

Work Life Balance and Job Performance of Philippine National Police Personnel: Basis for Program Development

¹Dexter V. Cutillas, ²Marianita B. Acuña, PhD

¹Master's Thesis Submitted to the Faculty of the Graduate School, Masters of Science in Criminal Justice, Dayao Satellite College, Capiz State University in Partial Fulfillment of the Requirements for the Degree of

²Dean, College of Criminal Justice Education

DOI: <https://doi.org/10.47772/IJRISS.2026.100900219>

Received: 14 September 2026; Accepted: 19 September 2026; Published: 06 October 2026

ABSTRACT

Dexter V. Cutillas, Capiz State University, Dayao Satellite College, Dayao Roxas City, June 2025. "Work Life Balance and Job Performance of Philippine National Police Personnel: Baasis for Program Development."

Thesis Adviser: MARIANITA B. ACUÑA, PhD

Work-life balance is increasingly recognized as essential for enhancing job performance among law enforcement personnel. This study aimed to assess the level of work-life balance and job performance among Philippine National Police (PNP) personnel in selected municipal police stations, examine differences based on demographic profiles, and determine the relationship between work-life balance and job performance. A descriptive-correlational research design was utilized, involving 205 police personnel as respondents. A researcher-developed and validated questionnaire was used to gather data on demographic profiles, work-life balance (time management, flexibility, support systems, and stress levels), and job performance (productivity, job satisfaction, attendance, and performance evaluation). Frequency counts, percentages, means, independent samples t-test, analysis of variance (ANOVA), and Pearson correlation analyses were employed, with statistical significance set at 0.05. Results revealed a high overall work-life balance among PNP personnel, with strong performance in time management and stress management, but identified areas needing improvement in flexibility and organizational support systems. Personnel reported very high overall job performance, reflecting high productivity, job satisfaction, reliable attendance, and positive performance evaluations. No significant differences in work-life balance were found across demographic profiles, while age significantly influenced job performance, with younger officers reporting higher perceived effectiveness. Additionally, a strong positive correlation was established between work-life balance and job performance, highlighting the importance of balanced working conditions in maximizing officer effectiveness. Based on these findings, a comprehensive "PNP Work-Life Integration and Performance Enhancement Program" was proposed, focusing on targeted training, flexible scheduling policies, robust mental health support, enhanced organizational initiatives, and continuous performance monitoring and evaluation. Implementing this program will substantially improve officers' well-being and performance, benefiting both the personnel and the organization.

Keywords: work-life balance, job performance, Philippine National Police, law enforcement, organizational support

INTRODUCTION

Background of the Study

The Philippine National Police (PNP) is at the forefront of ensuring peace, order, and public safety in the country. As a critical institution responsible for law enforcement, the performance of its personnel directly impacts public trust and the effectiveness of its mandate. However, the unique and demanding nature of police work often places

significant pressure on officers, requiring them to juggle professional responsibilities with personal and family obligations.

Work-life balance has emerged as a critical area of research, particularly in high-stress occupations such as law enforcement. The Philippine National Police (PNP) faces unique challenges, including irregular working hours, exposure to traumatic events, and high public expectations, which can complicate the pursuit of a healthy work-life balance. These factors often lead to increased stress, burnout, and a decline in job performance, creating a pressing need to explore this relationship in depth.

Previous studies have predominantly focused on general workforce demographics, leaving a significant gap in understanding how work-life balance specifically impacts police personnel. Many existing frameworks fail to account for the unique demands and responsibilities of law enforcement officers, resulting in a lack of tailored strategies to enhance their well-being and job effectiveness.

Job performance is a key indicator of organizational success and individual effectiveness. For PNP personnel, it encompasses a wide range of tasks, from crime prevention and law enforcement to administrative duties and community engagement. The nature of their work often demands long hours, high levels of discipline, and quick decision-making in stressful environments. While these demands are inherent to their role, sustained exposure to such conditions may adversely affect their performance and overall well-being.

Moreover, work-life balance, on the other hand, refers to an individual's ability to effectively manage work responsibilities alongside personal and family commitments. For PNP personnel, achieving this balance can be particularly challenging due to unpredictable schedules, frequent overtime, and the emotional toll of their duties. These challenges may lead to work-life conflicts, such as strained relationships, physical fatigue, and emotional stress, which can negatively impact their job performance and quality of life.

Globally, studies have shown that an imbalance between work and personal life is often linked to reduced productivity, higher rates of absenteeism, and increased turnover in organizations. For law enforcement agencies like the PNP, these issues can undermine public safety initiatives and strain internal resources. Moreover, the lack of programs and policies that address work-life balance may further exacerbate these challenges, making it imperative for the PNP to explore solutions tailored to the needs of its personnel.

In the Philippine context, addressing work-life balance is particularly important given the cultural emphasis on family and community. PNP personnel often face the added pressure of meeting societal expectations while fulfilling their professional duties. Despite these challenges, limited research has been conducted on how work-life balance affects job performance within the PNP. Understanding this relationship is crucial to identifying areas for improvement and fostering a supportive work environment.

This study aimed to bridge this gap by exploring the relationship between job performance and work-life balance among PNP personnel. By identifying key challenges and opportunities, the research sought to provide actionable insights for the development of programs that enhance both professional efficiency and personal well-being. Ultimately, the findings of this study would contribute to strengthening the PNP as an institution while promoting a healthier and more balanced life for its personnel.

Statement of the Problem

This study aimed to examine the relationship between job performance and work-life balance among PNP personnel in selected municipal police stations to address this concern and serve as the basis for program development.

Specifically, this research sought to answer the following questions:

1. What is the socio demographic profile of the respondents

- 1.1.age;

1.2. gender

1.3. marital status;

1.4. Family members

1.5. rank;

1.6. work schedule

1.7. length of service?

2. What is the level of work life balance of the Philippine National Police personnel as a whole and in terms of time management, flexibility, support systems and stress level?
3. What is the level of job performance of the Philippine National Police personnel as a whole and in terms of productivity, job satisfaction, attendance and performance evaluation?
4. Is there a significant difference in the level of work life balance of the Philippine National Police personnel as a whole considering the respondent's profile?
5. Is there a significant difference in the level of job performance of the Philippine National Police personnel as a whole considering the respondents profile?
6. Is there a significant relationship between the level of work life balance and level of job performance of the Philippine National Police personnel?
7. What program can be developed from the results of the study?

Hypotheses of the Study

Based on the aforementioned problems, the following hypothesis were formulated:

1. There is no significant difference in the level of work life balance of the Philippine National Police personnel as a whole considering respondent's profile.
2. There is no significant difference in the level of job performance of the Philippine National Police personnel as a whole considering respondent's profile.
3. There is no significant relationship between the level of work life balance and the level of job performance of the Philippine National Police personnel.

Theoretical Framework

The theoretical framework for this study on "Work-Life Balance and Job Performance among Philippine National Police Personnel" was grounded in several key theories that elucidate the intricate relationship between personal and professional domains. Central to this framework is Spillover Theory, which posits that experiences in one area of life can significantly impact the other, thereby influencing overall well-being and job effectiveness (Greenhaus & Powell, 2006). Complementing this, Conflict Theory highlights the potential for competing demands to create stress and role conflict, which can detrimentally affect job performance (Kahn et al., 1964).

Furthermore, **Compensation Theory** suggests that individuals may seek fulfillment in one domain to offset deficiencies in another (Higgins & Kram, 2001), while Segmentation Theory emphasizes the importance of maintaining distinct boundaries between work and personal life (Ashforth & Kreiner, 2000). Boundary Theory further supports this notion by focusing on how individuals navigate these boundaries to achieve balance (Nippert-Eng, 1996). Lastly, Social Exchange Theory underscores the reciprocal nature of the relationship

between organizational support and employee performance, suggesting that when organizations prioritize work-life balance, employees are more likely to demonstrate enhanced commitment and productivity (Blau, 1964).

Additionally, **Role Theory** posits that individuals occupy multiple roles in their personal and professional lives, each with its own set of expectations, responsibilities, and demands. In the context of PNP personnel, these roles may include law enforcer, community partner, parent, spouse, and friend. The theory highlights the potential for role conflict and role overload, where the demands of one role interfere with the ability to fulfill another. This can lead to stress, dissatisfaction, and a decline in job performance. By applying Role Theory, this study seeks to explore how conflicts between professional and personal roles affect the ability of PNP personnel to perform effectively and maintain balance in their lives.

Moreover, **Conservation of Resources (COR) Theory** states that individuals strive to protect, acquire, and manage resources such as time, energy, and social support. When these resources are depleted, as is often the case in demanding roles like law enforcement, individuals experience stress and reduced productivity. For PNP personnel, resource depletion due to work demands may negatively affect their ability to maintain a balanced life and perform well at work. This theory underscores the importance of organizational support and effective resource management to mitigate resource loss and promote a sustainable work-life balance.

Conceptual Framework of the Study

The flowchart in Figure 1 presents the relationship between the variables covered in this study. The chart illustrated the independent variable, which was the demographic profile of the respondents based on their age, gender, marital status, family members, rank, and length of service, while the dependent variables were the level of work-life balance and job performance of Philippine National Police personnel. Factors such as time management, flexibility, support systems, and stress levels influenced the ability of personnel to perform their duties effectively.

The impact of work-life balance on job performance led to the development of Program Development (outcome variable), which included policies, training, and wellness programs aimed at improving both work-life balance and job performance. Thus, the variables were interdependent, with work-life balance affecting performance, which in turn drove the creation of targeted programs to enhance both. The flowchart further indicated several mediating or influencing factors that were theorized to significantly affect the PNP personnel's job performance. These factors included time management skills, work flexibility, the perceived support system (both within and outside the organization), and experienced stress levels. The study posited that these intervening factors played a crucial role in shaping the relationship between the demographic profiles and the dependent variables.

The depicted relationships suggested a directional impact, indicating that a higher level of work-life balance was expected to positively influence job performance. This relationship, in turn, was anticipated to lead to Program Development, which encompassed the creation and implementation of targeted interventions such as policies, training programs, and wellness initiatives. These programs were specifically designed with the overarching goal of improving both the work-life balance and job performance of the PNP personnel. Within this framework, the variables were presented as interdependent, where demographic characteristics provided context, influencing the mediating factors that subsequently impacted work-life balance and job performance. Ultimately, this study was intended to inform the development of practical programs aimed at fostering a more balanced and productive workforce within the Philippine National Police.

Research Paradigm

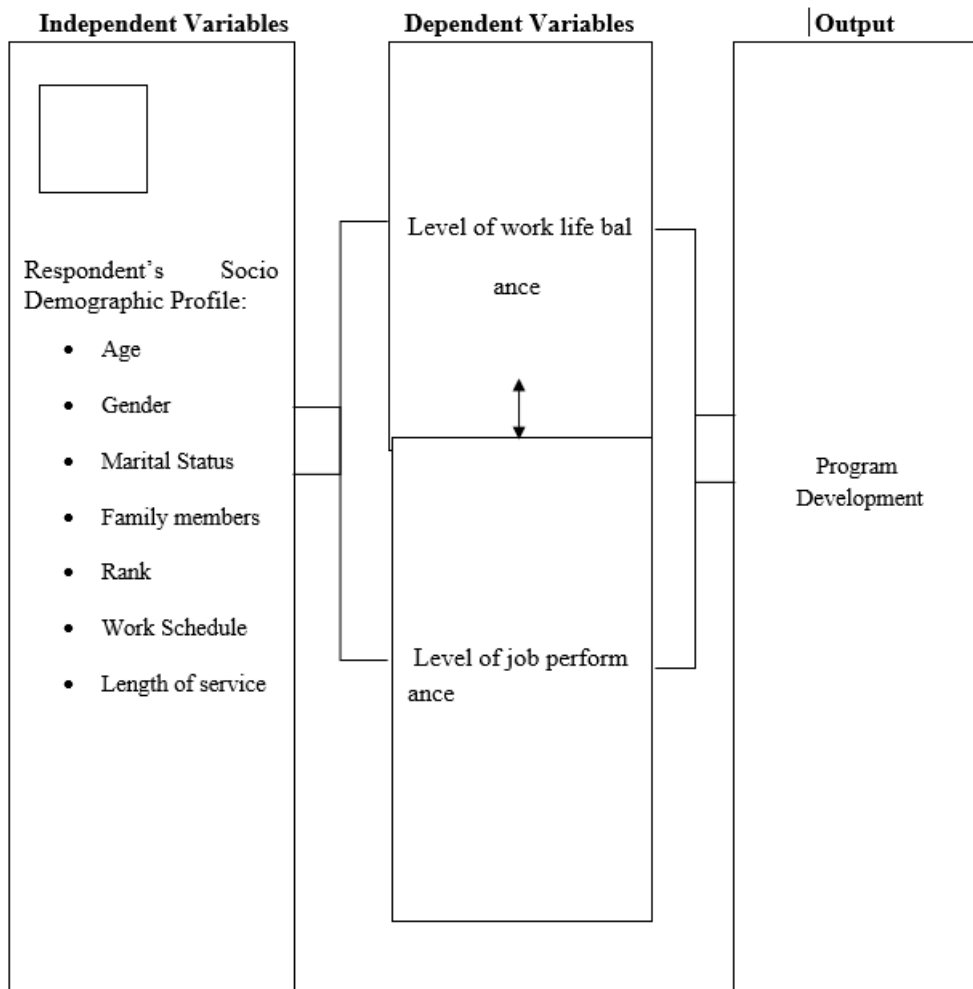


Figure 1. This flowchart shows the relationship between Work-Life Balance and the Job Performance resulting to an outcome (Program Development).

Significance of the Study

This study held significant value for several stakeholders, including the PNP, its personnel, policymakers, and future researchers. The findings and recommendations from this study can contribute to enhancing the well-being of PNP personnel while improving their professional performance and overall efficiency.

Philippine National Police (PNP) Management. Insights can inform policies aimed at improving work-life balance and job performance. Understanding the needs of personnel can help in allocating resources effectively. The study can provide valuable insights into the challenges faced by PNP personnel in balancing their work and personal life. Understanding the link between work-life balance and job performance enabled the PNP to implement policies and programs that support personnel in managing stress, improving job satisfaction, and enhancing productivity. This can lead to better service delivery, improved public trust, and a more efficient law enforcement system.

PNP Personnel: This research can help PNP personnel understand the importance of maintaining a healthy work-life balance and its potential effects on their job performance. The study could empower officers to advocate for policies and resources that help them manage the competing demands of their personal and professional lives. Furthermore, personnel may benefit from more tailored support programs addressing their specific challenges, such as stress management, flexible work schedules, and family support initiatives.

Policymakers and Law Enforcement Agencies. The findings of this study can provide data-driven recommendations for the development of work-life balance initiatives within the PNP. Policymakers can gain a

better understanding of the structural and operational changes necessary to improve job satisfaction and performance. By implementing evidence-based strategies, such as workload management, flexible working hours, or wellness programs, the overall health and morale of law enforcement personnel could be enhanced, leading to a more sustainable workforce.

Human Resource Departments and Program Implementers: The study can guide the development of programs focused on employee well-being and performance enhancement. HR can design training that addresses identified gaps in time management, stress management, and support systems.

Families of Police Personnel. Awareness and support can increase understanding of the challenges faced by officers and can foster better support from families.

Community and Society Public Safety: Improved job performance among police personnel can enhance community safety and trust in law enforcement.

Academic Community. This study can contribute to the body of knowledge on the relationship between job performance and work-life balance, particularly in the context of law enforcement. It may add a unique perspective on how the PNP and similar institutions can address these issues, providing a basis for further academic inquiry. Researchers may build on the findings to explore similar dynamics in other law enforcement agencies, governmental institutions, or organizations with high-stress roles.

Future Researchers. Future researchers can benefit from this study by having a detailed foundation of the relationship between work-life balance and job performance in a law enforcement setting. They may build upon the methodologies and results of this study to explore deeper aspects of the issue, including the long-term effects of work-life imbalance on career progression, mental health, or retention rates. Additionally, researchers could investigate how the effectiveness of work-life balance programs evolves over time and how they impact organizational culture and public perception of law enforcement agencies.

Scope and Limitation of the Study

This study focused on the level of work-life balance and job performance among Philippine National Police (PNP) personnel in selected municipal police stations in the second district of Bohol. Data were gathered using structured surveys developed by the researcher to measure both work-life balance and job performance, complemented by performance evaluations from supervisors. The study aimed to provide valuable insights into the challenges faced by officers in managing work and personal life and to identify factors that influenced their overall job performance, ultimately contributing to the development of recommendations for program improvements.

The study's limitations included its focus on selected municipal police stations in Bohol and support staff, which may not have fully represented all PNP personnel across the Philippines, potentially limiting the generalizability of the findings. The research was also constrained by time, preventing the exploration of long-term effects or the assessment of sustained program interventions. The research design was quantitative, specifically the descriptive-correlational approach, as it sought to measure the relationship between work-life balance and job performance using numerical data and statistical analysis to identify correlations among the variables.

Definition of Terms

The following terms were conceptually and operationally defined.

Attendance. It refers to the regular presence of an employee at their workplace, which is often used as an indicator of commitment and reliability (Katz & Kahn, 1978).

In this study, attendance was evaluated through self-reported metrics regarding frequency of absences and motivations for attending work.

Flexibility. In the workplace, it refers to the ability of employees to adjust their work schedules and locations to accommodate personal needs, which can enhance job satisfaction and reduce stress (Baltes et al., 1999).

Operationally, flexibility was measured using survey items that assess employees' perceptions of their ability to modify work hours, work remotely, and the extent of support for flexible arrangements from management. Job Performance

Job performance. It is the degree to which an employee effectively fulfills their job responsibilities, including productivity, quality of work, attendance, and adherence to organizational policies (Campbell, 1990).

Job performance in this study was evaluated based on self-reported metrics including productivity (meeting targets), job satisfaction (overall fulfillment), attendance (frequency of absences), and performance evaluations (feedback received from supervisors).

Job satisfaction. It is defined as the extent to which individuals feel positively or negatively about their jobs, encompassing various factors such as the nature of the work, compensation, and relationships with colleagues (Locke, 1976).

Operationally, job satisfaction was measured using survey items that assess overall fulfillment and contentment with job responsibilities and the work environment

Performance Evaluations. These are systematic assessments of employee performance, typically conducted by supervisors to provide feedback and identify areas for improvement (Smither et al., 2005).

In this study, performance evaluations was measured using survey items that assess feedback received from supervisors and perceived fairness of the evaluation process.

Productivity. It refers to the effectiveness with which an individual or group converts inputs into outputs, often measured by the quantity and quality of work produced (Campbell, 1990).

Operationally, productivity was assessed through self-reported metrics, including the ability to meet work targets and the quality of work output.

Program Development. Within the Philippine National Police, it refers to the systematic and iterative process of creating, implementing, and refining specific initiatives, projects, or interventions designed to address identified needs, solve problems, or achieve strategic goals within the organization (Royce, W.W., 1970).

Operationally, program development referred to the systematic process of creating, planning, implementing, and evaluating structured initiatives or interventions aimed at achieving specific goals or addressing identified needs within an organization or community.

Stress Levels. It refers to the psychological and physiological responses to demands that exceed an individual's adaptive capacity, impacting their overall health and performance (Lazarus & Folkman, 1984).

In this study, stress levels was quantified using survey items that measure the frequency and intensity of stress experienced in relation to work demands and personal life.

Support Systems. It refers to the networks of resources and relationships that provide emotional, informational, and practical assistance to individuals, helping them cope with stress and maintain work-life balance (House, 1981).

In this study, support systems was evaluated through survey items that assess the availability of emotional and practical support from colleagues, supervisors, and organizational resource.

Time Management. It refers to the process of planning and exercising conscious control over the amount of time spent on specific activities to increase effectiveness, efficiency, and productivity (Macan, 1994).

In this study, time management was assessed through survey items that measure the ability to prioritize tasks, allocate time effectively, and manage competing demands from work and personal life.

Work-life Balance. It refers to the equilibrium between an individual's work responsibilities and personal life, including family, leisure, and health. It emphasizes the importance of fulfilling both work and personal roles effectively to enhance overall well-being (Greenhaus&Allen, 2011)

In this study, work-life balance was measured through a series of survey statements assessing time management, flexibility in work schedules, support systems available, and perceived stress levels related to job demands.

REVIEW OF RELATED LITERATURE

Foreign Literature

The Asia Pacific region has a large population with 4.2 billion people, representing 60% of the world's population, with China and India being the most populous countries (Asian Century Institute 2019). In the last two decades, emerging and developed economies in East and South-East Asia have grown significantly and contributed substantially to global economic growth, trade and foreign direct investment (Budhwar et al. 2016). This rapid economic development, combined with a large population, means that Asian workers represent a significant portion of the global workforce, highlighting the importance of Asian economies for research and practice. Despite growing empirical work on work-life research in the West (including meta-analyses or reviews by Amstad et al. 2011; Byron 2005; Casper et al. 2007; Casper et al. 2018; Maertz&Boyar 2011; Michel et al. 2011), there has been limited focus on the Asian workforce in this area of research. Closer examination of the work-life interface (WLI) in Asia is critical in light of evidence that suggests that the pressures of rapid economic growth over a relatively short period of time, social change, and increasing global competition in the Asian region, have escalated work-life demands on employees (e.g., Choi&Kim 2017; Fujimura et al. 2014; Ren&Caudle 2016).

Although this review refers to Asia as a shorthand term, the papers collected and reviewed relate to the region more commonly identified as East and South East Asia, which is, broadly speaking, the area to the east of Pakistan and west of the Pacific Ocean. This region includes major economies, such as China (including the Hong Kong Special Administrative Region—SAR and Macao), India, Japan, Singapore, and Taiwan, as well as Bangladesh, Cambodia, North Korea, Indonesia, Laos, Malaysia, Mongolia, Myanmar, Pakistan, the Philippines, Republic of Korea (South Korea or Korea), Thailand, and Vietnam (Department of Foreign Affairs and Trade 2017). In addition to being close to each other geographically, the Asian countries included in this review were grouped together because of their similarities in cultural values. In general, these countries are collectivistic cultures, which score high on power distance, uncertainty avoidance and long-term orientation, and score low to moderate on masculinity (Hofstede, 2015), with some exceptions such as Japan, that scores high on masculinity. In contrast, Western countries such as Australia, New Zealand, UK, and US, where a great deal of work-life research has been undertaken, score high on individualism, low on power distance and uncertainty avoidance, high on masculinity and low on long-term orientation (Hofstede, 2015). As such, the work-life experiences of employees in Asia are likely to differ from employees in the West. In particular, differences in cultures, values, social structures, and human resource management (HRM) practices in Asia might exert unique influences on the work-life experiences of employees.

As noted above, due to the speed and intensity of economic development in Asia over the last few decades, workers in the Asian region face significant stress owing to long and inflexible working hours, work-life imbalance, a lack of formal employment regulation, and the limited provision of family-friendly work policies (i.e., Chou&Cheung 2013; D.-H. Lee&Lin 2013; Fujimura et al. 2014; Poulose&Sudarsan 2017). For example, China's economic reform and rapid changes in the Chinese higher education system have pushed many universities and their staff to expand enrolments and increase research output, and led many Chinese academics to experience high levels of stress, burnout, and deteriorated health (Ren&Caudle 2016). Since the 2010s, the increase in the number of empirical studies conducted on the WLI in Asia warrants a review. However, no comprehensive review of empirical work on the WLI and related work-life constructs in Asia has been conducted. Therefore, there is a great need to conduct context-specific research to better understand work-life

issues, and the contextual factors underlying employees' work-life experiences in the region. This understanding is critical to help human resource managers develop relevant policies to improve employee wellbeing and firm productivity, and to advance theoretical understanding of work-life research for management scholars.

For a very long time, it was believed that IQ (Intelligence Quota) was the primary determinant of success. It turns out that IQ has virtually nothing to do with success in life. Then a few years ago, Emotional Quotient (EQ) was thought to be a significant indicator of success- and yes, to some degree it is. But more recently, Paul Stoltz, PhD has used the research of Dr. Albert Bandura on Efficacy to demonstrate that people's AQ (Adversity Quotient) probably has a much more dramatic impact on their ability to succeed than anything else.

According to Dr. Paul Stoltz (2017), Adversity Quotient® embodies two essential components of any practical concept- scientific theory and real world application. AQ tells you how well you withstand adversity and your ability to surmount it. AQ predicts who will overcome adversity and who will be crushed. AQ predicts who will exceed expectations of their performance and potential and who will fall short. AQ predicts who gives up and who prevails.

He also stated that AQ takes three forms. First, AQ is a new conceptual framework for understanding and enhancing all facets of success. It builds upon a substantial base of landmark research, offering a practical, new combination of knowledge that redefines what it takes to succeed. Second, AQ is a measure of how you respond to adversity. Unchecked, these subconscious patterns are yours for life. Finally, AQ is a scientifically-grounded set of tools for improving how you respond to adversity, and, as a result, your overall personal and professional effectiveness.

Furthermore, Adversity Quotient is developed to measure the resiliency of a person. According to David Lee (2008), Resilience refers to a person's capacity to handle difficulties, demands, and high pressure without becoming stressed. Resilient people are the opposite of Drama Queens. They maintain their good cheer despite the frustrations and hassles that are part of everyone's work life. Resilient people handle pressure well. They don't become testy or sharp-tongued in difficult situations. They don't come unglued when confronted by difficult situation or high pressure. Resilient people are the one you can count on to come through when the stakes are high. Resilient people respond resourcefully to change. Rather than fight change and hang on to old, outdated ways, they respond to change with confidence and flexibility. This is typically the quality of resilience people think of when they hear the term. The more resilient people are, the more quickly they're able to recover from a setback, make the best of the new situation, and become a "new and improved" version of themselves because of it. In the workplace, resilient individuals don't dwell on failures, request denied, or dark chapters in their employer's past. They move on.

AQ becomes more important as daily dose of adversity rise. Business leaders, children, entrepreneurs, professionals, parents, teachers and policemen alike describe greater challenges – a relentless barrage of adversity in the lives. Regardless of how effectively one handles these challenges their magnitude and frequency continues to mount. Adversity is on the rise and it strikes earlier and more unrelentingly than ever.

Unlike most pyramid-shaped models which begin at the bottom and work-up, this model begins at the top and works down to you, the individual. In this way, the model describes two effects. First, it describes that each of us confronts along our perilous journey. This model depicts the growing reality that adversity is a pervasive, real, and inevitable part of life. However, it need not crush your spirit.

The three levels of Adversity also shows that positive chance at all three levels starts with you, the individual, and works up, affecting the workplace, and ultimately society-at-large. In order to create change, you must have the relentless fortitude to climb through adversity. You must develop a sufficiently high AQ Societal Adversity as experiencing a profound shift in wealth, pervasive sense of uncertainty about the future, dramatic rise in crime, heightened sense of anxiety about the economic security, unprecedented environmental destruction, a radical redefinition of home, a nationwide moral crisis, and a loss of faith in the institutions, including the educational system – together, these changes are what is called societal adversity.

Workplace Adversity - “Constant Change is here to stay,” has become a mantra of the workplace as to move toward new millennium. Adversity in the workplace is on the rise. According to Jeffery M. Humphrey, University of Georgia Economist, “As long as there is tangible fear out there – and there is – people are going to work harder.” Workers will learn to be more selfish, not expect very much from management, and it has to mean a decline in productivity.

Individuality Adversity – is the third level; it is at the final bottom because, as one of the program participants put it, “Stuff flows downhill.” Individual is the one who carries around the accumulated burden of all three levels. Conversely, the individual is on the bottom, because that is where change begins and control is instigated. It is the level which person can make a difference. (Stoltz, 2017).

According to American Psychological Association, resilience is the process of adapting well in the face of adversity, trauma, tragedy, threats, or even significant source of stress such as family and relationship problems, serious health problems or workplace and financial stressors. It means, “Bouncing back” from difficult experiences. Research has shown that resilience is ordinary, not extraordinary. Being resilient does not mean that a person doesn’t experience difficulty or distress. Emotional pain and sadness are common in people who have suffered major adversity or trauma in their lives. In fact, the road to resilience is likely to involve considerable emotional distress. Resilience is not a trait that people either have or do not have. It involves behaviors, thoughts and actions that can be learned and developed in anyone. (American Psychological Association, 2008).

Moreover Al Siebert (2006) stated that resilient people, when faced with difficulty, focus on solving the challenge. The least resilient people become overly emotional, portray themselves as victims, blame others, and dwell on their misfortune. Highly resilient people continuously learn new ways of doing things seek new experiences, and frequently change how they interact with their circumstances. The least resilient people drift into a calcified condition where they try to avoid change and new experiences. Childhood curiosity, playfulness, and self-motivated, self-managed learning lead to advanced resilience skills. We are marvelously blessed with the ability to replace old behaviors by learning new ones at any age. Resiliency is not an ability one either has or does not have. Resiliency strengths can be developed, just as proficiency in any sport or activity can be learned and developed

Therefore, resiliency means being able to bounce back from setbacks that may seem overwhelming at first. When resilient people have their lives disrupted, they handle their feelings in healthy ways. They allow themselves to feel grief, anger, loss, and confusion when hurt and distressed, but they don’t let it become permanent state. An unexpected outcome is that they not only heal, but often bounce back stronger than before.

Psychological resilience refers to an individual’s capacity to withstand stressors and not manifest psychology dysfunction, such as mental illness or persistent negative mood. This is the mainstream psychological view of resilience, that is, resilience is defined in terms a person’s capacity to avoid psychopathology despite difficult circumstances. Psychological stressors or “risk factors” are often considered to be experiences of major acute or chronic stress such as death of someone else, chronic illness, sexual, physical or emotional abuse, fear, unemployment and community violence. The central process involved in building resilience is exposure to adversity and the training and development of adaptive coping skills. The basic flow (called the transaction model) of stress and coping is: A stressor (i.e. a potential source of stress) occurs and cognitive appraisal takes place (deciding whether or not the stressor represents something that can be readily dealt with or is a source of stress because it may be beyond one’s coping resource). If a stressor is considered to be a danger, coping responses are triggered. Coping strategies are generally either be outwardly focused on the problem (problemsolving), inwardly focused on emotion (emotion-focused) or socially focused, such as emotional support from others.

In Humanistic Psychology, resilience refers to an individual’s capacity to thrive and fulfill potential despite or perhaps even because of such stressors. Resilient individuals and communities are more inclined to see problems as opportunities for growth. In other words, resilient individuals seem not only to cope well with unusual strains and stressors but actually to experience such challenges as learning and development opportunities. (James Neill, 2006)

According to Jackson Brown Jr. (2008), Job satisfaction doesn't have to mean pursuing the ultra-glamorous or making money from your hobby. You can work at job satisfaction, and find it in the most unexpected places. The heart of job satisfaction is in your attitude and expectations; it's more about how you approach your job than the actual duties you perform. Whether you work on the farm, a production line, in the corner office or on the basketball court, the secret is to understand the key ingredients of your unique recipe for job satisfaction. There are three basic approaches to work: is it a job, a career, or a passion? Depending on which type of work you are in right now, the things that give you satisfaction will vary. If you work at a JOB, the compensation aspects of the position will probably hold more appeal than anything else, and have the greatest impact on whether you stay or go. If you work at a CAREER, you are looking for promotions and career development opportunities. Your overall satisfaction is typically linked with your status, power, or position. If you work at a PASSION, the work itself is the factor that determines your satisfaction, regardless of money, prestige, or control. Inevitably, these are generalizations, and you will probably find that you get satisfaction from more than one approach to work. Being aware of the type of work you are doing, and the things you need for job satisfaction, will help you to identify and adjust your satisfaction expectations accordingly.

R. V. Dawis (2012) stated that if you are working and dissatisfied, what can you do about it? First, it is important to know that there are different kinds of job satisfaction. This is when a person considers the whole job and everything about it. Overall job satisfaction is actually a combination of intrinsic and extrinsic job satisfaction. Intrinsic job satisfaction is when workers consider only the kind of work they do, the tasks that make up the job while extrinsic job satisfaction is when workers consider the conditions of work, such as their pay, co-workers, and supervisor. These two types of satisfaction are different, and it helps to look at jobs from both points of view. Second, you want to recognize that job satisfaction is influenced by job expectations - what people look for or require from a job such as job security, pay, prestige, or independence. And, that some people have higher expectations for work than others. He created eight recommendations to maximize job satisfaction. First is to know yourself. Know what is important to you and what is not. Be clear about what you expect from or require of a job. Write your ideas down. Then, you will know what to look for when choosing among jobs or careers. Next is to learn about jobs that are most likely to meet your expectations. Identify occupations that fit your personality and to get accurate information about each of them. Consider consulting a professional career counselor. Do not allow your job dissatisfactions to go unresolved for long. Job satisfactions and dissatisfactions are barometers of your adjustment to work. They may lead to something worse - job loss, accidents, even mental illness. Depression, anxiety, worry, tension, and interpersonal problems can result from, or be made worse by job dissatisfaction. In fact, job satisfaction was found to be the best predictor of how long you live better than a doctor's rating of physical functioning, use of tobacco, or genetic inheritance. So, it is important to work out a solution if your job is making you unhappy. Have realistic expectations for work. Overall job satisfaction is a trade-off (like many things in life). You should not expect 100% satisfaction or 0% dissatisfaction. There are usually dissatisfactions even in the best jobs. And, in today's work world you cannot expect your company to look out for you; you have to take the initiative yourself. Look separately at the kind of work you are doing versus the conditions of work (pay, supervisor, co-workers, company, and physical working conditions). If you are becoming increasingly dissatisfied with the kind of work you are doing, you should consider a career change. If you are dissatisfied with the conditions of work, you might be able to set matters right by negotiating with your supervisor or your coworkers, or by changing companies. Look down the road at your possible career progress. Present dissatisfactions might be worth bearing if you see your career progressing. Lastly, examine your values - what is most important to you. You have to answer this question honestly: How important is your job, your career to you? Only when this question is answered can you put your job satisfaction or dissatisfaction in proper perspective.

According to Linda Stollings (2009), there are currently four generations in the workforce. This makes for some very interesting dynamics in the workplace. With an aging workforce comes a host of potential health care problems, increased health care costs and the potential for decreased work productivity. Just because of the sheer increase in numbers of older workers, work place injuries and health costs will increase. It is important that employers develop strategies to address this issue, both from a specific, on-the-job-activity perspective as well as an overall employee wellness perspective. Regardless of the way you look at the situation, it will be necessary in the future to look at ways to address the costs of an aging workforce. Let's look at some of the common problems associated with the aging workforce: Unhealthy lifestyles: This includes alcohol consumption, poor food choices, smoking, lack of exercise and resistance to preventive health screenings. This unhealthy lifestyle

brings with it a host of lifestyle-related diseases. This can certainly affect productivity at work in the form of increased absenteeism, on the job injuries, etc. Resistance to change: One of the biggest challenges in today's workforce is that employees can be resistant to change. They may not see the need for wellness programs or preventive measures to make their workplace or work task safer. They are accustomed to performing a task in specific way. Changing the tasks to improve the employee's safety can prove to be challenging. However, it is well worth the effort. Physical demands: There are many jobs out there that are very physically demanding. Physically demanding jobs can certainly present the danger of serious injury. Of course, this can happen in any age group, but there are factors that affect increase the aging worker's potential for injury.

Another is an article by the Journal of Occupational and Organizational Psychology (2003), When assessing age differences in the performance of a particular job, a number of selection factors may be operating that either inflate or reduce the apparent productivity of older workers. On the other hand, less productive older workers may be well transferred to other work, dismissed or persuaded to take early retirement. On the other hand, more productive older workers may be promoted to supervisory positions, leaving less productive older workers behind. Furthermore, the most productive younger workers may leave jobs for elsewhere, especially in industries where there is high demand for labor. In all these cases, comparisons of age differences in job performance are likely to be vitiated. Such comparisons are therefore more likely to be valid when turnover and internal transfer rates are low, and when checks are made on task allocation within particular jobs.

Harter's (2018) Competence Motivation Theory is a conceptual framework that explains an individual's drive to engage, persist, and work hard in any given accomplishment setting. The theory's primary tenet is that people are drawn to participate in certain activities. However, this hypothesis has also been applied to several work-related professions, most notably the police service. People enter a career for a variety of reasons. According to studies, incentives for the police profession include the potential to assist women and children (Moradian&Karimarie, 2012), aid others, work advantages, and security (Raganella&White, 2004). According to Aquino (2014), the attractiveness and authority portrayed by the police uniform and the service to their fellow citizens are the key motivators for police officers to stay on the job.

Individual evaluations of competence and affect in a certain accomplishment domain are central to Harter's (2018) approach to motivation. Harter argued that positive reinforcement from important individuals for mastering attempts might improve perceptions of competence. Rather than recommending a specific quantity of reinforcement for solo mastery efforts, Harter (2018) advocated that more positive and less negative reactions from socializing agents would promote an innate motivational orientation. This perspective would result in heightened sensations of perceived competence and control, good effect, and motivated conduct. On the other hand, perception of failure and negative responses from important people should reduce perceived competence and power, raise anxiety, and reduce the probability of the individual participating in additional mastery attempts in that area.

The theory's central tenet is that people are drawn to participate in activities they feel competent or capable (Dweck&Elliot, 2005). Competence is the capacity to carry out or accomplish a job or tasks based on skills and knowledge supported by the work required attitude. Spencer&Spencer (2008) define competency as having three components: intellectual competence, emotional competence, and social competence. Competence motivation in creative problem-solving insight outlines issue-solving procedures in which answers frequently appear out of the blue and only after reorganizing the problem's conceptual framework. For more than a century, the phenomenon has been investigated and linked to significant activities like innovation and scientific discovery (Finke, 2016).

Success in optimally difficult tasks improves perceived competence, which enhances intrinsic motivation, according to Harter's (2018) Competence Motivation theory. Individuals are motivated to seek out appropriately hard jobs to enhance their judgments of competence (Rea, 2000; Reeve). According to Robbins and Judge (2012), motivation is a process that elucidates an individual's intensity, direction, and tenacity in achieving his goals. Although motivation is frequently associated with striving for a goal, the discussion is condensed and concentrates on organizational accomplishment objectives to represent our interest in work-related behavior. Adamoniene and Gudelyte (2015) assert that employee job motivation significantly impacts performance. Workers' productivity in any firm will rise when job motivation is further increased.

Self-Determination Theory (SDT) by Deci and Ryan (2015) is a metatheory of human motivation and personality that tackles autonomous actions and the conditions and processes that sustain such high-quality kinds of voluntary involvement. Over the last decade, there has been a surge in fundamental, experimental, and applied research in sports and exercise contexts to put theoretical tenets to the test. This philosophy emphasizes personality growth and self-driven behavior modification. The idea that persons have an inbuilt organizational propensity toward development, self-integration, and psychological inconsistency is fundamental to the principle. Self-determination theory was initially a result of laboratory and field studies into how contextual cues like incentives, praise, and instructions affected intrinsic motivation (Markland et al., 2005).

Meyer and Gagne (2008) proposed that self-determination theory is better suited for evaluating the impact of motivation on work engagement. There are two types of self-determination: self-determined motivation and controlled motivation. Self-determined motivation refers to doing something for pleasure: volition or choice. Controlled motivation, conversely, is about internal pressure, such as a sense of responsibility, guilt, or punishment. As a result, self-determined motivation produces the greatest positive results, whereas controlled motivation provides the most negative results.

According to the Self Determination Theory, internalization is the process by which young people gradually incorporate societal norms and values into a strong sense of who they are (Grolnick et al., 2017). The goal of the internalization process is for children to fully endorse the rules and values that their parents and society have established so that they come to regard them as their own (Grolnick et al., 2017; Joussemet et al., 2008). This is preferable to the more common outcome of children simply swallowing or taking in these rules and values. According to Self Determination Theory, actions that are intrinsically driven and internalized fully are said to be autonomously governed. In contrast, activities that have only been partially or not internalized are said to be controlled by external reasons.

According to Rhoades&Eisenberger's (2002) Organizational Support Theory, employees generally perceive how much their employer values their contributions and is concerned about their wellbeing to meet their socio-emotional needs and evaluate the advantages of increased work effort. According to this idea, employees' perception of organizational support would rise when they believe they have received favorable treatment from the company regarding managerial support, fairness and procedural justice, incentives, and working circumstances.

LOCAL LITERATURE

Since, Adversity Quotient deals with the capacity to overcome unexpected situation, it is greatly related in coping with stress but in a lesser degree. As stated by Aguirre et.al (2008), coping with stress means using thoughts and actions to deal with stressful situations and lower our stress levels. Adjustment refers to any attempt we make to cope with a stressful situation, balancing our needs and desires against the demands of the environment and the realistic possibilities available to us. They remain optimistic and persevere even under extreme adverse circumstances.

They also stated several strategies in dealing with stress. First, is coping strategies, the conscious attempt of coping with stressful situations is considered as well-adjusted or coping mechanism while the unconscious attempt of overcoming frustration is called defense mechanism. When a person cannot cope with his frustrations and his coping and defensive reactions are still inadequate, it can lead to abnormal or maladaptive behavior. Coping strategies are of two types: problem focused coping and emotion-focused coping. Both strategies aim to reduce stress level. In problem-focused coping, a person tries to short-circuit negative emotions by taking some actions to modify, avoid, or minimize the threatening situation. They change their behavior to deal with the stressful situation. In emotion-focused coping, a person tries to directly moderate or eliminate unpleasant emotions. In some cases, people may resort to direct coping which is an action taken by a person to change an uncomfortable situation. It could be of three ways: 1) Confrontation, in which by confronting a stressful situation, it may lead to learning new skills, try harder to reach one's goal or express anger; 2) Compromise usually resolves a conflict by forcing a person to settle for less than what is originally sought; 3) Withdrawal, which sometimes considered as the most effective way of coping with a stressful situation, is distancing oneself from the conflict or trouble, however, the danger of withdrawal is it may become a maladaptive habit. Second is Social

Support, support from friends, family members and others who care for us can help us buffer stress. Social support system provides us with emotional sustenance, tangible resources and aid, and information when we are in need. People with social support feel cared about and valued by others and feel a sense of belonging to a larger social network. Third is Biofeedback, it is a technique in which people learn voluntary control of stress related physiological responses, such as skin temperature, muscle tension, blood pressure, and heart rate. Fourth is relaxation. It is a good way of coping with stress. One method of relaxation is progressive muscular relaxation which involves systematic tensing and then relaxing different groups of skeletal (voluntary) muscles, while directing attention towards the contrasting sensations produced by the two procedures. And lastly Aerobic Exercises that proved to be helpful in reducing stress. It increases the endurance of the heart and lungs, thus an aerobically fit individual has lower heart rate and lower blood pressure, less reactivity to stressors and can quickly recover from stress.

According to Mison and Bernabe (2004), frustrations are part of the main streams of life from birth to death. All living individuals will be faced with this process of some kind of a thwarting experience that forms a block to an on-going activity. Such a frustrating experience may be taken lightly or seriously depending on the personality development of the individual. Frustration as defined is a stirred-up state of hopelessness that results when a person is prevented from reaching a particular value goal to which he aspires or is prevented from satisfying psychological needs. In order to cope with frustrations, man uses temporary device to maintain a certain level of satisfying himself to face the stress he is in. there are three choices in dealing with stress, first is remove the stressor from the environment. Second is get out of the stressful environment and last is to use relaxation techniques to counter toxic effects directly of a stressful environment.

Another is according to Josefina O. Santamaria (2005), At one time or another, we have experienced conflict, observe others in conflict or read about conflicts that resulted in court cases, physical aggression, murders or even wars. At work, conflicts between members of an organization can lead to internal turf wars, and even to closure of the organization. Conflict at work can happen at the shop floor, in offices and in the boardroom. The Protagonists could be rank and file and executives, front liners and customers, superiors and subordinates, or stockholders and management. When two or more persons come together, the stage is set for potential conflict because self-interests clash. Some conflicts are just mere disagreements that can be ignored. Others dissolve into organizational breakdown when the protagonists are so dead set on defeating the other that they would risk their relationships, reputation, work, careers and even their lives. Protagonists sometimes engage in shouting matches or icy silence, passivity or “snubbing” each other. They may lash out at each at every opportunity. These unproductive behaviors result in the wasting of time, energy and resources of the protagonists and observes. A lot of energy is spent on fighting instead of getting tasks done. Other uninvolved employees or “bystanders” waste time talking about the protagonists. Conflict has negative consequences. However, conflict can be constructive and beneficial. In fact, some good leaders stimulate conflict to extract divergent opinions and views. When agreement is reached so easily, this means that no one is thinking; everyone wants to be on a “safe side”, by agreeing with the majority. So a good leader may sometimes play a “devil’s advocate” role to stimulate creative and innovative ideas. If well managed, conflict can be the basis of synergy. People disagree, fight or clash because they see a situation differently. Differences in perception are due to differences in needs, values, personality, preferences and interests, orientation, education or training, or background experiences. Conflicts normally occur between sales and marketing, marketing finance, marketing and manufacturing, production and quality control, etc. it is important to practice professionalism in handling conflict situation.

Cynthia A. Zarate (2006) stated that there are simple structural changes in the organization or replacements of people in particular location that may have consequences that others promote or hinder changes in attitude and performance change can alter cultural values, personal values, attitudes and feelings of individuals within the work environment. Work changes operate through each employee’s attitudes and feelings towards change. What is important in adjusting to change in the bringing about of specific changes through the development of new attitudes value and/or behavior, either through identification or internalization, Roethlisberger in his clinical experiments showed that each changed situation is interpreted by an individual according to his attitudes. The way he feels about the change then determines how he will respond to it. Attitudes in turn, are not the result of change, they are learned, they are caused these could be traceable to personal history, his background and all his social experiences away from work. He brings these to the workplace. Another cause is the work environment

itself. This reflects the fact that he is a member of several reference groups and is influenced by the group codes, values, aspirations and attitudes.

Carmel Tongo-Mosura et.al (2001) explained that most people go to work day after day because it is necessary if they want to get what they consider to be necessities of life and a few luxuries that they desire. What they do to earn is not a matter of choice but is determined by a lot of factors such as education, experience, personal characteristics, inborn abilities, social background and some say, by chance. Therefore, we must not see human behavior as either a product of social structures enveloping persons or matter of individual will and choice. There is also interplay between the society expectations for individuals and their own responses in situations. As a consequence, many people engage in work that after sometime become monotonous, tedious and boring. This circumstances result in a certain kind of environment in most organizations that is not conducive to productivity.

Foreign Study

Police officers are exposed to various work-related demands in their jobs, with shift work being an inevitable one of them. Working in shifts, especially at night, is associated with several health risks, such as higher incidences of cardiovascular diseases resulting from a disturbed circadian rhythm and a potentially increased risk of cancer due to impaired melatonin secretion. Furthermore, alternating shift work is associated with increased risk of sleep disturbances, impaired mood and performance, and disrupted family and social relationships, which in turn can have a negative impact on physical and mental health. Balancing work and leisure activities, such as partnership, family, caring for relatives, hobbies or voluntary work, thus poses a particular challenge for employees working in alternating shifts. Similarly, job satisfaction is closely related to both physical and mental health.

In Norway, a study was conducted about Adversity Quotient by Vinje, Hege and Forbech (2007), community nursing in Norway has become an increasingly stressful occupation and many nurses who experience symptoms of burnout leave the profession. Yet others manage to cope with adversity of nursing. This study addressed the question, 'how and why do nurses in community health care experience job engagement and stay healthy- and what can we learn from those who succeed?' The assumption underlying this study was that job engagement is health promoting, and the intention was the study how and why community nurses can thrive despite the burdens of nursing. The idea was that if we could better understand nurses' engagement, we might be able to suggest ways in which to help all community nurses to thrive. The main objective of this study was to explore, in depth, the nature of job engagement among thriving community health nurses and to investigate how job engagement may be maintained and promoted. The study used an explorative qualitative design, positioned as phenomenological research in relation to its philosophical approach of being concerned with the nurses' life worlds, while methodologically it also drew on hermeneutics. The findings indicate that to promote job engagement, acknowledgement of the importance of values and possible value conflict between the person and the workplace is vital, both before a choice of profession is made and on a relatively continuing basis during one's work life.

Another related study was conducted by Fredrickson et.al (2003), according to them positive emotions were found to disrupt the experience of stress and help high resilient individuals to recover efficiently from daily stress. In this case, some argue that positive emotions help resilient people to construct psychological resources that are necessary for coping successfully with significant catastrophe, such as the September 11 attacks. As a result, positive emotion experienced by resilient people functions as a protective factor to moderate the magnitude of adversity to individuals and assists them to cope well in the future. In addition to the above findings, a study further suggests that positive emotions are active elements within resilience.

According to the study by Saari and Judge (2004), their article identifies three major gaps between HR practice and the scientific research in the area of employee attitudes in general and the most focal employee attitude in particular—job satisfaction: (1) the causes of employee attitudes, (2) the results of positive or negative job satisfaction, and (3) how to measure and influence employee attitudes. Suggestions for practitioners are provided on how to close the gaps in knowledge and for evaluating implemented practices. Future researches will likely focus on greater understanding of personal characteristics, such as emotion, in defining job satisfaction and how employee attitudes influence organizational performance. There is confusion and debate among practitioners on

the topic of employee attitudes and job satisfaction—even at a time when employees are increasingly important for organizational success and competitiveness.

Another study is by Syptak et.al (2019); he stated that employee satisfaction and retention have always been important issues for physicians. After all, high levels of absenteeism and staff turnover can affect your bottom line, as temps, recruitment and retraining take their toll. But few practices (in fact, few organizations) have made job satisfaction a top priority, perhaps because they have failed to understand the significant opportunity that lies in front of them. Satisfied employees tend to be more productive, creative and committed to their employers, and recent studies have shown a direct correlation between staff satisfaction and patient satisfaction. Family physicians that can create work environments that attract, motivate and retain hardworking individuals will be better positioned to succeed in a competitive health care environment that demands quality and cost-efficiency. What's more, physicians may even discover that by creating a positive workplace for their employees, they've increased their own job satisfaction as well.

On a study titled “Age and Individual productivity: A Literature Survey by Vegard Skirbekk (2003), the article surveys supervisors’ ratings, work-sample tests, analyzes of employer-employee data sets and other approaches used to estimate how individual productivity varies by age. The causes of productivity variations over the life cycle are addressed with an emphasis on how cognitive abilities affect labor market performance. Individual job performance is found to decrease from around 50 years of age, which contrasts almost life-long increases in wages. Productivity reductions at older ages are particularly strong for work tasks where problem solving, learning and speed are needed, while in jobs where experience and verbal abilities are important, older individuals’ maintain a relatively high productivity level.

Another is by Borsch Supan and Weiss (2011), they study the relation between workers’ age and their productivity in work teams, based on a new and unique data set that combines data on errors occurring in the information on the personal characteristics of workers related to the errors. We correct for non-random sample selection and the potential endogeneity of the age-composition in work teams. Our results suggest that productivity does not decline at least up to age of 60.

A study of Robinson et.al (2017), entitled, “The Influence of Educational Attainment on the Attitudes and Job Performance of Correctional Officers” stated that, some prison managers assume that recruitment of correctional officers with postsecondary educational credentials promotes job satisfaction and offender rehabilitation. This assumption was tested using a sample of 218 officers. Results supported earlier findings that postsecondary education correlates with endorsement of rehabilitation and job dissatisfaction. However, university graduates were not more willing than less-educated officers to engage in offender treatment and there were no apparent effects of education on job performance, job involvement, and career development needs. The findings imply that education alone cannot enhance correctional outcomes and lead to the professionalization of correctional officers.

Organizational support within police organizations is crucial for fostering a positive work environment, enhancing job performance, and improving overall public safety (Zeng et al., 2020). This support includes providing officers with adequate resources, such as modern equipment, comprehensive training programs, and access to mental health services (Ripp et al., 2020). It also involves fostering a culture of recognition and appreciation, where officers feel valued and motivated. Effective organizational support can lead to increased job satisfaction, reduced turnover rates, and improved community relations as officers are better equipped to perform their duties efficiently and ethically. Additionally, strong support systems help mitigate the stresses associated with law enforcement, contributing to the mental and physical well-being of the officers, thereby enhancing their ability to serve the public effectively (Lucia & Halloran, 2020).

Police officers' job happiness is greatly impacted by organizational support, which also has an impact on their performance and general well-being. Officers tend to be more satisfied with their jobs when they see that their department is supporting them with sufficient resources, leadership, and training (LaGree et al., 2023). Efficient communication channels, equitable policies, and acknowledgement of their Endeavour’s foster a favorable work atmosphere, amplifying their feeling of inclusion and satisfaction in the company. On the other hand, a lack of assistance or insufficient funding might cause unhappiness, which could lower morale and influence the caliber

of care that police officers offer. In the end, organizational support is a major factor in determining law enforcement officers' job happiness and general effectiveness (Stormer, 2021).

Job satisfaction among police personnel is influenced by various factors including work environment, leadership, opportunities for career advancement, and the level of community support (Paoline&Gau, 2020). Officers who feel valued and recognized for their contributions tend to exhibit higher levels of job satisfaction. Effective leadership that fosters open communication, transparency, and support plays a crucial role in enhancing morale. Additionally, access to continuous professional development and opportunities for career growth contribute to a sense of accomplishment and fulfillment. Positive interactions with the community and feeling that their work makes a tangible difference also significantly boost job satisfaction (Sembiring et al., 2020). Conversely, factors such as excessive workloads, inadequate resources, and negative public perception can diminish job satisfaction, highlighting the importance of a balanced and supportive work environment (Janib et al., 2022).

The challenges to organizations in the 21st century are productivity, efficiency, morale, and competitiveness. In this era of hyper competition, focus on human resources, competitive workforce, and employee dedication for achieving the goals of the organization are of paramount importance. It is very critical for the organizations to attract and retain their best human capital to remain operational or competitive. The best way to do so is to consider what employees want. The list of possible answers to the question of what they want is as complex and diverse as workers are: a challenging job, the opportunity for advancement, job security, more money, and more time off. According to HermanMiller (2006), the answer may lie in providing ways to help workers achieve a “work-life balance”, which majority of workers, regardless of gender, job type, nationality, or age, say they want.

Work and life balance is an expectation of today's working industry. Organizations are cultivating a culture that supports work-life balance programs to help employees keep equilibrium in their professional and non-professional lives. Due to the constantly changing economic conditions and demands of the society, work has changed its role all over the world. Previously, “survival” and “necessity” were related as the subjects of work. However today, in addition to be a necessity, work is seen as an important contributor to the “personal satisfaction” as well. Today, work is one of the most important tools to provide personal and professional satisfaction as well as goal attainment which creates the need for work-life programs and benefits in an organization (Joshi et al., 2002).

Organizational support within police organizations is crucial for fostering a positive work environment, enhancing job performance, and improving overall public safety (Zeng et al., 2020). This support includes providing officers with adequate resources, such as modern equipment, comprehensive training programs, and access to mental health services (Ripp et al., 2020). It also involves fostering a culture of recognition and appreciation, where officers feel valued and motivated. Effective organizational support can lead to increased job satisfaction, reduced turnover rates, and improved community relations as officers are better equipped to perform their duties efficiently and ethically. Additionally, strong support systems help mitigate the stresses associated with law enforcement, contributing to the mental and physical well-being of the officers, thereby enhancing their ability to serve the public effectively (Lucia&Halloran, 2020).

Police officers' job happiness is greatly impacted by organizational support, which also has an impact on their performance and general well-being. Officers tend to be more satisfied with their jobs when they see that their department is supporting them with sufficient resources, leadership, and training (LaGree et al., 2023). Efficient communication channels, equitable policies, and acknowledgement of their Endeavour's foster a favorable work atmosphere, amplifying their feeling of inclusion and satisfaction in the company. On the other hand, a lack of assistance or insufficient funding might cause unhappiness, which could lower morale and influence the caliber of care that police officers offer. In the end, organizational support is a major factor in determining law enforcement officers' job happiness and general effectiveness (Stormer, 2021).

Job satisfaction among police personnel is influenced by various factors including work environment, leadership, opportunities for career advancement, and the level of community support (Paoline&Gau, 2020). Officers who feel valued and recognized for their contributions tend to exhibit higher levels of job satisfaction. Effective leadership that fosters open communication, transparency, and support plays a crucial role in enhancing morale. Additionally, access to continuous professional development and opportunities for career growth contribute to a

sense of accomplishment and fulfillment. Positive interactions with the community and feeling that their work makes a tangible difference also significantly boost job satisfaction (Sembiring et al., 2020). Conversely, factors such as excessive workloads, inadequate resources, and negative public perception can diminish job satisfaction, highlighting the importance of a balanced and supportive work environment (Janib et al., 2022).

The data reveals a diverse sample, with respondents spanning different age groups, genders, ranks within law enforcement agencies, and years of service. Notably, most respondents fall within the age range of 31-35 years old, with males comprising the predominant gender. Among the ranks, Patrolmen (PAT) and Police Staff Sergeant (PSSG) are the most represented, while most respondents have served between 11-20 years in their respective agencies. This comprehensive representation offers valuable insights into the experiences and perspectives of law enforcement personnel, enriching the understanding of the research topic across diverse demographic and professional backgrounds (Rigaux&Cunningham, 2021).

Firstly, the distribution across age groups provides insight into the generational diversity within these agencies, indicating the presence of both seasoned veterans and younger recruits (Jacoby, 2021). This diversity can contribute to a rich exchange of perspectives and ideas, potentially enhancing problem-solving approaches and organizational adaptability. The predominance of males underscores broader gender dynamics within law enforcement, highlighting potential areas for addressing gender representation and promoting inclusivity (Davis, 2020). Additionally, the distribution of ranks and years of service reflects the hierarchical structure and career progression pathways within these agencies, shedding light on the distribution of experience and expertise across different levels of authority. Understanding these profile characteristics is essential for informing recruitment strategies, training programs, and organizational policies aimed at fostering a diverse, equitable, and effective law enforcement workforce (Lockie et al., 2021)

The level of organizational support among PNP personnel across various constructs, including Training and Development, Employee Well-being, Compensation and Benefits, Job Security and Stability, Organizational Culture, Leadership Support, Community Relations, and Recognition and Appreciation, is generally high, with mean scores ranging from 3.77 to 3.82. These findings indicate a positive perception of organizational support within the PNP. Specifically, aspects such as Organizational Culture and Leadership Support received particularly high ratings, suggesting a strong sense of cohesion and guidance within the institution. The relatively low standard deviations across all constructs also indicate a degree of harmony among respondents regarding the level of support provided by the organization (Miidom et al., 2022). These results underscore the importance of continued efforts by the PNP to maintain and enhance the supportive environment for its personnel, which can contribute to overall job satisfaction and performance (Lidawan&Trinidad, 2024).

The high level of organizational support reported by PNP personnel is indicative of a healthy system in place within the institution to address various aspects of employee well-being and professional growth (Mellijor, 2023). The consistently high mean scores across constructs such as Training and Development, Employee Well-being, Compensation and Benefits, Job Security and Stability, Organizational Culture, Leadership Support, Community Relations, and Recognition and Appreciation underscore a comprehensive approach to fostering a supportive work environment. The emphasis on Training and Development and Leadership Support suggests that the PNP is committed to continuously enhancing the skills and capabilities of its personnel while providing them with the necessary guidance and mentorship for career advancement. Additionally, the positive ratings for aspects like Recognition and Appreciation highlight the importance of acknowledging the contributions of individuals within the organization, which can boost morale and motivation (Ali & Anwar, 2021).

Moreover, the low standard deviations across all constructs indicate a high level of consistency in perceptions among PNP personnel regarding the organizational support they receive. This suggests that the supportive initiatives implemented by the PNP are widely recognized and appreciated by the workforce, contributing to a sense of organization and unity within the institution (Oville et al., 2024). The findings also suggest that the PNP has been successful in cultivating a positive organizational culture that prioritizes employee well-being and professional development. Moving forward, it will be essential for the PNP to sustain these efforts and potentially explore areas for further improvement based on feedback from personnel. By continuing to prioritize organizational support, the PNP can not only enhance job satisfaction and retention among its personnel but also strengthen its overall effectiveness and performance in fulfilling its mandate (Acorda et al., 2024).

The implication of the high level of organizational support perceived by PNP personnel suggests that the institution is effectively meeting the needs and expectations of its workforce across various dimensions (Romero, 2024). This indicates a positive organizational climate conducive to employee engagement, satisfaction, and retention. Furthermore, the consistency in perceptions among personnel implies a shared understanding and appreciation of the initiatives and policies implemented by the PNP leadership. Such a supportive environment can lead to increased motivation, productivity, and commitment among personnel, ultimately contributing to the overall effectiveness and success of the organization (Naz et al., 2020). However, it also points out the importance of sustaining these efforts and continuously evaluating and adapting support mechanisms to address evolving needs and challenges within the PNP.

There are slight variations in satisfaction levels across different constructs, as reflected by the standard deviation values ranging from 0.013 to 0.045. For instance, Compensation and Benefits and Job Role and Responsibilities exhibit relatively higher variability in responses compared to other dimensions (Goetz&Wald, 2022). Despite these variations, the overall trend suggests that PNP personnel perceive their job satisfaction positively, indicating that the organization has been successful in addressing key factors that contribute to employee contentment and fulfillment. These findings underscore the importance of continually monitoring and enhancing organizational policies and practices to sustain high levels of job satisfaction and foster a conducive work environment within the PNP (Calibo et al., 2021).

PNP personnel generally report a high level of job satisfaction across various dimensions. This aligns with existing literature on job satisfaction, which often highlights the significance of factors such as work environment, compensation and benefits, recognition, and career development in influencing employees' overall satisfaction levels. Research indicates that an engaging work environment, characterized by supportive colleagues, opportunities for professional growth, and clear communication channels, contributes positively to employees' job satisfaction.

Moreover, adequate compensation and benefits packages are crucial for employees to feel valued and motivated in their roles, thereby enhancing their overall satisfaction and commitment to the organization (Adil et al., 2020). The findings also underscore the importance of recognizing employees' contributions and providing opportunities for career development, as these factors play a vital role in fostering a sense of fulfillment and loyalty among personnel.

Additionally, the relatively low standard deviations observed in most constructs indicate a degree of consistency in PNP personnel's perceptions of job satisfaction. This stability in responses may reflect the effectiveness of organizational policies and practices in addressing employees' needs and preferences across various dimensions. Organizations with strong leadership support, clear communication channels, and a positive organizational culture are better positioned to maintain high levels of employee satisfaction and engagement (Odai et al., 2021). Moreover, proactive management and supervision practices, coupled with opportunities for employees to take ownership of their roles and responsibilities, contribute to a supportive work environment and foster mutual trust and respect between employees and management.

The importance of adopting a holistic approach to enhancing job satisfaction within the PNP, one that addresses both tangible factors such as compensation and benefits and intangible aspects such as organizational culture and leadership support (Cosmiano et al., 2023). The findings presented in Table 3 hold significant implications for the Philippine National Police (PNP) organization. The high levels of job satisfaction reported by PNP personnel across various dimensions suggest that the organization has been successful in addressing key factors that contribute to employee well-being and engagement. This implies that the PNP has implemented effective policies and practices related to work environment, compensation, recognition, and career development, which have positively influenced personnel's job satisfaction levels. However, the presence of areas with lower satisfaction levels, such as work-life balance and organizational culture, highlights potential areas for improvement (Lamane-Harim&Cegarra-Leiva, 2023). Addressing these areas of concern could further enhance overall job satisfaction among PNP personnel and contribute to greater organizational effectiveness and employee retention. Therefore, the findings underscore the importance of ongoing efforts to evaluate and strengthen organizational policies and practices to better meet the evolving needs and expectations of PNP personnel.

The current study of Kleygrewe L, Oudejans RRD, Koedijk M, and Hutter RIV (2022), explores preparing at six European law requirement organizations and points to distinguish qualities and challenges of current preparing organization and hone. A topical examination (Braun & Clarke, 2018; Terry et al., 2018) was conducted and comes about organized within the two primary subjects apparent over all six law requirement organizations: organization of preparing and conveyance of preparing. Comes about appear that legislative structures and police official sheets are seen as the essential specialists that characterize the preparing system in which police teaches work. These regulatory structures direct removed and prompt assets, such as accessible preparing time, preparing offices, hardware, and staff. Inside the limits of accessible assets and foreordained preparing systems, comes about demonstrate that police teaches completely appreciate instructing, making strong and persuading learning situations, and applying their individual learning viewpoints to preparing. In any case, police teaches are basic of the level of training they are able to realize with the accessible assets.

Investigate on police astuteness by Natascha Wagner and WilHout (2019) has centered to a huge degree on the appraisal of the reality of different shapes of police wrongdoing. Utilizing vignettes cases it has been appeared that police officers recognize clear contrasts among shapes of unfortunate behavior and these contrasts generally hold over nations and settings. Besides, the effect of a extend of person and organizational characteristics on the appraisal of misbehavior has been set up. This chapter analyzes the effect of perceptions of the organization environment and police viability among Ugandan police officers to evaluate the outside legitimacy of the appraisals of the earnestness of offense displayed within the vignettes. The investigate centers on ten angles of police officers' recognitions of the regulation environment and police viability and appears that the perceptions are unequivocally interrelated which they affect on demeanors towards police astuteness. In this way, whereas the vignettes are implied as a device to decrease subjective predispositions within the assessment of police misbehavior, the appraisal of the vignettes isn't free of person discernments. This suggests that the vignettes can be seen as implies to channel and speak to the person subjective inclinations in a coherent and comparable shape.

Prochnau (2022), expressed that past inquire about has uncovered that there are a few benefits to expanding the representation of ladies in law requirement, counting less utilize of drive, expanded community believe, and way better results for household viciousness and sexual attack casualties. Whereas numerous police offices presently recognize these benefits and are pointing to enlist more ladies, a issue continues since ladies are less likely to graduate from police foundations than their male partners. A noteworthy distinction has been watched within the range of marksmanship, especially, with more female initiates falling flat to meet gun scoring benchmarks. Right now, exceptionally small is known about how police divisions select a obligation gun. Be that as it may, selecting a gun that superior serves both female and male officers may be one potential way to moderate the gender dissimilarity that exists in marksmanship scoring. This think about analyzed how marksmanship scores changed in one civil police office taking after a new firearm choice handle in which both male and female officers were able to supply input on conceivable obligation gun alternatives. Comes about appeared that whereas there was still a sexual orientation difference in marksmanship scoring taking after the appropriation of the unused gun, the dissimilarity was essentially littler than some time recently. These findings propose police divisions may be able to extend the number of female initiates and officers they hold by choosing a obligation gun that both ladies and men feel comfortable with utilizing.

Advance, Tembur (2018), on the consider concerned with the variables influencing work execution within the National police benefit in Nairobi Province. Specifically, the study looked for to set up the effects of stipend, knowledge and skills, working conditions and lawful system on work execution within the police benefit in Nairobi District. The investigate employed descriptive inquire about plan to get information; comfort examining method was utilized to draw a test of 100 respondents from 300, the Kenya Police and Organization police in Nairobi County. In expansion, a organized meet was conducted on 10 intentional chosen OCS, OCPD, Province Commander, and SubCounty commissioners for meet. After data collection, graphic measurements which involves the utilize of frequency and cross arrangement, charts and pie charts was utilized in information investigation. The consider set up that information and aptitudes for police officers have a significant impact on arrangement of right work competencies that have a far-reaching effect on work execution, that job security is the major natural working condition that emphatically contributes towards work execution and that recompense helps in assembly officers' social welfare in this manner boosting work execution within the police benefit within the zone of ponder. The consider recommended that the government ought to periodically subject police officers in Nairobi Province to preparing on security and investigation matters, the National Police Commission ought

to winner for improved welfare for police officers to escalate morale and consequently work execution, which there's require for National Police Commission to make strides the working conditions of police officers in terms of working relationship, word related residency, and officers security.

Balch (2012) describes personality traits as a set of characteristics that help shape the mentality of police officers. In fact, a model of personality called the Five-Factor Model (FFM) has emerged as a useful predictor of job performance over the last three decades (Al-Ali, 2011; Cochrane et al 2003). Also, known as the “Big Five” personality dimensions, the FFM consists of Openness to experience, Conscientiousness, Extraversion, Agreeableness, and Neuroticism (OCEAN). A key study by Barrick and Mount (2012) contributed greatly toward validating the potency of the FFM in predicting job performance. By conducting a meta-analysis of 117 studies, they found that the FFM is a robust and meaningful framework for testing hypotheses relating individual personalities to a wide range of criteria. Notably, they found that the Conscientiousness dimension was a valid predictor of job performance for all types of occupational groupings, i.e., professionals, police, managers, sales, and skilled/semi-skilled workers. They asserted that “those individuals who exhibit traits associated with a strong sense of purpose, obligation, and persistence generally perform better than those who do not.”

Another study of the Abu Dhabi Police supports that personality is a predictor of performance (AlAli, 2011). They found that, of the Big Five, Conscientiousness and Extraversion showed positive significant correlation with job performance. Neuroticism, on the other hand, showed significant negative correlation with job performance. Furthermore, the study found that three of the FFM have significant negative correlation with measurements of counterproductive work behavior (CWB). In contrast, neuroticism showed positive associations with CWB. Finally, Sanders (2003) noted that the international literature examining police officers’ performance appear to consistently identify personality traits like intelligence, honesty, common sense, reliability and/or conscientiousness.

Denison (2015) refers to organizational culture as an evolved context of organizational climate where it is deeply rooted in history and is complex for direct manipulation. Further, they characterize culture to include underlying traits and value dimensions (Denison and Mishra, 2015). In one of their studies, a theoretical framework was developed for relating organizational culture and effectiveness. Based on their study, they identified four (4) culture traits that relate to effectiveness of the professional individual: Adaptability, Mission, Involvement, and Consistency. They found out that involvement and adaptability were strong predictors of growth--that is, individuals have the growing capacity to operate under the conditions of autonomy and have a high resistance to change and adaptation. Further, the results showed that mission or long-term vision and consistency are also positively related to effectiveness. This indicates that if the culture of the organization was perceived stable and predictable over time, then this too contributes to better performance of individuals working in that organization.

Organizational culture has been a dominant concept used to encapsulate the effect of the environment on individual performance and collective effectiveness. It consists of what people believe about how things work in their organizations and the behavioral and physical outcomes of these beliefs (Sinclair, 2013). Recent studies on the PNP analyzes the organization’s systemic corruption (Batalla, 2019) and violence (Kreuzer, 2018). Batalla (2019) examines the institutionalized corruption at the PNP, which may be rooted in patronage politics, weak internal controls, and culture of favoritism and protection (known as kuya system or bata-bata system). On the other hand, patterns of lethal police violence vary in Metro Manila, wherein Quezon City and Manila City have the highest rate at almost identical rates of 14.5 killings per million population annually, while Pateros and San Juan City both have no reported killings (Kreuzer, 2018). This suggests that police performance may be greater influenced by specific local subcultures. It is possible to link an entirely separate branch of literature—focused on institutions—to the growth of the organizational culture. For instance, research by Jiao (2010) examines differences in the institutional innovations for combatting corruption by the Hong Kong Police Force (HKPF) and New York Police Department (NYPD). HKPF routinely partners with an independent anticorruption agency, ICAC (Independent Commission Against Corruption),³ while the NYPD has established internal integrity mechanism through its Internal Affairs Bureau (IAB).⁴ This suggests a diversity in institutional designs which balances the internal and external accountability mechanisms germane to different police agencies across countries.

Demographic profile pertains to age, gender, marital status, and academic background. Studies show how these various dimensions can also influence individual performance. In terms of age, older adults have difficulty with the mastery of training content and completion of tasks when compared to younger adults (Kubeck et al., 2016). Another study explained how physiological aging can result in a decline in basic cognitive and psychomotor abilities. However, older workers demonstrate greater tendency for higher commitment, lower turnover, and voluntary absenteeism (Rhodes, 2013).

Studies on gender revealed that male officers reported more hypermasculine values. These found to be related to more citizen rudeness and an increased likelihood of receiving complaint report (Schuck, 2014). In terms of civil status, married individuals revealed to differ significantly from single individuals in relation to work values, where married individuals demonstrated high work values and performance (Rueda and Ohzono, 2013). On the other hand, studies on the number of children revealed that individuals with more young children tends to perform poorly because of increased family responsibilities (Crouter, 2014).

Educational attainment also shows that individuals with higher levels of education perform better compare to less educated individuals (Aamodt, 2017). Apart from educational attainment, Henson et al (2010) also observed that measures of police academy performance and civil service exam score were linked to job success for police officers in a Midwestern police department he examined during the period from 1996-2006.

Professional history refers to the exposure of the police officer within the organization. In particular, this relates to their areas of assignment, number of transfers, years of service, trainings received, among other factors. There is a dearth of literature that would support professional history as predictor of performance. For instance, studies found that length of work or tenure has direct effect on degree of job knowledge and well-practiced work skills, which in turn positively affect performance (Schmidt et al., 2016; McDaniel et al., 2018). International research also identified age (which may also proxy for experience in the workforce) as one of the factors that appear associated with better performance of police officers (e.g. Kubeck et al 2006; White 2008). Ng&Feldman (2010) presented a contradictory position by suggesting that organizational tenure had a decreasing impact on performance. Specifically, they found that tenure had a significant impact on performance between 3 and 6 years in the organization—and this decreases until around 14 years in the organization. Furthermore, research on police misconduct also find empirical evidence that prior criminal involvement, employment problems either with the police force or with an earlier employer, complaints by citizens, and weaker education are among the warning signs that end up predicting dismissals (e.g. Frank 2009; Kane and White 2009; Stinson et al 2012).

Local Study

Life is not easy; surrounding a person's life is the pressure to do well in one's chosen field, demands to cope up with the stress that accompanies his/her work or studies, frustrations that he/she encounters on a day-to-day basis and most of all the unexpected situations that test his/her resilience to get by and continue living a normal and healthy life.

Resilience is not only the person's capacity to cope up with pressure, demands and frustrations that happen in one's life. It is also the opportunity and capacity of individuals to navigate their ways to psychological, social, cultural and physical resources that may sustain their well-being and their opportunity and capacity individually and collectively to negotiate for these resources to be provided and experienced in culturally meaningful ways. Finally, resilience can be viewed as the phenomenon of recovery from prolonged or severe adversity from an immediate danger or stress. A person's resilience can increase and strengthen if one has the ability to cope up with stress effectively in a healthy manner. A good problem solving skills can make a person feel that he/ she can manage tough situations. Seeking help from family members and friends will make people feel that they are not alone in whatever situation they are facing. Having faith in God and always thinking that one is a survivor rather than a victim will help a person recover faster from trauma.

Job satisfaction describes how contented an individual is with his/her job. Happier people are satisfied with their jobs; the more satisfied they are the happier they are. Moreover, job satisfaction has been defined as a pleasurable emotional state resulting from the appraisal of one's job; an affective reaction to one's job; and an attitude towards one's job. The success of any organization depends on how its member performs his/ her tasks. If the

members are effective, efficient and committed to their job, the organization will be able to attain its mission. In the case of the Philippine National Police (PNP), it is of utmost importance for its personnel to perform their tasks effectively and efficiently to be able to achieve its mandate, which is the maintenance of peace and order in the country.

However, the newspapers abound with stories of murders, kidnappings, robberies and other criminal activities. The news articles about the present peace and order condition of the country imply that the PNP has not successfully achieved the task it was created and assigned for. Weiss (2002) has argued that job satisfaction is an attitude but points out that researchers should clearly distinguish the objects of cognitive evaluation which affect emotions, beliefs and behaviours. This definition suggests that we form attitudes towards our jobs by taking into account our feelings, our beliefs, and our behaviours.

Another study undertaken by Lugtu (2010) was to identify the significant relationship of Adversity Quotient and Personality-Temperament Traits of the Specific Weapon and Tactics (SWAT) Police Manila. The Findings of the study led the researcher to come up with the following conclusions: 1) Most of the Special Weapons and Tactics Police (SWAT) Police of Manila are in the adulthood level in human development, are middle-born children, are from average family size, and are from middle class families. Additionally, majority the SWAT respondents were on the Police Officer ranks and have been in the Police Service for eleven to sixteen years. 2) Generally, the respondents have an average level of Adversity Quotient characterized by being able to significantly navigate life, and thus may suffer unnecessarily due to life's frustrations and challenges. Moreover, the SWAT respondents were found to have average level of the four dimensions of AQ® namely; Control, Origin and Ownership, Reach, and Endurance. This signifies that most of our SWAT Police are competent and unbiased enough to do their respective jobs. Majority of the SWAT respondents have fairly non-discriminatory and unbiased personality patterns as revealed by the Guildford-Zimmerman Temperament Survey. Most of them manifest an average level of Sociability, Emotional Stability, Thoughtfulness, and Masculinity. In addition, the respondents were found to have an above average level of General Activity, Restraint, Ascendancy, Objectivity, Friendliness, and Personal Relations. The existence of non-significance between the levels of Adversity Quotient® to the demographic characteristics to the respondents signifies that the development of Adversity Quotient® is not partial in terms of one's demographics. This implies that other factors should be considered in developing one's level of AQ®. In addition, the existence of non-significance between the Personality-Temperament Traits of the respondents to several demographic characteristics signifies little influence in such. However, factors like birth order, social experiences, and age might have little influence in the developmental change in one's personality. The existence of non-significance between Adversity Quotient® and Personality-Temperament Traits of the respondents signifies that certain personality traits do not influence the development of AQ® and AQ® to personality traits for this group of respondents. However, Trait Ascendancy and Trait Sociability are factors to look into in terms of the development of AQ® and vice versa. By identifying the level of AQ® and personality types of the possible Police candidate, will help the recruitment and selection unit of SWAT in identifying the right person for the SWAT job. This could avoid job mismatch and possible future problems in employee performance.

Other related study is by Antwi (2004), the central problem of his study was to determine the relationship of work attitude, reward systems and personality of workers to the job performance and motivation. The study is focused on the following work attitudes: job satisfaction, organizational commitment, and job involvement. Reward system is composed of extrinsic and intrinsic rewards, while personality focused only on extroversion and introversion. This study is quantitative descriptive-correlational in nature. To get the factual information from the respondents and to determine the relationship of work attitude, reward system and personality to job performance and motivation, data were gathered using questionnaire. Based on the hypothesis and the findings of this study, it can be concluded that job satisfaction, organizational commitment, job involvement, reward systems, and personality correlates with job performance and motivation. Intrinsic rewards tend to influence job performance and motivation greater than extrinsic reward. This is because workers were found not to be so dependent on the rewards offered by the institution, but on their ability to reward themselves. Age, gender, marital status and work category makes a significant difference in job performance. Those who tend to perform better are older, male, married and faculty respondents. The male faculty is the ones who are motivated. Those who are likely to perform well in the job are the ones who are satisfied, involved, faculty, male, and have the

ability to reward themselves, by having a sense an accomplishment, fulfillment and security etc. Job satisfaction, intrinsic reward, being faculty and personality predicts motivation.

The study of Antonio Dela Cruz (2017) aims to determine the job performance and job satisfaction of PNP personnel. This study also aims to establish some personality factor, the educational background and experience correlates with job performance and job satisfaction. This study was based on the premise that the factors that contribute to job performance and job satisfaction are educational attainment, experience, work attitude, emotional maturity, social maturity and interpersonal relationships. This study focused on the job satisfaction and performance of the police officers. The scope of the study was the job satisfaction of PNP officers and their correlates. The study was limited to the police officers of 29 municipalities and 3 cities of Nueva Ecija. The study was also limited to the descriptive method of research and the instruments used. All the instruments used in the study were presented to the thesis committee during the thesis proposal defense. The instruments used in the study, namely emotional maturity scale and interpersonal skills, which were developed by the researcher were subjected to a dry-run. Fifty police officers who were not part of the sample were used in the dry-run to determine the reliability of the instrument. The results of this dry-run were used to improve the final draft of the instrument. The other instruments used which had been adapted from the studies were not subjected to a dry-run anymore since they were already found to be reliable and valid. Based on the findings at the study, the following conclusions are made: Majority of the police officers are college graduates, with long years of experience as police officers, and had been in their present rank for a number of years. Majority of police officers are satisfied with their job. Most of the police officers have a job performance rating that is very satisfactory. There is a significant correlation between job performance and job satisfaction. There is a significant correlation between job performance and educational attainment, training, number of years in present rank, but is not significantly correlated to the number of years as police officers, work attitude, emotional maturity, social maturity and interpersonal relationships. There is a significant relationship between job satisfaction and the following variables: educational attainment, training, number of years as police officers, number of years in present rank, work attitude, emotional maturity, social maturity and interpersonal relationship.

In the Philippines, there are various laws that provide working hours that allow the employees to achieve some level of work-life balance. There is Republic Act No. 11165, known as the Telecommuting Act, an Alternative Work Arrangement for Employees in the Private Sector, which was approved on December 20, 2018. Senator Joel Villanueva, the principal author and sponsor of the law said that the law will promote the worker's right to work-life balance and flexible work arrangement. The law has enough safeguards to ensure that the rights of home-based workers are protected by giving them equal pay, leave benefits and promotion as their counterparts in the office (Senate of the Philippines, 2019).

The Philippine National Police (PNP) is currently manned by a total of 221,047 active uniformed and non-uniformed personnel as of September 2021. Aside from performing the already tedious duty of law enforcement operations, the PNP has faced an extra battle against an unseen enemy, the Covid-19 pandemic.

The uniformed personnel of the PNP play a significant contribution in the containment of the disease in the Philippines aside from its critical job of maintaining national security and peace and order in the entire Philippines. However, taking into consideration their exposure to high-risk environments in the performance of their duties and considered as one of the vital frontliners of the country, the personal life of a police gets vulnerable to imminent danger while providing these services to the public amid this pandemic crisis.

The occupation of the uniformed personnel of the PNP is generally perceived as highly stressful, caught between the increasing threat of danger and violence in the streets, with high public demand for instantaneous response as frontliners in this time of global pandemic and mounting focus on police efficiency and probity. The PNP organization on the other hand, has implemented relentless programs and activities to ingrain every uniformed personnel with the positive attitude and moral values befitting his role as law enforcer, public servant, and now as top frontliner in this time of pandemic.

The PNP has programs with objectives focused on character development and positive attitude formation of the uniformed personnel for the delivery of better safety services to the public. PNP has conducted ethics and values formation programs aside from the existing Moral Recovery programs, in the belief that for the PNP to rise from

its predicament of moral and ethical deterioration, all uniformed personnel have to be changed from within, to be “transformed”. His or her values must be regenerated on the ethical, professional, and spiritual approach, which is the very foundation for self- development. With all these efforts from both the uniformed personnel and the PNP organization, the researcher would like to examine the level of work-life balance of the uniformed personnel in the PNP NHQ during the Covid-19 pandemic, to study the correlation of work life balance with the socio-demographic profiles of the uniformed personnel which are age, sex, civil status, number of dependents, type of family, rank, work shift, number of hours of work, length of service, and job performance, and lastly, to recommend an intervention program to the PNP organization to enhance the work-life balance of the uniformed personnel which could help in the effective delivery of police services to the people and a tool in the attainment of the PNP’s vision of becoming a highly capable, effective and credible police service working in partnership with a responsive community towards the attainment of a safer place to live, work and do business.

Special Weapons and Tactics (SWAT) units are utilized across the globe by law enforcement agencies to respond to high-risk situations that require specialized skills and equipment. Globally, the use and deployment of Special Weapons and Tactics (SWAT) teams have increased in response to evolving security threats. For example, the number of SWAT deployments in the United States has risen over the years, with estimates indicating tens of thousands of operations annually. Counterterrorism efforts and responses to high-risk incidents, such as hostage situations and armed standoffs, contribute significantly to these deployments. Internationally, various countries have developed their specialized units, contributing to a global increase in the utilization of SWAT-like teams.

Law enforcement organizations in the Philippines struggle to prevent crimes and high-risk incidents. The fact that crime sits on top and impacts every region of the nation and every facet of communal existence may not surprise anybody. In addition, the constantly shifting demographics of society, the rise in organized crime and its complexity, as well as agitations, violent protests, a variety of political activities, left-wing terrorism, insurgency, and militancy, as well as the enforcement of economic and social laws, have all contributed to the difficulty of creating a peaceful society that we all long for (Cetron, 2017).

The Philippine National Police Special Weapons and Tactics (PNP SWAT), an elite tactical unit in the nation's law enforcement service, was established by the government as part of an effort. PNP SWAT are elite specialists for high-risk situations like hostage crises and terrorist attacks. It is trained to carry out high-risk operations outside the scope and capabilities of regular police officers. They undergo rigorous additional training, wielding advanced weaponry, and operate in unpredictable, high-pressure environments, making them the sharp edge of Philippine law enforcement when the situation demands it. The main tasks were counterterrorism operations, hostage situations, hostage rescues, and dealing with heavily armed and notorious criminals. Specialized weapons are available, along with a SWAT unit. They also have specialized equipment and machinery. Their tasks include high-risk warrant service, hostage rescue, providing escort and security to very important persons, dealing with sniper events, buy-bust assaults, and other high-risk situations.

The political landscape in the Province of Negros Oriental has been in shambles for the past years. SWAT operatives in the province are tasked to provide escort and security to some of the high-ranking government officials due to the killing of the late Governor Roel Degamo. In addition, the increasing crime incidents provide a huge problem for local law enforcement agencies, including Special Weapons and Tactics (SWAT). Meanwhile, one research gap about SWAT (Special Weapons and Tactics) operations in the Philippines lies in the limited exploration of the lived experiences and perspectives of SWAT personnel and the communities they serve. These include research on the following: challenges and stressors of being a PNP-SWAT officer, the physical and psychological impacts of being a PNPSWAT officer, the coping mechanisms that PNP-SWAT officers use to deal with the challenges of their job, and the aspirations of PNP SWAT personnel in the improvement of their functions.

Job satisfaction is what everyone wants in the journey of employment. Some view job satisfaction as an extension of their expression of practices and enhancements of skills and talents, others as a source of earnings, others on monetary and non-monetary rewards, and it can be of service to others.

The job satisfaction of non-uniformed personnel (NUP) brought about this research. The elements that comprised job satisfaction, according to NUP, were discussed, including its features, technicalities, and specifications, all of which were supported by scientific and statistical analysis.

Non-uniformed personnel support the Philippine National Police (PNP) through administrative functions, working under the laws and rules of the Civil Service Commission and the PNP. Ideally, uniformed, and non-uniformed personnel collaborate to achieve the PNP's mission and vision, as well as its goals—to serve and protect.

In the article by Skogan and Alderden (2011), featured in *The Police Chief* of the International Association of Chiefs of Police, 472 surveyed civilians employed by 19 U.S. law enforcement agencies discussed that civilian job satisfaction among civilians in policing is rooted in features of the places where they work rather than the individual civilian employees' backgrounds brought to their job. The one that topped the job satisfaction result is the acceptance of civilians in the workplace. Job satisfaction is much higher in places where civilian employees are taken seriously, respected, do not have to constantly prove themselves, are treated equally, and are accepted as professionals.

In the local scenario, Sotto (2021) filed a Senate Bill 2375 entitled, *An Act Instituting the Magna Carta for Non-Uniformed Personnel in Uniformed Agencies*. In the filed bill, Sotto has emphasized the importance of the recognition of the invaluable role of NUP in providing administrative and other support services that allow the Military Uniformed Personnel (MUP) to perform their duties and responsibilities. The NUP, especially rank and file employees assigned in the provincial and municipal/city offices, provide services round the clock in support of their operational functions. The service rendered may not be every day, but NUP rendered service is non-comparable to its counterpart in other government agencies, like exposure to atrocities.

In the Republic Act 8551, (1998), Title IV, Sec 13, PNP shall hire civilians to man the administrative functions while uniformed personnel are serving and protecting the people in the community. Incorporating civilians in the PNP enhances the uniformed personnel rapport to the community, which is the main clientele of PNP, the people.

The welfare of the non-uniformed personnel is sought. There were times when the safety of NUP was jeopardized, and uncontrollable factors, such as nonuniformed personnel being mistaken for uniformed personnel by state radicals, may have made them targets of attacks. There were times that due to the working environment of NUP, that is, working with uniformed personnel side by side, there were sudden attacks from the anti-government, which then made NUP victims of fate.

The profile of the NUP is explored in this paper. They include age, civil status, educational attainment, work status, agency tenure, and monthly income.

There was a need for the study of job satisfaction at PNP-NUP Sorsogon. The research shall be one of the references used by the agency in arriving at a manner of working with NUP. By looking into the facts presented in this study, they may arrive at better management of their civilian colleagues. Creating a management process tailored to the employees' profiles is the best way to manage them.

Although the idea of job satisfaction has been well studied in other professions, there hasn't been much empirical research on job satisfaction among police officers. Increases in intrinsic workplace conditions result in increased levels of employee satisfaction and motivation.

Shift work is unavoidably one of the many work-related obligations that police officers must deal with on the job. Working in shifts, especially at night, is linked to a number of health hazards, including an increased risk of cancer due to reduced melatonin secretion and greater occurrences of cardiovascular diseases caused by a disrupted circadian rhythm (WHO, 2019). Additionally, alternating shift work is linked to an increased risk of sleep disruptions, poor mood and performance, and strained social and familial ties, all of which can be detrimental to one's physical and mental health. Balancing work and leisure activities, such as partnership,

family, caring for relatives, hobbies or voluntary work, thus poses a particular challenge for employees working in alternating shifts. Similarly, job satisfaction is closely related to both physical and mental health.

Prior study in the global context has concentrated on the quality of their sleep, work-related stress(ors), trauma, and linked suicidal ideation, particularly among shift-working police officers. Comparing the risk of suicide to other occupational groupings, it is noticeably greater. However, the perceived stress that police officers experience at work is a product of both their working environment and the work they conduct. For instance, longer than 11-hour hours, required overtime, and erratic scheduling have all been linked to an increased risk of burnout in police officers. Shift work is a need for police officers, and it predicts work-family conflict and illness absence. The latter also acts as a mediator between workplace stress and job satisfaction among police personnel and their workload.

A lack of consistency exists in the literature's conclusions about the gender and perceived quality of life of police personnel. Arroyo et. al. (2019) indicates that while total scores between male and female police officers do not significantly differ, female police officers reported lower levels on certain subscales of health-related quality of life, which, like work satisfaction, is inversely correlated with felt stress. Significant interactions weren't found, though. Other research has not discovered any appreciable gender variations in police officers' quality of life. The study of police officers' quality of life, however, is still in its infancy.

Law enforcement is a system wherein some people in a society work together in an organized way to uphold the law by identifying, discouraging, rehabilitating, or punishing those who disobey the laws and standards that govern that particular society. The people who personally engage in patrols or surveillance to deter and uncover criminal conduct, as well as those who investigate crimes and catch offenders—a role normally performed by the police—are the ones who use it most frequently. The Philippine National Police is in charge of enforcing the law in the Philippines (PNP). The Constitution of the Revolutionary Government was reportedly used to create the first police organization in the Philippines during the administration of Emilio Aguinaldo (Gonzales, 2020).

Given that law enforcement is carried out by individuals, it follows that all law enforcers must be happy in their jobs in order to do their jobs successfully. The satisfaction levels of police officers, who are also employees, are proven to be factors that are closely related to an employee's performance.

There were no comparable studies on the satisfaction levels of law enforcement personnel worldwide as of the time of writing. However, a ranking of the top-performing police organizations offers information because there is evidence linking performance with employee happiness. The California Highway Patrol of the United States, the Royal Canadian Mounted Police of Canada, the Metropolitan Police Service of England, the Australian Federal Police, the New York Police Department, The People's Armed Forces of China, the New Zealand Police, the Federal Police of Austria, the Garda Sochána of Ireland, and ranked first is the Icelandic Police of Iceland, according to a report by Infotainworld (2016).

Numerous studies on the levels of job satisfaction of police personnel have been conducted in the Philippines, taking into account diverse jurisdictions. They all come to the same conclusion: the police officers were content, especially a study by Bantang et al (2018) discovered that the Manila Police District officers were happy with their jobs. The level of job satisfaction of police officers has not yet been studied. The term "job satisfaction" has many definitions. The most accurate definition, nevertheless, is "a pleasurable or positive emotional state coming from the appraisal of one's employment or job experiences" (Judge&Klinger, 2018). There are several variables that affect job happiness. These variables include pay and benefits for employees, working environment, the nature of the task itself, relationships at work, corporate rules, employee evaluation and recognition, and several other variables.

Police preparing plays a significant part within the improvement of police officers. Compared to other occupations, police officers spend the whole starting of their policing career preparing and planning for the work (Wilson et al., 2020). Police cadets may spend up to three a long time in fundamental preparing some time recently they are considered police officers and experience any job-specific circumstances autonomously. This comparatively long period of beginning preparing makes sense when considering that police officers react to different and complex on obligation requests on a every day premise (Anderson et al., 2018; Gershon et al., 2019;

Paton, 2019). The common objective of police preparing has barely changed over time - to assist police officers perform their work (Ness, 2021; Koedijk et al., 2019). Be that as it may, what police preparing comprises of has changed altogether over the a long time. Police officers are entrusted with implementing laws, securing civilian life and property, responding to (crisis) calls, and securing and capturing hoodlums, to name only a number of. Thus, it is likely for police officers to come across. complex, high-risk circumstances (Marenin, 2018; Waddington et al., 2021). Managing with these high-risk circumstances enough requires sweeping information and abilities, which police officers need to secure in preparing. Police foundations and law enforcement organizations are mindful for preparing officers with the important aptitudes to successfully resolve any on-duty requests put upon them (Chappell, 2018). Within the Philippines, different thinks about with respect to the work fulfillment levels of police officers were done scoping shifting purviews. All of which conclude that the police officers were fulfilled. Especially, a ponder by Bantang, et. al., (2020) arrived with their discoveries, employing a 5-point-scale, that the Manila Police District officers were fulfilled with their occupations. There's no consider evaluating the level of usage and adequacy of obligatory training and their impact to the performance of Police Officers however. Given the researcher's scholastic center within the field of instruction and proficient foundation as a police officer within the Philippine National Police, an examination of speculations and models so imbued and established in instruction for their potential esteem in police training appears both fitting and a matter of course.

Required Career Courses are obligatory trainings required to be attempted by the PNP formally dressed staff in arrange to grow their information for way better work execution and career advancement. They moreover serve as customary trainings that will offer assistance revive and improve the information of police staff on police things as they plan to accept the duties of a better rank. These courses/trainings are of progressive-type. No PNP formally dressed staff can be acknowledged to the following higher level of required course without completing the lower required career course. Required career courses are moreover considered as preparing capability standard for PNP faculty to be advanced and designated to PNP positions. Planning and actualizing training programs is one of the foremost inescapable and the foremost caught on exercises within the field of human asset improvement. Human asset improvement is basically concerned with learning, producing mindfulness, and procurement of information and data with respect to different ranges inside the working environment (Kapur, 2018). The assignment of plan and execution is vital. People are required to require into thought the measures and approaches that are fundamental for the planning and execution of preparing programs inside the organizations, and over time, inventive methodologies, methods, and strategies, changes preparing programs (Kapur, 2018).

The Philippine National Police (PNP) maintains the proceeding instruction program through obligatory career courses for its formally dressed work force. In a perfect world, taking of required career courses benefits both the organization and its faculty. Proceeding instruction helps sustain a profoundly talented and specialized police workforce. Measuring the adequacy of preparing programs devours profitable time and assets, various preparing programs come up short to provide the anticipated organizational benefits. Be that as it may, having a well-structured measuring framework can offer assistance decide the basic issues (Allan, 2020). Consider the ever-changing social environment. Society, innovation, enactment, and controls are always changing, what was a effective preparing program may not be an effective program within the future, in this manner, being able to measure comes about will assist you adjust to such changing circumstances (Allan, 2020). Persistent assessment, hence, is essential to degree the adequacy of any preparing program. Assessment answers whether a principal necessity of the preparing program was met. An assessment at one level is no less vital than the other levels, but or maybe, assessment of all levels gives a demonstrative checkpoint for issues at the succeeding level (Allan, 2020).

Agreeing to Nourishment and Biswas (2018), the adequacy of preparing tends to extend with time for a different number of thought processes, among them, expanding the differences of specialized areas, expanding the differences of specialists involvement, and the debilitating of interceding opportunity or obstacles due to the innovative headways. Indeed in case other variables stay steady, expanding innovation alone ought to impact and raise the viability of preparing. Additionally, Nourishment and Biswas (2018) found that the propensity of preparing viability is bimodal. They contended that for any given preparing, learners who counter for the most part to positive variables considered the preparing to be exceedingly effective while those who are retort negative components considered the preparing to be ineffectual. The overhauling and improving of the Information,

Skills, Attitudes, Propensities, and Values of individuals of the organization through the conduct of standardized preparing, are a proceeding handle which can offer assistance the PNP attain its vision of a exceedingly competent, viable, and valid police benefit.

According to Nourishment and Biswas (2018), the adequacy of preparing tends to extend with time for a different number of thought processes, among them, expanding the differing qualities of specialized areas, expanding the differences of laborers encounter, and the debilitating of mediating opportunity, or impediments due to the innovative progressions. Indeed if other variables stay consistent, expanding innovation alone ought to impact and raise the adequacy of preparing. In addition, Nourishment and Biswas (2018) found that the propensity of preparing adequacy is bimodal. They contended that for any given preparing, learners who counter generally to positive components considered the preparing to be profoundly viable whereas those who are answer negative components considered the preparing to be incapable.

On Execution of Philippine National Police (PNP) Work force The PNP is ordered by our structure to ensure the welfare of each citizenry. The police organization is created to deliver goods and administrations. It presupposes to live its best to attain the purpose for which made through its individuals by utilizing skills, information, and strategies within the execution of their obligations and duties. The PNP is an organization entrusted to enforce the law, anticipate wrongdoings, keep up peace and arrange and guarantee open security and internal security with the back of the community. The execution of police within the show society has been portrayed and analyzed in a number of ways. The PNP is charged with the obligation of advancing peace and arrange and public safety. As guardians in the proceeding seek for guaranteeing peace and arrange, it might utilize distinctive sorts of degree, for quick and effective communication and information dispersal. The PNP is confronted with an critical errand which is propelling individuals to ended up exceedingly proficient, energetic and spurred and all of them must be motivated to live in benefit, honor and equity.

Mendoza, et al (2020) underscored that the Philippine National Police (PNP) faces heap challenges, traversing administration, debasement and national security dangers. Subsequently, securing a solid authority pipeline prepared not as it were to confront these challenges, but moreover to fortify policing adequacy and over-all security division changes is vital. This consider points to outline out a few of the most components that both construct or disintegrate key leadership qualities and execution within the PNP. Utilizing quantitative and subjective strategies, the ponder analyzes four primary components, specifically identity characteristics, organizational culture, statistic profile and professional history, as indicator of execution for officers within the National Capital Locale. It finds prove that identity characteristics, particularly openness, suitability and neuroticism, as well as number of exchanges, range of task, preparing on administrative aptitudes, age, and instruction level are all variables for great execution for officers within the PNP National Capital Locale Police Office. These comes about emphasize the significance of preparing and mentoring components in planning youthful officers and initiates for the rigors of benefit. It too underscores the require for a more profound investigation of enlistment and determination arrangements, to guarantee that the PNP effectively draws in the most grounded candidates with the right authority characteristics and building squares for benefit.

Juaneza, (2021) assist expressed that within the light of the constrained writing and thinks about on the Philippine National Police (PNP) Military steady loss framework, this think about was conducted in a spearheading soul. To decide how PNP Oceanic Gather see the PNP whittling down framework and problems in its usage, a add up to of 92 haphazardly chosen PNP Sea Group personnel were asked to reply a researcher-made approved survey. Respondents were moreover inquired for their proposals to make strides the framework. The consider uncovered that there are no critical contrasts among the discernments ($P=0.536687$) of the respondents on the whittling down framework, issues experienced ($P=0.187221$) in its usage and proposals ($P=0.010042$). Comes about of consider give a compelling case for policy-makers to form input instruments like classes, center group discussions and conferences relating to PNP Oceanic Bunch steady loss framework in arrange to communicate its genuine reason. Advance investigate may extend the members to incorporate higher posts in arrange to scale the discernment and issues experienced amid the execution of the framework.

The ponder on the surveying the motivational components of Non-Criminology graduates in joining the Philippine National Police by Mojares, et al (2020) concurred that there are inside and outside components that influence their inspiration and decision in entering Philippine National Police. There's no noteworthy

relationship between the inspiration variables in joining PNP and their profile variable with respects to their age, sex, respectful status, degree earned and length of a long time. It is recommended that the work fulfillment of the PNP part with non-criminology degree ought to be enhanced through surveying the framework approach of the PNP management. This can be to evaluate in the event that they are spurred by the diverse factors to remain in their display working environment.

Dulin, et al (2018) conducted the study that assesses the usage of Sex and Improvement (GAD) within the Philippine National Police in Cagayan to shed light on the status of gender issues, particularly on ladies in this male ruled organization. The bases of assessment are the a few government commands and laws relative to GAD as surveyed by the distinctive PNP Individuals being the beneficiaries of the Sex and Improvement Programs of PNP. The ponder covers 28 towns and includes 490 respondents comprising of 193 male Police Non-commissioned Officers (PNCOs), 91 Non-uniformed Staff (NUPs), 171 Ladies Police Benefit (WPS), 28 Chiefs of Police (COPs), and 7 department chiefs. The over-all appraisal uncovered that PNP Cagayan is generally GAD compliant to the provisions of Republic Act 7192, Reminder Circular No. 48 Arrangement of 2013, Magna Carta for Ladies, Republic Act No. 10352, PCW Reminder Circular No. 2011-01, NPC Notice Circular No. 2003-004, and Republic Act 8551 except for few pointers that require uncommon consideration. The clear inquire about strategy is utilized in the think about utilizing overview and meet. This study was displayed, affirmed, and supported by the Cagayan State College in reaction to its pushed for sex mindfulness and advancement programs.

In expansion, Baysa, and Ferrer (2023), expressed that in line with the National Security Approach (NSP) 2017-2022 of the Republic of the Philippines, the Philippine Open Security College (PPSC) is dependable for the preparing and instruction of open security officers of Philippine National Police (PNP), Bureau of Fire Security (BFP), Bureau of Imprison Administration and Penology (BJMP), and security pioneers, examiners, and professionals. Given the developing challenges and security dangers characterized in a VUCA (unstable, questionable, complex and vague) environment (Sri et. al., 2018), the PPSC preparing programs must be responsive and pertinent. The objective of the consider is to assess the substance, technique and challenges of the different preparing programs such as Open Security Junior Administration Course (PSJLC), Open Security Senior Administration Course (PSSLC), and Open Security Officer Candidate Course (PSOCC). The overall respondents (n=185) were graduates, understudies, instructors, regional preparing directors nationwide and staff, bosses, and heads of the non-officer ranks within the police stations. The study utilized approved overview, key source meet (KII), and center bunch talk (FGD) as the modes of information collection. Investigation of variance (ANOVA) and Bonferroni test were utilized to decide whether the appraisals for content, methodology and challenges are altogether diverse. Based on the comes about, the rating for challenges (mean=3.667) was factually significant ($\alpha=0.05$) compared to strategy (mean=4.454) and substance (mean=4.575). Results suggest that there's a ought to address the challenges for superior conveyance of the preparing programs. Grounded on the information collected from FGD and KII, destitute inspiration, restricted prepared open safety-security professionals, quick turn of occasions due to innovative headway and restricted open security experts are the major challenges. Among the ways to make strides the programs are the incorporations of scenarios on operational strategies like capture, look and seizure, supervisory authority behavior, and workshop on neighborhood and worldwide ponders like cyber security, terrorism, transnational wrongdoing, radicalization, rough radicalism, and human trafficking. Thus, a arrangement on the selection of open security, security driven instruction system for PSJLC, PSSLC, and PSOCC were defined. At last, it is suggested that PPSC keeps up a comprehensive assessment instrument for the trainings and institutionalizes the execution of the proposed system as the center of education and preparing.

Too, Cetron, (2017) in his descriptive investigate decided the status of Philippine National Police (PNP) - Extraordinary Weapons and Strategies Preparing (SWAT) preparing at Police Regional Office (Professional) in CALABARZON Locale, Philippines considering the five obligatory variables which incorporate funds, training teaches, program of instruction, offices and gear beside the issues experienced. A add up to of 223 PNP - SWAT work force particularly from Territorial Open Security Contingent (RPSB), Cavite, Batangas, Laguna, and Quezon Common Police Workplaces served as respondents of the ponder. The discoveries appeared that lion's share of the respondents were PNP-SWAT individuals from Cavite and Batangas Common Police Workplaces with positions from Police Officer 1-Police Officer 3 and having 5 to 8 a long time in benefit. Essentially, the PNP - SWAT preparing was considered commendable by the respondents where accessibility of reserves gotten the most elevated cruel while equipment gotten the slightest. Moreover, availability of finance was uncovered

to be the foremost showed issue amid preparing. With the discoveries come to, the ponder suggested looking into a more fitting assignment of stores, conduct of nonstop training for educates, expansion of the premise of the preparing into the worldwide arena and amendment and alteration of the proposed action plan to assist improve the status of PNPSWAT preparing in PRO-CALABARZON.

Assist, Tulauan, (2014), the consider was undertaken to: look at the relationship between the seen adequacy of the Philippine National Police (PNP) Enlistment and Determination Handle (RSP) for Uniformed Personnel (UP) and the person performance of police officers as seen by the PNP work force; portray the level of adequacy of the PNP RSP for UP in terms of its execution; recognize the components influencing its compelling execution; investigate the vital variables to create capable, competent and compelling police officers as seen by the PNP staff; and to look at in case there's critical distinction between the person police execution as seen by the PNP faculty and as seen by the open. A demonstrate of assessment on effectiveness of the PNP RSP for UP has been developed following an examination of current literature and coordination work involvement and perceptions of the analyst and her colleagues. The discoveries of this study suggest that the person execution of the police officers as seen by the PNP work force is essentially influenced by the effectiveness of the execution of the PNP RSP for UP. Further, the PNP RSP for UP is generally implemented effectively but there are variables influencing its compelling execution. There are four encouraging variables as seen by the PNP work force, which promote the compelling usage of the PNP RSP for UP, which are:

Compelling PNP leadership or supervision; Compelling outside oversight; Foundation of effective grievance committee on enlistment and selection process for uniformed personnel and punishment framework for violators; and Genuineness, competency, and commitment of the faculty actualizing the RSP for UP. On the other hand, there are six ruining components which meddled with the compelling execution of PNP RSP for UP, which are:

Presence of patronage framework; Conflicting, intemperate or superfluous rules and controls on PNP RSP for UP; Nonappearance of "check and balance" or viable independent anti-corruption committee; Need of personnel/budget/technology (database or computers or other up-to-date offices); Nearness of political, powerful (rich and popular) or favored group's influence; and Need of political will among arrangement implementers. Additionally, there is critical contrast between the person police execution as seen by the PNP staff and the person police performance as perceived by the open, which infers that superior execution is still expected from the police officers. Lastly, the PNP personnel perceive that the PNP needs way better RSP for UP in arrange to create more mindful, competent, and viable police officers.

Synthesis

Job satisfaction and performance are critical aspects of the Philippine National Police (PNP), as they directly affect the organization's effectiveness in maintaining peace and order in the country. Police officers face numerous challenges, including high-stress environments, irregular work hours, and limited resources, which can significantly influence their job satisfaction and performance levels.

Research indicates that job satisfaction in police organizations is influenced by both intrinsic and extrinsic factors. Intrinsic factors, such as the sense of purpose and fulfillment derived from serving the community, are vital motivators. According to Herzberg's Two-Factor Theory, intrinsic factors contribute to job satisfaction, while extrinsic factors like salary, work conditions, and organizational support reduce dissatisfaction (Herzberg, 2015). In the context of the PNP, a study by Dela Cruz (2018) highlights the role of organizational support in boosting job satisfaction. The research reveals that officers who receive adequate resources, fair promotions, and acknowledgment for their efforts tend to exhibit higher satisfaction levels. Conversely, a lack of these factors often leads to frustration, burnout, and turnover intentions.

The relationship between job satisfaction and performance is well-documented in organizational behavior literature. Spector (2016) posits that satisfied employees are more likely to be productive, innovative, and committed to their roles. For PNP officers, high levels of job satisfaction can result in improved response times, better decision-making in critical situations, and enhanced public trust. A recent study by Reyes and Santos (2021) on PNP personnel found a positive correlation between job satisfaction and performance metrics, such as

case resolution rates and community engagement activities. Officers who reported high satisfaction levels were also more likely to engage in proactive policing strategies and maintain ethical standards.

Despite its importance, achieving job satisfaction in the PNP remains a challenge. Factors such as insufficient compensation, exposure to high-risk situations, and a lack of mental health support often contribute to low morale among officers. A survey conducted by Cruz et al. (2020) revealed that 68% of PNP personnel reported dissatisfaction with their current work conditions, citing inadequate resources and overwhelming workloads as primary concerns. Moreover, organizational culture plays a significant role in shaping job satisfaction. The PNP has often been criticized for a hierarchical structure that sometimes stifles innovation and discourages feedback from lower-ranking officers (Garcia, 2019). Addressing these cultural barriers is essential for fostering a more inclusive and supportive work environment.

To improve job satisfaction and performance in the PNP, a multi-faceted approach is necessary. First, enhancing compensation packages and providing additional benefits can help address extrinsic dissatisfaction. Second, implementing comprehensive mental health programs and stress management workshops can support officers' well-being. Furthermore, leadership development programs that emphasize empathy, transparency, and inclusivity can help create a more supportive organizational culture. As suggested by Bass (2001), transformational leadership practices can inspire and motivate officers, thereby improving both job satisfaction and performance.

Overall, job satisfaction and performance are closely intertwined and crucial for the PNP's success in fulfilling its mandate. By addressing the intrinsic and extrinsic factors affecting satisfaction and implementing supportive policies, the PNP can create a more motivated and efficient workforce. Ultimately, these efforts will not only enhance the well-being of police officers but also contribute to the safety and security of the communities they serve.

METHODOLOGY

This chapter presents the research design, respondents of the study, sampling design, data gathering procedure, research instrument, including its content validity and reliability, and the statistical tools that will be employed in the analysis of the data.

Research Design

Descriptive correlational research design was appropriate for studying the relationship between work-life balance and job performance among Philippine National Police (PNP) personnel because it effectively examined the natural interactions between these variables without manipulation. This design allows for the identification of patterns and trends in existing data, providing insights into how work-life balance impacts job performance in real-world contexts. Given the ethical constraints associated with experimental interventions in law enforcement, this approach offers a flexible method for data collection, such as surveys, that can be tailored to the specific needs of PNP personnel. Moreover, the findings can serve as a foundation for future research, potentially leading to more controlled studies that explore causal relationships. Overall, this design facilitates a comprehensive understanding of the dynamics at play, making it a valuable choice for this investigation (Fowler, 2013).

By employing this form of inquiry, the study would be able to determine the differences and the relationship among the respondent's which were the Philippine National Police of the municipal police stations of second district of Bohol and their assessment in their level of work life balance and the level of job performance.

Locale of the Study

This study was carried out in the 14 municipal police stations in the second district of Bohol during the second semester of the academic year 2024–2025.

Respondents of the Study

The best respondents for this study on work-life balance and job performance among Philippine National Police (PNP) personnel were the active police officers across various ranks and units within the organization. This selection was crucial because it ensures a diverse representation of experiences, challenges, and perspectives related to work-life balance in a high-stress environment. Including officers from different ranks allows for a comprehensive understanding of how job responsibilities and personal life demands vary based on position and tenure. Additionally, incorporating officers from various units—such as traffic, community relations, and criminal investigations—can provide insights into how different roles within the PNP impact work-life dynamics. This diversity among respondents can enhance the richness of the data collected, enabling the study to capture a wide range of experiences and ultimately leading to more robust conclusions about the relationship between work-life balance and job performance in law enforcement. The respondents of the study were the PNP personnel, and administration staff in the second district of Bohol.

Sampling Techniques

Upon calculating the sample from the total population of the target respondents using Cochran's formula, this study utilized stratified random sampling technique. Stratified random sampling is a method of sampling that involves the division of a population into smaller sub-groups known as strata. In stratified random sampling, or stratification, the strata are formed based on members' shared attributes or characteristics. This involves dividing the entire population into homogeneous groups called strata (plural for stratum). Random samples were then selected from uniformed PNP personnel in the second district of Bohol.

$$n = \frac{\frac{t^2 PQ}{d^2}}{1 + \frac{1}{N} \left(\frac{t^2 PQ}{d^2} - 1 \right)}$$

Where $Q = 1 - p$

d is the margin of error

N is the total population

n is the sample size

p is the proportion in the target population estimated to have a particular characteristic

t is the abscissa of the normal curve

The distribution of the respondents is shown in Table 1 below.

Table 1. Distribution of the respondents according to category.

RESPONDENTS	POPULATION	SAMPLE	PERCENTAGE
PNP Personnel	380	177	86.4
Chief of Police	14	7	3,4
Administration Officer	14	7	3.4
Traffic Enforcer	14	7	3.4
Investigator	14	7	3.4
Total	436	205	100

Research Instrument

The present study used a researcher-made questionnaire for the respondent's assessment in the level of work life balance and the level of job performance of the Philippine National Police personnel in the second district of Bohol. The research instruments were made up of three (3) parts.

Part I consisted of items that determined the socio-demographic profile of the respondents. This section provided information on the respondents' age, gender, marital status, job role, work schedule, and length of service.

Part II addressed the level of work-life balance among Philippine National Police personnel in the second district of Bohol.

Part III examined the level of job performance of Philippine National Police personnel in the second district of Bohol.

The research instruments were subjected to content validity and reliability testing. They were validated by members of the advisory committee, who were considered experts. Necessary corrections were incorporated following the review of the instruments. The research instruments also underwent pilot testing to assess their reliability. Data from the pilot test were encoded and processed using the Statistical Package for Social Sciences (SPSS) software.

Data Gathering Procedure

The researcher secured permission to conduct the study from the Office of Graduate Studies in the College of Criminal Justice Education at Capiz State University-Dayao Campus. This approval was then forwarded to the Provincial Director of the Bohol Provincial Police Office for final authorization after the research instrument had undergone tests and measures to ensure its validity and reliability. Once approved, the researcher personally distributed the survey forms to randomly selected members of the Philippine National Police in Bohol's second district. After the respondents were given the allotted time to complete the surveys, the data were collected. The survey forms were then gathered and submitted to the researcher's statistician for analysis.

The Statistical Package for Social Sciences (SPSS) was used to tabulate and analyze the collected data.

Data Analysis Procedure

Scoring of Items

The items in the instrument in the assessment of the level of work life balance of the uniformed Philippine National Police personnel in the second district of Bohol were weighted, scored and interpreted as the following:

Score	Response Category
5	Strongly Agree
4	Agree
3	Neutral
2	Disagree
1	Strongly Disagree

Scoring guide on the assessment on the level of job performance of uniformed Philippine National Police personnel in the second district of Bohol.

Score	Response Category
5	Strongly Agree
4	Agree
3	Neutral
2	Disagree
1	Strongly Disagree

Interpretation of Data

To interpret the level of work life balance of the uniformed Philippine National Police personnel in the second district of Bohol, the following mean interval and verbal interpretation were used as basis:

Mean Interval	Verbal Interpretation
4.21 – 5.00	Very High
3.41 – 4.20	High
2.61 – 3.40	Moderate
1.81 – 2.60	Low
1.00 – 1.80	Very Low

To interpret on the level of job performance of uniformed Philippine National Police personnel in the second district of Bohol, the following mean interval and verbal interpretation were used as basis:

Mean Interval	Verbal Interpretation
4.21 – 5.00	Outstanding
3.41 – 4.20	Very Satisfactory
2.61 – 3.40	Satisfactory
1.81 – 2.60	Unsatisfactory
1.00 – 1.80	Needs Improvement

Statistical Analysis Procedure

Frequency count and percentage were used to describe the socio-demographic profile of the respondents.

In determining the level of implementation of POMIS and the challenges encountered as assessed by the respondents of the study, the mean was utilized.

To identify significant differences in the variables used, Analysis of Variance (ANOVA) was performed for variables with more than two categories, while the Independent Samples Test (t-test) was employed to assess whether there was a significant difference between variables with two categories.

The correlation between the compared variables was tested using the Pearson Product-Moment Correlation Coefficient. The Statistical Package for Social Sciences (SPSS) program was used to analyze the gathered data.

All inferential statistics were set at a 0.05 alpha level of significance.

Ethical Considerations

The researcher took ethical considerations into account during the study. All respondents' personal information was kept private to preserve their privacy and provide them with a sense of security. Furthermore, the data, results, methodologies, and processes were gathered without falsification to ensure authentic research findings.

In addition, the researcher obtained authorization from the school administration to conduct the study with the research participants. The investigation was carefully presented to the participants in simple terms. Furthermore, the researcher did not threaten or coerce the respondents into participating in the study. They were given the option to withdraw from the study if they so preferred. Their participation was entirely voluntary, and they contributed to the research willingly.

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

This chapter presents, analyzes, and interprets the information that was gathered. The data is presented in tabular style, and each table is associated with textual discussions to further elaborate on the results and findings of this study.

Demographic Profile of the Respondents

Table 2 presents the demographic profile of the two hundred and five (205) respondents in this study, including gender, age, marital status, family size, job role, work schedule, and years of service.

Gender. The distribution of respondents by gender shows that the majority, 78.5% (161), were male, while 21.5% (44) were female. This indicates that male respondents considerably outnumbered their female counterparts.

Age. Respondents' age distribution revealed that the largest proportion, 47.8% (98), were between 30-39 years old, followed by 28.3% (58) aged 40-49 years old. Younger respondents aged 20-29 accounted for 19.0% (39), while respondents aged 50 and above comprised only 4.9% (10), reflecting fewer senior participants in the study.

Marital Status. The majority of respondents, 72.7% (149) were married, followed by single respondents, who represented 26.3% (54). Only a minimal proportion were widowed (0.5%, 1 respondent) or separated (0.5%, 1 respondent). This highlights that most respondents were married individuals.

Family Size. The distribution of family size among respondents showed that the largest group, 49.3% (101) belonged to families with 3-4 members. Families with 5-6 members accounted for 29.8% (61), while the smallest proportion, 21.0% (43), had only 1-2 family members. This indicates that most respondents lived in medium-sized families.

Job Role. In terms of respondents' job roles, the majority, 67.3% (138), were personnel on duty. Investigators accounted for 13.7% (28), administrative staff comprised 12.7% (26), traffic personnel made up 3.9% (8), and chiefs of police were the smallest group at 2.4% (5). This distribution suggests a predominance of duty personnel among respondents.

Work Schedule. Regarding work schedules, most respondents, 70.2% (144), worked in shifts, while 26.3% (54) had standard working hours. Only a minor group, 3.4% (7), experienced irregular working hours. This suggests that shift work is predominant among respondents.

Years of Service. Respondents had diverse lengths of service. The largest proportion, 30.2% (62), had served for more than 15 years, closely followed by those with 6-10 years of service at 29.8% (61). Respondents with 11-15 years of service constituted 28.3% (58), and the smallest proportion, 11.7% (24), had served between 0-5 years. Thus, respondents demonstrated a generally substantial level of professional experience.

Overall, the demographic profile reflects a predominantly male workforce, mostly married, within medium-sized families, primarily composed of duty personnel working shifts, and having substantial years of professional experience.

Table 2. Demographic profile of the respondents.

PROFILES / VARIABLES		FREQUENCY	PERCENTAGE
Gender	Male	161	78.5
	Female	44	39.3
	Total	205	100
Table 2. continued...			
PROFILES / VARIABLES		FREQUENCY	PERCENTAGE
Age	20-29 years old	39	19.0
	30-39 years old	98	47.8
	40-49 years old	58	28.3
	50 years old and above	10	4.9
	Total	205	100
Marital Status	Single	54	26.3
	Married	149	72.7
	Widowed	1	0.5
	Separated	1	0.5
	Total	205	100
Family Members	1-2 members	43	21
	3-4 members	101	49.3
	5-6 members	61	29.8
	Total	205	100
Years of Service	Chief of Police	5	2.4
	Traffic Personnel	8	3.9
	Administrative Staff	26	12.7
	Investigator	28	13.7
	Personnel on Duty	138	67.3

	Total	205	100
Job Role	Chief of Police	5	2.4
	Traffic Personnel	8	3.9
	Administrative Staff	26	12.7
	Investigator	28	13.7
	Personnel on Duty	138	67.3
	Total		100
Table 2. continued...			
PROFILES / VARIABLES		FREQUENCY	PERCENTAGE
Work Schedule	Standard Hour	54	26.3
	Shift	144	70.2
	Irregular Hours	7	3.4
	Total	205	100
Years of Service	0-5 Years	24	11.7
	6-10 Years	61	29.8
	11-15 Years	58	28.3
	Above 15 Years	62	30.2
	Total	205	100

Level of Work Life Balance of the Philippine

National Police Personnel

Presented in Table 3 is the respondents' assessment of the level of work-life balance among Philippine National Police personnel. The results indicate a "High" overall level of work-life balance as evidenced by a grand mean of 3.48. This suggests that the respondents generally experience a positive balance between their professional and personal lives, although some areas may still require attention and improvement.

Among the assessed dimensions, Time Management received the highest rating (M=4.21, Very High). Specifically, respondents reported very high effectiveness in prioritizing tasks (M=4.40), efficiently allocating time between work and personal activities (M=4.33), and regularly assessing strategies to improve their balance (M=4.35). This indicates a strong ability among personnel to manage their work schedules and personal responsibilities effectively.

The dimension of Stress Level was rated as High (M=4.15). Respondents noted that work-related stress significantly impacts their overall well-being (M=4.23), though they have effective strategies for managing stress (M=4.20). Additionally, respondents frequently reported feeling exhausted after work (M=4.10) and indicated

that reducing stress would enhance their quality of life ($M=4.09$). This highlights stress as a notable concern despite high coping mechanisms.

On the other hand, Support System was rated Moderate ($M=3.24$). Respondents expressed a high degree of comfort in discussing balance issues with supervisors ($M=4.23$). However, they indicated moderate satisfaction with workplace programs for managing work-life balance ($M=2.77$) and low satisfaction with support from colleagues and superiors ($M=1.78$). This suggests a need to strengthen organizational support structures to better assist personnel.

Finally, Flexibility was rated lowest ($M=2.33$, Low). Although respondents reported very high support from supervisors when seeking flexible arrangements ($M=4.40$), they experienced very low flexibility in their workplace schedules ($M=1.23$) and limited ability to adjust work hours for personal commitments ($M=1.76$). This indicates that enhancing flexibility in scheduling could significantly improve overall work-life balance.

Overall, the findings indicate a generally high work-life balance among Philippine National Police personnel, driven by strong time management practices and effective stress coping strategies. However, enhancing organizational support systems and workplace flexibility could further improve their overall experience of balancing professional and personal responsibilities. This aligns with global studies emphasizing that effective time management significantly contributes to higher job satisfaction and lower stress levels among law enforcement officers (Lambert et al., 2017; Houdmont&Randall, 2018). Similarly, Philippine research supports this observation, highlighting that structured time management interventions enhance overall job performance and reduce work-related stress among police personnel (Reyes&Garcia, 2020).

However, enhancing organizational support systems and workplace flexibility could further improve their overall experience of balancing professional and personal responsibilities. International research consistently identifies organizational support and flexible work arrangements as critical determinants of work-life balance and overall well-being in policing contexts (Brough et al., 2021; Lambert et al., 2019). Locally, Bautista and De Guzman (2021) emphasized that increasing workplace flexibility and strengthening organizational support significantly improves the morale, productivity, and retention rates among Philippine law enforcement personnel, underscoring the importance of addressing these factors within the organization.

Table 3. Level of work life balance of the Philippine National Police personnel.

STATEMENT / INDICATORS	MEAN	VERBAL INTERPRETATION
Time Management		
I effectively prioritize my tasks to balance work and personal responsibilities.	4.40	Very High
I can allocate my time efficiently between work and personal activities.	4.33	Very High
I often feel overwhelmed due to poor time management.	3.66	High
I am able to complete my work tasks within the allotted time.	4.29	Very High
I regularly assess my time management strategies to improve balance.	4.35	Very High
Grand Mean	4.21	Very High

Table 3. continued...		
STATEMENT / INDICATORS	MEAN	VERBAL INTERPRETATION
My workplace allows for flexibility in my work schedule to accommodate personal commitments.	1.23	Very Low
I have the option to work from home when necessary.	2.20	Low
I can adjust my work hours to attend important personal events.	1.76	Very Low
Flexible scheduling positively impacts my ability to manage personal and work responsibilities.	2.09	Low
I feel supported by my supervisor in seeking flexible work arrangements.	4.40	Very High
Grand Mean	2.33	Low
Support System		
I receive adequate support from my colleagues and superiors regarding work-life balance.	1.78	Very Low
There are programs in place at my workplace to help employees manage their balance.	2.77	Moderate
I feel comfortable discussing work-life balance issues with my supervisor.	4.23	Very High
My family supports my career and helps me manage stress.	3.71	High
I have access to mental health resources that aid in maintaining work-life balance.	3.72	High
Grand Mean	3.24	Moderate
Stress Level		
I often feel stressed due to the demands of my job affecting my personal life.	4.12	High
Work-related stress impacts my overall well-being.	4.23	Very High
Table 3. continued...		
STATEMENT / INDICATORS	MEAN	VERBAL INTERPRETATION
I have effective strategies for managing work-related stress.	4.20	High

I frequently feel exhausted after a day at work.	4.10	High
I believe that reducing work-related stress would improve my quality of life.	4.09	High
Grand Mean	4.15	High
Over all Grand Mean:	3.48	High

Level of Job Performance of Philippine

National Police Personnel

Presented in Table 4 is the respondents' assessment of the level of job performance among Philippine National Police personnel. The overall results indicate a "Very High" level of job performance, with an overall grand mean rating of 4.31. This suggests that the respondents perceive themselves as highly effective and engaged in their professional roles across all assessed dimensions.

In terms of Productivity, respondents rated themselves as very high ($M=4.27$). Among the indicators, consistently meeting work targets and goals was rated very high ($M=4.24$), feeling productive as team members ($M=4.33$), completing tasks ahead of schedule ($M=4.23$), producing high-quality output ($M=4.27$), and taking initiative to enhance productivity ($M=4.30$). These results underscore that respondents feel highly productive and proactive in achieving professional goals.

Regarding Job Satisfaction, respondents indicated a very high level ($M=4.28$). They expressed strong overall job satisfaction and fulfillment ($M=4.36$), feeling valued by their organization ($M=4.27$), enjoying assigned tasks and responsibilities ($M=4.27$), having opportunities for personal growth ($M=4.30$), and willingness to recommend their job to others ($M=4.20$). This suggests high morale and positive attitudes toward their employment.

On Attendance, respondents rated themselves very high as well ($M=4.34$). They particularly highlighted maintaining good attendance records and motivation to come to work ($M=4.38$), rarely taking unnecessary sick days or leave ($M=4.27$), attendance reflecting commitment ($M=4.34$), prioritizing work attendance ($M=4.28$), and viewing attendance as important for career advancement ($M=4.37$). These results indicate a strong commitment and responsibility toward workplace presence.

Finally, for Performance Evaluation, respondents indicated a very high level ($M=4.36$). Specifically, receiving positive feedback during evaluations was rated the highest ($M=4.52$), alongside fair and accurate assessments by supervisors ($M=4.28$), actively seeking feedback for improvement ($M=4.30$), evaluations accurately reflecting contributions ($M=4.31$), and seeing performance evaluations as growth opportunities ($M=4.33$). This highlights the respondents' positive experiences with performance evaluation systems and openness to professional development.

Overall, these findings indicate that the Philippine National Police personnel demonstrate very high job performance across all evaluated areas, including productivity, job satisfaction, attendance, and performance evaluation. This outcome aligns with global studies indicating that clearly defined performance evaluation systems, high job satisfaction, strong attendance, and productivity significantly contribute to enhanced organizational performance and professional fulfillment in law enforcement settings (Shane, 2020; Johnson et al., 2018). Research conducted internationally further supports these results, emphasizing that when law enforcement personnel feel valued, receive constructive feedback, and maintain strong attendance, they become more effective and efficient, positively influencing community relations and organizational outcomes (Lambert et al., 2019; Miller&Rayner, 2020).

In the Philippine context, similar findings by Garcia and Cruz (2021) confirm that supportive performance evaluation practices and job satisfaction significantly elevate productivity and commitment among Philippine

police personnel. Additionally, Bautista et al. (2022) found that comprehensive performance evaluation systems combined with job satisfaction significantly reduce turnover intentions and increase organizational loyalty among Filipino law enforcement officers. These findings highlight the critical role of fair and consistent performance evaluations in motivating officers, reinforcing their sense of belonging, and ultimately improving their effectiveness and professional engagement.

Table 4. Level of job performance of the Philippine National Police personnel.

STATEMENT / INDICATORS	MEAN	VERBAL INTERPRETATION
Productivity		
I consistently meet my work targets and goals.	4.24	Very High
I feel that I am a productive member of my team.	4.33	Very High
I often complete my tasks ahead of schedule.	4.23	Very High
I believe my work output is of high quality.	4.27	Very High
I take initiative to improve my productivity at work.	4.30	Very High
Grand Mean	4.27	Very High
Table 4. continued...		
STATEMENT / INDICATORS	MEAN	VERBAL INTERPRETATION
Job Satisfaction		
I am satisfied with my job overall and feel fulfilled by my work.	4.36	Very High
I feel valued by my organization for my contributions.	4.27	Very High
I enjoy the tasks and responsibilities associated with my position.	4.27	Very High
My job provides me with opportunities for personal growth.	4.30	Very High
I would recommend my job to others based on my experience.	4.20	High
Grand Mean	4.28	Very High
Attendance		
I have a good attendance record at work and feel motivated to come each day.	4.38	Very High
I rarely take sick days or leave unless necessary.	4.27	Very High
I believe my attendance reflects my commitment to my job.	4.34	Very High
I often prioritize work attendance over personal commitments.	4.28	Very High
I feel that maintaining good attendance is important for my career.	4.37	Very High

Grand Mean	4.34	Very High
Performance Evaluation		
I receive positive feedback during performance evaluations.	4.52	Very High
Table 4. continued...		
STATEMENT / INDICATORS	MEAN	VERBAL INTERPRETATION
I believe my supervisors assess my performance fairly and accurately.	4.28	Very High
I actively seek feedback to improve my work performance.	4.30	Very High
I feel that my performance evaluations reflect my true contributions.	4.31	Very High
I view performance evaluations as an opportunity for growth and development.	4.33	Very High
Grand Mean	4.36	Very High
Over all Grand Mean:	4.31	High

Moreover, strong attendance records observed among personnel in this study reflect a high degree of commitment and responsibility, which local research suggests is closely linked to increased trust and dependability within law enforcement teams (Reyes&Mendoza, 2021). Consistent attendance further enables efficient teamwork, smoother operational planning, and overall improved service delivery. Productivity, another key area showing very high ratings among respondents, aligns with Philippine studies highlighting that proactive work habits and initiative-driven productivity directly correlate with enhanced operational outcomes and overall job performance (Santos, 2020).

Collectively, these findings reinforce that fostering an environment that promotes productivity, job satisfaction, reliable attendance, and effective performance evaluation substantially contributes to the sustained excellence of law enforcement agencies. The Philippine National Police's high ratings across these domains suggest robust organizational practices and indicate substantial potential for further professional growth, institutional efficiency, and community trust.

Significant Difference in the Level of Work-Life Balance among Philippine National Police Personnel when Grouped according to their Demographic Profile

To determine if there was a significant difference in the level of work-life balance among Philippine National Police personnel when grouped according to their demographic profiles, statistical analyses were conducted. Tables 5 and 6 present the results of the Independent Samples t-test and ANOVA, respectively, displaying mean scores, t-values, F-values, significance levels, and corresponding interpretations.

Gender and the Level of Work-Life Balance

Table 5 presents the results of the Independent Samples t-test comparing the level of work-life balance between male and female respondents. The mean score for male personnel was **3.51**, whereas female personnel had a slightly lower mean of **3.39**. The computed t-value of **1.880** and the sig-value of **0.062** indicate that there is no statistically significant difference at the 0.05 level of significance. Thus, the null hypothesis is not rejected, suggesting that gender does not significantly affect the perceived level of work-life balance among Philippine National Police personnel.

Age and the Level of Work-Life Balance

In the same table, the ANOVA results analyzing the level of work-life balance among respondents of different age groups is shown. Personnel aged 20-29 had a mean score of **3.57**, those aged 30-39 had a mean of **3.47**, ages 40-49 had **3.43**, and personnel aged 50 and above scored the highest with a mean of **3.63**. The computed F-value of **1.899** and the sig-value of **0.131** indicate that the difference among age groups is not statistically significant at the 0.05 significance level. Consequently, the null hypothesis is not rejected, suggesting that age does not significantly influence the perceived level of work-life balance among the respondents.

Table 5. Significant difference in the level of work-life balance among Philippine National Police personnel when grouped according to their gender and age.

Compared Variables	Mean	t-value	Sig-value	Remarks
Gender:				
Male	3.51	1.030	0.304	Not Significant
Female	3.39			
Age:				
20-29 years old	3.57	1.899	0.131	Not Significant
30-39 years old	3.47			
40-49 years old	3.43			
50 years old and above	3.63			

$\alpha = 0.05$

Marital Status and the Level of Work-Life Balance

Results revealed no significant difference in the respondents' level of work-life balance when grouped by marital status, as indicated by an F-value of 0.617 and a significance value (sig-value) of 0.605, exceeding the 0.05 level of significance. Single respondents recorded the highest mean score (M=3.50), followed closely by married (M=3.48), separated (M=3.65), and widowed respondents (M=3.05). Given the non-significant result, the null hypothesis is not rejected, indicating that marital status does not significantly influence respondents' perceptions of work-life balance.

Family Members and the Level of Work-Life Balance

Similarly, the analysis found no significant difference in the perceived level of work-life balance when respondents were grouped according to family size, with an F-value of 1.303 and a significance value of 0.274, also above the 0.05 significance threshold. Respondents from families consisting of 5-6 members reported the highest mean (M=3.54), followed by those with 3-4 members (M=3.46) and those with 1-2 members (M=3.44). The absence of significance leads to a failure to reject the null hypothesis, suggesting family size does not significantly affect work-life balance among Philippine National Police personnel.

Table 6. Significant difference in the level of work-life balance among Philippine National Police Personnel when grouped according to their marital status and family members

Compared Variables	Mean	t-value	Sig-value	Remarks
Marital Status				
Single	3.50	0.617	0.605	Not

Married	3.48			Significant
Widowed	3.05			
Separated	3.65			
Family Members				
1-2 members	3.44	1.303	0.274	Not Significant
3-4 members	3.46			
5-6 members	3.54			

 $\alpha = 0.05$

Rank and the Level of Work-Life Balance

The results showed no significant difference in work-life balance based on rank (F-value=1.536, Sig.=0.193), which exceeded the 0.05 significance level. Personnel holding the Chief of Police rank had the highest mean score (M=3.71), followed by personnel on duty (M=3.50), investigators (M=3.48), administrative staff (M=3.39), and traffic personnel (M=3.32). The non-significant results indicate that rank does not significantly influence the perceived level of work-life balance among the respondents.

Work Schedule and the Level of Work-Life Balance

Similarly, ANOVA revealed no significant differences in work-life balance when respondents were grouped by their work schedules (F-value=1.520, Sig.=0.221). Respondents working irregular hours recorded the highest mean score (M=3.61), followed by those with standard working hours (M=3.53), and personnel on shift schedules (M=3.46). Given the non-significant results, work schedule was found to have no considerable effect on work-life balance.

Length of Service and the Level of Work-Life Balance

Lastly, the length of service showed no significant difference concerning the level of work-life balance (F-value=0.536, Sig.=0.658). Respondents with 0-5 years of service had the highest mean (M=3.55), followed by those with 11-15 years (M=3.50), above 15 years (M=3.47), and 6-10 years (M=3.45). Again, the non-significant findings indicate that length of service does not significantly affect work-life balance perceptions.

The results indicate that gender, age, marital status, family size, rank, work schedule, and length of service do not significantly affect the perceived level of work-life balance among Philippine National Police personnel. These findings imply a generally consistent experience of work-life balance across demographic groups within the organization, suggesting that personal or occupational characteristics alone do not notably influence officers' perception of balancing their professional and personal responsibilities.

Table 7. Significant difference in the level of work-life balance among Philippine National Police personnel when grouped according to their rank, work schedule, and length of service.

Compared Variables	Mean	t-value	Sig-value	Remarks
Rank				
Chief of Police	3.71	1.536	0.913	Not Significant
Personnel on Duty	3.50			

Investigator	3.48			
Administrative Staff	3.39			
Traffic Personnel	3.32			
Work Schedule				
Irregular Hours	3.61	1 .520	0.221	Not
Standard Hours	3.53			Significant
Shift	3.46			
Length of Service				
0-5 Years	3.55	0.536	0.658	Not
11-15 Years	3.50			Significant
Above 15 Years	3.47			
6-10 Years	3.45			

$\alpha = 0.05$

Several studies both support and contrast these findings regarding the influence of demographic factors on work-life balance. Consistent with the present findings, Johnson et al. (2018) indicated that demographic factors such as gender and marital status have limited impact on officers' work-life balance perceptions, emphasizing instead the importance of organizational culture and supportive workplace policies. Similarly, local research by Reyes and Mendoza (2021) found that differences in family size or marital status had minimal effects on Philippine law enforcement personnel's ability to achieve work-life balance, further corroborating the current results.

Conversely, some research presents differing conclusions. For example, Lambert et al. (2019) argue that length of service and work schedule significantly impact perceptions of work-life balance due to accumulated stress and burnout over time, suggesting a possible discrepancy with the present study's findings. Likewise, Bautista et al. (2022) indicated that higher-ranking officers typically reported better work-life balance due to greater autonomy and flexibility in their roles, thus contradicting the current study's conclusion that rank has no significant effect.

These mixed findings highlight the complexity surrounding work-life balance perceptions in law enforcement. While demographic characteristics alone may not yield significant differences, the interplay between organizational policies, workplace culture, and individual circumstances should be explored further to comprehensively understand the determinants of work-life balance among police personnel.

Significant Difference in the Level of Job Performance among Philippine National Police Personnel when Grouped according to their Demographic Profile

To determine if significant differences existed in the level of job performance among Philippine National Police personnel based on gender and age, statistical analyses were conducted. Table 8 summarizes the results, including mean scores, t-values, F-values, significance levels, and corresponding interpretations.

Gender and the Level of Job Performance

The results revealed no significant difference in the level of job performance between male (**M=4.27**) and female (**M=4.36**) respondents, as indicated by a t-value of **-1.088** and a significance value (**sig-value**) of **0.278**,

exceeding the 0.05 significance level. Consequently, the null hypothesis is not rejected, suggesting that gender does not significantly impact the perceived job performance among Philippine National Police personnel.

Age and the Level of Job Performance

In contrast, the results indicated a significant difference in job performance among personnel when grouped according to age, with an F-value of **6.713** and a significance value (**sig-value**) of **0.000**, below the 0.05 significance threshold. Personnel aged 20-29 reported the highest mean (**M=4.55**), followed by those aged 50 years and above (**M=4.33**),

30-39 years (**M=4.27**), and 40-49 years (**M=4.15**). Given the significant results, the null

Table 8. Significant difference in the level of job performance among Philippine National Police personnel when grouped according to gender and age.

Compared Variables	Mean	t-value	Sig-value	Remarks
Gender:				
Male	4.27	1.088	0.278	Not Significant
Female	4.36			
Age:				
20-29 years old	4.55	6.713	0.000	Significant
30-39 years old	4.27			
40-49 years old	4.15			
50 years old and above	4.33			

$\alpha = 0.05$

hypothesis is rejected, indicating age is a significant factor influencing perceptions of job performance. Specifically, younger officers perceive higher levels of job performance, possibly due to higher enthusiasm or motivation early in their careers.

Marital Status and the Level of Job Performance

ANOVA results indicated no significant difference in job performance when respondents were grouped according to marital status (F-value=2.397, Sig.=0.069). Single respondents reported the highest mean job performance (M=4.42), followed by widowed respondents (M=4.44), married respondents (M=4.25), and separated respondents (M=3.79). The non-significant result means the null hypothesis is not rejected, suggesting that marital status does not significantly influence the perceived level of job performance among respondents.

Table 9. Significant difference in the level of job performance among Philippine National Police personnel when grouped according to marital status and family members.

Compared Variables	Mean	F-value	Sig-value	Remarks
Marital Status				
Single	4.42	2.397	0.069	Not

Married	4.44			Significant
Widowed	4.25			
Separated	3.79			
Family Members				
1-2 members	4.37	1.180	0.309	Not Significant
3-4 members	4.28			
5-6 members	4.25			

$$\alpha = 0.05$$

Family Members and the Level of Job Performance

Similarly, no significant difference in job performance was found when respondents were grouped according to family size (F-value=1.180, Sig.=0.309). Personnel from families with 5-6 members reported the highest mean job performance (M=4.37), followed by those with 1-2 members (M=4.28), and 3-4 members (M=4.25). Given the non-significant findings, family size does not appear to significantly affect respondents' perceived job performance.

Job Role and the Level of Job Performance

The results indicated no significant difference in job performance when respondents were grouped according to their job role (F-value=2.270, Sig.=0.063). Chiefs of Police reported the highest mean performance (M=4.77), followed by investigators (M=4.41), administrative staff (M=4.31), personnel on duty (M=4.25), and traffic personnel (M=4.17). Given the non-significant results, job role does not appear to significantly influence perceptions of job performance among the respondents.

Work Schedule and the Level of Job Performance

Similarly, the analysis found no significant difference in job performance based on respondents' work schedules (F-value=1.643, Sig.=0.196). Respondents working standard hours had the highest mean (M=4.39), followed by those on shift schedules (M=4.26) and those working irregular hours (M=4.18). The non-significant findings indicate that work schedules do not significantly affect job performance perceptions.

Length of Service and the Level of Job Performance

Lastly, the results showed no significant difference concerning years of service (F-value=2.399, Sig.=0.069). Personnel with 0-5 years of service reported the highest mean job performance (M=4.50), followed by 6-10 years (M=4.33), 11-15 years (M=4.25), and those serving above 15 years (M=4.22). Given the non-significant result, the length of service does not significantly influence the perceived job performance of respondents.

Table 10. Significant difference in the level of job performance among Philippine National Police personnel when grouped according to their rank, work schedule, and length of service.

Compared Variables	Mean	F-value	Sig-value	Remarks
Rank				
Chief of Police	4.77	2.270	0.063	Not Significant
Personnel on Duty	4.41			

Investigator	4.31			
Administrative Staff	4.25			
Traffic Personnel	4.17			
Work Schedule				
Standard Hours	4.39	1.643	0.196	Not Significant
Shift	4.26			
Irregular Hours	4.18			
Length of Service				
0-5 Years	4.50	2.399	0.069	Not Significant
11-15 Years	4.33			
Above 15 Years	4.25			
6-10 Years	4.22			

 $\alpha = 0.05$

The findings revealed that demographic factors, including gender, marital status, family size, job role, work schedule, and years of service, generally do not significantly influence the job performance of Philippine National Police personnel. However, age emerged as a significant determinant, indicating that younger personnel (20–29 years old) perceived themselves as having higher job performance compared to their older counterparts. This finding aligns with global research suggesting that younger employees often exhibit higher enthusiasm, motivation, and openness to innovation, resulting in increased perceived productivity and performance (Miller&Rayner, 2020).

In contrast to the present study’s non-significant findings regarding gender, previous research has provided mixed conclusions. For instance, Lambert et al. (2019) indicated that gender significantly affects perceptions of job performance due to differential experiences in workplace support and recognition. However, Johnson et al. (2018) reported results consistent with the current study, noting limited differences in perceived performance between male and female police personnel, highlighting instead the critical role of organizational support rather than demographic distinctions.

Similarly, marital status and family size did not show significant influence on job performance, consistent with the findings of Garcia and Cruz (2021) in the Philippine context. Their research emphasized that organizational policies and support mechanisms typically play a more substantial role in influencing officers' performance compared to personal demographic characteristics. However, international studies such as those by Shane (2020) and Braga and Weisburd (2015) have suggested family commitments might indirectly affect officers’ job performance by influencing stress levels, job satisfaction, and availability for duty, potentially contradicting this study's findings.

Regarding job roles and work schedules, the results showed no significant differences, suggesting a uniform perception of job performance across varying ranks and shift patterns. While Bautista et al. (2022) highlighted that higher-ranking officers and those working regular hours usually report greater autonomy and perceived effectiveness, the current study did not confirm these differences, indicating potential organizational uniformity in task expectations and performance criteria within the Philippine National Police.

Years of service also did not significantly affect job performance perceptions. Although previous research, such as Reyes and Mendoza (2021), argued that experience could positively influence performance through improved skills and institutional knowledge, this study’s findings imply that experience alone might not substantially alter

self-assessed performance. It could indicate that continuous training and standardized performance measures effectively minimize variations due to years of service.

Overall, this study underscores that while age significantly influences perceptions of job performance, most demographic factors do not appear to substantially affect how police personnel assess their job effectiveness. Consequently, enhancing organizational practices, continuous training, and support systems may represent more impactful strategies for uniformly raising job performance levels across all demographic groups within the Philippine National Police.

Significant Relationship between the Level of Work-Life Balance and Level of Job Performance among Philippine National Police Personnel

The correlation between the level of work-life balance and the level of job performance among Philippine National Police personnel is presented in Table 11. This table provides statistical evidence to determine the strength and significance of the relationship between these two key variables.

As shown in Table 11, the computed Pearson correlation (r-value) is **0.708**, with a sig-value of **0.000**, which is lower than the 0.01 alpha level. This result indicates a strong positive correlation between the level of work-life balance and the level of job performance among Philippine National Police personnel. The findings suggest that as the personnel's work-life balance improves, their perceived job performance also significantly increases, implying that achieving balance between personal and professional responsibilities positively impacts officers' effectiveness at work.

Several studies provide support for these findings. Shane (2020) highlighted that law enforcement officers with better work-life balance demonstrate increased productivity, improved job satisfaction, and reduced stress, resulting in higher overall job performance. Likewise, Garcia and Cruz (2021) found similar outcomes within the Philippine context, emphasizing that police officers who effectively balance professional and personal responsibilities often exhibit enhanced operational efficiency and higher levels of motivation.

Table 11. Significant relationship between the level of work-life balance and the level of job performance among Philippine National Police personnel.

Compared Groups	R-value	Sig-value	Remarks
Level of Work-Life Balance	0.708	.000	Significant
Level of Job Performance			

$\alpha = 0.05$

Contrastingly, some studies present nuanced perspectives regarding this relationship. Lambert et al. (2019), for example, argued that although work-life balance typically contributes positively to job performance, other organizational factors such as leadership style, available resources, and career development opportunities may exert equal or greater influence on job performance. Their findings imply that while a strong correlation exists, the relationship is also moderated by external organizational dynamics.

Nevertheless, the current study's findings predominantly align with existing literature, confirming that enhanced work-life balance directly and significantly contributes to improved job performance among Philippine National Police personnel.

Programs Drawn from the Result of the Study Rationale

Based on the study results highlighting a strong positive correlation between work-life balance and job performance among Philippine National Police personnel, a comprehensive PNP Work-Life Integration and Performance Enhancement Program can be developed. The program aims to enhance officers' work-life balance, thereby improving overall job performance by developing fitted support systems, effective time management,

flexible work arrangements, and stress management strategies. The program includes priority management workshops and personalized coaching sessions designed to strengthen productivity and time management skills. Flexible scheduling policies and remote-work pilot programs will be introduced, particularly for administrative roles, allowing personnel more control over personal and professional responsibilities. Additionally, the program will feature mental health support initiatives, including wellness seminars, mindfulness training, professional counseling, and peer support networks to help officers effectively manage work-related stress. Organizational support will be further reinforced through family-oriented events, community-building activities, and employee assistance programs offering confidential services addressing personal and professional challenges. Lastly, continuous monitoring and evaluation through regular performance audits and feedback surveys will ensure the ongoing effectiveness and responsiveness of the program. Implementation of this comprehensive program is expected to result in increased job satisfaction, enhanced operational effectiveness, reduced absenteeism, improved retention, and the establishment of a supportive organizational culture that promotes the holistic well-being and resilience of police personnel.

The demanding and high-stress nature of law enforcement within the Philippine National Police (PNP) significantly impacts the job performance and overall effectiveness of its personnel, ultimately affecting public safety and security, particularly within communities like Bohol Province. A prevalent issue is the challenge of maintaining a healthy work-life balance, with long hours, unpredictable schedules, and exposure to traumatic events often leading to burnout, decreased job satisfaction, and various health concerns. This imbalance not only affects the well-being of individual PNP personnel but also contributes to lower morale and potential retention problems within the force. To effectively address these critical issues, there is a clear need for evidence-based development programs that are specifically tailored to the challenges faced by PNP officers. By gaining a comprehensive understanding of the intricate relationship between job performance and work-life balance, this study aims to provide a solid foundation for targeted interventions that can enhance both the effectiveness and the well-being of PNP personnel, contributing to a more professional, ethical, and community-oriented police service throughout the Philippines, including the specific context of Bohol Province.

General Objectives

Based on the identified programs, the overarching objectives of this study are multifaceted. Firstly, it seeks to enhance the moral and ethical values of PNP personnel and strengthen their spiritual well-being and personal accountability, fostering a culture of integrity and respect. Secondly, the study aims to improve the job satisfaction and morale of PNP personnel by addressing factors related to their assignments and work environments, ultimately leading to enhanced police efficiency and effectiveness through strategic personnel deployment and the implementation of suitable flexible work arrangements. Furthermore, the study seeks to promote work-life balance among non-frontline personnel to enhance their overall wellness and productivity, while also aiming to modernize PNP administration and support functions through the adoption of flexible work arrangements and digital tools.

ACTION PLAN

Work Life Balance Job and Performance of Philippine National Police: Basis for Development Program

Program Title	Category	Component	Details	Frequency	Target Participants	Implementation Mechanism	Indicative Budget (Annual)
1. PNP Family and Organizational Wellness Program	I. Objectives	Strengthen Family ties	Promote honesty, discipline, compassion, and respect for	Ongoing	All PNP Personnel	FAOWP Committee at station/unit level	N/A

			human rights.				
		Reduce work-related stress	Enhance personal responsibility and inner strength.	Ongoing	All PNP Personnel	FAOWP Committee at station/unit level	N/A
	II. Target Participants	All Uniformed and Non-Uniformed PNP Personnel	Inclusive of all ranks and roles within the Philippine National Police.	Throughout Program Duration	All PNP Personnel	N/A	N/A
	III. Program Components	Moral Upliftment					N/A
		- Weekly Family and Organization al forum	Regular gatherings and fellowship.	Weekly	All PNP Personnel	Facilitated by FAOWP Committee, under PPU unit.	Part of overall budget
		- Monthly Moral upliftment activity	Focused sessions on ethical principles and spiritual growth.	Monthly	All PNP Personnel	Organized by PPU Committee with invited family member speakers (e.g., chaplains).	Included in P10,000.00
2. PNP LOCALIZATION PROGRAM	I. Objectives	Enhance Police Efficiency and Morale	Assigning personnel closer to their place of origin.	Year-Round Implementation	All qualified uniformed PNP personnel requesting reassignment	PNP Directorate for Personnel and Records Management (DPRM) in coordination with Regional Personnel and Human Resource Divisions.	Transportation Allowances, Relocation Assistance, Orientation Costs
		Improve Police-Community Relations	Through culturally familiar and community	Year-Round Implementation	All qualified uniformed PNP personnel requesting	PNP Directorate for Personnel and Records Management (DPRM) in	Transportation Allowances, Relocation Assistance,

			-rooted officers.		reassignment	coordination with Regional Personnel and Human Resource Divisions.	Orientation Costs
		Reduce Absenteeism, Demoralization, and Family Separation	By assigning personnel closer to their families and communities.	Year-Round Implementation	All qualified uniformed PNP personnel requesting reassignment	PNP Directorate for Personnel and Records Management (DPRM) in coordination with Regional Personnel and Human Resource Divisions.	Transportation Allowances, Relocation Assistance, Orientation Costs
		Ensure Better Accountability and Service Delivery	Through localized deployment and community ties.	Year-Round Implementation	All qualified uniformed PNP personnel requesting reassignment	PNP Directorate for Personnel and Records Management (DPRM) in coordination with Regional Personnel and Human Resource Divisions.	Transportation Allowances, Relocation Assistance, Orientation Costs
	II. Target Participants	All qualified uniformed PNP personnel requesting assignment or reassignment to their home province or region.	Focuses on personnel initiated requests based on specific criteria.	Year-Round Implementation	All qualified uniformed PNP personnel requesting reassignment	N/A	N/A
	III. Program Components	Personnel Mapping and Profiling		Ongoing	All qualified uniformed PNP personnel	PNP Directorate for Personnel and Records Management (DPRM)	Minimal (database maintenance)

		- Collect updated data on personnel place of origin and current assignments.	Gathering necessary information for effective matching.	Ongoing	All qualified uniformed PNP personnel	PNP Directorate for Personnel and Records Management (DPRM)	Minimal (data collection)
		- Develop a centralized database to manage localization preferences.	Creating a system for efficient processing of requests.	Initial Development, Ongoing Maintenance	All qualified uniformed PNP personnel	PNP Directorate for Personnel and Records Management (DPRM)	Part of ICT budget
		Assignment Evaluation and Prioritization		Quarterly	All qualified uniformed PNP personnel requesting reassignment, Regional Directors, Chiefs of Police	PNP Directorate for Personnel and Records Management (DPRM) in coordination with Regional Commands.	Minimal
		- Create a scoring system to prioritize requests (e.g., seniority, family status, health reasons).	Ensuring fair and transparent prioritization.	Ongoing	All qualified uniformed PNP personnel requesting reassignment	PNP Directorate for Personnel and Records Management (DPRM)	Minimal
		- Include feedback from Regional Directors and Chiefs of Police on local needs.	Incorporating operational requirements into the process.	Quarterly	Regional Directors, Chiefs of Police	PNP Directorate for Personnel and Records Management (DPRM)	Minimal
		Deployment and Reassignment Procedures		Quarterly	All qualified uniformed PNP personnel approved for	PNP Directorate for Personnel and Records Management (DPRM)	Transportation Allowances

					reassignment		
		- Quarterly reassignment schedules based on manpower needs and unit capacities.	Regularized movement of personnel based on planning.	Quarterly	All qualified uniformed PNP personnel approved for reassignment	PNP Directorate for Personnel and Records Management (DPRM)	Transportation Allowances
		- Ensure compliance with existing policies (e.g., non-involvement in politics, conflict of interest).	Maintain ethical standards and preventing potential issues.	Ongoing	All qualified uniformed PNP personnel approved for reassignment	PNP Directorate for Personnel and Records Management (DPRM), Internal Affairs Service	Minimal
		Capacity Building and Local Integration		Upon Reassignment	Newly reassigned personnel	Regional Personnel and Human Resource Divisions, potentially with LGUs and CSOs.	Orientation and Training Costs
		- Conduct orientation and immersion for reassigned personnel in local dialects, customs, and community issues.	Facilitating smooth integration into the new environment.	Upon Reassignment	Newly reassigned personnel	Regional Personnel and Human Resource Divisions, potentially with LGUs and CSOs.	Orientation and Training Costs
		- Include trainings on community relations and conflict sensitivity.	Enhancing skills relevant to localized policing.	Upon Reassignment	Newly reassigned personnel	Regional Training Centers, potentially with NGOs.	Training Costs

		Monitoring and Evaluation		Regular (Quarterly/Annually)	Local Police Units, LGUs, Community Leaders, Public	PNP Directorate for Personnel and Records Management (DPRM), Regional Commands.	Minimal (reporting)
		- Regular reports on localized personnel performance.	Assessing the effectiveness of the program on individual officers.	Regular (Quarterly)	Local Police Units	Local Chiefs of Police, Regional Directors.	Minimal
		- Feedback from LGUs, community leaders, and the public.	Gauging the impact on community relations and service delivery.	Regular (Semi-Annually)	LGUs, Community Leaders, Public	PNP Units, potentially through surveys and meetings.	Minimal (survey costs)
		- Review of crime statistics and service delivery indicators pre- and post-localization.	Measuring the impact on overall police effectiveness.	Annually	PNP Directorate for Operations, Regional Operations Centers	PNP Directorate for Operations, Regional Operations Centers.	Minimal
	IV. Expected Outcomes	Improved community trust and police response time.	Positive impact on public perception and operational efficiency.	Ongoing	General Public, PNP Personnel	N/A	N/A
		Enhanced morale and welfare of personnel.	Positive impact on job satisfaction and well-being.	Ongoing	PNP Personnel	N/A	N/A
		Better alignment of police presence with local	Ensuring the right personnel are in the	Ongoing	PNP Leadership, Local	N/A	N/A

		security needs.	right places.		Communities		
	V. Implementation Strategy	Lead: DPRM in coordination with Regional Personnel and Human Resource Divisions	Centralized coordination with regional execution.	Throughout Program Duration	N/A	PNP Directorate for Personnel and Records Management (DPRM), Regional Personnel and Human Resource Divisions.	Part of existing personnel roles
		Partners: DILG, LGUs, civil society organizations	Collaborative approach for broader support and impact.	As needed	N/A	Engaged by DPRM and Regional Commands for specific aspects of the program.	As per agreements
		Approval Process: All reassignment requests subject to unit availability and approval by PNP hierarchy	Ensuring proper authorization and consideration of operational needs.	Ongoing	PNP Personnel Requesting Reassignment, PNP Hierarchy	Established PNP Reassignment Procedures.	Minimal
	VI. Budgetary Considerations	Transportation allowances for reassigned personnel	Covering travel expenses for personnel moving to their new assignments.	As needed upon reassignment	Reassigned Personnel	Managed by PNP Finance Service based on approved reassignments.	Varies based on number of reassignments and distance
		Relocation assistance (if applicable)	Providing financial support for settling into a new location (if policy allows).	As needed upon reassignment (if applicable)	Reassigned Personnel (if eligible)	Managed by PNP Finance Service based on policy guidelines.	Varies based on policy and number of reassignments

		Orientation and capacity-building program costs	Expenses for conducting integration and training activities.	Upon Reassignment	Newly Reassigned Personnel	Allocated to Regional Personnel and Human Resource Divisions	Part of training budget
--	--	---	--	-------------------	----------------------------	--	-------------------------

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

This chapter provides the study's summary, findings and results, conclusions drawn from the findings, and recommendations suggested by the researcher.

Summary

This study aimed to examine the relationship between job performance and work-life balance among Philippine National Police (PNP) personnel in selected municipal police stations to serve as a basis for program development. Specifically, it sought to answer the following questions: 1.) What is the socio-demographic profile of the respondents in terms of age, gender, marital status, family size, rank, work schedule, and length of service? 2.) What is the level of work-life balance of PNP personnel as a whole and in terms of time management, flexibility, support systems, and stress level? 3.) What is the level of job performance of PNP personnel as a whole and in terms of productivity, job satisfaction, attendance, and performance evaluation? 4.) Is there a significant difference in the level of work-life balance when grouped according to respondents' profile? 5.) Is there a significant difference in the level of job performance when grouped according to respondents' profile? 6.) Is there a significant relationship between the level of work-life balance and job performance among PNP personnel? 7.) What program can be developed based on the results?

The study utilized a descriptive-correlational research design involving 205 PNP personnel from selected municipal police stations. Data were gathered through a validated researcher-made questionnaire divided into three parts: demographic profile, level of work-life balance, and level of job performance. The instrument was validated by experts and tested for reliability. Statistical tools such as frequency counts, percentages, mean scores, Independent Samples t-test, ANOVA, and Pearson correlation were used for data analysis, conducted at a 0.05 alpha level of significance.

FINDINGS AND RESULTS

The following results were derived from the collected data:

Respondents were predominantly male (78.5%), mostly aged 30–39 years (47.8%), married (72.7%), from families with 3–4 members (49.3%), personnel on duty (67.3%), working on shift schedules (70.2%), with over 15 years of service (30.2%).

Overall, respondents reported a "High" level of work-life balance (Grand Mean = 3.48). Among dimensions, Time Management (M=4.21, Very High) and Stress Level (M=4.15, High) scored highest, while Flexibility (M=2.33, Low) and Support System (M=3.24, Moderate) were areas requiring improvement.

Job performance among respondents was rated "Very High" overall (Grand Mean = 4.29). Personnel exhibited high ratings in Productivity, Job Satisfaction, Attendance, and Performance Evaluation, indicating positive perceptions of their job effectiveness.

No significant differences were found in work-life balance when respondents were grouped according to gender, age, marital status, family size, rank, work schedule, and years of service, indicating consistency across demographic variables.

A significant difference in job performance was identified when respondents were grouped by age, with younger personnel aged 20–29 rating their performance significantly higher. No significant differences were found based on gender, marital status, family size, rank, work schedule, and years of service.

A significant and strong positive correlation was found between work-life balance and job performance ($r = 0.708$, $\text{sig} = 0.000$), indicating that improved work-life balance is closely associated with higher job performance among PNP personnel.

Based on the findings, the researcher proposed a comprehensive "PNP Work-Life Integration and Performance Enhancement Program" aimed at enhancing officers' productivity, satisfaction, and overall job performance by addressing time management, flexibility, support systems, and stress management.

Conclusions

Based on the study's findings, the following conclusions were drawn:

Philippine National Police personnel demonstrated high levels of work-life balance overall, particularly excelling in time management and stress management, but facing notable challenges in workplace flexibility and availability of organizational support systems.

Job performance was perceived as very high among personnel, suggesting effective productivity, high job satisfaction, reliable attendance, and favorable performance evaluations within the organization.

Demographic variables such as gender, marital status, family size, rank, work schedule, and years of service do not significantly impact officers' perceptions of work-life balance, reflecting uniformity in experiences across these profiles.

Age significantly influenced job performance, with younger personnel rating their job performance higher than their older counterparts, suggesting age-related differences in motivation, energy, or perceptions of effectiveness within the PNP context.

A significant positive correlation between work-life balance and job performance highlights the importance of fostering balanced work environments to maximize officers' operational effectiveness and overall well-being.

The proposed "PNP Work-Life Integration and Performance Enhancement Program," incorporating targeted training, flexible scheduling, stress-reduction initiatives, enhanced organizational support, and ongoing evaluation, is a critical step toward improving personnel well-being and organizational productivity.

Recommendations

Based on the conclusions drawn from this study, the following recommendations were proposed to effectively enhance work-life balance and job performance among Philippine National Police personnel:

Comprehensive Training and Capacity-Building Initiatives: The Philippine National Police may implement structured and continuous professional development programs focusing specifically on improving time management skills, productivity enhancement, stress management techniques, and effective coping strategies. Specialized training sessions may include interactive workshops, simulations, and case studies that directly reflect real-life scenarios faced by police personnel. Additionally, mentorship programs may be established wherein senior officers can actively guide younger personnel, fostering the exchange of experience and expertise. Regular refresher courses and personalized coaching may also be available to reinforce acquired skills and address specific developmental needs identified during periodic performance assessments.

Development and Promotion of Flexible Work Arrangements:

To address the identified need for greater workplace flexibility, the PNP may introduce practical flexible scheduling policies, including flex-time, compressed work weeks, and occasional remote work options—

particularly for personnel in administrative roles. Clear guidelines and policies may be developed and disseminated to ensure uniform application of these arrangements. Pilot testing of flexible scheduling initiatives may be undertaken, followed by evaluation and scaling based on feedback. Regular reviews and adjustments of these policies may help accommodate the evolving needs of the officers, ensuring continued relevance and effectiveness.

Implementation of Robust Mental Health and Wellness Programs:

A comprehensive mental health support framework may be established, including accessible professional counseling services, routine mental health screenings, stress management seminars, and peer support networks. A dedicated Wellness Center or Employee Assistance Program (EAP) may be created within the organization to provide confidential and stigma-free support for personal and work-related issues. Mental health awareness campaigns may be regularly conducted, aimed at fostering a supportive culture that prioritizes the well-being of officers, reducing the stigma associated with seeking mental health support.

Strengthened Organizational Support and Family Engagement Initiatives: The PNP should proactively enhance organizational support systems by conducting regular family-oriented events and activities, such as Family Days, appreciation events, and community-building exercises. These initiatives may strengthen camaraderie, improve morale, and demonstrate the organization's genuine concern for the well-being of both personnel and their families. Further, comprehensive communication strategies may be developed to increase awareness and utilization of existing support resources, ensuring personnel clearly understand the available avenues for assistance and how they can benefit from organizational support programs.

Continuous Performance Monitoring and Program Evaluation: A systematic approach to monitoring and evaluating personnel performance and the effectiveness of the implemented programs is essential. Regular performance assessments, staff satisfaction surveys, and feedback mechanisms should be institutionalized to identify strengths, weaknesses, and areas for improvement. Data gathered from these evaluations should directly inform future training modules, policy adjustments, and program enhancements. Transparent reporting and action on feedback can build trust among personnel, enhancing their engagement and commitment to organizational goals.

Policy Development and Standardization: To ensure consistency and fairness across all units, the PNP may develop clear, standardized policies related to work-life balance and job performance evaluation. These policies must be communicated effectively and enforced uniformly, emphasizing transparency, accountability, and fairness. Regular policy audits may be conducted to ensure ongoing compliance and identify any potential gaps or inconsistencies, thereby reinforcing equitable implementation.

Ongoing Research and Continuous Improvement: Future research may be conducted periodically to evaluate the impact and effectiveness of the work-life balance and performance enhancement programs. This research may employ both qualitative and quantitative methodologies to gain deeper insights into personnel experiences, challenges, and emerging needs.

ACKNOWLEDGEMENT

This scholarly work is a testament to the researcher's unwavering perseverance and diligent efforts. It would not have come to fruition without the selfless assistance, love, encouragement, and support of numerous individuals with noble hearts. The researcher expresses profound gratitude to the following individuals, whose invaluable contributions have been instrumental in the successful completion of this research:

Dr. Marianita B. Acuna, Dean of Criminal Justice Education, Chairperson of the Advisory Committee, and the researcher's program advisor in the graduate school, for she has been a source of both challenge and support. Her thought-provoking challenges have pushed the researcher to reach new heights, while her overall support has been instrumental in the researcher's professional growth and career development. Her constant inspiration, coupled with her generous sharing of research knowledge and expertise, have been the driving forces behind the refinement and enhancement of this study.

Dr. Sebastian C. Caduco Jr., member of the Advisory Committee, has been a guiding light throughout this journey. His ceaseless reminders and unwavering guidance, coupled with his constructive criticism and invaluable insights, have been nothing short of instrumental in enabling the researcher to surmount challenges and bring this task to a successful conclusion.

Dr. Verna R. Belarmino, member of the Advisory Committee, she has been with the researcher throughout this journey her expertise in the field of research study gave him the support and guidance in reaching this milestone of academic study. Her unselfish support to her students from the beginning of this study until this far will forever be valued.

Dr. Joenard C. Duno, member of the Advisory Committee, for his hospitality and valuable suggestions that not only spurred the researcher on through the arduous journey of the study but also instilled an unwavering determination to persevere, ultimately leading to the successful completion of the research endeavor.

Dr. Giena L. Odicta, Statistician, has been an invaluable asset to this research. Her unparalleled expertise, unwavering patience, and meticulous provision of statistical insights have been the cornerstone of the study's completion and success.

Prof. Den Mark G. Orquia, a respected member of the Advisory Committee during oral defense of Chapter 1-3, has been a beacon of warmth and wisdom. His warm accommodation and valuable suggestions have not only provided a nurturing environment but have also inspired the researcher to persevere and overcome obstacles, ultimately leading to the successful completion of the study.

The researcher extends his heartfelt appreciation to her friends, classmates, Chief of Police (COPs) of every station, and **PCOL Arnel Balagat Banzon** Provincial Director of Bohol Police Provincial Office for their unwavering support throughout this MSCJ journey.

This handwork is dedicated to the researcher's wife **Belinda Mata Cutillas** for her unending love, and understanding, which have been the cornerstone of his academic journey. Her support and encouragement have been a constant source of inspiration to achieve the successful completion of the study.

The researcher also expresses his deepest gratitude to his office chief, **Maria Nedith Celocia Cataño**, for her boundless support, unwavering understanding, and invaluable guidance. Her permit to study was of immeasurable help in enabling him to accomplish this research study.

Above all else, the researcher stands in awe and offers the most profound and heartfelt acknowledgment and gratitude to the Lord Almighty, the source of all wisdom and strength. Throughout this arduous and transformative endeavor, it was from His divine wellspring that the researcher drew the intellectual clarity to navigate the complex labyrinth of knowledge and the unwavering fortitude to surmount every obstacle that lay in the path.

To every one of you who have played a part in this journey, whether through your guidance, support, inspiration, or simply by being a presence of encouragement, the researcher extends his deepest and most sincere gratitude. Your contributions, no matter how small or seemingly insignificant, have been the building blocks of this achievement, and they will forever be etched in the annals of this academic odyssey.

REFERENCES

1. Acorda, E., Agmata, J., Napadao, M. J., Perilla, S., Buena-Villa, E., Villarta, J. A., & Tayobong, A. (2024). Career Management and Job Satisfaction among Female Uniformed Personnel of Philippine National Police. *International Journal of Multidisciplinary: Applied Business and Education Research*, 5(5), 1693-1705.
2. Acquadro Maran, D., Magnavita, N., & Garbarino, S. (2022). Identifying organizational stressors that could be a source of discomfort in police officers: A thematic review. *International Journal of Environmental Research and Public Health*, 19(6), 3720.

3. Apostol, C., & Nabe, N. (2024). Impact of professional development and decision-making dimension on the individual work performance of police uniformed personnel. *International Journal of Multidisciplinary Studies*, 6(1), 83-101.
4. Asido Jr, Z., Bantiyag, L. M., Lacaste Jr, H., Picardal Jr, T. M., Postrero, C. M., Villa, E., ... & Golla, N. S. (2025). The Extent of Job Satisfaction among PNP Personnel at Gen. Trias Component City Police Station. *International Journal of Multidisciplinary: Applied Business and Education Research*, 6(1), 139-155.
5. Bangaysiso, J. K. V., Sabijon, D. F., Sayson, Y. C., Sagayno, R. C., & Nillama, V. R. A. (2024). Lives Beyond the Badge: Exploring the Work-life Balance of Special Weapons and Tactics (SWAT) Operatives. *International Journal of Law and Politics Studies*, 6(3), 193-217.
6. Bantang, F. A., Biances, N. S., Caguining, M. P., Estrekka, P. C., & Macanlalay, C. M. (2013). The relationship of personal characteristics and job satisfaction to adversity quotient of police officers in manila police district. A Thesis of Bachelor of Science in Industrial and Organizational Psychology, Polytechnic University of the Philippines.
7. Basilio, R. D., Cueto, M. M., Dumas, E. M., Ortega, M. J., Zapata, J. D., & Bautista, M. L. (2017). Job Satisfaction Levels of PNP Employees in a Provincial City. *College of Criminology Research Journal*, 8.
8. Besagas, A. J. L., & Branzuela, S. K. M. (2023). The mediating role of quality of work life on occupational stress and work life balance of police personnel. *Journal of Legal Subjects*, 32, 13-22.
9. Caballero, J. A., Huang, J. M. M., Malinis, R. J. G., Nunez, V. J., Rondina, K. S., & Alvarico, A. B. (2024). A Correlational Study on Organizational Support and Job Satisfaction among Philippine National Police Personnel. *Mediterranean Journal of Basic and Applied Sciences (MJBAS)*, 8(2), 230-242.
10. Caballero, J. A., Huang, J. M. M., Malinis, R. J. G., Nunez, V. J., Rondina, K. S., & Alvarico, A. B. (2024). A Correlational Study on Organizational Support and Job Satisfaction among Philippine National Police Personnel. *Mediterranean Journal of Basic and Applied Sciences*, 8(02), 230-242.
11. Chikwem, C. (2017). The relationship of job stress to job performance in police officers.
12. Firdousiya, P. C. (2019). Psychological contributors of person-work environment fit and its impact on the effectiveness of law enforcement officers (Doctoral dissertation, University of Calicut.).
13. Gabriel, O. (2023). Work-Life Balance of the Personnel of the Philippine National Police During the COVID-19 Pandemic and Its Relationship with Their Socio-Demographic Profiles: Basis of An Intervention Program. *Psychology and Education: A Multidisciplinary Journal*, 14(9), 1076-1089.
14. Houdmont, J., & Randall, R. (2018). Working hours and common mental disorders in English police officers. *Occupational Medicine*, 68(2), 96-101.
15. Lambert, E. G., Qureshi, H., & Frank, J. (2021). The good life: Exploring the effects job stress, job involvement, job satisfaction, and organizational commitment on the life satisfaction of police officers. *International Journal of Police Science & Management*, 23(3), 279-292.
16. Lambert, E. G., Qureshi, H., Frank, J., Klahm, C., & Smith, B. (2018). Job stress, job involvement, job satisfaction, and organizational commitment and their associations with job burnout among Indian police officers: A research note. *Journal of Police and Criminal Psychology*, 33, 85-99.
17. Le, H., Newman, A., Menzies, J., Zheng, C., & Fermelis, J. (2020). Work-life balance in Asia: A systematic review. *Human Resource Management Review*, 30(4), 100766.
18. LIGSON, H. L., & MSCJ, R. (2021). Pre-Charge Investigation of Philippine National Police Personnel vis-à-vis their work Performance.
19. Magsayo, M. L. O., & Saguban, L. (2024). Work-life balance and work motivation among public servants in the municipality of Lazi, Siquijor. *Ignatian International Journal for Multidisciplinary Research*, 2(5), 200-216.
20. Masood, A., Rafique, R., Qaisar, S., & Musarat, R. (2017). Personality Traits as Predictor of Job Performance in Police Officers. *Bahria Journal of Professional Psychology*, 16(2).
21. Mellijor, J. B. (2023). FACTORS INFLUENCING THE PERCEPTION ON JOB SATISFACTION AMONG POLICE OFFICERS: BASIS FOR AN IMPROVED PERSONNEL MANAGEMENT. Lazaro, N. M. C. Profile and Job Satisfaction of Non-Uniformed Personnel of the Philippine National Police.
22. Méndez, S. A. (2021). The Relationship of Leadership and Supervision in Federal Law Enforcement to Work Experience, Agency Achievement, and Employee Satisfaction: A Quantitative Study (Doctoral dissertation, Cabrini University).

23. Mendoza, R. U., Ilac, E. J. D., Francisco, A. T., & Casilao, J. M. S. (2021). Diagnosing factors behind officers' performance in the Philippine National Police. *Police Practice and Research*, 22(4), 1408-1424.
24. Michael, S. B. (2020). Examining Factors Influencing Organizational Performance: The Case of Tanzania Police Force (Doctoral dissertation, The Open University of Tanzania).
25. Modise, J. M. (2023). Efficient and Effective Leadership in Law Enforcement, Characteristics and Behaviors of Effective Police Leaders that Assists Upholding A High Standard of Professionalism and Integrity. *International Journal of Innovative Science and Research Technology*, 8(9), 2096-2112.
26. Pastrana, H. J. P. Implementation and Effectiveness of Philippine National Police (PNP) Mandatory Trainings: Their Influence to the Performance of Personnel.
27. Rohwer, E., Garrido, M. V., Herold, R., Preisser, A. M., Terschüren, C., Harth, V., & Mache, S. (2022). Police officers' work-life balance, job satisfaction and quality of life: longitudinal effects after changing the shift schedule. *BMJ open*, 12(9), e063302.
28. Romero, J. R. (2024). Determinants Affecting Job Gratification of Non-Uniformed PNP Personnel in Zamboanga del Norte. *Sprin Journal of Arts, Humanities and Social Sciences*, 3(4), 05-11.

APPENDICES

APPENDIX 1

GRADUATE SCHOOL

CRIMINAL JUSTICE EDUCATION

MARIANITA B. ACUÑA, PhD

Dean, College of Criminal Justice Education

This University

Madam:

I have the honor to nominate the following as member of my Guidance/Advisory Committee:

(Sgd) **VERNA R. BELARMINO, PhD** representing Criminology Thesis Adviser Major Field

(Sgd) **MARIANITA B. ACUÑA, PhD** representing Criminology Member Major Field

(Sgd) **SEBASTIAN C. CADUCO JR., PhD** representing Criminology Member Major Field

(Sgd) **JOENARD C. DUNO, PhD** representing Criminology Member Major Field

Very truly yours,

(Sgd) **DEXTER VILLAFLOR CUTILLAS**

Thesis Student

APPROVED:

(Sgd) **MARIANITA B. ACUÑA, PhD**

Dean, College of Criminal Justice Education

APPENDIX 2

GRADUATE SCHOOL

CRIMINAL JUSTICE EDUCATION**MARIANITA B. ACUÑA, PhD**

Dean, College of Criminal Justice Education

This University

Madam:

I am honored to request the approval of my thesis title indicated below.

THESIS TITLE: “ Work Life Balance and Job Performance of Philippine National Police Personnel: Basis for Program Development”**Venue:** Accreditation Room **Date:** _____ **Time:** _____

Very truly yours,

(Sgd) **DEXTER VILLAFLOR CUTILLAS**

Thesis Student

NOTED BY ADVISORY COMMITTEE:(Sgd) **VERNA R. BELARMINO, PhD** (Sgd) **SEBASTIAN C. CADUCO JR., PhD**

Thesis Adviser

Member

(Sgd) **JOENARD C. DUNO, PhD** (Sgd) **MARIANITA B. ACUÑA, PhD**

Member

Member

APPROVED:(Sgd) **MARIANITA B. ACUÑA, PhD**

Dean, College of Criminal Justice Education

APPENDIX 3**GRADUATE SCHOOL****CRIMINAL JUSTICE EDUCATION****MARIANITA B. ACUÑA, PhD**

Dean, College of Criminal Justice Education

This University

Madam:

I am honored to apply for the thesis proposal presentation indicated below.

THESIS TITLE: “ Work Life Balance and Job Performance of Philippine National Police Personnel: Basis for Program Development”

Venue: Accreditation Room **Date:** _____ **Time:** _____

Very truly yours,

(Sgd) **DEXTER VILLAFLOR CUTILLAS**

Thesis Student

NOTED BY ADVISORY COMMITTEE:

(Sgd) **VERNA R. BELARMINO, PhD** (Sgd) **SEBASTIAN C. CADUCO JR., PhD**

Thesis Adviser Member

(Sgd) **JOENARD C. DUNO, PhD** (Sgd) **MARIANITA B. ACUÑA, PhD**

Member Member

APPROVED:

(Sgd) **MARIANITA B. ACUÑA, PhD**

Dean, College of Criminal Justice Education

APPENDIX 4

GRADUATE SCHOOL

CRIMINAL JUSTICE EDUCATION

February 24, 2025

POLICE ARNEL BALAGAT BANZON

Provincial Director, Bohol PPO

Camp Francisco Dagohoy

Poblacion 3, Tagbilaran City, Bohol

Dear PD PCOL BANZON:

Greetings!

I, **DEXTER VILLAFLOR CUTILLAS**, a third-year student of Capiz State University, Dayao Satellite College taking up a Master of Science in Criminal Justice Education with a specialization in Criminology is presently working on his thesis entitled: “ **Work Life Balance and Job Performance of Philippine National Police Personnel: Basis for Program Development**” for the school year 2025.

In connection, I request permission from your office to administer my survey questionnaire to the PNP personnel assigned in your jurisdiction.

I would be very grateful for your approval.

Thank you very much and more power.

Very truly yours,

DEXTER V. CUTILLAS

MSCJ Student

Noted:

MARIANITA B. ACUÑA, PhD

Dean, College of Criminal Justice Education/

MSCJ Graduate Program

Approved:

PCOL ARNEL BALAGAT BANZON

Provincial Director, Bohol PPO

APPENDIX 5

GRADUATE SCHOOL

CRIMINAL JUSTICE EDUCATION

MARIANITA B. ACUÑA, PhD

Dean, College of Criminal Justice Education

This University

Madam:

I am honored to apply for **Pre-Oral Presentation** of thesis proposal with details indicated below.

THESIS TITLE: “ Work Life Balance and Job Performance of Philippine National Police Personnel: Basis for Program Development”

Venue: Accreditation Room **Date:** _____ **Time:** _____

Very truly yours,

(Sgd) **DEXTER VILLAFLORES CUTILLAS**

Thesis Student

NOTED BY ADVISORY COMMITTEE:

(Sgd) **VERNA R. BELARMINO, PhD** (Sgd) **SEBASTIAN C. CADUCO JR., PhD**

Thesis Adviser Member

(Sgd) **JOENARD C. DUNO, PhD** (Sgd) **MARIANITA B. ACUÑA, PhD**

Member Member

APPROVED:

(Sgd) **MARIANITA B. ACUÑA, PhD**

Dean, College of Criminal Justice Education

APPENDIX 6

GRADUATE SCHOOL

CRIMINAL JUSTICE EDUCATION

MARIANITA B. ACUÑA, PhD

Dean, College of Criminal Justice Education

This University

Madam:

I am honored to apply for **Final Oral Presentation** of thesis proposal with details indicated below.

THESIS TITLE: “ Work Life Balance and Job Performance of Philippine National Police Personnel: Basis for Program Development”

Venue: Accreditation Room **Date:** _____ **Time:** _____

Very truly yours,

(Sgd) **DEXTER VILLAFLOR CUTILLAS**

Thesis Student

NOTED BY ADVISORY COMMITTEE:

(Sgd) **VERNA R. BELARMINO, PhD** (Sgd) **SEBASTIAN C. CADUCO JR., PhD**

Thesis Adviser Member

(Sgd) **JOENARD C. DUNO, PhD** (Sgd) **MARIANITA B. ACUÑA, PhD**

Member

APPROVED:

(Sgd) **MARIANITA B. ACUÑA, PhD**

Dean, College of Criminal Justice Education

APPENDIX 7

GRADUATE SCHOOL

CRIMINAL JUSTICE EDUCATION

Survey Questionnaire

“WORK LIFE BALANCE AND JOB PERFORMANCE OF PHILIPPINE NATIONAL POLICE PERSONNEL: BASIS FOR PROGRAM DEVELOPMENT”

Dear Respondents,

Greetings!

The undersigned is a postgraduate student of Capiz State University, Dayao Satellite Campus, is currently conducting research entitled " **WORK LIFE BALANCE AND JOB PERFORMANCE OF PHILIPPINE NATIONAL POLICE PERSONNEL: BASIS FOR PROGRAM DEVELOPMENT**" for academic year 2024 – 2025, as part of the requirements for Master in Criminal Justice.

Hence the researcher would like to solicit your benevolent help by answering the questionnaire that follows. Your participation through honest and sincere responses to the questionnaire would be a great help to the researcher.

Rest assured that the responses will be kept strictly confidential. Furthermore, the information gathered will be used solely for the purposes of this research investigation.

Thank you very much.

Very truly yours,

Level of Work Life Balance as a Whole and in terms of Time Management, Flexibility, Support System and Stress Level.

Statements	5	4	3	2	1
Time Management					
1. "I effectively prioritize my tasks to balance work and personal responsibilities."					
2. "I can allocate my time efficiently between work and personal activities."					
3. "I often feel overwhelmed due to poor time management."					
4. "I am able to complete my work tasks within the allotted time."					
5. "I regularly assess my time management strategies to improve balance."					
Flexibility					
1. "My workplace allows for flexibility in my work schedule to accommodate personal commitments."					
2. "I have the option to work from home when necessary."					
3. "I can adjust my work hours to attend important personal events."					
4. "Flexible scheduling positively impacts my ability to manage personal and work responsibilities."					
5. "I feel supported by my supervisor in seeking flexible work arrangements."					
Support Systems					
1. "I receive adequate support from my colleagues and superiors regarding work-life balance."					

2. "There are programs in place at my workplace to help employees manage their balance."					
3. "I feel comfortable discussing work-life balance issues with my supervisor."					
4. "My family supports my career and helps me manage stress."					
5. "I have access to mental health resources that aid in maintaining work-life balance."					
Stress Levels					
1. "I often feel stressed due to the demands of my job affecting my personal life."					
2. "Work-related stress impacts my overall well-being."					
3. "I have effective strategies for managing work-related stress."					
4. "I frequently feel exhausted after a day at work."					
5. "I believe that reducing work-related stress would improve my quality of life."					
PART III. Level of Job Performance as a Whole and in terms of Productivity, Job satisfaction, Attendance and Performance Evaluation					
Productivity					
1. "I consistently meet my work targets and goals."					
2. "I feel that I am a productive member of my team."					
3. "I often complete my tasks ahead of schedule."					
4. "I believe my work output is of high quality."					
5. "I take initiative to improve my productivity at work."					
Job Satisfaction					
1. "I am satisfied with my job overall and feel fulfilled by my work."					
2. "I feel valued by my organization for my contributions."					
3. "I enjoy the tasks and responsibilities associated with my position."					
4. "My job provides me with opportunities for personal growth."					
5. "I would recommend my job to others based on my experience."					
Attendance					

1. "I have a good attendance record at work and feel motivated to come each day."					
2. "I rarely take sick days or leave unless necessary."					
3. "I believe my attendance reflects my commitment to my job."					
4. "I often prioritize work attendance over personal commitments."					
5. "I feel that maintaining a good attendance is important for my career."					
Performance Evaluations					
1. "I receive positive feedback during performance evaluations."					
2. "I believe my supervisors assess my performance fairly and accurately."					
3. "I actively seek feedback to improve my work performance."					
4. "I feel that my performance evaluations reflect my true contributions."					
5. "I view performance evaluations as an opportunity for growth and development."					

APPENDIX 8

RELIABILITY TEST

Case Processing Summary			
		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0
a. Listwise deletion based on all variables in the procedure.			

As a Whole

Reliability Statistics		
Cronbach's Alpha	N	of Items
.929	20	

In terms of Time Management

Reliability Statistics

Cronbach's Alpha	N of Items
.817	5

Flexibility

Reliability Statistics	
Cronbach's Alpha	N of Items
.820	5

Support System

Reliability Statistics	
Cronbach's Alpha	N of Items
.891	5

Stress Levels

Reliability Statistics	
Cronbach's Alpha	N of Items
.863	5

Level of Job Performance As a Whole

Reliability Statistics	
Cronbach's Alpha	N of Items
.970	20

In terms of Productivity

Reliability Statistics	
Cronbach's Alpha	N of Items
.902	5

Job Satisfaction

Reliability Statistics	
------------------------	--

Cronbach's Alpha	N of Items
.962	5

Attendance

Reliability Statistics	
Cronbach's Alpha	N of Items
.886	5

Performance Evaluation

Reliability Statistics	
Cronbach's Alpha	N of Items
.954	5

Checked and computed by:

(SGD) GIENA L ODICTA, PhD

Statistician

APPENDIX 9

Statistical Analyses

Statistics								
		gender	age	marital status	family member	job role	work schedule	years of service
N	Valid	205	205	205	205	205	205	205
	Missing	0	0	0	0	0	0	0

SOP1.What is the socio demographic profile of the respondents?

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	161	78.5	78.5	78.5
	female	44	21.5	21.5	100.0

	Total	205	100.0	100.0	
--	-------	-----	-------	-------	--

age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-29	39	19.0	19.0	19.0
	30-39	98	47.8	47.8	66.8
	40-49	58	28.3	28.3	95.1
	50 yrs old and above	10	4.9	4.9	100.0
	Total	205	100.0	100.0	

marital status					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	single	54	26.3	26.3	26.3
	married	149	72.7	72.7	99.0
	widowed	1	.5	.5	99.5
	separated	1	.5	.5	100.0
	Total	205	100.0	100.0	

family member					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-2 members	43	21.0	21.0	21.0
	3-4 members	101	49.3	49.3	70.2
	5-6 members	61	29.8	29.8	100.0

	Total	205	100.0	100.0	
--	-------	-----	-------	-------	--

family member					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-2 members	43	21.0	21.0	21.0
	3-4 members	101	49.3	49.3	70.2
	5-6 members	61	29.8	29.8	100.0
	Total	205	100.0	100.0	

family member					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-2 members	43	21.0	21.0	21.0
	3-4 members	101	49.3	49.3	70.2
	5-6 members	61	29.8	29.8	100.0
	Total	205	100.0	100.0	

job role					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	chief of police	5	2.4	2.4	2.4
	traffic personnel	8	3.9	3.9	6.3
	administrative staff	26	12.7	12.7	19.0
	investigator	28	13.7	13.7	32.7

	personnel on duty	138	67.3	67.3	100.0
	Total	205	100.0	100.0	

work schedule					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	standard hour	54	26.3	26.3	26.3
	shift	144	70.2	70.2	96.6
	irregular hours	7	3.4	3.4	100.0
	Total	205	100.0	100.0	

years of service					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-5 years	24	11.7	11.7	11.7
	6-10 years	61	29.8	29.8	41.5
	11-15 years	58	28.3	28.3	69.8
	above 15 years	62	30.2	30.2	100.0
	Total	205	100.0	100.0	

SOP 2. What is the level of work life balance of the Philippine National Police personnel as a whole and in terms of time management, flexibility, support systems and stress level?

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
VAR00001	205	2.00	5.00	4.4049	.56618
VAR00002	205	2.00	5.00	4.3268	.61478
VAR00003	205	1.00	5.00	3.6634	1.01406

VAR00004	205	2.00	5.00	4.2878	.59417
VAR00005	205	3.00	5.00	4.3463	.50686
Valid N (listwise)	205			4.21	

Level of Work Life Balance as a Whole and in terms of Time Management, Flexibility, Support System and Stress Level.

Statements		
Time Management	Mean	Verbal Interpretation
1. "I effectively prioritize my tasks to balance work and personal responsibilities."	4.40	Very High
2. "I can allocate my time efficiently between work and personal activities."	4.33	
3. "I often feel overwhelmed due to poor time management."	3.66	
4. "I am able to complete my work tasks within the allotted time."	4.29	
5. "I regularly assess my time management strategies to improve balance."	4.35	
Grand Mean	4.21	

In terms of Flexibility

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
VAR00006	205	1.00	4.00	1.2293	.45495
VAR00007	205	1.00	4.00	2.1951	.80499
VAR00008	205	1.00	4.00	1.7610	.50141
VAR00009	205	1.00	4.00	2.0927	.71825
VAR00010	205	1.00	5.00	4.4000	1.00781
Valid N (listwise)	205			2.33	

Flexibility				Mean	Verbal Interpretation
1. "My workplace allows for flexibility in my work schedule to accommodate personal commitments."				1.23	
2. "I have the option to work from home when necessary."					
3. "I can adjust my work hours to attend important personal events."					
4. "Flexible scheduling positively impacts my ability to manage personal and work responsibilities."					
5. "I feel supported by my supervisor in seeking flexible work arrangements."					
Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
VAR00011	205	1.00	4.00	1.7805	.51981
VAR00012	205	1.00	4.00	2.7707	1.01030
VAR00013	205	1.00	5.00	4.2341	.65962
VAR00014	205	1.00	5.00	3.7122	1.08470
VAR00015	205	1.00	5.00	3.7171	1.01843
Valid (listwise)	N 205			3,24	
Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
VAR00016	205	1.00	5.00	4.1220	.69997
VAR00017	205	1.00	5.00	4.2293	.67962
VAR00018	205	1.00	5.00	4.2000	.66716
VAR00019	205	1.00	5.00	4.1024	.73714
VAR00020	205	1.00	5.00	4.0976	.72777
Valid (listwise)	N 205			4.15	

Support System		
Support System	Mean	Verbal Interpretation
1. "I receive adequate support from my colleagues and superiors regarding work-life balance		
2. "There are programs in place at my workplace to help employees manage their balance."		
3. "I feel comfortable discussing work-life balance issues with my supervisor."		
4. "My family supports my career and helps me manage stress."		
5. "I have access to mental health resources that aid in maintaining work-life balance."		

Stress Levels	Mean	Verbal Interpretation
1. "I often feel stressed due to the demands of my job affecting my personal life."		
2. "Work-related stress impacts my overall well-being."		
3. "I have effective strategies for managing work-related stress."		
4. "I frequently feel exhausted after a day at work."		
5. "I believe that reducing work-related stress would improve my quality of life."		

SOP 3. What is the level of job performance of the Philippine National Police personnel as a whole and in terms of productivity, job satisfaction, attendance and performance evaluation?

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
VAR00001	204	2.00	5.00	4.2353	.58177
VAR00002	204	2.00	5.00	4.3284	.56584

VAR00003	204	2.00	5.00	4.2304	.60446
VAR00004	204	2.00	5.00	4.2745	.60632
VAR00005	204	3.00	5.00	4.3039	.53062
VAR00006	204	3.00	5.00	4.3627	.50200
VAR00007	204	2.00	5.00	4.2745	.54650
VAR00008	204	3.00	5.00	4.2892	.54337
VAR00009	204	2.00	5.00	4.3039	.58367
VAR00010	204	1.00	5.00	4.2010	.63850
VAR00011	204	3.00	5.00	4.3824	.53534
VAR00012	204	3.00	5.00	4.2745	.56424
VAR00013	204	3.00	5.00	4.3431	.54357
VAR00014	204	3.00	5.00	4.2843	.55934
VAR00015	204	3.00	5.00	4.3676	.53187
VAR00016	204	3.00	5.00	4.3137	.51539
VAR00017	204	3.00	44.00	4.5196	2.82749
VAR00018	204	2.00	5.00	4.2794	.54850
VAR00019	204	3.00	5.00	4.2990	.51938
VAR00020	204	2.00	5.00	4.3284	.52987

Level of Job Performance as a Whole and in terms of Productivity, Job satisfaction, Attendance and Performance Evaluation

Productivity	Mean	Verbal Interpretation
1."I consistently meet my work targets and goals		
2. "I feel that I am a productive member of my team."		
3. "I often complete my tasks ahead of schedule."		
4. "I believe my work output is of high quality."		
5. "I take initiative to improve my productivity at work."		
Grand Mean		
Job Satisfaction		

1. "I am satisfied with my job overall and feel fulfilled by my work."		
2. "I feel valued by my organization for my contributions."		
3. "I enjoy the tasks and responsibilities associated with my position."		
4. "My job provides me with opportunities for personal growth."		
5. "I would recommend my job to others based on my experience."		
Grand Mean		
Attendance		
1. "I have a good attendance record at work and feel motivated to come each day."		
2. "I rarely take sick days or leave unless necessary."		
3. "I believe my attendance reflects my commitment to my job."		
4. "I often prioritize work attendance over personal commitments."		
5. "I feel that maintaining a good attendance is important for my career."		
Grand Mean		
Performance Evaluation		
1. "I receive positive feedback during performance evaluations."		
2. "I believe my supervisors assess my performance fairly and accurately."		
3. "I actively seek feedback to improve my work performance."		
4. "I feel that my performance evaluations reflect my true contributions."		
5. "I view performance evaluations as an opportunity for growth and development."		
Grand Mean		

OVER-ALL MEAN

SOP 5. Is there a significant difference in the level of work life balance of the Philippine National Police personnel as a whole considering the respondent's profile?

Gender

Group Statistics					
	gender	N	Mean	Std. Deviation	Std. Error Mean
level of work balance	male	161	3.5056	.32538	.02564
	female	44	3.3943	.42141	.06353

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
level of work balance	Equal variances assumed	4.751	.030	1.880	203	.062	.11127	.05919	-.00543	.22798
	Equal variances not assumed			1.624	57.742	.110	.11127	.06851	-.02588	.24842

AGE

Descriptive								
level of work balance								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
20-29	39	3.5654	.38477	.06161	3.4407	3.6901	2.55	4.10

30-39	98	3.4653	.35779	.03614	3.3936	3.5370	2.25	4.15
40-49	58	3.4276	.30653	.04025	3.3470	3.5082	2.75	4.20
50 yrs old and above	10	3.6300	.31903	.10088	3.4018	3.8582	3.30	4.20
Total	205	3.4817	.35010	.02445	3.4335	3.5299	2.25	4.20

ANOVA					
level of work balance					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.689	3	.230	1.899	.131
Within Groups	24.315	201	.121		
Total	25.004	204			

MARITAL STATUS

Descriptives								
level of work balance								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
single	54	3.4963	.37990	.05170	3.3926	3.6000	2.25	4.10
married	149	3.4782	.34018	.02787	3.4231	3.5333	2.55	4.20
widowed	1	3.0500	.	.	.	.	3.05	3.05
separated	1	3.6500	.	.	.	.	3.65	3.65
Total	205	3.4817	.35010	.02445	3.4335	3.5299	2.25	4.20

ANOVA					
level of work balance					

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.228	3	.076	.617	.605
Within Groups	24.776	201	.123		
Total	25.004	204			

Family Members

Descriptives								
level of work balance								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
1-2 members	43	3.4419	.31921	.04868	3.3436	3.5401	2.70	4.15
3-4 members	101	3.4629	.36794	.03661	3.3902	3.5355	2.25	4.20
5-6 members	61	3.5410	.33832	.04332	3.4543	3.6276	2.75	4.20
Total	205	3.4817	.35010	.02445	3.4335	3.5299	2.25	4.20
Descriptives								
level of work balance								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
chief of police	5	3.7100	.26786	.11979	3.3774	4.0426	3.25	3.90
traffic personnel	8	3.3188	.33267	.11762	3.0406	3.5969	2.85	3.80
administrative staff	26	3.3885	.39505	.07747	3.2289	3.5480	2.55	4.05
investigator	28	3.4839	.34212	.06465	3.3513	3.6166	2.70	4.05

personnel on duty	138	3.5000	.34318	.02921	3.4422	3.5578	2.25	4.20
Total	205	3.4817	.35010	.02445	3.4335	3.5299	2.25	4.20

NOVA

level of work balance

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.318	2	.159	1.303	.274
Within Groups	24.685	202	.122		
Total	25.004	204			

ANOVA

level of work balance

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.745	4	.186	1.536	.193
Within Groups	24.258	200	.121		
Total	25.004	204			

Work Schedule

Descriptive

level of work balance

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
standard hour	54	3.5343	.32864	.04472	3.4446	3.6240	2.70	4.05
Shift	144	3.4556	.36032	.03003	3.3962	3.5149	2.25	4.20

irregular hours	7	3.6143	.23929	.09044	3.3930	3.8356	3.30	3.95
Total	205	3.4817	.35010	.02445	3.4335	3.5299	2.25	4.20

ANOVA

level of work balance

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.371	2	.185	1.520	.221
Within Groups	24.633	202	.122		
Total	25.004	204			

YEARS OF SERVICE

Descriptives

level of work balance

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
0-5 years	24	3.5500	.37417	.07638	3.3920	3.7080	2.70	4.05
6-10 years	61	3.4484	.41793	.05351	3.3413	3.5554	2.25	4.15
11-15 years	58	3.4974	.31083	.04081	3.4157	3.5791	2.85	4.15
above 15 years	62	3.4734	.30295	.03847	3.3965	3.5503	2.75	4.20
Total	205	3.4817	.35010	.02445	3.4335	3.5299	2.25	4.20

ANOVA

level of work balance

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.198	3	.066	.536	.658
Within Groups	24.806	201	.123		
Total	25.004	204			

SOP 6. Is there a significant difference in the level of job performance of the Philippine National Police personnel as a whole considering the respondents profile?

Group Statistics					
	gender	N	Mean	Std. Deviation	Std. Error Mean
level of job performance	male	161	4.2732	.44928	.03541
	female	44	4.3584	.49966	.07533

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
level of job performance	Equal variances assumed	3.053	.082	-1.088	203	.278	-.08524	.07832	-.23967	.06919
	Equal variances not assumed			-1.024	63.272	.310	-.08524	.08323	-.25156	.08107

AGE

Descriptives
level of job performance

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
20-29	39	4.5521	.47898	.07670	4.3968	4.7073	3.74	5.00
30-39	98	4.2700	.46288	.04676	4.1772	4.3628	2.98	5.00
40-49	58	4.1457	.37632	.04941	4.0467	4.2446	3.20	5.00
50 yrs old and above	10	4.3310	.44331	.14019	4.0139	4.6481	3.79	5.00
Total	205	4.2915	.46062	.03217	4.2280	4.3549	2.98	5.00

ANOVA					
level of job performance					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3.942	3	1.314	6.713	.000
Within Groups	39.342	201	.196		
Total	43.283	204			

MARITAL STATUS

Descriptives								
level of job performance								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
single	54	4.4220	.51162	.06962	4.2824	4.5617	3.13	5.00
married	149	4.2465	.43430	.03558	4.1762	4.3168	2.98	5.00
widowed	1	4.4400	.	.	.	.	4.44	4.44
separated	1	3.7900	.	.	.	.	3.79	3.79
Total	205	4.2915	.46062	.03217	4.2280	4.3549	2.98	5.00

ANOVA					
level of job performance					
	Sum Squares	of df	Mean Square	F	Sig.
Between Groups	1.495	3	.498	2.397	.069
Within Groups	41.788	201	.208		
Total	43.283	204			

Family Members

Descriptives								
level of job performance								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
1-2 members	43	4.2821	.49235	.07508	4.1306	4.4336	3.20	5.00
3-4 members	101	4.2510	.45394	.04517	4.1614	4.3406	2.98	5.00
5-6 members	61	4.3651	.44715	.05725	4.2506	4.4796	3.74	5.00
Total	205	4.2915	.46062	.03217	4.2280	4.3549	2.98	5.00

ANOVA					
level of job performance					
	Sum Squares	of df	Mean Square	F	Sig.
Between Groups	.500	2	.250	1.180	.309
Within Groups	42.784	202	.212		
Total	43.283	204			

JOB ROLE

Descriptives								
level of job performance								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
chief of police	5	4.7720	.44578	.19936	4.2185	5.3255	3.98	5.00
traffic personnel	8	4.1713	.57372	.20284	3.6916	4.6509	3.35	5.00
administrative staff	26	4.3127	.42816	.08397	4.1398	4.4856	3.91	5.00
investigator	28	4.4100	.45894	.08673	4.2320	4.5880	3.80	5.00
personnel on duty	138	4.2530	.45236	.03851	4.1768	4.3291	2.98	5.00
Total	205	4.2915	.46062	.03217	4.2280	4.3549	2.98	5.00

ANOVA					
level of job performance					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.880	4	.470	2.270	.063
Within Groups	41.404	200	.207		
Total	43.283	204			

WORK SCHEDULE

Descriptives							
level of job performance							
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum
					Lower Bound	Upper Bound	
							Maximum

standard hour	54	4.3854	.47710	.06493	4.2551	4.5156	3.20	5.00
Shift	144	4.2617	.45919	.03827	4.1861	4.3374	2.98	5.00
irregular hours	7	4.1786	.24956	.09433	3.9478	4.4094	3.93	4.55
Total	205	4.2915	.46062	.03217	4.2280	4.3549	2.98	5.00

ANOVA

level of job performance

	Sum Squares	df	Mean Square	F	Sig.
Between Groups	.693	2	.346	1.643	.196
Within Groups	42.591	202	.211		
Total	43.283	204			

YEARS OF SERVICE

Descriptives

level of job performance

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
0-5 years	24	4.4950	.47608	.09718	4.2940	4.6960	3.89	5.00
6-10 years	61	4.3257	.51883	.06643	4.1929	4.4586	2.98	5.00
11-15 years	58	4.2483	.42777	.05617	4.1358	4.3608	3.35	5.00
above 15 years	62	4.2194	.40474	.05140	4.1166	4.3221	3.20	5.00

Total	2 0 5	4.29 15	.46062	.03217	4.2280	4.3549	2.98	5.0 0
-------	-------------	------------	--------	--------	--------	--------	------	----------

ANOVA					
level of job performance					
	Sum Squares	of df	Mean Square	F	Sig.
Between Groups	1.496	3	.499	2.399	.069
Within Groups	41.787	201	.208		
Total	43.283	204			

SOP 6. Is there a significant relationship between the level of work life balance and level of job performance of the Philippine National Police personnel?

Correlations			
		level of work balance	level of job performance
level of work balance	Pearson Correlation	1	.708**
	Sig. (2-tailed)		.000
	N	205	205
level of job performance	Pearson Correlation	.708**	1
	Sig. (2-tailed)	.000	
	N	205	205
**. Correlation is significant at the 0.01 level (2-tailed).			

What program can be developed from the results of the study?

DOCUMENTATION

