, Nepal. The major themes that emerged from interviews included: workload, work-life balance, basic amenities, work environment and occupational health problems, and possible solutions/suggestions. The findings highlighted that the traffic police officers in Kathmandu Valley face numerous challenges related to workload and hazardous working conditions which can impact their job performance and mental well-being. (Yadav, 2023).

Table 10 illustrates the respondents' assessment on the factors determine the job satisfaction at the Gen. Trias Cavite Police Station in terms of personal factors.

Table 10. Respondents Assessment the Factors that Determine their Job Satisfaction in terms of Personal Factors

Indicators	Weighted Mean	Interpretation (I)
1. The PNP officer finds ways to enhance his/her performance regularly.	3.50	Very Satisfied
2. PNP officer are competent in their roles.	3.56	Very Satisfied
3. The PNP officer guarantees quality work.	3.50	Very Satisfied
4. PNP Officers possessing 15 or more years of experience have higher levels of job satisfaction.	3.35	Very Satisfied
5. PNP Officers who view their units and organizations as more innovative, along with the community as more cooperative, have higher levels of job satisfaction.	3.41	Very Satisfied
Overall Weighted Mean	**3.46**	**Very Satisfied**

Legend:

Scale	Interpretation
4	Very Satisfied (VS)
3	Satisfied (S)
2	Least Satisfied (LS)
1	Not Satisfied (NS)

The result shows that the overall assessment of the respondents is Very Satisfied, with mean score of 3.46.

The PNP personnel group has reported a Very Satisfied assessment for indicator 2: "PNP officers are proficient in their roles," with a weighted mean of 3.56. Indicators 1 and 3 assert, "The PNP officer consistently seeks to improve performance" and "The PNP officer ensures quality work," with a weighted mean of 3.50, interpreted as Very Satisfied. Indicator number 4 has the lowest mean score of 3.35, indicating that "PNP Officers with 15 or more years of experience exhibit higher levels of job satisfaction," which is read as Very Satisfied.

The primary influence on job satisfaction, as revealed by correlation analysis, is the interest level associated with the job, stemming from personal factors. Interest is a matter of individual perception, and this should be approached by soliciting the insights and capabilities of police officers. The correlation between personal growth and service experience with job satisfaction is notably significant. Facilitating opportunities for police officers' personal development, including educational and

economic resources, would be a prudent approach to enhancing job satisfaction levels among the ranks. Training and attitudinal development is another critical topic that aids police officers in cultivating attitudes, knowledge, and abilities. This issue significantly impacts society. Public relations are a crucial aspect concerning the function of policing and police personnel, and the necessity for their development is emphasized. (Kariyawasam, 2014).

Meanwhile, the present state of job satisfaction among police officers is predominantly elucidated by two categories of variables: job characteristics and demographic factors. The exploration of whether personality traits considerably enhance the explained variance in job satisfaction beyond job and demographic characteristics remains unexamined. The literature on industrial/organizational psychology is abundant with instances of personality traits correlating with work outcomes such as job satisfaction. However, it remains uncertain whether these conclusions may be extrapolated to the field of police. Due to the distinctive attributes of the policing profession, additional examination of the factors influencing job satisfaction is necessary. (Miller et al., 2009).

Sub-problem No. 3. issues and challenges encountered in the above-cited variables needs to be addressed to enhance the job satisfaction of PNP police officers at Gen. Trias City Police Station.

Table 11 illustrates the respondents' assessment on the issues and challenges encountered needs to be addressed to enhance the job satisfaction of PNP police officers at Gen. Trias City Police Station.

Table 11. Issues and Challenges Encountered by the Respondents to Enhance the Job Satisfaction of PNP Police Officers at Gen. Trias Component City Police Station

	Indicators	Weighted Mean	Interpretation (I)
1.	A poor work environment is a concern when it poses a significant threat to the well-being and quality of PNP officers and job satisfaction.	3.06	Serious
2.	The satisfaction of PNP officers in their roles is of paramount importance to the overall performance of an organization, which various environmental factors can influence.	3.12	Serious
3.	A considerable number of PNP officers frequently find it challenging to harmonize their professional surroundings with their social engagements.	2.89	Least Serious
4.	Fairness within an organization is crucial for the successful management of the PNP.	3.29	Very Serious
5.	The perception of equality within an organization notably influences PNP officers' attitudes regarding their roles and the work environment.	3.22	Serious
6.	The levels of organization show a positive correlation with job satisfaction and trust in their superiors.	3.27	Very Serious
7.	Interpersonal conflict among co-workers has been identified as one of the most often cited stresses for PNP officers.	3.10	Serious
8.	Excessive workloads and inadequate resources. Adverse public perception, job variety, job autonomy, job stress, role conflict, and cynicism are critical factors influencing workplace dynamics and PNP officers' well-being.	3.25	Very Serious
9.	Unresolved organizational conflict developed from miscommunication, which led to decreased creative cooperation, impaired group problem-solving, process disturbances, reduced community satisfaction, mistrust, and division.	3.06	Serious

	Indicators	Weighted Mean	Interpretation (I)
10.	The impact of the physical environment on the PNP affects their commitment to their family.	3.25	Very Serious
11.	The physical surroundings of the PNP should be meant to help the members in their quest for organizational goals.	3.21	Serious
12.	The PNP has clear policies on salary scales and promotion.	3.29	Very Serious
13.	The PNP has equal practices in the promotion and delivery of training.	3.25	Very Serious
14.	The PNP manual and handbook are readily accessible.	3.25	Very Serious
15.	Community participation has a strong positive relationship with PNP engagement.	3.33	Very Serious
	Overall Weighted Mean	**3.19**	**Serious**

Legend:

Scale	Interpretation
4	Very Serious (VS)
3	Serious (S)
2	Least Serious (LS)
1	Not Serious (NS)

The result shows that the overall assessment of the respondents is Serious, with mean score of 3.19.

The PNP personnel group has reported a Very Serious assessment for indicator 4: " Fairness within an organization is crucial for the successful management of the PNP," and indicator number 12: "The PNP has clear policies on salary scales and promotion" with a weighted mean of 3.29. Indicators 1 and 9 assert, "A poor work environment is a concern when it poses a significant threat to the well-being and quality of PNP officers and job satisfaction" and "Unresolved organizational conflict developed from miscommunication, which led to decreased creative cooperation, impaired group problem-solving, process disturbances, reduced community satisfaction, mistrust, and division.," with a weighted mean of 3.06, interpreted as Serious. Indicator number 3 has the lowest mean score of 2.89, indicating that " A considerable number of PNP officers frequently find it challenging to harmonize their professional surroundings with their social engagements," which is read as Least Serious.

There exists a considerable positive correlation between the organizational, physical, or working environment and personal factors.

A notable correlation exists between the workplace environment and job performance. This aligns with previous research conducted by Tuzovic and Kabadayi (2020), Choi (2020), Dilmaghani (2020), and Roskams and Haynes (2020). The study has revealed that organizational factors particularly the management support stands out as the most crucial predictor of job performance. This outcome further substantiates the second research question and aligns with the findings of earlier scholars such as Yeh et al. (2021), Wang, Han, and Li (2021), and Park et al. (2018). As noted by Mohammed and Ali (2016), it is the duty of supervisors to furnish emotional support, resource assistance, and informative guidance.

The management must take more serious measures to enhance the condition of the workplace, as it has a positive impact on the efficacy and efficiency of employees (Haynes, Suckley, and Nunnington, 2017). Additionally, it is imperative that organizations prioritize the development of executives who are capable of fulfilling both supervisory and leadership responsibilities. This can be accomplished by providing training to help them adopt a leadership approach that is appropriate for engaging with employees and to enhance their ability to provide high-quality performance feedback.

Sub-problem No. 4 Factors mostly influence the job satisfaction of PNP police officers at Gen. Trias Component City Police Station.

Organizational Factors

➢ Salaries and incentives have been recognized as an important variable, with the majority of PNP personnel indicating it as the most significant element influencing job satisfaction.

➢ Acknowledged difficulties exist at Gen. Trias Cavite Police Station related to promotions. This research collects data on perceived advancement and job satisfaction to determine a relationship.

➢ Several policies at the Gen. Trias Cavite Police Station are reviewed and updated to enhance decision-making and ensure that the PNP organization functions in accordance with procedures and expected behaviour. Policies were designed to ensure that the mission and vision values were upheld.

Environmental Factors

➢ The characteristics of work fundamentally influence job satisfaction, manifesting through the levels of occupation and the content of the job itself. Factors such as recognition, achievement, responsibility, and the nature of work significantly influence job performance.

➢ Collaborate with supervisors to assess the PNP personnel satisfaction levels. This factor is crucial for understanding the extent to which police personnel find fulfillment in their professional roles.

➢ Organizational structures, values, and conventions influence police personnel, as well as informal values, beliefs, norms, rituals, and expectations passed down through the culture. Political leaders and prominent individuals can convince police personnel to act against their ideas and norms within the culture.

➢ The presence of welcoming and cooperative co-workers contributes modestly to job satisfaction among PNP personnel. The teams function as a social support system for them. Individuals frequently utilized their colleagues as sounding boards for issues or as sources of comfort.

➢ PNP personnel seek favourable working conditions as they contribute to enhanced physical comfort. For them, working conditions significantly impact their lives beyond the workplace. Extended work hours and overtime significantly reduce the time available for family, social, and recreational activities outside of professional obligations.

Personal Factors

➢ Community can contribute to PNP officer's tasks including crime prevention, peace building, and investigations. The concept of community policing emphasizes providing a supportive work environment that empowers police to make problem-solving decisions.

➢ The characteristics that correlate with job satisfaction encompass self-assurance, self-esteem, maturity, determination, a sense of autonomy, and a capacity for embracing challenges and responsibilities. Job satisfaction tends to rise in correlation with an individual's rank within the organizational structure.

➢ The length of service and the acknowledgment of seniority constitute an additional element pertinent to job satisfaction. Many police officers hold the belief that an increased volume of service correlates with greater recognition from both the department and community they served.

➢ The variables being examined include age, gender, civil status, years of service, salary range, and educational attainment. Officers from the Philippine National Police Academe exhibited a higher degree of job satisfaction compared to their peers with college or university degrees. The relationship between educational attainment and job satisfaction remains a topic of discussion; however, the viewpoint of the Gen. Trias Cavite Police Station has led to an analysis of this factor to explore its correlation among police officers.

Conclusions

Based on the findings of the study, it can be concluded that:

1. The majority of respondents consisted of Police Non-Commissioned Officers, reflecting a predominance of male participants in this study. They were primarily aged between 31 and 40 years, married, had a tenure of 11 years or more, were college graduates, and earned a salary within the range of Php 31,000 to 40,000. In light of their profiles, respondents emphasized the importance of job satisfaction as a pathway for both career advancement and personal growth.

2. The results highlighted the significance of organizational factors within PNP organization. The development of a PNP Patrol Plan 2030 road map for daily operations involved the strategic application of policies and procedures working together. They made certain that laws and regulations were followed, decisions were guided, and internal processes were optimized. The findings indicate that PNP personnel are regarded as valuable assets within the PNP organization. They were the individuals who significantly impacted the success of an organization. They exert considerable effort to deliver their highest quality work and meet the specified deadlines. Leadership plays a vital role in management, enabling the effective direction of an organization's resources towards enhanced efficiency and the achievement of goals. Successful leaders clarify the organization's objectives, inspire their team, and facilitate their achievement.

3. It can be deduced that the working environmental culture, characterized by a collection of shared values, beliefs, and standards, significantly influences the thoughts, emotions, and behaviors of PNP personnel within the workplace, shaped by their environment and atmosphere. The culture within an organization fulfills essential functions: it fosters a sense of belonging among individuals, enhances their commitment, reinforces the core ideals of the organization, and serves as a mechanism for behavioral regulation. The observed findings correlate with the notion that PNP personnel receiving adequate compensation exhibited heightened motivation to attend work. Their spirits remained elevated, and they found greater satisfaction in their pursuits. When officers were inspired to fulfill their duties each day and execute their responsibilities to the utmost of their capabilities, the morale among PNP personnel remained robust.

4. The findings indicate that maintaining open lines of communication enables respondents to boost their team's productivity by improving the exchange of information among team members. Ultimately, enhanced communication fosters improved outcomes.

Recommendations

1. The majority of police personnel have indicated a high level of job satisfaction, rating themselves as Very Satisfied. The satisfaction levels among Police personnel have varied depending on the factors considered. Officials at Gen. Trias Police Station must focus on enhancing their performance metrics, as they received a Very Serious rating on organizational factors. It is crucial to recognize that fairness within the organization is vital for effective management within the PNP. Furthermore, it is essential to acknowledge that increased levels of organization are positively associated with job satisfaction and confidence in leadership.

2. Organizational policies, disciplinary mechanisms, supervision, working conditions, safety, community support, job interest, personal growth, and service experience were certain of the influential factors on the overall job satisfaction of the PNP personnel at the Gen. Trias Cavite Police Station.

3. The PNP management must execute timely and pertinent team-building exercises to enhance camaraderie among PCOs, PNCOs, and NUP personnel. The legislation may give funding for specific training programs amongst the ranks of the PNP.

4. Conducting a thorough review and analysis of the current compensation structure for PNP personnel, alongside the implementation of accessible benefits.

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