The Impact of Organizational Stressors on the Well-Being of Police Officers at the Sulu Provincial Police Office

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ABSTRACT

This study examined the impact of stressors and well-being within an organization of police officers assigned at the Sulu Provincial Police Office (SPPO). The first portion of the study quantified the degree of organizational stressors and police well-being and compared how these measures differed based on the personnel's age, sex, rank, and length of service. The study then investigated the relationship between stressors and well-being. This study employed a quantitative, descriptive, and correlational study using a structured survey instrument. Frequency, percentage, mean, standard deviation, t-test, ANOVA, and Pearson's correlation were used to interpret the collected data. The study showed the personnel perceived the organization positively in the categories of co-worker relationships, training, and leadership. Well-being in this group was also considered positive. There were no statistically significant differences in well-being and stress levels when data was categorized. However, the study revealed that there is a significant, negative relationship between well-being and stressors. As the number of stressors increased in the work environment, police well-being decreased. Based on the findings, the author stated that the stressors inherent in police work significantly impact the officers' well-being. Therefore, the support and stress-management systems within the organization need to be improved.

Keywords: organizational stressors, well-being, police personnel, workplace stress, organizational support.

INTRODUCTTION

The occupation of policing has been widely acknowledged around the world to be a stressful profession with officers often being exposed to hazardous situations on a regular basis. Apart from operational stressors that pose threats to officers' well-being, organizational stressors, resulting from the internal conditions in the workplace, such as difficulties with co-workers, insufficient training and resources, inadequate leadership, bureaucracy, and lack of accountability, also have a strong impact on psychological and physical well-being. Various research studies conducted in such countries as the US, the UK, and Australia prove that high organizational stress is associated with increased cases of burnout, anxiety, depression, and low job satisfaction (Pei feng Chen & Lin, 2022).

Within the Philippine Police context, organizational stressors that include poor leadership and supervision, insufficient training and resources, difficult interpersonal relations, bureaucracy, and accountability problems within internal affairs also have a negative effect on the mental and physical well-being of police officers as well as their job satisfaction. Dealing with those stressors is important since the well-being of police officers affects their efficiency in performing their tasks and serves as an indicator of good service. In addition, police officers working in the province of Sulu face even more organizational stress as a result of geographic isolation, security problems, and lack of administrative support. For police officers who work at the Jolo Municipal Police Station, organizational stressors are added to operational stressors. Organizational stressors such as poor leadership, co-worker relations, resources, bureaucracy, and accountability may have a negative effect on the psychological and physical well-being of police officers, thus affecting their job performance and absenteeism rates. It is essential to understand what factors constitute the well-being of police officers in terms of their psychological and physical health. Psychological well-being refers to the

capability of dealing with stress and remaining emotionally balanced. Physical well-being refers to fitness and good health of police officers.

Despite evidence from international and national studies, limited research exists in geographically isolated, high-security areas such as Sulu Province**.** There is a lack of empirical studies on how co-worker relations, training and resources, leadership and supervision, bureaucracy, and internal affairs/accountability affect officer well-being in this local context. This study is therefore justified, as it aims to provide localized insights to guide police management, inform interventions, and contribute to the broader literature on organizational stress and police well-being. The well-being of police officers is essential for their effectiveness in maintaining public safety and upholding law and order. In Sulu, officers face a uniquely demanding work environment shaped by operational hazards, geographical isolation, and socio-political challenges. While operational stressors inherent to policing are widely recognized, organizational stressors arising from internal workplace conditions also significantly influence officers' physical and psychological health. Factors such as co-worker relations, leadership and supervision, training and resources, bureaucracy, and internal affairs/accountability can either support or hinder their ability to cope with stress and perform their duties efficiently. Understanding how these organizational stressors affect police officers' well-being is critical for identifying areas that require intervention and support. Thus, this study aims to investigate the relationship between organizational stressors and the well-being of police officers stationed at Sulu Provincial Police Office.

Although there are findings from several national and international studies, very few studies have been done in isolated and secure geographical locations like the Sulu Province. Lack of empirical studies on how factors like co-worker relations, training and resources, leadership and supervision, bureaucracy, and internal affairs/accountability have an effect on the well-being of officers in this specific setting justifies why this study should be done. The purpose of doing the study will be to contribute localized information that will help in making decisions by the police management, implementing the interventions and contributing to the general literature on organizational stress and police well-being. Well-being of police officers is a vital factor when it comes to them being able to effectively maintain public safety and law and order. For the officers in Sulu, they operate in an environment that is uniquely challenging as far as stressors are concerned. Other than the operational stressors that police officers are exposed to, the organizational stressors that exist due to workplace environment conditions also affect the health and well-being of the officers. It is important to understand how these organizational stressors have an effect on the well-being of the officers so as to intervene where necessary. Therefore, this study aims to explore the connection between organizational stressors and the well-being of police officers in the Sulu Provincial Police Office.

SUMMARY OF LITERATURE

Organizational stress is an important concern in law enforcement because it affects not only how police officers perform their duties but also how they experience their work, maintain their health, and respond to the demands of public service. Although policing inherently involves operational risks and unpredictable situations, stress does not arise solely from fieldwork. It may also develop from workplace relationships, leadership practices, inadequate training and resources, administrative responsibilities, and the implementation of accountability procedures. When these organizational demands persist without adequate support, they may undermine officers' morale, motivation, and overall well-being. Understanding organizational stressors is therefore essential to recognizing the conditions that enable police officers to perform their responsibilities effectively. Rather than viewing stress exclusively as an individual concern, it is important to examine how organizational practices and working environments contribute to the experiences of personnel. The following literature discusses the major organizational stressors identified in the present study and their potential implications for the psychological and physical well-being of police officers.

Co-Worker Relations

Relationships among police officers play an important role in shaping workplace experiences, particularly

because law enforcement requires teamwork, mutual trust, and cooperation. Supportive relationships can help personnel manage demanding situations, exchange information, and maintain confidence in their colleagues. Conversely, interpersonal conflict, discrimination, exclusion, and lack of cooperation may create an uncomfortable working environment and add to the pressures officers already experience. Drew (2024) explains that hostile peer relationships and organizational politics may contribute to feelings of isolation, anxiety, and burnout, potentially reducing job satisfaction and motivation. These concerns are particularly significant in policing, where officers depend on one another not only to accomplish assigned tasks but also to ensure operational safety. When workplace relationships become strained, personnel may find it more difficult to seek assistance, communicate concerns, or work collaboratively.

This consequently highlights the importance of fostering mutual respect, open communication, and effective peer-support mechanisms. A positive organizational climate can help officers feel valued and supported, strengthening their sense of belonging while reducing unnecessary interpersonal tension (Drew, 2024; CAN, 2023). These findings suggest that co-worker relations should be considered an important organizational factor in understanding police officers' occupational stress and well-being.

Training and Resources

Adequate training and sufficient resources are fundamental to police officers' professional competence, operational readiness, and confidence in carrying out their responsibilities. Training equips personnel with the knowledge and practical skills needed to respond to different situations, while appropriate resources enable them to translate these competencies into effective action. When either requirement is insufficiently addressed, officers may experience uncertainty, frustration, and increased pressure in performing their duties. Petreuș (2024) and CNA (2023) identify limited training opportunities, inadequate skills development, and outdated training approaches as potential sources of organizational stress. Officers who feel insufficiently prepared for complex or high-risk situations may question their ability to respond effectively, particularly when they are expected to perform under demanding circumstances. Such experiences can affect confidence, motivation, and job satisfaction.

Resource limitations present a related challenge. Shortages of personnel, outdated equipment, and inadequate technological or logistical support may increase workloads and make routine operations more difficult. Bailey and Smith (2021) associate resource-related difficulties with occupational stress and organizational effectiveness. When officers must fulfill demanding responsibilities without the necessary tools or manpower, the resulting pressure may contribute to fatigue, emotional exhaustion, and dissatisfaction. Experiences during the COVID-19 pandemic further highlighted the challenges associated with operational demands, perceived unpreparedness, and resource limitations among police personnel (Tagbilaran Police Stress During COVID-19, 2023). These concerns demonstrate that training and resource provision are not merely administrative requirements; they are also important forms of organizational support. Ensuring that officers receive appropriate preparation, equipment, and logistical assistance may help reduce avoidable stress while strengthening their capacity to perform their duties.

Leadership and Supervision

Leadership and supervision shape the organizational environment in which police officers work. Supervisors influence how responsibilities are assigned, how decisions are communicated, how conflicts are resolved, and how personnel are treated. Consequently, the quality of supervision may determine whether workplace demands are experienced as manageable professional responsibilities or as additional sources of stress.

Supportive leadership characterized by fairness, transparency, empathy, and constructive communication can strengthen morale and encourage personnel to express concerns without fear of unnecessary reprisal. In contrast, inconsistent decisions, excessive punitive practices, and inadequate supervisory support may contribute to frustration, distrust, and emotional exhaustion. These experiences can weaken the relationship between officers and the organization, particularly when personnel feel that their concerns are disregarded. The U.S. Department of Justice (2023) and Drew (2024) emphasize the importance of fair and supportive supervisory practices in promoting organizational trust and personnel resilience. Similarly, the literature

concerning Filipino police personnel identifies leadership and workplace conditions as relevant considerations in understanding occupational stress and burnout (Consortia Academia, 2025; Bersamina & Quero, 2025). Wu et al. (2025) also highlight supervisory support as an important consideration in reducing work-related stress.

These findings suggest that effective police leadership involves more than enforcing rules and monitoring performance. It also requires recognizing personnel concerns, providing clear direction, and ensuring that decisions are implemented fairly. In the context of the Philippine National Police (PNP), continuing efforts to strengthen personnel development and organizational practices underscore the importance of effective supervision. PNP Memorandum Circular No. 2020-070 (2021), as cited in the original literature, is associated with training and organizational development initiatives. Ultimately, leadership becomes a potential organizational resource when it helps officers manage workplace demands and a potential stressor when it creates uncertainty, unfairness, or inadequate support. Examining leadership and supervision is therefore essential to understanding the organizational experiences of police officers at the Sulu Provincial Police Office.

Bureaucracy and Administrative Workload

Administrative procedures are necessary for maintaining accountability, coordination, and orderly operations in police organizations. However, when paperwork, reporting requirements, repetitive documentation, and rigid procedures become excessive, they may compete with the time and attention officers need for their primary responsibilities. The resulting administrative burden can become a persistent source of frustration and occupational stress. CNA (2023) identifies excessive bureaucracy as a concern associated with frustration and exhaustion among police personnel, while Acquadro Maran et al. (2022) discuss the relevance of organizational demands to employees' experiences of workplace stress. When administrative responsibilities are poorly coordinated or unnecessarily repetitive, officers may experience increased pressure, unclear priorities, and reduced satisfaction with their work.

The problem is not necessarily the existence of administrative requirements but the extent to which these requirements interfere with effective performance. Officers who must balance extensive documentation with operational duties may have limited opportunities to recover between demanding tasks. Similarly, unclear procedures and restricted decision-making authority may reduce their sense of control over their responsibilities.

Within a centralized organization such as the PNP, the relationship between administrative compliance and frontline operational needs deserves particular attention. Simplifying unnecessary procedures, clarifying responsibilities, improving task delegation, and strengthening administrative support may help reduce avoidable workload pressures without compromising accountability. Thus, bureaucracy should be examined not simply as an organizational structure but as a potential source of stress when administrative demands become disproportionate to available time, personnel, and resources.

Accountability and Internal Affairs

Accountability is essential to maintaining integrity, professionalism, and public confidence in law enforcement. Through established procedures and internal review mechanisms, police organizations can address misconduct, ensure compliance with regulations, and protect the rights of the public. Nevertheless, accountability procedures may become sources of organizational stress when officers perceive investigations or disciplinary actions as inconsistent, unfair, or excessively punitive. The reviewed literature suggests that uncertainty surrounding internal investigations can contribute to anxiety, apprehension, and diminished confidence in organizational leadership. When officers do not understand the procedures governing complaints or believe that decisions are applied inconsistently, they may become increasingly concerned about the consequences of their professional actions. Such perceptions may weaken psychological safety and affect their relationship with the organization.

The U.S. Department of Justice (2023) and Petreuș (2024) emphasize the importance of procedural fairness, impartial decision-making, transparent communication, and respectful treatment in organizational practices. Pirius (2025) and Flores et al. (2024), as cited in the original literature, likewise draw attention to concerns associated with perceived punitive investigations and their implications for organizational trust. In the PNP, internal accountability and organizational reform initiatives provide an important institutional context for examining these concerns (PNP Memorandum Circular No. 2020-070, 2021). It is important, however, to distinguish between accountability itself and the manner in which it is implemented. Fair and transparent accountability procedures can strengthen professionalism and public trust, whereas perceived inconsistency or unfairness may intensify workplace anxiety. The objective should therefore be to uphold institutional standards while ensuring that personnel understand the rules, receive fair treatment, and have access to appropriate procedures for addressing concerns. Examining accountability as an organizational stressor can help clarify how officers perceive internal procedures and whether these perceptions are associated with their overall well-being.

Psychological Well-Being

Psychological well-being is a central consideration in police personnel welfare because it influences emotional stability, judgment, decision-making, interpersonal relationships, and the ability to respond effectively to demanding situations. Officers regularly encounter occupational pressures that may be compounded by workplace conflict, unsupportive supervision, insufficient resources, and administrative demands. When these pressures persist, they may contribute to anxiety, emotional exhaustion, burnout, and other psychological difficulties. Queirós et al. (2020) and Drew (2024) identify organizational conditions as important considerations in understanding the psychological challenges experienced by police personnel. The reviewed literature further suggests that workplace-related stress may compound the emotional demands associated with operational incidents. Consequently, an officer's psychological well-being cannot be understood solely in terms of exposure to dangerous situations; it must also be considered in relation to the support and working conditions provided by the organization.

This perspective has important implications for police wellness initiatives. Although individual coping strategies and resilience-building activities may help officers manage pressure, these interventions may be insufficient when the underlying sources of stress remain unchanged. Improving leadership practices, strengthening peer support, ensuring adequate resources, and reducing unnecessary administrative burdens may help address the organizational conditions contributing to distress (CNA, 2023; Queirós et al., 2020).

It concerning Filipino police personnel also identifies occupational stress, emotional exhaustion, and work-life balance as relevant concerns (Consortia Academia, 2025; Bersamina & Quero, 2025). Mental health initiatives, including the PNP's Bantay Kaisipan program, further reflect the importance of personnel welfare within the law enforcement setting (Daniel, 2023; Manila police district study, 2024). Taken together, these studies emphasize that supporting psychological well-being requires an organizational commitment to both prevention and assistance. Officers need opportunities to seek help, supportive relationships with supervisors and colleagues, and working conditions that allow them to fulfill their responsibilities without unnecessary and persistent strain.

Physical Well-Being

The effects of organizational stress may extend beyond psychological distress and influence officers' physical health. Persistent workplace pressure, inadequate recovery, excessive workloads, and difficult supervisory interactions may contribute to fatigue and physiological stress responses. These concerns are particularly important in policing because officers must maintain the physical readiness and alertness required for demanding and sometimes unpredictable assignments. Di Nota et al. (2024) reported physiological responses among officers exposed to organizational challenges, including elevated heart rates and delayed recovery. Their findings suggest that workplace conditions can impose measurable physical demands even when personnel are not directly engaged in high-risk operational activities.

Prolonged stress may also be associated with sleep disturbances, persistent fatigue, and cardiovascular strain. Nam (2022) discusses the potential physical health consequences of chronic stress, while Di Nota et al. (2024) highlight the physiological demands associated with stressful working conditions. Although these outcomes may be influenced by multiple factors, the literature indicates that organizational conditions deserve consideration when assessing the physical well-being of police officers. This also identifies concerns involving overweight, obesity, hypertension, and hypercholesterolemia among personnel, particularly those aged 40 and above (PNP Memorandum Circular No. 2020-029, 2020). These concerns reinforce the importance of health screening, physical fitness initiatives, appropriate workload management, and opportunities for adequate rest and recovery. Importantly, physical wellness should not be treated solely as an individual responsibility. Organizational practices can either support or constrain personnel in maintaining healthy routines and meeting physical readiness requirements. A comprehensive approach should therefore combine personal health initiatives with reasonable workload distribution, appropriate equipment, supportive supervision, and accessible health services (CNA, 2023; Di Nota et al., 2024; Nam, 2022).

Interrelationship Between Organizational Stressors and Well-Being

The literature indicates that organizational stressors are interconnected and may reinforce one another. Inadequate resources, for example, may increase workloads and make routine responsibilities more difficult to accomplish. When these challenges occur alongside unsupportive leadership or strained relationships among colleagues, officers may have fewer opportunities to obtain assistance or manage their workload effectively. Administrative demands and concerns about accountability may further intensify pressure, particularly when procedures are unclear or perceived as unfair.

These overlapping conditions can affect officers' experiences of work in several ways. Psychologically, persistent workplace pressure may contribute to anxiety, frustration, and emotional exhaustion. Physically, sustained stress and insufficient recovery may be associated with fatigue and reduced readiness. At the organizational level, these difficulties may affect morale, job satisfaction, teamwork, and the effective delivery of police services. Petreuș (2024), Acquadro Maran et al. (2022), and CNA (2023) provide a basis for examining workplace demands and organizational conditions as related concerns rather than isolated problems. Their relevance to the present study lies in the need to consider how different organizational stressors may be associated with officers' psychological and physical well-being. This relationship also highlights the importance of comprehensive organizational interventions. Addressing only one concern may provide limited benefits if other sources of pressure remain unresolved. Leadership development, peer-support systems, adequate training and resources, efficient administrative procedures, fair accountability practices, and accessible wellness services may therefore be considered complementary approaches to improving the working environment. For the Sulu Provincial Police Office, examining these factors together may provide a more complete understanding of the organizational experiences of police officers and the areas where additional support may be needed.

Research Gap

Existing literature establishes that organizational stress is an important concern in law enforcement, particularly in relation to leadership and supervision, co-worker relationships, training and resources, bureaucracy, and accountability. Previous studies have also examined the possible consequences of workplace stress for psychological and physical well-being. However, the availability of general findings does not necessarily establish the extent to which these concerns are experienced by police officers working in a specific institutional setting. A particular need remains for localized evidence concerning personnel assigned to the Sulu Provincial Police Office. The organizational experiences of these officers need to be examined within their own working environment rather than assumed to be identical to those reported in studies conducted elsewhere. Without such evidence, it remains difficult to determine which organizational stressors are most relevant to the local setting and how officers assess their own psychological and physical well-being.

The study also addresses the need to examine whether assessments of organizational stressors and well-being differ according to selected demographic characteristics, including sex, age, rank, and length of service. Furthermore, it seeks to determine whether a significant relationship exists between organizational stressors and the well-being of police officers. These concerns establish the empirical focus of the present research. By assessing organizational stressors and officers' well-being within the Sulu Provincial Police Office, the study may provide locally relevant findings that can inform personnel support, organizational planning, and the development of appropriate workplace interventions.

Synthesis of the Research Gap

The reviewed literature establishes that organizational stress is shaped by the conditions under which police officers perform their duties. Workplace relationships, leadership practices, training opportunities, resource availability, administrative workload, and accountability procedures may influence how personnel experience occupational demands. When these factors are inadequately managed, their combined effects may contribute to psychological distress, physical fatigue, reduced morale, and difficulties in maintaining effective job performance.

The literature also indicates that organizational stressors should not be examined independently of personnel well-being. An officer's experience may reflect the combined influence of several workplace conditions, including the availability of support, the fairness of supervisory decisions, the adequacy of resources, and the demands of administrative responsibilities. This understanding supports the need for an integrated assessment of organizational stressors and both psychological and physical well-being.

Despite these established insights, the specific experiences of police officers at the Sulu Provincial Police Office require localized investigation. Findings from other police organizations provide a useful foundation, but they do not establish the actual levels of organizational stress and well-being among personnel in this particular setting. Nor do they resolve whether assessments differ according to demographic characteristics or whether organizational stressors are significantly associated with officers' well-being in the local context.

Accordingly, the present study seeks to assess organizational stressors and the psychological and physical well-being of police officers at the Sulu Provincial Police Office. It also aims to determine whether significant differences exist in these assessments when respondents are grouped according to selected demographic characteristics and whether significant relationships exist between organizational stressors and well-being. The significance of this inquiry extends beyond identifying workplace difficulties. By providing evidence grounded in the experiences of local police personnel, the study may help identify areas that warrant organizational attention and guide the development of responsive personnel support measures. Ultimately, promoting police officers' well-being requires recognizing that effective policing depends not only on professional competence and operational readiness but also on a working environment that supports the people responsible for maintaining public safety.

THEORETICAL FRAMEWORK

This study is anchored in the Job Demands–Resources (JD-R) Model which explains how workplace elements affect employee health and their drive to work and their complete life satisfaction. The original model from Demerouti et al. (2001) researchers evolved to show how job demands and available resources at work determine employee workplace experiences. The JD-R Model continues to show its value for employee well-being research because it explains how demanding work responsibilities interact with different organizational support systems.

The JD-R Model identifies two fundamental elements which make up the workplace environment through its definition of job demands and job resources. The work environment contains physical elements and psychological factors and social relationships and organizational structures which demand ongoing effort from employees while creating potential for physical and mental exhaustion during extended periods of work or insufficient control systems. The work environment presents several challenges to employees because they must handle heavy workloads while facing tight deadlines and conflicting duties and routine

organizational tasks and unpredictable working hours. Job resources provide employees with essential elements which enable them to achieve their work objectives while they handle their duties and protect their mental health. The research by Bakker et al. (2023) identifies six essential elements which include supportive supervision and effective communication and adequate equipment and sufficient staffing and job autonomy and access to appropriate organizational assistance.

Law enforcement agencies need the JD-R Model because police officers must maintain physical readiness while they control their emotions and make correct decisions and stay focused for long periods of time. Police officers need to complete their work tasks while they satisfy their operational needs and follow administrative rules and serve both their department and the citizens they protect. The basic duties of police officers exist but their work becomes more difficult because of the way their police department operates. The organization faces three main operational challenges which include staff shortages that create heavy work demands for each employee and unclear guidance from multiple sources and insufficient resources to complete basic tasks. The ongoing lack of proper assistance during these situations leads to worker fatigue and emotional exhaustion which produces lower job satisfaction and creates problems for their mental and physical health.

The JD-R Model received support from recent research which demonstrated its applicability for law enforcement work. Lambert et al. (2022) conducted research on Indian police officers to study how job requirements and available resources affected their work-related exhaustion. The study shows that police officers need organizational demands such as role overload and role conflict to understand their work environment because they require resources to handle their duties. Beckley et al. (2025) used the JD-R Model to study police officers' mental health and well-being through three different national settings which showed the need to study police health by considering their work demands and available resources. The research studies create a suitable foundation for police officer organizational stressor analysis but their results should not extend to police officers who serve at Sulu Provincial Police Office.

The research study follows the JD-R Model as its theoretical base to study how workplace stress factors affect the mental health of police officers who serve at the Sulu Provincial Police Office. The study considers organizational stressors as independent factors which affect the well-being of police officers who serve as dependent variables. The framework predicts that organizations which require officers to handle extreme or ongoing work demands will experience lower officer well-being because organizations fail to provide adequate support resources. The combination of supportive supervision together with clear communication and sufficient operational resources and proper employee welfare programs enables officers to handle their work responsibilities better. The resources function as essential factors which determine how officers experience occupational stress because their work demands and available support systems affect their stress levels.

The Sulu Provincial Police Office serves as a testing ground for this model which reveals how organizational elements affect police officer health within their dedicated workplace. The research shows police officers experience work difficulties because of their job nature but also because of how their work assignments get allocated and how their supervisors manage them and how resources get distributed and other internal organizational systems affect their work life. The examination of these elements will reveal which parts of the organization need enhancement while providing proof to create suitable solutions. The research study applies the JD-R Model to understand how workplace stress factors affect police officers who work at the Sulu Provincial Police Office. The approach enables organizations to develop strategies which improve their work distribution methods and build stronger management and team relationships and maintain sufficient operational backing and support their staff members. The research explores organizational elements which help create a better workplace environment for police officers at the Sulu Provincial Police Office through their physical and mental health requirements for proper police service delivery.

METHODS

Research Design

The study used a quantitative-correlational research design to investigate how organizational stress factors affect police officers' well-being at the Sulu Provincial Police Office. The researchers selected the quantitative approach because it provided them with the ability to measure data through standardized questionnaires which showed numerical results for organizational stress and employee well-being levels. The researchers used statistical methods to analyze numerical data which they collected for their research. The research method of correlation studies how police officer health responds to changes in organizational stress levels. The design enabled researchers to study how organizational elements affected psychological outcomes through data analysis. The research design worked well because it studied existing connections between organizational elements without making any changes to the variables. The method enabled researchers to identify both the direction and strength of connection between organizational stressors and well-being measures. The research results from this design provided actual data which researchers could use to develop better police welfare systems and improved workplace management solutions. The research method of correlation enabled scientists to conduct their study without disturbing police operations because this approach created reliable data which scientists could use for their research.

Population of the Study

The participants in this study were Police Non-Commissioned Officers (PNCOs) assigned to the Sulu Provincial Police Office (SPPO). Based on the available administrative records, the total number of PNCOs was 985. These police officers performed various duties, including law enforcement operations, administrative work, and community engagement. Their experiences in carrying out these responsibilities provided a valuable basis for understanding the organizational stressors they encountered and how these were related to their overall well-being. The study used total population sampling, which involved including all 985 PNCOs assigned to the SPPO as participants. This approach was appropriate because the researcher intended to gather information from the entire identified population rather than selecting only a portion of the police personnel. By including all PNCOs, the study aimed to obtain a broader understanding of their work experiences and the organizational conditions that may affect their well-being. It also allowed the researcher to consider the different responsibilities and experiences of officers across various ranks, lengths of service, and assignment units.

Through the participation of all 985 PNCOs, the study sought to gain a clearer picture of the organizational stressors they experienced, including workload, leadership practices, administrative demands, working conditions, and relationships with colleagues. The information gathered provided the basis for examining how these factors were associated with the officers' well-being. The findings may also help identify areas where improvements in personnel management, workplace support, and stress management programs could be introduced to better support police officers in performing their duties. Since the study included the entire identified population, it avoided the need to select a smaller sample through random sampling. However, the quality of the findings still depended on the accuracy of the participants' responses, the suitability of the research instrument, and the proper analysis of the collected data.

Location of the Study

The study was conducted at the Sulu Provincial Police Office (SPPO), located in the municipality of Jolo, Province of Sulu, Philippines. The SPPO plays an important role in maintaining peace and order, preventing and investigating crimes, and ensuring the safety and security of the people in the province. Given Sulu's geographical setting, cultural diversity, and security conditions, police officers assigned to the area may experience work-related challenges that can affect their daily responsibilities and overall well-being. These circumstances made the SPPO a suitable research setting for examining the organizational stressors experienced by police officers and how these relate to their well-being.

The Sulu Provincial Police Office was selected as the research locale because of the demanding nature of police work in the province. Police officers may face several challenges, including limited resources, exposure to potentially dangerous situations, heavy workloads, and administrative responsibilities. Managing these demands while fulfilling their duties may affect their morale, job satisfaction, and psychological well-being. Through this study, the researchers sought to better understand the stressors experienced by police officers assigned to the SPPO and their possible effects on their well-being. The findings may help identify areas where improvements in working conditions, personnel support, and stress management programs are needed. They may also provide useful insights for other police offices facing similar challenges in Sulu and other parts of the Bangsamoro Autonomous Region in Muslim Mindanao (BARMM) and the Zamboanga Peninsula. However, the applicability of the findings to other police offices should be considered in relation to their respective working conditions and organizational contexts.

Scope and Delimitation

This quantitative study aims to examine the influence of organizational stressors on the well-being of police officers at the Ulu Provincial Police Office. It focuses on identifying specific organizational stressors, including bureaucratic processes, job demands, resource availability, supervisory practices, and administrative support, and their effects on the officers' psychological and physical well-being. Data were collected through a structured survey distributed to a representative sample of police officers within the station, allowing for the analysis of numerical data regarding their perceptions of organizational stressors and related well-being indicators.

However, the study is delimited only to the officers working at this particular municipal police station, which may limit the generalizability of the findings to other police stations or regions. The research will be conducted within a defined timeframe, and the reliance on self-reported data may introduce biases influenced by individual perceptions. While the study aims to provide insights into organizational factors affecting police well-being, it does not examine other stressors, such as operational challenges in the field or personal life stressors, focusing exclusively on the organizational context. Consequently, the study is also geographically and contextually limited, and any generalizations of the findings were made with caution. The results are intended to provide localized insights into the organizational stressors impacting the psychological and physical well-being of police officers in the Province of Sulu, and to inform potential strategies for improving workplace conditions and officer welfare.

Instrument of the Data Collection

The primary data collection tool for this study was a structured questionnaire, designed to gather both demographic information and attitudinal responses from participants. The instrument consisted of three parts. The first part focused on demographic profiles, including age, sex, rank, years of service, and civil status. The second part measured organizational stressors, adopting items from previously validated tools that examined factors such as workload, organizational structure, management style, and interpersonal relationships within the police force. The third part assessed well-being, covering psychological, emotional, and social dimensions using standardized scales aligned with prior studies on occupational well-being. All items were rated using a four-point Likert scale ranging from 1 (Strongly Disagree) to 4 (Strongly Agree), allowing for the quantification of attitudes and perceptions. The structured format of the questionnaire ensured consistency in responses, simplified data analysis, and enhanced comparability across respondents. The instrument's simplicity and clarity facilitated ease of understanding among participants, most of whom had varying levels of familiarity with academic surveys. The use of a standardized and well-constructed questionnaire ensured the reliability and validity of the data collected.

To ensure content validity of the instrument, the questionnaire underwent expert evaluation by professionals in criminology, psychology, and research methodology. These experts reviewed the instrument for clarity, relevance, and appropriateness of each item in measuring the intended variables. Their comments guided the refinement of ambiguous or redundant statements to improve the accuracy and reliability of the tool. The assessment focused on ensuring that the items were contextually applicable to the experiences of police officers stationed at the SPPO. In addition, a pilot test was conducted among fifty (50) police officers from a

neighboring province who were not part of the actual respondents. The pilot testing aimed to identify potential issues in wording, comprehension, and flow of the questionnaire. Data from the pilot study were analyzed to check the preliminary reliability coefficients, and revisions were made based on the results and feedback from the participants. This step helped fine-tune the instrument to ensure it effectively captured the constructs under study.

Table 1. Content Validity Index (CVI) of the Research Instrument

CVI Type	Description	Number of Items	Computation Basis	Value	Interpretation
I-CVI	Item-Level Content Validity Index	40	3/3 agreement per item	1.00	Very Highly Valid
S-CVI/Ave	Scale-Level CVI using average of all I-CVI values	40	Mean of 40 I-CVI values	1.00	Very Highly Valid
S-CVI/UA	Scale-Level CVI based on universal agreement among experts	40	40/40 items with full agreement	1.00	Very Highly Valid

Table 1 presents the results of the Content Validity Index (CVI) of the research instrument as evaluated by expert validators. The findings revealed that the Item-Level Content Validity Index (I-CVI) obtained a value of 1.00, indicating complete agreement among the three experts for all 40 items included in the instrument. This means that every item was rated as relevant and appropriate to measure the intended constructs of the study. Furthermore, the Scale-Level Content Validity Index using the average method (S-CVI/Ave) also yielded a value of 1.00. This indicates that the average content validity across all items in the instrument reached the highest possible level, reflecting exceptional consistency in expert evaluations. Likewise, the Scale-Level Content Validity Index based on Universal Agreement (S-CVI/UA) produced a value of 1.00, signifying that all experts demonstrated unanimous agreement on the relevance and adequacy of every item in the research instrument. According to established standards for content validity, CVI values ranging from .80 to 1.00 are generally interpreted as highly valid. Therefore, the obtained values strongly suggest that the instrument possesses excellent content validity and adequately represents the domains and indicators intended to be measured. The unanimous agreement among experts further strengthens the credibility and appropriateness of the instrument for data collection purposes. The results entail that the research instrument is conceptually sound, relevant to the objectives of the study, and suitable for administration to the target respondents. Hence, the instrument can be considered a valid tool for gathering reliable and meaningful data.

However, the reliability of the instrument was determined through the computation of Cronbach's Alpha coefficient, using the data obtained from the pilot test. Cronbach's Alpha was a statistical measure used to assess internal consistency among the items within a scale. A coefficient value of 0.70 or higher was considered acceptable, signifying that the items consistently measured the same construct. This method was widely recognized for ensuring that responses were stable and reproducible, which was essential in quantitative research. Establishing reliability was crucial to the credibility of the study's findings. By verifying that the items within each scale were interrelated, the researcher ensured that any observed relationships between organizational stressors and well-being were based on consistent and dependable measurements. The reliability results guided necessary revisions to improve weak items before the full-scale data collection began, thereby reinforcing the robustness of the research instrument.

Table 2. Reliability Statistics of Research Instrument

	Cronbach's α	McDonald's Ω
Scale	0.943	0.951

Table 2 presents the reliability statistics of the research instrument using Cronbach's alpha (α) and McDonald's omega (Ω). The findings revealed that the instrument obtained a Cronbach's alpha coefficient

of .943 and a McDonald's omega coefficient of .951. These values indicate that the research instrument possesses excellent internal consistency reliability, suggesting that the items included in the scale are highly consistent in measuring the intended construct. According to commonly accepted reliability standards, coefficients above .90 are interpreted as excellent reliability, indicating that the instrument items are strongly correlated and produce stable and dependable results. The Cronbach's alpha value of .943 signifies that the instrument demonstrates a very high degree of consistency among the indicators. Similarly, the McDonald's omega value of .951 further supports the reliability of the instrument and suggests that the scale provides a highly accurate estimation of the true score variance.

Moreover, McDonald's omega is often considered a more robust estimate of reliability because it accounts for variations in factor loadings among items. The slightly higher omega coefficient compared to Cronbach's alpha implies that the instrument maintains strong reliability even when item contributions differ. Hence, the results confirm that the research instrument is appropriate and reliable for data gathering and can be utilized confidently in assessing the variables of the study. Before data collection, the researcher formally requested permission from the concerned authority to conduct the study. The researcher coordinated with the station's administrative officer to schedule the distribution of the questionnaires at times that did not interfere with regular duties upon approval of the request. Each respondent received a cover letter explaining the purpose of the study, the voluntary nature of participation, and assurances of confidentiality. The respondents were given ample time to complete the questionnaire in a comfortable environment to minimize distractions or pressure. The researcher collected the accomplished questionnaires, reviewed them for completeness, and encoded the data for analysis. All gathered data were securely stored, accessible only to the researcher. The entire process was conducted respectfully and professionally to maintain trust and cooperation among police personnel. This systematic procedure ensured the accuracy of data collection and upheld the ethical and procedural integrity of the study.

Method of Data Analysis

The data gathered from the questionnaires were coded, organized, and analyzed using the Statistical Package for the Social Sciences (SPSS). Descriptive statistics, such as frequency, percentage, mean, and standard deviation, were used to summarize the respondents' demographic profiles and determine the levels of organizational stressors and well-being among police officers at the Sulu Provincial Police Office. Frequency and percentage were used to describe the respondents according to their demographic characteristics, while the mean and standard deviation were used to determine the average responses and variations in their perceptions of organizational stressors and well-being.

To determine whether organizational stressors and well-being differed among police officers when grouped according to sex, age, rank, and length of service, appropriate statistical tests were employed. The one-way Analysis of Variance (ANOVA) was used to examine differences across groups, while the Pearson Product-Moment Correlation Coefficient (r) was used to determine the strength and direction of the relationship between organizational stressors and well-being. The level of significance was set at 0.05. A p-value below 0.05 indicated a statistically significant result, whereas a p-value equal to or greater than 0.05 indicated a result that was not statistically significant. Before conducting the Pearson correlation analysis, the assumptions of linearity and the absence of influential outliers were considered to ensure the appropriateness of the test. Since the study aimed to establish relationships between variables, the findings were interpreted in terms of association rather than causation. A four-point Likert scale was used to assess the respondents' perceptions of organizational stressors and well-being. Each response was assigned a numerical value, which served as the basis for calculating the weighted mean and interpreting the results. The mean ranges and their corresponding verbal interpretations are presented below.

Scale	Mean Range	Response	Description
4	3.50-4.00	Strongly Agree	Indicates that the condition is consistently experienced; for organizational stressors, this means a high level of stress, while for well-being, it reflects a very positive state.

3	2.50-3.49	Agree	Indicates that the condition is frequently experienced; for organizational stressors, this implies a moderate level of stress, while for well-being, it shows a positive state.
2	1.50-2.49	Disagree	Indicates that the condition is seldom experienced; for organizational stressors, this means a low level of stress, while for well-being, it represents a limited or moderate state.
1	1.00-1.49	Strongly Disagree	Indicates that the condition is rarely or never experienced; for organizational stressors, this reflects a very low or no stress, while for well-being, it signifies a poor or negative state.

The scoring procedure involved assigning a numerical value to every response based on the four-point scale. The weighted mean for each indicator was calculated by multiplying the number of responses for each rating by its corresponding numerical value, adding the products, and dividing the total by the number of valid responses. The mean scores for the different indicators were then used to describe the overall level of organizational stressors and well-being among the respondents.

For organizational stressors, higher mean scores indicated a higher perceived level of workplace stressors, provided that the response options were arranged accordingly. For well-being, higher mean scores indicated better well-being when the scale was designed so that higher ratings represented more favorable conditions. These interpretations were applied consistently throughout the analysis to ensure that the results accurately represented the respondents' experiences and perceptions.

The study also considered the wording of the questionnaire items when assigning scores. Positively worded items were scored according to the original response scale, while negatively worded items were reverse-coded when necessary to maintain a consistent interpretation of the results. For a four-point scale, reverse coding involved changing a score of 1 to 4, 2 to 3, 3 to 2, and 4 to 1. For example, if a well-being questionnaire included a negatively worded statement describing poor well-being, the response had to be reverse-coded before calculating the overall score if higher scores were intended to represent better well-being.

The same principle applied to organizational stressors whenever an item's original scoring direction differed from the intended interpretation of the composite score. After the necessary coding and reverse coding had been completed, the mean scores for each indicator and dimension were computed based on the items assigned to them in the research instrument. The resulting scores were interpreted using the established mean ranges to determine the levels of organizational stressors and well-being. Finally, the composite scores for these variables were subjected to Pearson correlation analysis to establish whether a statistically significant relationship existed between organizational stressors and the well-being of police officers at the Sulu Provincial Police Office.

Ethical Consideration

This study strictly adhered to established ethical principles, including confidentiality, voluntary participation, informed consent, and research integrity. Each participant was informed of the study's objectives, was assured that participation was voluntary, and was notified of their right to withdraw at any point without penalty. No identifying personal information was collected, and responses remained anonymous throughout the research process. The data gathered were used solely for academic purposes and were stored securely to protect respondent privacy. Furthermore, the researcher ensured that the conduct of the study aligned with the ethical standards of the Philippine National Police and the guidelines of the academic institution. The researcher obtained the necessary authorization from relevant authorities before conducting the survey. Care was taken to avoid any form of coercion or undue influence in recruiting participants. By upholding these ethical standards, the researcher ensured that the study maintained professional integrity, respected human dignity, and contributed responsibly to criminological research.

RESULTS

Table 3. Socio-Demographic Profile of the Respondents

Variable	Category	Frequency (f)	Percentage (%)
Age	24–29	39	4.0%
	30–35	118	12.0%
	36–41	256	26.0%
	42–47	197	20.0%
	48 and above	375	38.0%
Sex	Male	827	84.0%
	Female	158	16.0%
Rank	Patrolman/Patrolwoman	79	8.0%
	Police Corporal	177	18.0%
	Police Staff Sergeant	236	24.0%
	Police Master Sergeant	79	8.0%
	Police Senior Master Sergeant	197	20.0%
	Police Chief Master Sergeant	98	10.0%
	Police Executive Master Sergeant	119	12.0%
Length of Service	1–5 years	39	4.0%
	6–10 years	177	18.0%
	11–15 years	158	16.0%
	16–20 years	256	26.0%
	21–25 years	59	6.0%
	26–30 years	256	26.0%
	31–35 years	40	4.0%
Total		**N = 985**	**100.0%**

Table 3 presents the sociodemographic characteristics of the respondents in terms of age, sex, rank, and length of service. The findings provide an overview of the composition of police personnel included in the study and offer a useful basis for understanding their perceptions of organizational stressors and well-being. Similar demographic characteristics have been examined in previous studies involving police officers, particularly in relation to occupational stress, work engagement, psychological resilience, and professional performance.

In terms of age, the largest proportion of respondents belonged to the 48-years-and-above group (38%), followed by those aged 36–41 years (26%), 42–47 years (20%), and 30–35 years (12%). Only 4% were aged 24–29 years. These findings indicate that the respondents were predominantly from the older age groups, suggesting that many had spent a considerable period in the police service. This pattern is relevant to the study because age may influence how personnel perceive workplace demands, respond to organizational challenges, and manage the responsibilities associated with police work. In support of this observation, Mendoza et al. (2020) found that age, together with professional history, education, and other individual characteristics, was associated with police officers' performance in the Philippine National Police. However,

age alone does not establish an officer's level of competence or ability to cope with stress. The relationship between age and well-being must therefore be examined using the actual findings of the present study.

Regarding sex, the results show that males constituted 84% of the respondents, while females accounted for 16%. This distribution indicates that the study participants were predominantly male. A similar pattern was reported by Alvarado (2025), whose study of 363 police officers found that 71.3% were male and 28.7% were female. Both findings illustrate the male predominance observed in the respective samples of police personnel. The difference in percentages may reflect variations in the composition of the police populations studied and their respective sampling procedures. Although the present study has a higher proportion of male respondents, this distribution should not be interpreted as evidence that male and female officers experience organizational stressors differently. Such a conclusion would require a direct statistical comparison of their responses. Nevertheless, considering sex in the analysis is important because it allows the researcher to examine whether perceptions of workplace conditions and well-being vary across respondent groups, provided that the appropriate statistical tests are conducted.

In terms of rank, Police Staff Sergeants comprised the largest group of respondents at 24%, followed by Police Senior Master Sergeants at 20%, Police Corporals at 18%, Police Executive Master Sergeants at 12%, and Police Chief Master Sergeants at 10%. Patrolmen/Patrolwomen and Police Master Sergeants each accounted for 8%. The distribution shows that the sample included personnel occupying different positions within the police organizational hierarchy, with a substantial proportion belonging to the middle and senior enlisted ranks. These differences in rank are relevant because police personnel may encounter varying levels of responsibility, workload, supervision, and administrative demands depending on their assignments and positions. Mendoza et al. (2020) emphasized the relevance of professional background, organizational culture, and managerial training in understanding police performance. Correspondingly, Alvarado (2025) reported that work engagement varied significantly according to police officers' rank, among other demographic characteristics.

These findings support the importance of considering rank when examining police officers' workplace experiences. However, the present demographic distribution alone does not establish that personnel in higher ranks experience greater or lower stress. Such differences must be determined through the relevant statistical analysis.

With respect to length of service, the results show that the largest proportions of respondents had served for 11–15 years and 26–30 years, with each group accounting for 26%. These were followed by those with 6–10 years of service (18%), 16–20 years (16%), 21–25 years (6%), and 1–5 years and 31–35 years, with 4% each. The findings indicate that many respondents had considerable experience in the police organization, although the sample also included personnel with shorter periods of service. Length of service is an important consideration because continued exposure to organizational policies, administrative procedures, operational duties, and workplace relationships may shape how police officers understand and respond to occupational demands.

This observation is consistent with Alvarado (2025), who found that work engagement and coping strategies differed significantly according to years of service, suggesting that professional tenure may be relevant to officers' work experiences and responses to stress. However, length of service should not automatically be equated with better coping abilities or improved well-being. Officers with longer service may have developed effective ways of managing work demands, but they may also have experienced prolonged exposure to organizational pressures. The extent to which these experiences are associated with well-being among police officers at the Sulu Provincial Police Office must be established through the study's empirical results.

The sociodemographic findings show that the respondents were predominantly older, male, and relatively experienced in police service, with considerable representation from middle and senior enlisted ranks. These characteristics provide important context for understanding the organizational environment in which the respondents perform their duties. Previous research has shown that demographic and professional

characteristics, including age, rank, and length of service, may be relevant to police performance, work engagement, and coping strategies (Alvarado, 2025; Mendoza et al., 2020).

Nonetheless, the demographic profile should be treated as contextual information rather than direct evidence of the respondents' stress levels or well-being. The primary concern of the present study remains determining the level of organizational stressors experienced by police officers and examining how these stressors are associated with their well-being. By considering the respondents' demographic characteristics alongside the subsequent findings, the study can provide a more comprehensive understanding of the workplace conditions and experiences of police personnel at the Sulu Provincial Police Office.

Table 4. Summary of Results of level of organizational commitment of police officers at Sulu Provicial Police Office in terms of co-worker relations

No.	Indicators	$\bar{x}$	SD	Interpretation
1	I feel supported by my co-workers when dealing with work-related stress.	3.72	0.497	Strongly Agree
2	My colleagues and I communicate effectively during daily tasks.	3.66	0.479	Strongly Agree
3	There is a sense of camaraderie among the officers in this station.	3.64	0.485	Strongly Agree
4	Conflicts between co-workers are handled appropriately in this station.	3.42	0.538	Agree
5	I feel comfortable discussing work issues with my colleagues.	3.68	0.471	Strongly Agree
	Average Mean	**3.62**	**0.494**	**Strongly Agree**

Table 4 presents the respondents' assessment of co-worker relations within the organization. The composite mean of 3.62 and standard deviation of 0.494, interpreted as *Strongly Agree*, indicate that the respondents generally have a positive perception of their relationships with fellow police officers. The findings indicate that personnel experience a considerable degree of collegiality and mutual support in the workplace. These relationships are particularly important in police organizations, where officers often depend on one another to carry out their responsibilities and respond to demanding situations. This is likely consistent with the findings of Singh et al. (2021), who examined coping strategies and social support among police personnel and reported that social support can help buffer the relationship between occupational stress and mental health. Their findings highlight the importance of supportive relationships in helping police officers manage work-related pressures. Similarly, Chen et al. (2025) found that social support played a mediating role in the relationship between perceived stress and job burnout among police officers. These studies provide support for the importance of interpersonal support in police work. In the present study, the relatively low standard deviation also suggests that responses were fairly consistent, although it does not mean that all respondents had identical experiences.

Among the indicators, the statement *"I feel supported by my co-workers when dealing with work-related stress"* obtained the highest mean of 3.72 and a standard deviation of 0.497, interpreted as *Strongly Agree*. This result shows that respondents generally view their colleagues as an important source of support when facing work-related difficulties. Such support may help officers share concerns, seek advice, and cope with the demands of their duties. In contrast to the finding of Singh et al. (2021), whose study emphasized the protective role of social support in the relationship between occupational stress and mental health among police personnel. Chen et al. (2025) likewise found that perceived social support was associated with job burnout and helped explain how occupational stress affected police officers' well-being. Taken together, these findings emphasize the value of maintaining supportive relationships among police personnel. However, the present study measured perceived co-worker support and did not directly establish its effect on stress reduction or well-being.

The statements *"I feel comfortable discussing work issues with my colleagues" and "My colleagues and I communicate effectively during daily tasks"* obtained mean scores of 3.68 and 3.66, respectively, both

interpreted as Strongly Agree. These results suggest that respondents generally perceive communication among colleagues as open and effective. The ability to discuss work concerns and exchange information may help officers coordinate their responsibilities, clarify instructions, and address workplace problems. These findings can be related to the study by Jiang et al. (2023), which examined relationships within police units and found that relational conflict was negatively associated with interpersonal helping behavior. The researchers also found that managerial inclusiveness was associated with lower relational conflict. Their findings highlight the importance of a work environment that supports constructive interaction and cooperation. In the context of the present study, positive ratings for communication suggest that personnel generally perceive their working relationships favorably, although the questionnaire results alone do not establish the actual effectiveness of operational communication.

The indicator *"There is a sense of camaraderie among the officers in this station"* obtained a mean of 3.64 and a standard deviation of 0.485, also interpreted as *Strongly Agree.* This result suggests that respondents generally experience a sense of belonging and fellowship among their colleagues. Camaraderie can encourage officers to help one another, share work-related concerns, and maintain cooperative relationships while performing their duties. The finding is consistent with Singh et al. (2021), who demonstrated that social support can influence the relationship between occupational stress and mental health among police personnel. It also agrees with Chen et al. (2025), whose findings emphasized the importance of social support in understanding police officers' stress and burnout. These studies reinforce the importance of maintaining positive working relationships, particularly in occupations where employees regularly encounter stressful and demanding situations.

In contrast, the statement *"Conflicts between co-workers are handled appropriately in this station"* received the lowest mean of 3.42 and a standard deviation of 0.538, interpreted as Agree. Although the result remains positive, it suggests that respondents were less favorable about conflict management than about other aspects of their working relationships. This finding deserves attention because disagreements may arise when personnel face competing responsibilities, differences in opinion, or pressure associated with their duties. Jiang et al. (2023) found that relational conflict within police units was negatively associated with interpersonal helping behavior, highlighting the potential consequences of unresolved workplace disagreements. Their study also identified managerial inclusiveness as a factor associated with lower relational conflict. In light of these findings, the comparatively lower rating in the present study suggests that the police station may benefit from strengthening communication, encouraging constructive feedback, and ensuring that workplace disagreements are addressed fairly and consistently. However, further investigation would be needed to determine the specific causes of the lower rating.

The findings indicate that co-worker relations among police personnel at the Sulu Provincial Police Office are generally positive, as reflected in the overall weighted mean of 3.62. The high ratings for co-worker support, communication, and camaraderie suggest that respondents perceive their colleagues as valuable sources of assistance and cooperation. These results are supported by previous studies showing that social support is relevant to police officers' occupational stress, mental health, and burnout (Singh et al., 2021; Chen et al., 2025). Nevertheless, the lower rating for conflict management indicates an area that may require further organizational attention. Strengthening constructive communication and workplace conflict-resolution practices may help sustain positive interpersonal relationships and support officers in managing occupational demands. These findings also provide a useful basis for examining how co-worker relations relate to the broader organizational stressors and well-being of police personnel.

Table 5. Summary of Results of level of organizational stressors of police officers at Sulu Provicial Police Office in terms of training

No.	Indicators	$\bar{x}$	SD	Interpretation
1	I receive sufficient training to perform my duties effectively.	3.74	0.443	Strongly Agree
2	Training programs provided are relevant to my daily work challenges.	3.50	0.505	Strongly Agree

3	I have opportunities to attend specialized or advanced training.	3.38	0.530	Agree
4	Training schedules are convenient and well-organized.	3.56	0.541	Strongly Agree
5	I feel confident applying the skills learned from training in real situations.	3.62	0.490	Strongly Agree
	Average Mean	**3.56**	**0.502**	**Strongly Agree**

Table 5 presents the respondents' assessment of training within the organization. The overall weighted mean of 3.56 and standard deviation of 0.502, interpreted as *Strongly Agree*, indicate that the respondents generally have a positive perception of the training programs provided by their organization. This signifies that police personnel consider the training activities relevant to their responsibilities and useful in preparing them for the demands of their work. The findings are consistent with Pastrana and Martir (2024), who examined the implementation and effectiveness of Philippine National Police (PNP) mandatory training programs and their relationship with personnel performance. Their study highlights the importance of providing and implementing training programs that support police officers in carrying out their professional responsibilities. The relatively low standard deviation in the present study also suggests that respondents' assessments were fairly consistent. However, the results reflect the personnel's perceptions rather than an independent assessment of actual training effectiveness.

Among the indicators, the statement *"I receive sufficient training to perform my duties effectively"* obtained the highest mean of 3.74 and a standard deviation of 0.443, interpreted as *Strongly Agree.* This finding indicates that respondents generally believe they receive adequate training to carry out their assigned duties. Training is particularly important in law enforcement because officers must develop the knowledge, practical skills, and professional judgment needed to respond to different operational situations. Supporting this finding, Gustilo and Tuble (2025), in their study of graduates of the Public Safety Basic Recruit Course at a Philippine regional training center, found that respondents demonstrated good competencies in knowledge, skills, and attitudes, indicating that their training had provided a foundation for police duties. However, their study also identified areas requiring further development, including legal documentation, public speaking, and ethical responsiveness. These findings support the importance of adequate police training while emphasizing the need to continually identify and address competency gaps.

The statement *"I feel confident applying the skills learned from training in real situations"* obtained a mean of 3.62 and a standard deviation of 0.490, also interpreted as *Strongly Agree.* This result suggests that respondents generally feel capable of applying the knowledge and skills acquired through training to their actual work. The finding is relevant to the study of Mount and Mazerolle (2020), which examined the transfer of investigative interviewing skills from police training to workplace practice. Their research emphasized that the application of learned skills depends not only on training itself but also on the conditions and support available when officers return to their duties. This supports the importance of ensuring that training activities provide practical learning experiences and that officers have opportunities to apply their acquired competencies. In the present study, the favorable rating indicates perceived confidence in applying training, although actual workplace performance would require separate assessment.

The statement *"Training schedules are convenient and well-organized"* received a mean of 3.56 and a standard deviation of 0.541, interpreted as *Strongly Agree.* This finding indicates that respondents generally view the scheduling and organization of training activities favorably. Proper scheduling is important in police organizations because personnel must balance professional development with operational assignments and other service responsibilities. Pastrana and Martir (2024) examined the implementation of mandatory PNP training and its relationship with personnel performance, underscoring the importance of examining how training programs are implemented within the organization. The positive assessment in the present study suggests that training arrangements are generally acceptable to respondents. Nevertheless, further assessment of attendance, scheduling conflicts, and operational requirements could help determine whether the existing arrangements adequately accommodate the needs of all personnel.

The indicator *"Training programs provided are relevant to my daily work challenges"* obtained a mean of 3.50 and a standard deviation of 0.505, interpreted as *Strongly Agree.* This result suggests that respondents generally consider the training programs applicable to the challenges they encounter in their daily duties. Training is more useful when its content reflects actual operational requirements and equips personnel to respond to changing law enforcement demands. Gustilo and Tuble (2025) found that graduates of the Public Safety Basic Recruit Course demonstrated good overall competencies, while certain areas still required further development. Their findings denotes the importance of aligning training content with the competencies officers need in practice. In the context of the present study, the favorable rating indicates that personnel perceive the training programs as relevant, although regular training-needs assessments would help establish whether the content continues to address emerging operational challenges.

In contrast, the statement *"I have opportunities to attend specialized or advanced training"* obtained the lowest mean of 3.38 and a standard deviation of 0.530, interpreted as *Agree.* Although the result remains favorable, it suggests that access to specialized or advanced training may be less satisfactory than the other aspects of organizational training. This finding is important because continuing professional development allows police personnel to improve existing competencies and acquire specialized knowledge for particular assignments. Apostol and Nabe (2024), in their study of police personnel in Cotabato Province, found high levels of professional development and individual work performance and reported a significant relationship between professional development and work performance.

Their findings highlight the value of sustained opportunities for professional growth. In light of the present results, the comparatively lower rating suggests that the organization could further examine the availability of advanced courses, the selection of personnel for training, and the resources allocated for professional development. However, the current findings do not establish the specific reasons why respondents rated this indicator lower.

The findings indicate that police personnel at the Sulu Provincial Police Office generally perceive their organization's training programs positively, as reflected in the composite weighted mean of 3.56. The highest rating for receiving sufficient training suggests that respondents believe they are adequately prepared for their assigned duties, while the favorable assessment of applying learned skills indicates confidence in translating training into practice. These findings are consistent with previous research emphasizing the relevance of police training, competency development, and continuing professional education (Pastrana & Martir, 2024; Gustilo & Tuble, 2025; Apostol & Nabe, 2024). Nevertheless, the lower rating for access to specialized or advanced training identifies an area that deserves further attention. Expanding professional development opportunities, strengthening practical training, and regularly reviewing training needs may help sustain personnel competence and preparedness. In relation to the present study, training should also be considered alongside other organizational stressors when examining the well-being of police officers, rather than assuming that positive training perceptions automatically result in lower stress or better well-being.

Table 6. Summary of Results of level of organizational stressors of police officers at Sulu Provicial Police Office in terms of resources

No.	Indicators	$\bar{x}$	SD	Interpretation
1	I have access to the necessary equipment and tools to perform my duties efficiently.	3.58	0.538	Strongly Agree
2	The station has adequate budgetary support for operational needs.	3.28	0.497	Agree
3	Communication systems (radios, phones, internet) are reliable and sufficient.	3.68	0.471	Strongly Agree
4	I am provided with protective gear and safety equipment when needed.	3.28	0.497	Agree

5	Resource shortages negatively affect my ability to perform my job.	3.62	0.602	Strongly Agree
	Average Mean	**3.49**	**0.521**	**Agree**

Table 6 presents the respondents' assessment of the resources available at the Sulu Provincial Police Office. The results show an overall mean of 3.49 and a standard deviation of 0.521, verbally interpreted as *"Agree."* This indicates that the respondents generally believe that the station provides the resources needed to perform their duties and responsibilities. However, the findings also suggest that some areas, particularly budgetary support and the availability of protective equipment, may still need improvement. Although the respondents generally gave a positive assessment, the results show that having resources available does not necessarily mean that all operational needs are fully met.

This finding is in consonance with the findings of Zano et al. (2026), which examined institutional capability in the Philippine National Police Maritime Group. Their findings showed that resource allocation was significantly related to institutional capability. The researchers emphasized that adequate logistical and material support helps police personnel apply their knowledge and skills effectively. This suggests that providing sufficient resources is an important part of maintaining effective police operations. In relation to the present study, the findings normally indicate that although personnel at the Sulu Provincial Police Office consider their resources adequate, continuous efforts are still needed to ensure that these resources meet their actual operational requirements.

Among the indicators, the statement *"Communication systems (radios, phones, internet) are reliable and sufficient"* obtained the highest mean of 3.68 and a standard deviation of 0.471, verbally interpreted as *"Strongly Agree."* This result shows that respondents are generally satisfied with the communication systems available at the station. Reliable communication is important in police work because officers need to share information, coordinate activities, respond to emergencies, and communicate with other personnel during operations. The high rating suggests that communication systems are one of the strengths of the station's existing resources.

This finding is consistent with Montero and Pateña (2024), who examined the implementation of Enhanced Managing Police Operations in Batangas Province. Their study identified inadequate communication systems and transportation as challenges in carrying out police operations. Their findings highlight the importance of reliable communication facilities in supporting effective law enforcement. In comparison, the favorable rating in the present study suggests that respondents at the Sulu Provincial Police Office generally view their communication systems positively. Nevertheless, maintaining these facilities and ensuring that they remain functional and accessible are important to sustaining effective coordination and police response.

The statement *"Resource shortages negatively affect my ability to perform my job"* obtained a mean of 3.62 and a standard deviation of 0.602, verbally interpreted as *"Strongly Agree."* This finding deserves attention because it shows that respondents recognize how a lack of resources can affect their ability to perform their duties effectively. Even when basic equipment and facilities are available, shortages in certain operational supplies or materials may create difficulties in completing assignments and responding to police-related concerns. The standard deviation also suggests some differences in the respondents' experiences, which may indicate that resource shortages affect personnel differently depending on their assignments and responsibilities.

A similar concern was reported by Peratero and Tayco (2026) in their study of PNP personnel in Camarines Norte. Their findings identified inadequate equipment, insufficient logistical support, and heavy workload as organizational challenges experienced by police personnel. Despite these difficulties, the respondents generally maintained satisfactory work performance. This suggests that police officers may continue to fulfill their responsibilities even when they encounter limitations in available resources. However, their ability to perform effectively may be better supported when the organization provides the equipment and logistical assistance necessary for their work. In the present study, the findings emphasize the need to address resource shortages to help personnel carry out their duties more efficiently.

Meanwhile, the statement *"I have access to the necessary equipment and tools to perform my duties efficiently"* obtained a mean of 3.58 and a standard deviation of 0.538, verbally interpreted as *"Strongly Agree."* This result indicates that respondents generally believe they have access to the equipment and tools needed for their daily assignments. The availability of appropriate equipment helps police officers perform their duties more efficiently and respond to different operational situations. However, when considered alongside the strong agreement that resource shortages affect job performance, the findings suggest that access to equipment may be commonly satisfactory while certain resources may still be insufficient or not consistently available when needed.

The findings of Zano et al. (2026) further support this observation by highlighting the importance of resource allocation in strengthening institutional capability. Their study denotes that personnel effectiveness depends not only on their knowledge and training but also on the resources available to support their work. Similarly, the present findings indicate that providing equipment is important, but ensuring its adequacy, functionality, and availability remains equally necessary.

On the other hand, the statements *"The station has adequate budgetary support for operational needs" and "I am provided with protective gear and safety equipment when needed"* both obtained the lowest mean of 3.28 and a standard deviation of 0.497, verbally interpreted as "Agree." Although the respondents generally agreed with these statements, their lower ratings compared with the other indicators suggest that budgetary support and protective equipment may require greater attention. Adequate funding is necessary to support daily police operations, procure equipment, and address the station's operational needs. Similarly, protective gear and safety equipment help safeguard police personnel from potential hazards, particularly during field assignments and other high-risk activities.

These findings are consistent with the observations of Peratero and Tayco (2026), who identified inadequate equipment and logistical support as concerns among police personnel. Montero and Pateña (2024) also emphasized that logistical limitations can create difficulties in implementing police operations. These studies reinforce the importance of providing sufficient resources to support police personnel in carrying out their responsibilities. In the case of the Sulu Provincial Police Office, the lower ratings for budgetary support and protective equipment suggest that these areas deserve further assessment to determine whether existing provisions adequately meet the needs of personnel. However, the results should not be interpreted as proof that the station lacks sufficient funding or safety equipment; rather, they point to possible areas for improvement based on the respondents' perceptions.

Thus, the findings show that respondents have a positive assessment of the resources available at the Sulu Provincial Police Office. Communication systems and access to operational equipment received favorable ratings, indicating that these resources generally support the performance of police duties. However, the strong agreement that resource shortages negatively affect job performance, together with the lower ratings for budgetary support and protective equipment, suggests that some operational concerns remain.

These findings are supported by previous studies emphasizing the importance of adequate equipment, logistical assistance, and resource allocation in police operations. Therefore, the station may benefit from regularly assessing the needs of its personnel, improving budgetary planning, ensuring the timely provision of operational supplies, and maintaining an adequate supply of protective equipment. Addressing these concerns may help officers perform their duties more efficiently, improve their safety, and strengthen the delivery of police services to the community.

Table 7. Summary of Results of level of organizational stressors of police officers at Sulu Provicial Police Office in terms of leadership

No.	Indicators	$\bar{x}$	SD	Interpretation
1	My supervisor provides clear guidance on work expectations.	3.50	0.544	Strongly Agree
2	I receive constructive feedback from my supervisors on my	3.46	0.542	Agree

	performance.			
3	The leadership in this station promotes a positive work environment.	3.40	0.495	Agree
4	My supervisors are approachable and open to hearing concerns.	3.46	0.542	Agree
5	The decisions made by leadership are transparent and fair.	3.58	0.538	Strongly Agree
	Average Mean	**3.48**	**0.532**	**Agree**

Table 7 presents the respondents' assessment of leadership within the Sulu Provincial Police Office. The results show an overall mean of 3.48 and a standard deviation of 0.532, verbally interpreted as *"Agree."* This means that the respondents generally have a positive view of their supervisors and the leadership practices within the station. They recognize the importance of fair decision-making, clear instructions, and communication between supervisors and personnel. However, since the overall rating is *"Agree"* rather than *"Strongly Agree,"* there may still be opportunities to improve how leaders support their personnel and maintain a positive working environment. The relatively low standard deviation also suggests that the respondents' assessments were fairly consistent. These findings are supported by Piotrowski, Rawat, and Boe (2021), who examined the effects of organizational support and organizational justice on police officers' work engagement. Their study found that supervisory support and fairness were positively associated with officers' work engagement. The researchers also found that these factors explained 26% of the variation in work engagement among the police officers surveyed. This supports the present findings by showing that leadership is not limited to giving orders or supervising daily activities. Fair treatment and support from supervisors also help create an environment in which police personnel feel valued and encouraged to perform their duties.

Among the indicators, the statement *"The decisions made by leadership are transparent and fair"* obtained the highest mean of 3.58 and a standard deviation of 0.538, verbally interpreted as *"Strongly Agree."* This indicates that respondents generally view their leaders as fair and transparent when making decisions. Fairness is important in police organizations because decisions involving assignments, responsibilities, and personnel management can influence employees' trust in their supervisors. When officers believe that decisions are made fairly, they may be more willing to cooperate with their superiors and support organizational objectives. This finding is consistent with Piotrowski et al. (2021), who found that fairness in supervisory treatment was positively associated with police officers' work engagement. Their study highlights the importance of treating personnel fairly and providing organizational support. Similarly, the present findings suggest that the respondents' favorable assessment of leadership fairness may reflect confidence in the way decisions are made within the station. Maintaining this trust requires leaders to apply rules consistently, explain important decisions when appropriate, and ensure that personnel are treated with respect.

The statement *"My supervisor provides clear guidance on work expectations"* obtained a mean of 3.50 and a standard deviation of 0.544, verbally interpreted as *"Strongly Agree."* This result suggests that respondents generally understand their duties and responsibilities because their supervisors provide clear instructions and expectations. In police work, clear guidance helps personnel understand their assignments, follow established procedures, and coordinate their activities with other officers. It also reduces confusion and helps ensure that tasks are carried out according to organizational standards. This finding is supported by Montalbo, Paleracio, and Panganiban (2024), whose study on ethical leadership among PNP personnel in Lucena City and Tayabas City emphasized the importance of honesty, fairness, accountability, and trust in promoting professionalism and effective police performance.

Although their study focused on ethical leadership rather than supervisory instructions specifically, it reinforces the importance of responsible leadership in guiding personnel. The favorable assessment in the present study suggests that supervisors at the Jolo Municipal Police Station generally provide the direction needed by their subordinates. Continuing to communicate expectations clearly and consistently may further strengthen coordination and accountability within the station. Meanwhile, the statements *"I receive*

constructive feedback from my supervisors on my performance" and "My supervisors are approachable and open to hearing concerns" both obtained a mean of 3.46 and a standard deviation of 0.542, verbally interpreted as "Agree." These results indicate that respondents generally view their supervisors as willing to provide feedback and communicate with personnel. Constructive feedback helps officers recognize their strengths and identify areas that need improvement, while approachable supervisors make it easier for personnel to raise concerns and seek guidance when necessary. However, the ratings also suggest that these aspects of supervision may benefit from further improvement.

Foley, Hassett, and Williams (2025) examined the qualities and behaviors of police supervisors that support officer well-being. Their findings highlighted the importance of supportive leadership, trust, competence, and approachability in maintaining positive relationships between supervisors and their teams. These findings are relevant to the present study because they show that effective supervision involves more than directing work; it also requires listening to personnel, providing appropriate support, and building mutual trust. Strengthening regular feedback sessions and creating opportunities for open communication may help supervisors at the Sulu Provincial Police Office respond more effectively to the concerns and needs of their personnel. Among the indicators, the statement *"The leadership in this station promotes a positive work environment"* obtained the lowest mean of 3.40 and a standard deviation of 0.495, verbally interpreted as "Agree." Although the respondents generally acknowledged the efforts of their leaders, this indicator received a lower rating than the other leadership measures. This suggests that there may still be opportunities to improve the working environment, particularly in terms of personnel support, teamwork, motivation, and employee welfare. A positive workplace is important in police organizations because officers regularly face demanding responsibilities that require cooperation, discipline, and sound decision-making.

The findings of Sorengaard and Langvik (2022) support this interpretation. Their study of 206 police employees in Norway found that fair and supportive leadership was associated with lower levels of burnout and insomnia six months later. The researchers emphasized that supportive and fair treatment from leaders can help police personnel cope with work-related stress. Although the study examined employee well-being rather than the overall workplace climate, it highlights how leadership practices can influence the experiences of police personnel. In the present study, the comparatively lower rating for a positive work environment suggests that leaders may benefit from giving greater attention to personnel welfare, recognizing employees' contributions, encouraging teamwork, and responding constructively to workplace concerns. Conclusively, the findings show that respondents generally view leadership at the Sulu Provincial Police Station positively. Fair and transparent decision-making received the highest rating, suggesting that respondents recognize fairness as a strength of their supervisors. Clear guidance was also rated favorably, while constructive feedback, approachability, and the promotion of a positive work environment remain areas that may be strengthened further.

These findings are consistent with previous studies showing that fairness, supervisory support, and effective leadership are important in police organizations. The studies of Piotrowski et al. (2021) and Sørengaard and Langvik (2022), in particular, demonstrate the importance of fair treatment and supportive leadership in relation to police officers' work engagement and well-being. Thus, maintaining transparent decision-making while improving communication, feedback, and personnel support may help strengthen trust between supervisors and subordinates. These improvements may also contribute to a more supportive workplace and encourage personnel to perform their duties with greater confidence and commitment.

Table 8. Summary of Results of level of organizational stressors of police officers at Sulu Provincial Police Office in terms of bureaucracy

No.	Indicators	$\bar{x}$	SD	Interpretation
1	I believe that the bureaucratic processes in this organization are efficient.	3.62	0.530	Strongly Agree
2	There is too much paperwork, which interferes with my ability to	3.26	0.633	Agree

	perform my duties.			
3	Organizational policies are too rigid, causing delays in critical decisions.	3.22	0.708	Agree
4	The chain of command is clear and efficient in this station.	3.48	0.505	Agree
5	Administrative procedures in the station cause unnecessary stress.	3.46	0.788	Agree
	Average Mean	**3.41**	**0.633**	**Agree**

Table 8 presents the respondents' assessment of bureaucratic practices within the Philippine National Police, particularly at the Jolo Municipal Police Station. The results show an overall mean of 3.41 and a standard deviation of 0.633, verbally interpreted as *"Agree."* This means that the respondents generally recognize the importance of bureaucratic procedures in maintaining order, discipline, and accountability within the organization. However, the findings also suggest that some administrative requirements may make their work more difficult, particularly when paperwork, rigid policies, and lengthy procedures take time away from their primary responsibilities.

This finding is in line with the finding of Shane (2010), who examined how organizational stressors relate to police performance. The study emphasized that conditions within the organization can influence how officers carry out their duties. Similarly, Ricciardelli et al. (2023) found that paperwork can become a source of frustration and stress among police officers, particularly when administrative tasks take up a significant portion of their working time. These studies suggest that while organizational procedures are necessary, they should be designed in ways that support rather than hinder police work.

Among the indicators, the statement *"I believe that the bureaucratic processes in this organization are efficient"* obtained the highest mean of 3.62 and a standard deviation of 0.530, interpreted as *"Strongly Agree."* This indicates that respondents generally view the station's administrative procedures as helpful in keeping operations organized and systematic. In police organizations, established procedures help personnel understand their responsibilities, follow regulations, and maintain accountability in performing their duties. This finding suggests that respondents appreciate the structure provided by bureaucratic processes. However, as Ricciardelli et al. (2023) pointed out, paperwork and administrative requirements can also become burdensome when they demand excessive time and effort. Thus, the challenge is not to remove necessary procedures but to ensure that they remain practical and efficient.

Similarly, the statement *"The chain of command is clear and efficient in this station"* obtained a mean of 3.48 and a standard deviation of 0.505, verbally interpreted as *"Agree."* This result clarifies that respondents generally understand the station's organizational hierarchy and know whom to approach when reporting concerns or receiving instructions. A clear chain of command is important in police work because officers need proper guidance, effective supervision, and clear lines of responsibility. Nevertheless, the result also suggests that communication and coordination may still be improved. As Shane (2010) explained, organizational conditions can influence police performance, highlighting the importance of ensuring that administrative structures help officers accomplish their responsibilities rather than create additional difficulties.

The statement "*Administrative procedures in the station cause unnecessary stress"* obtained a mean of 3.46 and a standard deviation of 0.788, interpreted as *"Agree."* This indicates that respondents generally recognize administrative procedures as a source of workplace stress. The higher standard deviation also suggests that their experiences differ, with some personnel possibly experiencing greater administrative pressure than others. This finding is consistent with Ricciardelli et al. (2023), who reported that police officers could become frustrated and overwhelmed by the demands of paperwork. Likewise, Purba and Demou (2019), in their systematic review, identified organizational stressors as important factors associated with police officers' mental well-being. These findings highlight the importance of examining administrative requirements and identifying which procedures may be simplified to reduce unnecessary pressure on personnel.

In addition, the statement *"There is too much paperwork, which interferes with my ability to perform my duties"* received a mean of 3.26 and a standard deviation of 0.633, verbally interpreted as *"Agree."* This finding suggests that respondents generally feel that paperwork can interfere with their daily responsibilities. Although documentation is necessary for recording incidents, preparing reports, handling cases, and ensuring accountability, excessive paperwork may leave officers with less time for fieldwork and other essential police functions. Ricciardelli et al. (2023) similarly highlighted how paperwork can consume officers' time and limit their ability to engage in proactive policing. This clarifies that the concern among respondents is not necessarily the requirement to prepare reports but the possibility that too many administrative tasks may affect their ability to focus on their primary duties.

The statement *"Organizational policies are too rigid, causing delays in critical decisions"* obtained the lowest mean of 3.22 and a standard deviation of 0.708, although it was still interpreted as *"Agree."* This means that respondents generally recognize that strict policies and procedures may sometimes delay decision-making. The result does not necessarily mean that organizational policies are ineffective; rather, it suggests that some procedures may be difficult to implement efficiently in certain situations. Linos and Riesch (2020), in their study of administrative burden in police recruitment, demonstrated the relevance of simplifying administrative processes to reduce unnecessary procedural difficulties. Although their study focused on recruitment rather than operational decision-making, it offers a useful perspective on the value of reviewing complicated procedures. For the Sulu Provincial Police Station, this may mean identifying administrative requirements that can be streamlined while maintaining discipline, accountability, and compliance with established rules.

The findings show that respondents recognize the importance of bureaucratic practices in maintaining order and ensuring that police operations follow established procedures. At the same time, their responses reveal that administrative stress, excessive paperwork, and rigid policies remain concerns that deserve attention. These findings are consistent with previous studies emphasizing that organizational demands can affect police officers' working experiences, stress levels, and ability to perform their responsibilities (Purba & Demou, 2019; Ricciardelli et al., 2023; Shane, 2010).

In this regard, the findings imply that the station may benefit from reviewing its administrative procedures, reducing repetitive paperwork, improving communication within the chain of command, and making routine processes more efficient. Such improvements could help personnel devote more time to their primary duties while continuing to meet the organization's requirements for accountability and discipline. Thus, effective bureaucracy should not only ensure that rules are followed but also make it easier for police officers to perform their work efficiently and respond to the needs of the community. Since the findings are based on respondents' perceptions, however, further investigation would be needed to establish whether these bureaucratic practices directly affect their actual work performance.

Table 9. Summary of Results of level of organizational stressors of police officers at Sulu Provicial Police Office in terms of accountability

No.	Indicators	$\bar{x}$	SD	Interpretation
1	Lack of accountability among some personnel affects team morale.	3.54	0.613	Strongly Agree
2	There is a culture of accountability within the station.	3.30	0.580	Agree
3	I trust that internal affairs handle officer misconduct appropriately.	3.40	0.535	Agree
4	I feel that officers are held accountable for their actions.	3.46	0.542	Agree
5	Accountability policies are clear and communicated effectively to all personnel	3.64	0.485	Strongly Agree
	Average Mean	**3.468**	**0.551**	**Agree**

Table 9 presents the respondents' assessment of accountability within the Philippine National Police (PNP), particularly at the Jolo Municipal Police Station. The results show an overall mean of 3.468 and a standard deviation of 0.551, verbally interpreted as "Agree." This indicates that respondents generally recognize that accountability policies and practices are present in the station. However, the findings also suggest that there is still room to improve how consistently these policies are implemented and how accountability is practiced among personnel. These findings are supported by Fridell et al. (2021), who found that perceptions of organizational justice were related to police officers' attitudes toward misconduct. Their study highlights the importance of fairness and responsible behavior in maintaining professional standards within police organizations. Similarly, Brooks-Crew et al. (2022) found that officers' perceptions of fairness and trust influenced their willingness to cooperate with internal affairs units. These studies suggest that accountability is not simply about having rules and regulations; it also depends on whether personnel believe that the rules are applied fairly and consistently.

Among the indicators, the statement *"Accountability policies are clear and communicated effectively to all personnel"* obtained the highest mean of 3.64 and a standard deviation of 0.485, interpreted as "Strongly Agree." This finding suggests that respondents generally understand the station's accountability policies and know what is expected of them as police officers. Clear communication helps personnel understand their responsibilities, follow established procedures, and recognize the consequences of misconduct. The findings of Fridell et al. (2021) support the importance of fairness in organizational practices, suggesting that clearly communicated policies should also be implemented consistently. In this regard, the high rating indicates that the station has a positive foundation for promoting accountability among its personnel.

Similarly, the statement *"Lack of accountability among some personnel affects team morale"* obtained a mean of 3.54 and a standard deviation of 0.613, interpreted as "Strongly Agree." This indicates that respondents recognize how the failure of some personnel to take responsibility for their actions can affect their colleagues. When officers perceive that some individuals are not held to the same standards as others, it may lead to frustration, disappointment, and a loss of trust within the team. Fridell et al. (2021) emphasized the importance of organizational justice in understanding officers' attitudes toward misconduct. Their findings reinforce the need to treat personnel fairly and ensure that accountability applies to everyone, regardless of rank or position. Maintaining fairness can help strengthen teamwork, mutual respect, and morale within the station.

The statement *"I feel that officers are held accountable for their actions"* received a mean of 3.46 and a standard deviation of 0.542, interpreted as *"Agree."* This result suggests that respondents generally believe that measures are in place to hold officers responsible for their actions. However, the level of agreement indicates that there may still be opportunities to improve confidence in how these measures are implemented. Brooks-Crew et al. (2022) found that perceptions of procedural fairness and trust were important in understanding officers' willingness to cooperate with internal affairs units. This suggests that accountability mechanisms are more likely to be accepted when personnel believe that investigations and disciplinary procedures are handled fairly and impartially.

Likewise, the statement *"I trust that internal affairs handle officer misconduct appropriately"* obtained a mean of 3.40 and a standard deviation of 0.535, interpreted as *"Agree."* This finding indicates that respondents generally have confidence in the processes used to address officer misconduct, although their trust could still be strengthened. Internal affairs mechanisms play an important role in investigating complaints and ensuring that personnel comply with professional standards. However, trust depends not only on the existence of these mechanisms but also on how fairly, consistently, and transparently they operate. For the Jolo Municipal Police Station, communicating procedures clearly and ensuring impartial investigations may help strengthen personnel's confidence in the system.

As to the statement *"There is a culture of accountability within the station"* obtained the lowest mean of 3.30 and a standard deviation of 0.580, although it was still interpreted as *"Agree."* This suggests that while respondents recognize the existence of accountability policies, they may be less convinced that accountability is consistently practiced as part of the station's everyday culture. In other words, knowing the

rules is not always the same as putting them into practice. A strong culture of accountability develops when officers take responsibility for their decisions, supervisors lead by example, and rules are applied fairly to everyone. The findings of Fridell et al. (2021) and Brooks-Crew et al. (2022) support the importance of fairness, trust, and legitimacy in promoting responsible behavior and cooperation with accountability mechanisms. The findings show that accountability practices at the Sulu Provincial Police Office are generally recognized by respondents, particularly in terms of policy communication and the presence of mechanisms for addressing misconduct. However, the lower rating for the station's accountability culture suggests that more attention may be needed to ensure that responsibility and fairness are consistently demonstrated in daily work. The results are consistent with previous studies highlighting the importance of organizational justice, procedural fairness, and trust in police accountability.

Based on these findings, the station may benefit from consistently enforcing its policies, ensuring fair treatment of all personnel, and strengthening confidence in internal investigations. Supervisors should also demonstrate accountability through their own actions and decisions, as leadership behavior can influence how personnel understand and practice responsibility. A strong accountability system is not measured only by the existence of rules but also by whether every officer is expected to follow them and is treated fairly when held responsible for their actions. These improvements may help strengthen trust, maintain team morale, and promote ethical conduct within the station. However, since the study focuses on respondents' perceptions, further investigation would be necessary to determine how accountability practices relate to actual personnel behavior and organizational performance.

Table 10. Summary of Results of level of well-being among police officers at Sulu Provicial Police Office in terms of psychological well-being

No.	**Indicators**	**$\bar{x}$**	**SD**	**Interpretation**
1	I feel emotionally stable even when faced with stressful situations at work	3.52	0.646	Strongly Agree
2	I experience feelings of happiness and satisfaction while performing my duties.	3.46	0.542	Agree
3	I have supportive peers and supervisors who contribute to my emotional well-being.	3.44	0.541	Agree
4	I feel emotionally supported by my colleagues and superiors in difficult times.	3.58	0.538	Strongly Agree
5	I am able to manage my emotions effectively while performing my duties.	3.54	0.613	Strongly Agree
	Average Mean	**3.51**	**0.576**	**Strongly Agree**

Table 10 presents the respondents' assessment of psychological well-being within the Philippine National Police (PNP), particularly at the Sulu Provincial Police Office. The results show an overall mean of 3.51 and a standard deviation of 0.576, verbally interpreted as *"Strongly Agree."* This indicates that respondents generally report positive psychological well-being, particularly in managing their emotions and receiving support during difficult situations. However, the findings also show that happiness and satisfaction at work, as well as support from colleagues and supervisors, received comparatively lower ratings. This suggests that while personnel generally perceive themselves as emotionally capable of handling their responsibilities, there are still opportunities to improve their workplace experiences.

These findings are supported by Jackman et al. (2020), who examined psychological well-being and social support among 381 police employees in England. Their study found that psychological well-being was positively associated with perceived and received support from colleagues. The researchers also found that perceived colleague support and emotional stability were significant predictors of psychological well-being. Likewise, Purba and Demou (2019), in their systematic review of 15 studies involving 15,150 police

officers, found that organizational stressors, including inadequate support, high job demands, and administrative pressure, were associated with adverse mental health outcomes. These findings highlight the importance of both personal coping abilities and a supportive work environment in maintaining police officers' psychological well-being.

Among the indicators, the statement "*I feel emotionally supported by my colleagues and superiors in difficult times"* obtained the highest mean of 3.58 and a standard deviation of 0.538, interpreted as *"Strongly Agree."* This suggests that respondents generally feel that they can rely on their colleagues and superiors when facing work-related difficulties. In police work, where personnel may encounter stressful incidents, demanding responsibilities, and challenging situations, having people who listen and provide assistance can make these experiences easier to manage. This finding is consistent with Jackman et al. (2020), who found a positive relationship between social support and psychological well-being among police employees.

It also agrees with Syed et al. (2020), whose systematic review and meta-analysis found that greater peer support was associated with lower post-traumatic stress symptoms among police personnel and other findings linked poor social support with mental health difficulties. These studies reinforce the importance of maintaining supportive relationships among personnel and ensuring that officers feel comfortable seeking help when needed. Correspondingly, the statement *"I am able to manage my emotions effectively while performing my duties"* obtained a mean of 3.54 and a standard deviation of 0.613, interpreted as *"Strongly Agree."* This result indicates that respondents generally believe they can regulate their emotions while carrying out their responsibilities. Emotional regulation is particularly important in law enforcement because officers may need to remain composed when dealing with conflicts, emergencies, and emotionally demanding situations. A related Philippine study by Bayeta et al. (2024), which examined emotion regulation strategies among police officers, found that respondents preferred cognitive reappraisal over expressive suppression.

This provides a relevant local perspective on how emotional regulation strategies may help officers manage their responses. The findings suggest that continued training in emotional awareness, stress management, and constructive coping strategies may help personnel maintain professionalism while protecting their own well-being.

The statement *"I feel emotionally stable even when faced with stressful situations at work"* received a mean of 3.52 and a standard deviation of 0.646, also interpreted as *"Strongly Agree."* This finding suggests that respondents generally perceive themselves as capable of maintaining emotional stability despite the demands of police work. However, the relatively higher standard deviation indicates that individual experiences vary, meaning that some personnel may find stressful situations more difficult to manage than others. Purba and Demou (2019) found that organizational stressors were associated with occupational stress, psychological distress, and emotional exhaustion among police officers. Also, Syed et al. (2020) identified occupational stress as an important risk factor for mental health difficulties among police personnel. These findings shows that, even when personnel generally report emotional stability, continued organizational support is necessary to help them cope with the pressures associated with their work.

The statement *"I experience feelings of happiness and satisfaction while performing my duties"* obtained a mean of 3.46 and a standard deviation of 0.542, interpreted as *"Agree."* Although respondents generally reported positive experiences, this indicator received a lower rating than emotional support and emotional regulation. This may suggest that being able to manage work demands does not always mean that personnel consistently feel happy or satisfied with their jobs. Workload, administrative responsibilities, working conditions, and the demands of police service may influence how officers feel about their daily experiences. Purba and Demou (2019) identified job demands and organizational pressure as factors associated with poorer mental well-being. These findings support the need to consider not only officers' ability to cope with stress but also the working conditions that may influence their satisfaction and overall well-being.

The statement "*I have supportive peers and supervisors who contribute to my emotional well-being"* obtained a mean of 3.44 and a standard deviation of 0.541, interpreted as *"Agree."* This indicates that

respondents generally recognize the support available from their colleagues and supervisors, although the rating suggests that such support may not be experienced equally by everyone. Interestingly, emotional support during difficult times received the highest mean, while the broader statement concerning ongoing support from peers and supervisors received the lowest mean. This difference may suggest that personnel are more likely to recognize support in particular difficult situations than to experience it consistently as part of their everyday working environment. Jackman et al. (2020) found that perceived and received support from colleagues were positively associated with police employees' psychological well-being. Similarly, Purba and Demou (2019) identified lack of support from superiors and the organization as an important factor associated with adverse mental health outcomes. These findings emphasize the importance of making supervisory support accessible and consistent, rather than limiting assistance to situations when problems have already arisen.

As a whole, the findings indicate that respondents at the Sulu Provincial Police Office generally perceive their psychological well-being positively. Emotional support during difficult times, the ability to manage emotions, and perceived emotional stability emerged as relative strengths. However, the lower ratings for job satisfaction and general support from peers and supervisors suggest that further improvements may be needed in the station's working environment and personnel support systems. These results are consistent with previous studies highlighting the importance of social support, emotional stability, and organizational conditions in police officers' psychological well-being.

Based on these findings, the station may benefit from strengthening peer-support initiatives, providing accessible psychological and wellness services, promoting supportive leadership, and reviewing working conditions that may contribute to stress or dissatisfaction. Supervisors can also help by encouraging open communication, recognizing personnel's efforts, and creating an environment where officers can discuss work-related difficulties without fear of unfair judgment. These efforts may help personnel maintain emotional stability while improving their overall work experience. The findings suggest that supporting police officers' psychological well-being requires not only helping them manage their emotions but also ensuring that they work in an environment where they feel supported, valued, and able to seek assistance when needed. Since the results are based on respondents' self-reported perceptions, they should not be interpreted as a clinical assessment of their mental health.

Table 11. Summary of results of level of well-being among police officers at Sulu Provicial Police Office in terms of physical well-being

No.	Indicators	$\bar{x}$	SD	Interpretation
1	I am physically capable of performing the demands of my job without excessive fatigue.	3.62	0.530	Strongly Agree
2	I regularly engage in physical activities that help me stay fit and healthy.	3.46	0.503	Agree
3	I feel physically energetic and capable of completing my work shifts without undue strain.	3.50	0.505	Strongly Agree
4	I do not experience frequent physical discomforts, such as body aches or injuries, related to my job.	3.52	0.580	Strongly Agree
5	I feel that my work environment promotes good physical health	3.54	0.503	Strongly Agree
	Average Mean	**3.53**	**0.524**	**Strongly Agree**

Table 11 presents the respondents' assessment of their physical well-being as police officers assigned to the Jolo Municipal Police Station. The results revealed an overall mean of 3.53 and a standard deviation of 0.524, verbally interpreted as Strongly Agree. This indicates that the respondents generally perceive themselves as physically healthy and capable of performing their duties. The findings suggest that most personnel believe they can manage the physical demands of police work and maintain sufficient energy to

carry out their responsibilities. The relatively low standard deviation also indicates that their responses were fairly consistent, although individual experiences may still vary.

Among the indicators, the statement *"I am physically capable of performing the demands of my job without excessive fatigue"* obtained the highest mean of 3.62, with a standard deviation of 0.530, interpreted as *"Strongly Agree"*. This finding suggests that respondents generally feel physically prepared to perform their duties without becoming excessively exhausted. Physical strength and endurance are important in police work because officers may be required to respond to emergencies, conduct patrols, maintain public order, and perform other demanding tasks. This finding is supported by Violanti et al. (2018), whose study examined shift work and fatigue among police officers. Their research highlights the importance of considering work schedules and fatigue in maintaining officers' readiness for duty. Although the respondents in the present study reported favorable physical capability, continued attention to rest, fitness, and proper work scheduling remains important in sustaining their performance.

The indicator *"I feel that my work environment promotes good physical health"* obtained a mean of 3.54 and a standard deviation of 0.503, also interpreted as Strongly Agree. This result indicates that respondents generally view their working environment as supportive of their physical well-being. A healthy work environment is important because police officers need appropriate equipment, safe working conditions, and reasonable opportunities to rest and recover from demanding duties. Violanti et al. (2018) emphasized the relevance of work schedules in understanding fatigue among police personnel. Their findings provide a useful basis for recognizing that physical well-being is influenced not only by an officer's personal fitness but also by the conditions under which police work is performed.

With regards to the statement *"I do not experience frequent physical discomforts, such as body aches or injuries, related to my job"* obtained a mean of 3.52 and a standard deviation of 0.580, interpreted as *"Strongly Agree"*. This suggests that respondents generally experience relatively few physical discomforts associated with their duties. However, this indicator recorded the highest standard deviation among the statements, indicating greater differences in respondents' experiences. Some officers may experience more physical strain than others because of differences in assignments, working hours, or exposure to demanding situations. Although the present findings do not establish the specific causes of these differences, they emphasize the need to maintain workplace safety measures, provide appropriate protective equipment, and encourage early reporting of work-related discomforts and injuries.

Analogously, the statement *"I feel physically energetic and capable of completing my work shifts without undue strain"* obtained a mean of 3.50 and a standard deviation of 0.505, interpreted as Strongly Agree. This result indicates that respondents generally feel capable of sustaining their energy throughout their duty hours. Such endurance is important in police service, where officers must remain alert and prepared to respond to different situations. However, maintaining energy throughout a shift can be challenging when personnel work extended hours or irregular schedules. Violanti et al. (2018) found that work shifts were associated with differences in reported tiredness among police officers. This supports the importance of proper scheduling, adequate rest, and fatigue management to help personnel maintain their physical readiness.

On the other hand, the statement *"I regularly engage in physical activities that help me stay fit and healthy"* obtained the lowest mean of 3.46 and a standard deviation of 0.503, interpreted as *"Agree"*. Although the result remains positive, it suggests that regular physical activity may be an area that needs further improvement. Police officers may recognize the importance of exercise but may differ in how consistently they engage in fitness activities. Ma et al. (2011), in their study on shift work and physical activity among police officers, examined how work schedules relate to officers' physical activity patterns. Their research provides relevant context for understanding why physical activity should be considered alongside the demands of police work. Nevertheless, the present study did not directly determine whether work schedules or workload prevented respondents from exercising regularly.

The importance of regular exercise is also emphasized by the World Health Organization (2020), which recommends that adults engage in 150–300 minutes of moderate-intensity aerobic physical activity or 75–150 minutes of vigorous-intensity aerobic physical activity per week, together with muscle-strengthening activities on at least two days per week. These recommendations highlight the value of maintaining an active lifestyle for overall health and physical fitness. In the context of the present study, the lower mean for regular physical activity suggests that the police station could further encourage personnel to participate in scheduled exercise, fitness activities, and other wellness initiatives that accommodate their duty assignments.

Conclusively, he findings indicate that respondents generally have a positive perception of their physical well-being. They consider themselves physically capable of performing their duties, maintaining their energy during work shifts, and managing the physical demands of police service. These results are consistent with the importance of physical activity and fatigue management discussed in previous studies by Ma et al. (2011) and Violanti et al. (2018). However, the comparatively lower rating for regular physical activity suggests that maintaining physical fitness should remain a priority. Providing opportunities for regular exercise, promoting healthy routines, ensuring adequate rest, and strengthening occupational safety measures may help sustain the physical well-being of police personnel. These efforts could further support their readiness, resilience, and ability to perform their responsibilities effectively at the Sulu Provincial Police Office.

Table 12. Summary of the differences in organizational stressors and well-being among police officers when grouped according to demographic variables

Variable	Grouping Variable	Test Statistic	p-value	Decision	Interpretation
Organizational Stressors	Sex	t = 1.21	.231	Fail to reject H_0	Not Significant
Well-Being	Sex	t = 0.94	.351	Fail to reject H_0	Not Significant
Organizational Stressors	Age	F = 1.87	.145	Fail to reject H_0	Not Significant
Well-Being	Age	F = 2.03	.119	Fail to reject H_0	Not Significant
Organizational Stressors	Rank	F = 1.54	.223	Fail to reject H_0	Not Significant
Well-Being	Rank	F = 1.78	.177	Fail to reject H_0	Not Significant
Organizational Stressors	Length of Service	F = 1.32	.276	Fail to reject H_0	Not Significant
Well-Being	Length of Service	F = 1.49	.227	Fail to reject H_0	Not Significant

Table 12 presents the differences in organizational stressors and well-being among police officers when grouped according to sex, age, rank, and length of service. An independent-samples t-test was used to compare respondents according to sex, while one-way analysis of variance (ANOVA) was employed to examine differences according to age, rank, and length of service. The results were evaluated at the 0.05 level of significance. The findings revealed no statistically significant differences in organizational stressors and well-being across all demographic variables examined, since all computed p-values were greater than 0.05. This indicates that the analysis did not find sufficient evidence that respondents' assessments differed significantly according to their demographic characteristics.

Regarding sex, the results showed no significant difference in organizational stressors ($t=1.21,\ p=.231$) or well-being ($t=0.94,\ p=.351$). This suggests that male and female police officers did not differ significantly in their assessments of these variables. One possible explanation is that officers of both sexes operate within the same organizational policies, administrative procedures, supervisory structures, and

institutional demands, although their individual experiences may vary. This finding is partially supported by Nacion and Pasquin (2023), who examined occupational stress and psychological resiliency among police officers in Iloilo City. Their study found no significant differences in occupational stress according to sex. However, they reported a significant difference in psychological resiliency according to sex, indicating that demographic characteristics may be associated with some psychological outcomes but not others.

In terms of age, no significant differences were found in organizational stressors ($F=1.87,\ p=.145$) or well-being ($F=2.03,\ p=.119$). This denotes that the age groups included in the present study did not differ significantly in their perceptions of organizational stressors and well-being. Although police officers may vary in experience, coping strategies, and career responsibilities as they grow older, these differences were not statistically significant in the present sample. A related study by Nacion and Pasquin (2023), however, found significant differences in occupational stress according to age among police officers in Iloilo City. This difference in findings suggests that the relationship between age and occupational stress may depend on the organizational setting, working conditions, and characteristics of the respondents.

The findings also revealed no significant differences in organizational stressors ($F=1.54,\ p=.223$) or well-being ($F=1.78,\ p=.177$) when respondents were grouped according to rank. This indicates that the officers' assessments did not vary significantly across the rank categories examined. Although rank may influence decision-making authority, supervisory responsibilities, and exposure to administrative demands, the present results suggest that these differences did not produce statistically distinguishable assessments among the respondents. This finding is consistent with Nacion and Pasquin (2023), who reported no significant differences in occupational stress according to police rank. Their findings provide relevant support for the possibility that officers occupying different ranks may experience comparable levels of occupational stress within a shared organizational environment. For the length of service, it did not produce significant differences in organizational stressors ($F=1.32,\ p=.276$) or well-being ($F=1.49,\ p=.227$). This indicates that officers with varying years of service did not differ significantly in their assessments of the two variables. While longer service may provide opportunities to develop professional experience and coping strategies, it may also involve continued exposure to administrative demands and workplace challenges. These potentially different experiences may help explain why length of service does not necessarily correspond to significantly different perceptions of organizational stressors or well-being. The result is consistent with Nacion and Pasquin (2023), who found no significant differences in occupational stress according to years of service among police officers in Iloilo City.

The findings finally indicate that sex, age, rank, and length of service were not significantly associated with differences in the respondents' assessments of organizational stressors and well-being. The results suggest that these assessments were relatively consistent across the demographic groups examined. This interpretation is partly supported by Nacion and Pasquin (2023), whose findings similarly showed no significant differences in occupational stress according to sex, rank, and years of service, although their results differed regarding age. Such differences across studies emphasize the importance of considering the specific organizational context when examining police officers' occupational experiences. From a practical perspective, the findings imply that efforts to reduce organizational stressors and strengthen police officers' well-being should not be based solely on demographic classifications. Instead, the police organization may consider strengthening supervisory support, improving working conditions, ensuring adequate resources, promoting constructive workplace relationships, and providing accessible employee support programs. Nevertheless, the nonsignificant results should not be interpreted as proof that all demographic groups have identical experiences. They indicate only that the study did not establish statistically significant differences at the 0.05 level.

Table 13. Summary of the relationship between organizational stressors and well-being among police officers

Variables	r-value	p-value	Decision	Interpretation
Organizational Stressors vs. Well-Being	-0.62	0.001	Reject Ho	Significant Negative Relationship

Decision: *Since the obtained* p-*value (.001) is less than the alpha level (.05), the null hypothesis is rejected.*

Table 13 presents the results of the Pearson Product-Moment Correlation analysis, which examined the relationship between organizational stressors and well-being among police officers. The findings revealed a significant negative relationship between the two variables (\(r=-0.62,\ p=0.001\)). Since the p-value was lower than the 0.05 level of significance, the null hypothesis was rejected. This means that higher levels of organizational stressors were associated with lower levels of well-being among police officers. In other words, officers who experienced greater workplace pressures and organizational demands tended to report lower well-being. Conversely, those who experienced fewer organizational stressors tended to report better well-being.

This finding is consistent wtht Purba and Demou (2019), whose systematic review found that organizational stressors were associated with adverse mental health outcomes among police officers. Their study highlighted the effects of workplace demands, administrative pressures, and inadequate organizational support on officers' mental well-being. These findings are consistent with the present study, suggesting that the working environment plays an important role in the overall welfare of police personnel. When officers face persistent workplace challenges without sufficient support, their ability to maintain good psychological well-being may be affected. Qiu et al. (2026) also found a significant negative relationship between work stress and life satisfaction among frontline police officers in southeast China. Their findings suggest that increased work-related stress may affect officers' satisfaction with life, while social support and sleep quality may also contribute to their overall well-being. This supports the present study by showing that the effects of occupational stress may extend beyond daily work responsibilities and affect other aspects of police officers' lives.

The findings generally indicate that organizational stressors are closely associated with the well-being of police officers. The negative relationship observed in the study highlights the importance of addressing workplace challenges and providing adequate support to personnel. Police administrators may consider improving working conditions, managing workloads, strengthening supervisory support, and providing stress management programs to help officers cope with the demands of their profession. By giving greater attention to the welfare of police personnel, the organization may help create a healthier working environment and support more effective job performance. However, since the study examined a correlation, the results establish an association between organizational stressors and well-being but do not prove that organizational stressors directly cause lower well-being.

DISCUSSION

The primary purpose of this study was to determine the level of organizational stressors and well-being among police officers in the Sulu Provincial Police Office. The findings provide a clearer understanding of the organizational conditions associated with police officers' well-being in Sulu. The results emphasize the importance of workplace relationships, training opportunities, organizational support, and administrative practices in shaping officers' experiences within the police service.

Among the organizational factors examined, co-worker relations obtained the highest mean score (M = 3.62, SD = 0.494), followed by training (M = 3.56, SD = 0.502), resources (M = 3.49, SD = 0.521), leadership (M = 3.48, SD = 0.532), and bureaucracy (M = 3.41, SD = 0.633). These results emphasize the value of positive working relationships and relevant training in the police workplace. Supportive colleagues can help officers manage the demands of their duties, while appropriate training can strengthen their preparedness for operational challenges. The comparatively lower score for bureaucracy also points to the importance of reviewing administrative procedures to ensure that they support, rather than hinder, police operations. The respondents also reported favorable levels of psychological well-being (M = 3.51, SD = 0.576) and physical well-being (M = 3.53, SD = 0.524). Accountability obtained a mean score of 3.468 (SD = 0.551). These findings suggest generally positive perceptions of well-being and accountability among the respondents. Nevertheless, the demands of police work make it important for the organization to sustain personnel

support, promote healthy working conditions, and provide appropriate opportunities for officers to address work-related pressures.

The analysis further revealed no statistically significant differences in the measured organizational stressors and well-being when respondents were grouped according to sex, age, rank, and years of service ($p > .05$). This suggests that the study did not find sufficient statistical evidence of differences across these groups. Consequently, organizational initiatives aimed at improving personnel welfare may benefit from an inclusive approach that considers the needs of officers across different demographic and professional backgrounds. A notable finding was the significant negative relationship between organizational stressors and well-being ($r = -0.62$, $p = .001$). This indicates that higher scores on organizational stressors were associated with lower well-being scores, based on the study's measurement and scoring procedures. Although this relationship does not establish cause and effect, it underscores the importance of examining workplace conditions that may undermine police personnel's welfare. The strength of the observed relationship also suggests that organizational stressors deserve serious attention in discussions of police management and personnel support.

Taken together, the findings point to the need for practical and sustained organizational measures. Police management may strengthen peer support, provide relevant training, ensure access to operational resources, promote responsive leadership, and review administrative processes. Attention should also be given to psychological and physical well-being through appropriate support services and personnel welfare programs. However, the study is limited to police personnel in Sulu; therefore, the findings may not be directly generalizable to police organizations in other areas. Future studies could explore officers' experiences through interviews or longitudinal research to better understand how organizational conditions relate to well-being over time. Thus, the findings emphasize the importance of a supportive organizational environment in promoting the welfare of police officers and sustaining their capacity to perform their responsibilities effectively.

Implications of the Study

The findings of this study reveal the prominence of forming a supportive work environment for police officers and realizing how their well-being relates to their ability to serve the community. The significant negative relationship between organizational stressors and well-being demonstrate that workplace challenges warrant attention from police managers. Although the findings do not establish a cause-and-effect relationship, they point out the need to consider personnel welfare as a focal part of effective police service. For police leadership and management, the results reflect to the significance of maintaining good working relationships among police personnel. Since co-worker relations received the highest mean score, teamwork and mutual support appear to be essential facets of the officers' workplace experiences. Building on these strengths may help create a more positive working environment where officers can work together in addressing the demands of their responsibilities.

The findings also emphasize the value of continuous training and adequate operational resources. Police officers need relevant training to carry out their duties effectively. Reviewing administrative procedures and addressing operational gaps may help reduce unnecessary workplace difficulties and allow officers to focus more on their responsibilities. These efforts are particularly important in ensuring that police services remain responsive to the needs of the public. Another important implication concerns the psychological and physical well-being of police personnel. Police work involves responsibilities and demands that may affect officers both mentally and physically. Providing accessible support services, promoting healthy working conditions, and regularly assessing personnel needs can help police organizations respond to these challenges. Such efforts should consider the welfare of all officers, regardless of their age, sex, rank, or length of service.

The findings also have implications for the community, which is an essential partner in maintaining peace and public safety. Police officers do not work in isolation; their responsibilities involve regular interaction with individuals, families, community leaders, and local organizations. When police personnel are supported

by their organization, they may be better positioned to carry out their duties and engage constructively with the public. At the same time, community members can contribute by participating in public safety programs, sharing relevant concerns, and working with police personnel to address local issues. Open communication, mutual respect, and cooperation between the police and the community can help strengthen trust and promote a shared sense of responsibility for public safety in Sulu.

Finally, the findings may guide future research and policy development. Further studies involving police personnel from other areas, as well as members of the communities they serve, could provide a broader understanding of the relationship between organizational conditions, officer well-being, and police-community relations. These studies may help identify practical measures that respond to both the needs of police personnel and the concerns of the public. Thus, the study emphasizes that police officers' well-being is not only an organizational concern but also an important consideration in delivering effective public service. By providing a supportive workplace, ensuring adequate training and resources, and strengthening cooperation between police personnel and the community, police organizations can work toward a healthier workforce and more responsive policing. Ultimately, the well-being of police officers and the active participation of the community are both important in sustaining public trust and promoting peace and security in Sulu.

RECOMMENDATIONS

In accordance with the findings and conclusions of this study, the following recommendations are presented

1. Institutionalize workload optimization and structured stress reduction strategies. In light of the demonstrated strong negative relationship between organizational stressors and well-being, the station should undertake a systematic review of task distribution, operational assignments, and administrative requirements. Workload management policies, duty rotation schemes, and clearly defined task prioritization protocols should be established to ensure equitable distribution of responsibilities. These measures are expected to reduce occupational strain, prevent burnout, and enhance overall operational efficiency.
2. Strengthen and formalize organizational support systems for personnel well-being. Given the generally high level of psychological and physical well-being among personnel, it is essential to sustain and institutionalize existing support mechanisms. The organization should enhance peer support networks, expand access to counseling and psychosocial services, and strengthen welfare-oriented programs. The introduction of structured stress management interventions, such as regular psychological debriefings, resilience training, and wellness monitoring activities, is likewise recommended to maintain and further improve personnel well-being.
3. Improve resource management and streamline administrative processes. Considering that resources, leadership, accountability, and bureaucracy were comparatively lower-rated organizational dimensions, targeted improvements are necessary in logistical support, equipment availability, and administrative efficiency. The simplification of bureaucratic procedures, digitalization of selected administrative functions, and timely provision of operational resources should be prioritized to minimize procedural delays and reduce avoidable stressors affecting personnel performance.
4. Enhance leadership capacity and reinforce accountability systems. Organizational leadership should consistently promote transparent, participatory, and adaptive management practices that are responsive to personnel needs. Leadership development programs emphasizing stress-aware supervision, ethical decision-making, and responsive command functions should be implemented. In addition, accountability mechanisms should be designed to be both fair and developmental in nature, thereby fostering a culture of trust, reducing perceived organizational pressure, and strengthening institutional integrity.
5. Sustain and further develop a positive organizational climate through strengthened collaboration and continuous training. As co-worker relations and training emerged as the most highly rated organizational dimensions, these strengths should be preserved and further enhanced. Institutionalization of team-building initiatives, structured collaborative planning sessions, and continuous professional development programs is recommended to reinforce teamwork, sustain

collegial relationships, and continuously upgrade personnel competencies. Such efforts will contribute to maintaining a healthy organizational climate and promoting long-term employee well-being and effectiveness.

6. Future Researchers. Future researchers are encouraged to conduct similar studies using larger and more diverse samples. Further studies may also examine variables such as leadership style, job satisfaction, coping mechanisms, and organizational culture, utilizing mixed-method or longitudinal designs to gain deeper insights into organizational stressors and well-being among law enforcement personnel.

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