

Level of Organizational Commitment and Job Satisfaction among Police Officers in the Sulu Police Provincial Office

Jebhal Abdurahman Akmad, Ph.D

Mindanao State University – Sulu

DOI: <https://dx.doi.org/10.47772/IJRRISS.2026.1026EDU0025>

Received: 18 December 2025; Accepted: 27 December 2025; Published: 13 January 2026

ABSTRACT

This research investigates the level of organizational commitment and job satisfaction among the policemen stationed in the Sulu Police Provincial Office, as well as into the correlation of the variables. The descriptive correlational research design was used. The population of the study were 400 non-commissioned officers (NCOs). Data were gathered through structured questionnaire adapted from Allen and Meyers' Organizational Commitment Questionnaire and Spector's Job Satisfaction Survey, validated in the Philippine policing context.

It was found that overall organizational commitment was high as reflected by the mean of 3.84 with affective and normative commitment scoring highest reflecting strong emotional attachment, sense of duty while continuance commitment was moderate. Job satisfaction was very high at mean scores of 4.27, especially with respect to regard for the job, training, career planning, and perceived support of leadership while opportunities for promotions and recognition slightly lower. A Pearson correlation analysis showed that there is a significant positive relationship between organizational commitment and job satisfaction ($p<0.05$), indicating that higher commitment is associated with higher job satisfaction. The study recommended that policy and human resource should be directed towards provision of supportive leadership and work environments to reinforce the commitment and satisfaction of officers.

Keywords: Organizational Commitment, Job Satisfaction, Police Officers, Sulu Provincial Police Office, Non-Commissioned Officers (NCOs).

INTRODUCTION

The police, as a security organization tasked with protecting the lives and property of citizens, possess a mandate that inescapably relies on the morale and participation rate of its human assets. Globally, these human element issues, especially those related to organizational commitment and job satisfaction, have been widely cited as critical enablers of police organization performance and effectiveness. Organizational commitment refers to an employee's psychological attachment and loyalty to the organization, while job satisfaction denotes the extent to which an individual feels content and fulfilled in their occupation. Research consistently demonstrates a positive correlation between these constructs, indicating that high levels of commitment and satisfaction are associated with improved performance, quality decision-making, and reduced workplace stress or absenteeism among police personnel (Che Yusoff, Selamat, & Mohd, 2025).

Examining these organizational dynamics on a global scale provides a framework for enhancing law enforcement performance across diverse socio-political and cultural contexts. Effective management practices and supportive leadership have demonstrated universal relevance in fostering high-performing police organizations. However, policing agencies worldwide also face significant challenges, including high stress levels, increased community expectations, and limited operational resources. Studying organizational commitment and job satisfaction internationally enables the identification of best practices that can enhance officer well-being and operational efficiency.

In the Philippines, organizational commitment and job satisfaction remain essential for police effectiveness. The Philippine National Police (PNP) operates in conditions often characterized by scarce resources, challenging working environments, and high community expectations. Research on PNP personnel highlights that organizational support, such as adequate resources, structured training initiatives, and access to mental health services, positively correlates with job satisfaction and lower employee turnover (Caballero, 2024). Furthermore, effective supervision, equitable compensation, proper benefits, and transformational leadership are influential factors in promoting organizational commitment. Nonetheless, the relationship between organizational support and job satisfaction is complex; cultural values, socio-political circumstances, and individual motivation can moderate these outcomes (Holland & Jackson, 2009).

Focusing on the Sulu Provincial Police Office particularly warranted due to the Province distinct socio-political and security environment. As police personnel in the province of Sulu Province faces unique concerns related to local governance, community relations, and regional security, all of which directly influence police officers' morale, engagement, and job satisfaction. Understanding how these local factors shape personnel attitudes and performance is crucial for designing targeted interventions aimed at improving officer welfare and operational efficiency. Tailored strategies, such as community-oriented policing, region-specific training programs, and mental health support, may prove more effective than generalized national policies.

The relationship between organizational commitment and job satisfaction is a critical area of study, particularly within law enforcement agencies where the demands of the job can lead to unique challenges and stressors. In the context of the Sulu Provincial Police Office, understanding how police officers perceive their commitment to the organization and their overall job satisfaction is essential for fostering an effective and efficient police force. Despite the recognized importance of these factors in enhancing job performance, reducing turnover rates, and improving community relations, there is a lack of empirical research specifically focused on police officers in Jolo, Sulu. This study aims to identify the levels of organizational commitment and job satisfaction among police officers, examining potential correlations between these variables and how they influence officers' performance, morale, and willingness to remain in service. This study specifically focused on the level of organizational commitment of police officers and their level of job satisfaction.

Thus, conducting this study in Sulu Province addresses existing gaps in the understanding of regional differences in police organizational behavior. The findings are expected to provide evidence-based recommendations for enhancing law enforcement efficiency and community safety in areas with distinct socio-political and security challenges, contributing to the broader knowledge on police organizational management in the Philippines.

SUMMARY OF LITERATURE

Organizational Commitment and Job Satisfaction among Police Officers

Literatures have shown, through numerous empirical researches, that commitment and job satisfaction are correlated psychological constructs and play important roles in policing officers' motivation, performance, and behavior. Commitment is defined as "the emotional identification with, and sense of loyalty and moral obligation to, an organization," whereas job satisfaction is "one's overall appraisal of and positive attitude toward various aspects of work."

Meyer and Allen's three-component approach has been used to define commitment to a firm within the literature, and affective commitment has been consistently portrayed as the predictor of favorable firm outcomes (White et al., 2022; Quick & Wolff, 2024). There have been empirical validations of this approach from the United States and the Philippines, and police commitment was found to be influenced by attachment, financial reasons, and obligations among officers from the United States and the Philippines (Gilbert et al., 2020; Johnson & Williams, 2021; Martinez & Lee, 2022; Reyes & Velasco, 2023; Lopez & Fernandez, 2023).

Various researchers view job satisfaction as a multidimensional construct representing attitudes toward supervision, compensation, opportunities for promotion, training and career development, leadership style, and perceived organizational support. Satisfied officers exhibit professionalism, are more community-oriented with less burnout, and have fewer tendencies to quit the service, while dissatisfaction is linked to stress, absenteeism, and disengagement. Campos et al. (2023), Piotrowski et al. (2021), Lopez & Bautista (2020), and Santos & Garcia (2024) all provided evidence of this assertion. Most studies, regardless of the context, highlight that the relationship between organizational commitment and job satisfaction operates both ways: supportive leadership fosters commitment and satisfaction by implementing equitable organizational practices, and vice-versa that toxic or unjust environments weaken morale, loyalty, and effectiveness. This same assertion was supported by Balakrishnan et al. (2023), Yusoff et al. (2025), and Abu Zubair Latupono & Wibowo (2025).

The Level of Organizational Commitment of Police Officers

Continuance Commitment

As explained by literature, continuance commitment is the tendency of officers to continue working in the organization based on the perceived costs of leaving, which include loss of job security, income, and pension privileges. As cited by Gilbert et al. (2020), continuance commitment tends to grow as the officer's tenure increases, given the non-transferable investments made by the officers in their organizations. However, Reyes

and Santiago (2021), cited that the Filipino policemen, including those designated in economically challenged and conflict-affected areas like Sulu, tend to stay longer and continue working in the PNP given the meager alternative job prospects and the attendant benefits which these personnel obtain by working within the PNP. These studies have consistently shown this type of commitment to have a weak association with intrinsic motivation, discretionary effort, and job satisfaction. The police employees, who continue to be a part of this organization out of necessity, rather than any specific desire, could demonstrate lower levels of engagement and organizational citizenship behaviors.

Affective Commitment

Affective commitment, conceptualized as being emotionally attached to, and identifying and belonging to, an organization, emerges as a factor having long been found to be of prime importance within organizational commitment. The international studies demonstrate how affectively committed police officials espouse values within an organization, hold a passion for their roles, and demonstrate a willingness to act both ethically and proactively within their roles (Johnson & Williams, 2021; Park, 2024). The salience of affective commitment can be further amplified to perceived organization support, supervision, and treatment.

Locally, these results have strong support, showing the roots of affective commitment of Filipino cops are entrenched in their attachment to public service, their patriotism, and brotherhood or camaraderie among cops (Dela Cruz et al., 2022). But both local and international studies have shown that once subjected to danger and high-risk tasks, the emotional ties may weaken, hence, the need for supportive leadership and favorable organizational practices.

Normative Commitment

Normative commitment means the officers' moral obligation to stay in service, thus being shaped by professional ethics, organizational socialization, and internalized values. How this form of commitment is influenced through training, mentorship, and ethical indoctrination is supported by literature. Empirical evidence from foreign studies confirms that normative commitment sustains loyalty during crises but weakens in environments marked by perceived injustice, favoritism, or lack of recognition (Martinez & Lee, 2022; Nalla, 2020).

As supported by local studies, this construct is culturally grounded, showing that *utang na loob*, familial loyalty, religious values, and a strong sense of duty to the nation significantly reinforce normative commitment among Filipino police officers. However, local evidence also reveals that perceived organizational injustice and opaque promotion systems erode officers' moral obligation to point out the critical role of ethical and transparent leadership.

The Level of Job Satisfaction of Police Officers

Attitudes towards the Job

According to both foreign and local literature, job satisfaction is the cognitive and affective appraisal of officers of their employment roles. Several studies have evidenced that police officers tend to have positive job attitudes which have foundation in social duty, professional pride, and serving for the community (Smith & Clark, 2023; Nalla, 2020; Lopez & Bautista, 2020). Despite this consideration, prolonged exposure to dangers, administration, media, and resource constraints tend to affect both morale and job attitudes.

Opportunities for Promotion and Recognition

Literature also supports the importance of having an equal and fair promotion process that is linked with job satisfaction and organization trust. Literature had found that favoritism and politics lower employee morale and satisfaction significantly (Davis et al., 2022; Charman, 2022). These pieces of evidence are reflected locally, most especially among off-grid areas such as Sulu, where police officers believe that promotion is not available or is not based on merit (Van Gelderen, Konijn & Bakker, 2022).

Training and Career Planning

Literatures emphasize training and career development as a great institutional investment for improvement in competencies, self-efficacy, and job satisfaction. There is scientific verification of the effectiveness of regular trainings and career development, resulting in higher motivation and job satisfaction of law enforcers, rather than uneven access to trainings and requirements for career growth (Kim, Lee & Han, 2023).

Perceived Leadership Style and Institutional Support

Leadership style and perceived organizational support are consistently proven to be the strongest predictors of job satisfaction and commitment in many foreign studies. Transformational and participative leadership styles engender higher morale, engagement, and affective commitment, while an authoritarian style increases dissatisfaction and turnover intentions (Peterson et al., 2025; Park, 2024). Local studies strongly support these, as the application of leadership empathy, transparency, and institutional support within the PNP greatly enhances the motivation, satisfaction, and organizational loyalty of its officers (Tan & Mendoza, 2020; Dela Rosa et al., 2025).

Overwhelmingly, these reviewed literatures contexts converge on the consensus that organizational commitment and job satisfaction are complementary concepts. Although continuance commitment ensures retention, it is affective and normative commitment, strengthened through ethical leadership, cultural values, fairness, recognition, and professional development that are necessary to maintain motivation and performance for organizational effectiveness. Such integrated findings provide a sound theoretical and empirical basis to study the commitment and job satisfaction of police officers within contemporary law enforcement contexts.

THEORETICAL FRAMEWORK

In developing an explainable research hypothesis about job-related attitudes of police personnel in the Sulu Provincial Office, this research draws on the Three-Component Model of Organizational Commitment put forth by Meyer and Allen (1991), and the Two-Factor Theory of Motivation postulated by Herzberg (1959). Both paradigms are popular conceptual frameworks in occupational behavior studies to account for employees with psychological ties to organizations and the role of employees' drives in molding key attitudes at the workplace. By basing the research in these concepts, the research enables to go beyond mere description in ascertaining employees' attitudes at a public sector workplace.

From a commitment point of view, Meyer and Allen's framework defines organizational commitment as a multi-dimensional psychological state characterized by affective, continuance, and normative commitment. While affective commitment entails feelings of attachment, identification, and association within institutions, continuance commitment embodies perceived costs of leaving an organization, whereas normative commitment entails a moral obligation to continue staying within the same organization. Recent studies undertaken within contemporary organizational behavior studies continue to validate the relevance of this theoretical construct regarding employee retention, employee satisfaction, and attitudinal outcomes within public service institutions, such as law enforcement agencies, where there are strong norms of commitment (Morin et al., 2024).

The study conceptualized job satisfaction through the theoretical application of Herzberg's Two-Factor Theory of Motivation, which highlights the existence of motivator factors and hygiene factors as two separate antecedents that shape the attitudes of employees in an organization. While motivator factors like achievement, recognition, and growth through responsibility are considered intrinsic aspects related to work, which have the potential for attaining a maximum level of satisfaction on the part of employees, factors like wages, working conditions, and supervisors are considered hygiene factors that work as agents in reducing dissatisfaction among employees. More contemporary studies within the realm of organizational management have reported the application of this dual theory model, which has been conceptually applicable in measuring employee satisfaction in the public service domain, considering the effect of intrinsic work motivations, in conjunction with external work conditions, in shaping work attitudes related to overall satisfaction (Ahmad et al., 2025). Integration from these theoretical underpinnings enables this study to provide a conceptually harmonious foundation to analyze how different dimensions related to organizational commitment interact with work aspects related to worker motivations in different ways, so as to contribute towards theoretical comprehension within related studies in organizational behavior.

Thus, by incorporating Meyer and Allen's Three-Component Model and Herzberg's Two-Factor Theory, the research has a theoretically sound framework for analyzing organizational commitment and job satisfaction of police personnel. First, the multi-dimensional look at commitment clarifies not only why officers remain with their organization but how strongly they are loyal; similarly, the two-factor approach to satisfaction explains how conditions of the workplace along with motivational experiences of officers impact their overall attitudes regarding their job.

Put together, these various theories provide a fundamental understanding of the results and a normative empirical grounding for discussing implications for human resource interventions, policy development, and future research in police organizational behavior.

METHODS

Research Design

In this study, a descriptive correlation research design was utilized to systematically investigate organizational commitment and job satisfaction of police personnel. The descriptive component of this research endeavored to present a complete prospective on various aspects of organizational commitment, namely, continuance commitment, affective commitment, and normative commitment, alongside various aspects of job satisfaction, namely, job attitude, promotion, recognition, training, and career planning, leadership style, and Institutional support. The correlational component of this study endeavored to zero in on various relations that existed among aforementioned aspects, gaining an insight into how various aspects of organizational commitment affected job satisfaction of police personnel. The need for quantitative data for this study was fulfilled with the aid of a questionnaire, an instrument that enabled a proper study of an officer's attitude, refraining from subjectivism and ensuring it is a reliable study with respect to this factor.

Population of the Study

The target population in this research study was that group of nine hundred eighty-five (985) police Non-Commissioned Officers (NCOs) assigned to the Sulu Police Provincial Office, out of which four hundred (400) officers were selected as respondents. These officers represented the core operational workforce of the organization, serving as the frontliners in maintaining peace and order, enforcing laws, and implementing various policing programs within the province. As the backbone of the Philippine National Police, NCOs performed vital duties that directly affected the success of police operations and the agency's capacity to respond to community needs. Their experiences and perspectives, however, provide valuable insight into the realities of policing, especially in difficult and demanding places like Sulu.

Stratified random sampling was used to ensure that the selected respondents seemed to adequately represent the larger population. The first stratification of the population was according to rank, years of service, and assignment units to capture a range of different experiences and responsibilities among the Non-Commissioned Officers (NCOs). Each category had its pool of officers who were randomly selected to represent the population under study, thereby guaranteeing fair representation across different subgroups. This method of sampling minimized bias and created a more reliable foundation on which to generalize results to the entire population.

This group was selected as the primary focus of the study as their attitudes, motivation, and organizational commitment constituted major determining factors for both individual and collective performance. The job satisfaction level of PNCOs directly affects operational effectiveness, teamwork, and institutional stability within the police organization. Commitment and satisfaction levels were examined to discover possible root causes that would stipulate their individual behaviors, productivity, and sense of purpose. These combined findings provided relevant contributions toward understanding how organizational dynamics stimulated morale and effectiveness within frontline police personnel, guiding all future administrative strategies and human resource development within the Philippine National Police.

Location of the Study

The study was conducted at the Sulu Police Provincial Office, Camp Julasirim A. Kasim, Barangay Asturias, Jolo, Sulu. This research setting was of utmost significance because it is the central command of police operations within the province that oversees all law enforcement functions across all municipalities. It is a diversified socio-cultural environment with different security conditions; historical, political, and social forces gave rise to a police dynamic. These characteristics made the Sulu Provincial Police Office an ideal site of research into the interplay between organizational commitment and job satisfaction, as police carry out their duties amid complex community relations and continuous peace and order initiatives.

It provides contextually relevant information related to lived experiences of police personnel commissioned to a high-demand, high-stress, and constantly changing environment. Within this context, organizational commitment and job satisfaction were not only indicators of workforce stability, but also critical determinants of operational efficiency, morale, and public trust. The findings drawn from this study reflected the realities, challenges and adaptive strategies of the officers stationed within this complex law enforcement environment,

thus contributing useful knowledge which will inform policy development, organizational reforms and personnel management strategies for the Philippine National Police, especially in areas that face similar situations.

Scope and Delimitation

The study sought to explore the organizational commitment and satisfaction levels of police personnel working in the Sulu Provincial Police Office. More specifically, this study location was in the Municipality of Jolo for the Academic Year 2025-2026 when the researcher did all the data-gathering and processing activities relevant to this work. Thus, the investigation primarily looked at police perceptions in terms of their psychological attachment to the organization, loyalty, and how much the professional role actualized comprehensive fulfillment and contentment in their lives. These constructs are examined for purposes of making policy and program recommendations, and interventions for the purpose of building officer morale, performance, and organizational effectiveness in the Sulu Provincial Police Office. The study delimited the number of responses taken from selected participants who voluntarily completed the instrument in any way perceived by them. The responses were the only data source and, hence, the basis for such study results, conclusions, and recommendations. The research, in terms of geography and context, is limited to the Sulu Provincial Police Office, and consequently, much of the results reflected the experiences and perceptions of police officers within the specific organizational context. Thus, these results may not necessarily be valid to police personnel residing in other provinces, regions, or organizational contexts. Additionally, the study only focused on organizational commitment and job satisfaction, excluding factors that could also affect employee performance at large, like personal life situations, external socio-political factors, or broader institutional policies.

Thus, by clearly defining the scope and delimitations of the study, an appreciation of organizational commitment and job satisfaction among frontline police personnel was gained, albeit with the inherent limitations that could affect generalization and interpretation of results. These boundaries would allow for focused and systematic investigation of chosen constructs within a targeted population and setting.

Instrument of Data Collection

The data were gathered through a structured questionnaire with three main parts. The first section, Part I, consisted of collecting demographic information regarding age, sex, civil status, ethnicity, religion, highest educational attainment, rank, and years of service. Continuance, affective, and normative organizational commitment were measured in Part II using an adaptation of Allen and Meyer's Organizational Commitment Questionnaire (1990), as cited by Pandya (2025) in his study *Organizational Commitment: Evolution, Measurement, Antecedents, and Knowledge Gaps*. This adaptation was deemed necessary to impose the context of the instrument upon Philippine policing, taking into account cultural and occupational relevance. Job satisfaction, specifically looking at attitudes toward the job, opportunity for promotion and recognition, training and career planning, perceived leadership style, and institutional support, were assessed in Part III using Spector's Job Satisfaction Survey.

Data gathering was done in an organized way that guaranteed both accuracy and observed conformity to the necessary ethics. Permission was sought from the Research Director at the school first, followed by acquisition of another permit from the Provincial Director at the Sulu Police Provincial Police Office after getting authorization. This contributed to ensuring that research was done in compliance with necessary organizational and governmental requirements. Moreover, the questionnaires required administration in an organized way by being administered personally during breaks or meetings with selected officers for these officers in order to be incorporated into their organizational work without affecting their daily work.

The questionnaires were collected a week after they were handed to the participants, so the data collected had enough time to be pondered over before the final submission. The data collected has been properly coded, checked for any mistakes, and is stored in a safe and private manner to ensure the anonymity and secrecy of the participants while, at the same time, the integrity of the data collected has been maintained, hence the viability and validity of the results.

The instrument was carefully adapted from validated scales for reliability and appropriateness for the target population to provide a robust measure of the constructs concerning the present study. Content validity was further established through the distribution of the questionnaire for expert review to professionals in the field of organizational psychology, human resource management, and law enforcement administration. It was also pilot-tested on fifty (50) police officers from a nearby police station who were not part of the main study to measure clarity, relevance, and comprehensiveness of the items. Based on the results of this pilot study, the questionnaire

was refined to best capture the constructs of organizational commitment and job satisfaction in a manner appropriate to the Philippine policing context.

Reliability of the research instrument was established by calculating Cronbach's alpha coefficient during the pilot-testing phase. Cronbach's alpha is a measure of internal consistency of the instrument and indicates that every item in each scale consistently measures the same constructs. A Cronbach's alpha equal to or above 0.70 was considered to indicate an acceptable level of reliability, meaning the instrument provided stable and consistent results across items and respondents. It was shown through this method of testing for reliability that the measure used in the study was statistically valid, with acceptable psychometric properties. By confirming that the questionnaire items made sense together and reinforced each other, the researcher felt confident that the instrument accurately measured the domains of organizational commitment and job satisfaction in the way it intended. This ultimately strengthened the credibility, reproducibility, and overall validity of the findings, thereby solidifying the integrity of the recommendations and conclusions of the study.

Method of Data Analysis

Analysis of the data was conducted utilizing the Statistical Package for the Social Sciences (SPSS). Descriptive statistics, such as mean values and standard deviations, were employed to summarize the extent to which the respondents measured in regard to their organizational commitment and job satisfaction. Inferential statistics, including the Pearson correlation coefficients, were utilized to test the relationships between the dimensions of organizational commitment and job satisfaction. Additionally, independent t-tests or one-way ANOVA was used to test the significance in relation to demographic attributes, such as rank, gender, and length of service. In order to provide an accurate interpretation of each item of the research tool and facilitate an accurate formulation of conclusions and recommendations, a weighted scale with the mean was utilized in assessing the level of commitment of policemen to the Sulu Provincial Police Office. The scale has five categories according to the respondents' level of agreement with the items, which are *very high, high, moderate, low, very low*. However, to determine the job satisfaction of the police officers working in the Sulu Provincial Police Office, a researcher used a five-point likert scale instrument that had the following categories: *Very Satisfied, Satisfied, Moderately Satisfied, Dissatisfied, and Very Dissatisfied*.

Ethical Consideration

The research conducted on the subject strictly adhered to the highest standards of ethics to ensure that the rights and welfare of the participants were not jeopardized. The participants were sought through informed consent whereby they were made aware of the nature of the study and their freedom to participate willingly in the study. Their confidentiality and freedom were also assured through the storage of their personal information in a manner that would not compromise their confidentiality. The study strictly adhered to the ethics and guidelines framed by the review boards and the law enforcement agencies to qualify the study as legitimate.

Additionally, there was consideration of not causing any form of hurt, discomfort, or inconvenience to the participants. There was also implementation of measures that ensured that the professional and operational roles of the participants were not interrupted while the data was being collected. Through this, there was adherence to ethical standards by ensuring that there was respect, protection, and fairness toward the participants, thus ensuring that the research findings were collected responsibly and ethically.

RESULTS

Table 1. Level of Organizational Commitment

No.	Indicators	SD	Mean	Descriptive Level
1	Continuance Commitment	0.78	3.33	Moderate
2	Affective Commitment	0.75	4.17	High
3	Normative Commitment	0.99	4.00	High
	Over-all Grand Mean	0.82	3.84	High

4.50–5.00 Very High 3.50–4.49 High 2.50–3.49 Moderate
1.50–2.49 Low 1.00–1.49 Very

On the basis of statistical analysis, the results as described in Table 1 revealed the mean scores and verbal descriptions of the mean for the respondents' commitment to their organization. A mean of 3.84 with a standard deviation of 0.82 describes a high level of commitment to their organization among police personnel. Among these three aspects of commitment, affective commitment scored the highest mean ($M = 4.17$, $SD = 0.75$), which can be described as "high," implying that the respondents have a great emotional tie and sense of identification with their organization. The next one that scored a mean of 4.00 ($SD = 0.99$) can also be described as "high," which indicates a great sense of obligation and loyalty to the police organization, as perceived by normative commitment. Meanwhile, the lowest mean was scored by continuance commitment ($M = 3.33$, $SD = 0.78$), described as "moderate," which implied that there were less coercive forces working to retain those individuals in their organization compared to emotional and moral ties.

These results are in line with recent research carried out by Meyer et al. (2020) that found that the police exhibit a greater tendency towards affective and normative commitments than continuance commitments. Likewise, a research by Vandenberghe (2021) highlighted that affective commitment has been found to be the most dominant type of organizational commitment among employees in the field of public safety based on their ideological associations. These similarities confirm the current findings as well as reflect the importance of increasing ideological and moral bindings for encouraging commitment among the police.

Table 2. Level of Job Satisfaction of Police Officers

No.	Indicators	SD	Mean	Descriptive Level
1	Attitude Towards the Job	0.49	4.64	Very Satisfied
2	Training and Career Planning	0.44	4.37	Satisfied
3	Probabilities for Promotion and Recognition	0.46	3.71	Moderately Satisfied
4	Perceived Leadership Style and Institutional Support	0.24	4.35	Satisfied
	Over-all Grand Mean	0.40	4.27	Satisfied

4.50–5.00 Very Satisfied 3.50–4.49 Satisfied 2.50–3.49 Moderately Satisfied

1.50–2.49 Dissatisfied 1.00–1.49 Very Dissatisfied

Table 2 displays the mean distribution and verbal descriptions of the respondents' job satisfaction. The grand mean score of 4.27, coupled with a 0.40 standard deviation, indicates that this verbal description is very high. This implies that, on average, many respondents were pretty much happy with their jobs. Among the four indicators of job satisfaction, attitude toward the job had the highest mean score of 4.64 and standard deviation of 0.49, also referred to as very high. This means that the positive attitude of respondents significantly contributed to their overall job satisfaction. This is in cases with respect to Van Gelderen et al. (2023), who indicated that a good attitude toward work is an important influence on job satisfaction among employees in educational institutions.

Following that, training and career planning would score a mean of 4.37 with a standard deviation of 0.44, which again referred to as very high. This is in support of the study conducted by Zhao et al. (2024), as they noted that these in-depth training programs and definite pathways for one's professional development would matter in providing satisfaction and retention of employees. To add more, perceived styles of leadership and institutional support gained a mean rating of 4.35 with a standard deviation of 0.24, again termed very high. This supports the findings from the study of Lambert & Hogan (2009), which discussed very important points relative to supportive leadership and institutional backing towards increasing job satisfaction.

The probabilities for promotion and recognition had the lowest mean score of 3.71 with a standard deviation of 0.46, described as high. Although this score is low compared with the rest, it does reflect a relatively positive perception from all respondents. This observation is in line with the work done by Morales (2023), who identified promotion and recognition as important but often perceived as long-term contributions to overall job satisfaction.

Collectively, these findings challenge the perception that job satisfaction is multi-dimensional and that a few variables, including positive attitude, opportunity to grow, supportive leadership, and recognition, characterize it as buttressed by the findings of research study conducted by Chen et al. (2023).

Table 3. Significance on the Relationship between Organizational Commitment and Overall Job Satisfaction of Police Officer

Organizational Commitment	Job Satisfaction of Police Officer				
	Attitude Towards the Job	Training and Career Planning	Probabilities for Promotion and Recognition	Perceived Leadership Style and Institutional Support	Over-All
Continuance Commitment	26.592* (0.000)	52.005* (0.000)	46.061* (0.000)	52.105* (0.000)	60.319* (0.000)
Affective Commitment	32.732* (0.000)	30.614* (0.000)	35.165* (0.000)	34.432* (0.000)	37.243* (0.000)
Normative Commitment	23.12* (0.000)	39.658* (0.000)	67.687* (0.000)	32.979* (0.000)	65.482* (0.000)
Over-All	25.439* (0.000)	56.693* (0.000)	80.213* (0.000)	42.34* (0.000)	116.648* (0.000)

Note: Items with * are significant at $p<0.05$. The numbers in brackets are p -values.

The first indicator of organizational commitment which is continuance commitment when correlated to all indicators in job satisfaction yielded an overall r -value of 60.319 and a p -value of 0.000 signified strong relationship. Also, affective commitment when correlated to all of the indicators in job satisfaction yielded an overall r -value of 37.243 and a p -value of 0.000 signified strong strength of relationship. The last indicator of organizational commitment which is normative commitment when correlated to all of the indicators in job satisfaction yielded an overall r -value of 65.482 and p -value of 0.000 which signified strong strength of relationship. All of the indicators of job satisfaction yielded an overall r -value of 116.648 and a p -value of 0.000, described as a strong degree of correlation because the p -value is lesser than the value of 0.05 of the threshold of statistical significance in the study. Thus, indicated a strong positive linear relationship between two variables and the null hypothesis is rejected. It is in consonance with the findings of recent scholarly investigations conducted that consistently corroborate the existence of a strong and statistically significant relationship between job satisfaction and the three dimensions of organizational commitment. There is evidence from a comprehensive meta-analysis by Holland & Jackson (2019) and a series of validations in 2023 that states job satisfaction is a main cause of continuance and normative commitment, indicating that when employees perceive higher satisfaction in hygiene factors, the perceived cost of leaving and the moral obligation to the firm increase proportionally. This agrees with the high values of correlation obtained for these specific indicators in the current study. Recent work by Bacolod and colleagues (2024) on patterns of organizational behavior reports that Pearson r -values and p -values of less than 0.05, echoing the strong positive linear relationships seen in this study. Typically, normative commitment often tends to be the strongest determinant in service industries. Similarly, a study conducted by Yakupoglu (2025) in civil aviation confirms that affective commitment remains significantly positively related but gives way to rejecting the null hypothesis because it is the combined effect of all satisfaction indicators. These contemporary findings taken together support the idea that job satisfaction is one of the key drivers of organizational loyalty and thus reinforces the strong correlation and statistical significance observed in the present data.

DISCUSSION

The research establishes that police officers assigned to Sulu Provincial Police Office have varying levels of organizational commitment, with affective commitment being found the strongest dimension. The high means score for affective commitment suggests that the officers have formed close emotional ties with the organization, whereby the officers see congruence between their values and the mission of their police station. This entails that many police officers really see themselves as belonging to the role and to the institution they serve. Recent studies in policing contexts confirm that affective commitment is closely supported by perceptions of organizational justice, ethical leadership, and supportive work environments that consequently facilitate trust and loyalty among officers (Kim & Park, 2021).

The sustainment of high acceptance toward normative commitment means that the police officers come to feel that they have a moral obligation to remain in their organization. This obligation may arise due from some internalized norms of the organization, professional ethics, or to reciprocate supports from the organization, like job security and training. Findings from contemporary research give credence to them that normative

commitment is, more often than not, strengthened by organizational support, common values, and a sense of public service motivation to the police officers (Meyer et al., 2020).

The low ranking for continuance commitment, on the other hand, shows its moderateness in the sense that financial security, benefits, and limited alternative work choices do affect officers' decisions in staying, but those factors are not the major ones in driving their organizational bonds. This assertion also resonates with recent literature suggesting that continuance commitment alone may not inevitably result to positive work outcomes and at times can be associated with low motivation or engagement when employees remained in the job out of the perception of costs associated with leaving rather than real commitment (Vandenbergh et al., 2021).

In terms of job satisfaction, results show very high general satisfaction regarding police officers. Officers said they are fulfilled and satisfied with daily working experiences, indicating a general satisfaction with the profession. Such high job satisfaction among police officers has recently been associated with meaningful work, community impact, and supportive leadership, leading to improved morale and performance (Duxbury & Halinski, 2021).

The participants also rated training and career advancement opportunities highly, highlighting the importance of these as job satisfaction enhancers. Police officers appreciate further development because of its contribution to competence, confidence, and employability. Such recent empirical evidence indicates that increase job satisfaction through training and skills development goes alongside enhance organizational commitment and intention to quit from police personnel (Nguyen & Tran, 2022).

Perceived leadership style and institutional support also obtained very high ratings. This further reinforces the impact of supervisors and leaders on officers' work experiences. Supportive and transformational leadership styles have been shown to decree occupational stress, increase job satisfaction, and cultivate a heightened level of organizational commitment in policing environments (Van Gelderen et al., 2022). The opportunities for promotion and recognition, though slightly low, were still well rated, which means that career advancement really counts as a factor influencing satisfaction and long-standing commitment.

Importantly, the study shows a significant relationship between organizational commitment and job satisfaction. Officers reporting greater levels of job satisfaction also reported higher scores for their affective, normative, and continuance commitment. This corroborates recent empirical research, which proclaims job satisfaction to be one of the strongest predictors of organizational commitment, retention, engagement, and performance for police officers (Zhao et al., 2024).

Thus, the results suggest that enhancing job satisfaction via supportive leadership, fair organizational policy, and continuous professional development among the police can significantly promote the organization commitment. Such policies are necessary not only for organizational stability and effectiveness but also for ethical policing and good community relations.

CONCLUSION

The study examined the level of organizational commitment and job satisfaction among the police officers of Sulu Provincial Police Office and determined their relationship with one another. Police officers were generally found to have a high level of organizational commitment with an overall mean of 3.84, and of the three dimensions, affective commitment was the highest. Affective commitment denotes strong emotional attachment and identification with organizational goals and values while normative commitment referred to the moral obligation of officers to stay in the organization arising from the professional ethics and loyalty that they have. Meanwhile, continuance commitment was moderately high, reflecting that financial benefits and job security were not the most important reasons for officers' commitment.

Furthermore, the results signified a high grand mean value of 4.27 for overall job satisfaction among police officers. Attitude toward the job received the highest rating of all satisfaction dimensions. This item is considered representative of the feelings, fulfillment, and motivation officers derive from the performance of their work. Also rated high were training and career planning as well as perceived leadership style and institutional support, which highlighted the contribution of professional development opportunities and supportive leadership to job satisfaction. Promotion opportunities and recognition, however, received the lowest rating, pointing to the need

for improvement in the systems for career advancement and reward recognition in order to enhance the long-term motivation and satisfaction of police officers.

The study's finding confirmed, finally, that there is a statistically significant and very strong positive relationship between organizational commitment and job satisfaction. A significant association was established by all of the three dimensions of organizational commitment -affective, normative, and continuance- with respect to all the indicators of job satisfaction at $p<0.05$, causing the null hypothesis to be rejected. This finding establishes that better job satisfaction is correlated with a stronger organizational commitment among police officers. The overall result suggests enhancing job satisfaction through effective leadership, institutional support, and continuous training and development, which is one of the most important strategies for strengthening organizational commitment and, hence, better performance and lower turnover rates in maintaining a motivated, stable workforce in the Sulu Provincial Police Office.

Implications of the Study

These study findings have much influence on police management, human resource management, and organizational development in the Sulu Provincial Police Office and other similar institutions. Moreover, the police officers' affective and normative commitment implicates their strong emotional attachment to the organization and their moral obligation towards it. Both of these forms of commitment indicate how effective organizational practices can be seen in teamwork, shared values, and professional ethics by the results. Continual nurture and reinforcement to such practices is essential due to the closeness of affective and normative commitment with high motivation, improved performance, and positive organizational citizenship behaviors. The study also showed that there were moderate levels of continuance commitment, which meant that the officers would not necessarily remain in the organization just because of financial benefits or job security. That means there is a need for retention strategies that go beyond monetary incentives by focusing on the additional intrinsic motivations that can include meaningful work, recognition, and professional growth. Job satisfaction in overall terms was also high but especially in job attitudes, training and career planning, perceived leadership and institutional support. However, it had a rather lower rating on promotion and recognition, which potentially could expose a weakness in their career advancement systems that might leave them disadvantaged in terms of long-term motivation.

The strong and significant relationship thereby confirms the interdependency of organizational commitment and job satisfaction. Improvement of job satisfaction in the areas of supportive leadership, transparent and objective promotion and career advancement policies, better working conditions, and continual professional development will simultaneously strengthen organizational commitment. So, with these policy-oriented initiatives in the Philippine National Police, the organization would further promote stability of the organization, better performance of police, and effective development of public trust and confidence in the PNP.

RECOMMENDATIONS

Based on the findings of the study on organizational commitment and job satisfaction among police officers of Sulu Provincial Police Office, the following policy recommendations are proposed to enhance personnel management, organizational efficacy, and sustainability of the workforce within the various units of the Philippine National Police.

1. The PNP, through the Directorate for Personnel and Records Management (DPRM) and Police Regional Offices, should institutionalize programs strengthening organizational pride, professional identity, and emotional attachment to the service. Policies may include regular unit-level engagement activities, values reinforcement seminars, and recognition of exemplary service aligned to PNP core values. Strengthening affective commitment can improve morale, enhance motivation, and encourage police officers to internalize the PNP mission and vision.
2. Since leadership style and institutional support are strong determinants of job satisfaction, it warrants that the Philippine National Police go further in strengthening policies for leadership development. Training for supervisors and command staff ought to be essential, emphasizing ethical leadership, transformational leadership behaviors, and supportive supervision. The Police Leadership Development Program (PLDP) must also be

enhanced, along with similar programs, to ensure a uniform demonstration of leadership behaviors among commanding officers and supervisors that engender trust, motivation, and organizational commitment.

3. Due to comparatively low satisfaction with promotion and recognition, overhauling PNP promotion policies will bring impartiality to the evaluation of merit, coupled with obligatory speedy processing. There should be an unambiguous communication of the promotion criteria in conjunction with periodic feedback mechanisms. Furthermore, creating non-monetary recognition programs, for example, commendations and citations, and publicly acknowledging faculty members for their remarkable service, will enhance motivation and dedication.

4. The PNP should continue with top priority for training and career planning initiatives under its human resource development policies. Training should take place at set times and be perceived as an investment in the professional development of officers along structured career pathways. Specialized skills training, mentoring, and career counseling will be embedded as PNP programs to promote long-term retention through job satisfaction and the organizational commitment of its officers.

5. The PNP needs an integrated policy of retention, not only emphasizing financial incentives and job security. Such strategies would include job satisfaction, leadership support, work environment, and career development. Strengthening these nonfinancial aspects of employment will lessen the reliance on continuance commitment and will foster more positive forms of attachment to the organization among police officers.

6. For the PNP to review the effectiveness of the policies elaborated, it would need to enhance monitoring and evaluation of welfare programs with respect of personnel, leadership effectiveness, and job satisfaction. An institutional climate survey should regularly be conducted at the provincial and regional levels to assess officers' perception and to assess intervention areas for policy measures. The continuous improvement of personnel management and organizational performance will rely on data-driven decision-making.

7. The PNP should work with higher education institutions and researchers to develop periodic studies on organizational commitment, job satisfaction, and HR matters. The outcome of such studies should be used as evidence to support updating policies and measures designed specifically for the personnel of the PNP so that their needs evolve along with that of officers and the communities they serve.

REFERENCES

1. Ahmad, M. F., Ma'amor, H., Samaan, S. S., Syed Ahmad, S. F., & Dahalan, N. A. (2025). The Herzberg's theory: Hygiene factors and job satisfaction at a public agency in Federal Territories of Malaysia. *Journal of International Business, Economics and Entrepreneurship*, 10(1), 151–160. <https://doi.org/10.24191/jibe.v10i1.5512>
2. Al-Ali, W., Ameen, A., Isaac, O., Khalifa, G. S. A., & Shibami, A. H. (2023). The mediating effect of job satisfaction on the relationship between leadership styles and organizational commitment. *International Journal of Organizational Analysis*, 31(2), 376–395. <https://doi.org/10.1108/IJOA-03-2022-3160>
3. Al-Shammari, M., & Almutairi, N. (2022). Organizational commitment among law enforcement officers: A multidimensional analysis. *Journal of Police Studies*, 45(2), 112–128.
4. Atrizka, D., Lubis, H., & Adawiyah, R. (2021). Job satisfaction and organizational commitment: A study of information professionals. *Journal of Information and Knowledge Management*, 12(3), 145 –158. <https://doi.org/10.1080/23270012.2021.1945632>
5. Bacolod, M. L., Rivera, J. M., & Santos, P. R. (2024). Dimensions of organizational commitment and job satisfaction among educators: A correlational analysis. *Journal of Educational Leadership and Management*, 8(1), 44–59.
6. Caballero, J. A. (2024). A correlational study on organizational support and job satisfaction among Philippine National Police personnel. *Modern Journal of Business and Accounting Studies*. <https://mjbias.com/data/uploads/6368.pdf>
7. Cano Ibarra, S. T., Carranza, M. T. D. L. G., Morales, P. G., & Farias, J. P. G. (2023). Perceived distributed leadership, job satisfaction, and professional satisfaction among academics in Guanajuato universities. *Merits*, 3(3), 538–553. <https://doi.org/10.3390/merits3030032>
8. Che Yusoff, E. Y., Selamat, M. N., & Mohd, R. H. (2025). Job satisfaction as a moderator between organizational culture and turnover intention among Malaysian police officers. *PLOS ONE*, 20(9), e0331458. <https://doi.org/10.1371/journal.pone.0331458>

9. Chen, C., Zhang, K.-S., Chen, C.-M., & Pao, L.-S. (2023). The impact between motivational potential characteristics of job and job satisfaction: A moderation model of personality traits in a high-tech industry. *International Journal of Asian Business and Information Management*, 14(1), 1–19. <https://doi.org/10.4018/IJABIM.325650>
10. Cruz, D. D. (2023). Retention and job satisfaction among Pilipino and offshore teachers: A comparative study. *AIDE Interdisciplinary Research Journal*, 3(1), 139–153. <https://doi.org/10.56648/aide-irj.v3i1.59>
11. Duxbury, L., & Halinski, M. (2021). Identifying the antecedents of police officer job satisfaction and organizational commitment. *Policing: An International Journal*, 44(2), 229–245. <https://doi.org/10.1108/PIJPSM-04-2020-0063>.
12. García-Salirrosas, E. E., Yong-Chung, F. E., Jauregui-Arroyo, R. R., Escobar-Farfán, M., & Acevedo-Duque, Á. (2025). Impact of leader behavior on employee experience and job satisfaction in educational institutions. *Administrative Sciences*, 15(4), 119. <https://doi.org/10.3390/admsci15040119>.
13. Gunes, S., & Erden, N. S. (2024). The mediating role of job satisfaction in the relationship between organizational commitment and employee performance: Evidence from the aviation industry. *International Journal of Aviation Management*, 9(2), 201–225. <https://doi.org/10.1504/IJAM.2024.136782>.
14. Herzberg, F., Mausner, B., & Snyderman, B. (1959). *The motivation to work* (2nd ed.). John Wiley & Sons.
15. Kim, J., & Park, S. (2022). The role of affective and normative commitment in public sector organizations. *Public Personnel Management*, 51(3), 389–407.
16. Kim, S., Lee, J., & Han, S. (2023). Training effectiveness and its impact on job satisfaction and commitment in public safety organizations. *International Journal of Public Administration*, 46(5), 353–365. <https://doi.org/10.1080/01900692.2022.2065321>
17. Kim, T., & Park, J. (2021). Organizational justice, job satisfaction, and organizational commitment in policing. *Public Personnel Management*, 50(4), 556–577. <https://doi.org/10.1177/0091026020984505>
18. Mellijor, J. B. (2023). Factors influencing the perception on job satisfaction among police officers: Basis for an improved personnel management. *PhilArchive*. <https://philarchive.org/archive/MELFIT-2>
19. Meyer, J. P., Stanley, D. J., & Parfyonova, N. M. (2020). Employee commitment in context: The nature and implication of commitment profiles. *Journal of Vocational Behavior*, 116, 103330. <https://doi.org/10.1016/j.jvb.2019.103330>
20. Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1(1), 61–89. [https://doi.org/10.1016/1053-4822\(91\)90011-Z](https://doi.org/10.1016/1053-4822(91)90011-Z)
21. Morin, A. J. S., Vandenberghe, C., Lee, J., Gillet, N., Gagne, M., & Choi, Y. (2024). Employees' affective commitment to multiple work-related targets: Conceptualization, measurement, and implications for organizational behavior research. *Journal of Vocational Behavior*, 150, 103906. <https://doi.org/10.1016/j.jvb.2024.103906>
22. Nguyen, P. T., & Tran, Q. H. (2022). Career development, job satisfaction, and employee commitment: Evidence from public sector organizations. *Journal of Asian Public Policy*, 15(3), 403–420. <https://doi.org/10.1080/17516234.2021.1937594>
23. Pandya, A. (2022). Organizational commitment: Evolution, measurement, and contemporary perspectives. *International Journal of Human Resource Studies*, 12(1), 25–40.
24. Rahman, M. S., & Islam, M. N. (2024). A meta-analysis of the relationship between job satisfaction and organizational commitment dimensions: 2018–2023 review. *Journal of Management and Sustainability*, 14(1), 88–104. <https://doi.org/10.5539/jms.v14n1p88>
25. Santos, D. R., & Garcia, L. M. (2024). Factors affecting job morale among Philippine police personnel. *International Journal of Public Safety*, 18(4), 233–247.
26. Van Gelderen, B. R., Konijn, E. A., & Bakker, A. B. (2022). Emotional labor, leadership, and job satisfaction among police officers. *Policing and Society*, 32(1), 45–62. <https://doi.org/10.1080/10439463.2020.1838950>
27. Vandenberghe, C., Bentein, K., & Panaccio, A. (2021). Continuance commitment and performance: A meta-analytic review. *Journal of Management*, 47(2), 326–354. <https://doi.org/10.1177/0149206320901568>.
28. Yakupoglu, E. (2025). Impact of job satisfaction and motivation on intention to quit and organizational commitment among airline employees. *Journal of Organizational Behavior Research*, 10(3), 98–110. <https://doi.org/10.51847/xFtQrhjpLF>

29. Zhao, J. S., Thurman, Q., & He, N. (2024). Job satisfaction, organizational commitment, and turnover intention among police officers. *Police Quarterly*, 27(1), 3–28.
<https://doi.org/10.1177/10986111231143289>