Occupational Culture in Relation to Job Satisfaction and Work Performance among Police

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ABSTRACT

This study investigates the occupational culture, job satisfaction, and work performance among police officers in Zamboanga del Sur in 2024, using a quantitative, descriptive-correlational approach to poll 155 officers with at least two years of service. Statistical methods were applied to examine the data, including Slovin's formula, weighted mean, Kruskal-Wallis H test, and the Mann-Whitney U test. Findings suggest a mostly male, youthful workforce, largely in mid-level jobs, which reflects a favorable occupational culture typified by procedural justice, openness, and significant community participation. While officers indicate high job satisfaction owing to excellent interpersonal support and supervision, concerns around fair remuneration and open communication remain key areas for growth. Moreover, the findings reveal a significant relationship between occupational culture indicators and work performance, with the strongest relationship seen in balancing loyalty and duty, emphasizing the importance of ethical decision-making. This is to enhance this occupational culture, including conducting regular workshops on misconduct reporting and communication to foster integrity and trust within the department, providing resources and mentorship to help officers navigate ethical dilemmas, and expanding partnerships with local communities through virtual engagement platforms. However, the Pagadian City PNP ought to provide monthly seminars that focus on promoting transparent misbehavior reporting and improving open communication to foster confidence and integrity within the agency. Equip police with extensive rules and resources, encompassing decision-making tools and mentorship programs, to facilitate ethical decision-making, aiding them in reconciling allegiance and duty while improving overall job satisfaction.

Keywords: occupational culture, job satisfaction, work performance, police officers.

INTRODUCTION

Policing occupational culture is a multifaceted aspect of law enforcement that shapes the attitudes, behaviors, and identities of police officers within their profession. Rooted in the history and traditions of policing, occupational culture encompasses a set of shared beliefs, values, norms, and practices that influence how officers perceive their role in society, interact with the community, and respond to various situations. This culture often develops through formal training, informal socialization, and on-the-job experiences, creating a distinct subculture within law enforcement agencies. Occupational culture alludes to the common norms, values, beliefs, and practices that affect the behavior and attitudes of persons within a certain profession. In police, these cultural characteristics can strongly impact how officers see their positions, interact with the public, and perform their tasks. This research intends to examine how these cultural elements impact job satisfaction and work effectiveness inside police organizations. Understanding this link is vital, as it can give insights into increasing officer well-being, enhancing performance, and even altering police policies.

Previous studies have thoroughly investigated the topic of occupational culture in different domains, including law enforcement. Studies reveal that police culture, marked by unity, suspicion, and a strong sense of mission, may both favorably and adversely affect work satisfaction and performance (Paoline, 2014; Reiner, 2016). Paoline (2014) contends that a strong understanding of police culture is necessary for making effective reforms that boost work satisfaction and performance. Furthermore, research by Johnson (2019) reveals that work

happiness in the police is directly connected to the congruence between individual officers' ideals and the wider occupational culture. These studies demonstrate the complicated interplay between cultural variables and individual results, providing a solid framework for this study.

Despite the plethora of literature on police culture and job happiness, there is a major gap in understanding how specific cultural elements within policing impact work performance in diverse circumstances. Most previous research tends to focus on either job satisfaction or performance independently, without properly addressing the relationships between the two within the framework of occupational culture (Garcia-Zamor, 2020). Additionally, there is a shortage of contemporary empirical research that addresses the influence of shifting social expectations and technological improvements on police culture and its impacts on work satisfaction and performance (Williams & Heikes, 2022).
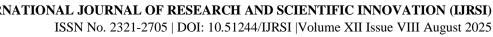
This study tried to fill these gaps by investigating how occupational culture affects job satisfaction and work performance among police officers. By adopting a quantitative method of research, including a survey questionnaire, this research examined the particular cultural aspects that contribute to or impede work satisfaction and performance. Moreover, it will analyze the influence of modern issues, such as changes in public perception and the use of new technology, on police occupational culture. The possible findings sought to give practical insights for police agencies trying to improve officer well-being and boost operational performance.

Objectives

a. To determine the profile of the respondents in terms of gender, age, position, length of service, and educational attainment.

b. To assess the occupational culture among the police officers in Pagadian City, Zamboanga del Sur, in terms of emphasis on procedural justice, transparency and accountability, balancing loyalty and duty, and community-oriented policing ethics.

c. To evaluate the level of work performance of police officers in terms of output, job knowledge, work management, concern for the organization, and personal qualities.

d. To determine the level of job satisfaction of the police officers for two consecutive rating periods in terms of compensation and benefits, working conditions and work itself, interpersonal relationships and supervision, and policies and recognition.

e. To identify any significant differences in the respondents' perceptions of occupational culture when data is analyzed according to their profile.

f. To examine the relationship between occupational culture and the work performance of police officers in Pagadian City, Zamboanga del Sur.

g. To determine which indicators of occupational culture greatly influence job satisfaction among police officers.

METHODOLOGY

This study employed a quantitative research approach utilizing a descriptive-correlational design to investigate the occupational culture, job satisfaction, and work performance of police officers in Pagadian City, Province of Zamboanga del Sur. The descriptive-correlational design was chosen as it allows for the assessment of relationships between variables while describing the current state of occupational culture and its impact on job satisfaction and work performance. Data were collected through structured surveys designed to quantify the levels of occupational culture, job satisfaction, and work performance among police officers. By examining these variables, the study aimed to identify patterns and correlations that could inform strategies for enhancing job satisfaction and performance in the police force.

The research was conducted within Pagadian City police stations, chosen for their representative sample of police officers with varying levels of experience and exposure to different occupational cultures. The target respondents consisted of 155 police officers who had served for at least two years, selected using purposive sampling. The sample size was determined using Slovin's formula at a 95% confidence level from a total population of 253 officers. The data-gathering tool was an adapted questionnaire comprising four parts: demographic profile, occupational culture, job satisfaction, and work performance. The responses were measured using a Likert scale to gauge the frequency and intensity of occupational culture practices and job satisfaction levels. Statistical tools such as frequency count, percentage, weighted mean, and the Kruskal-Wallis and Mann-Whitney U tests were employed to analyze the data, while Pearson's correlation coefficient was used to evaluate the relationship between occupational culture and job satisfaction. All ethical considerations, including informed consent, confidentiality, and voluntary participation, were strictly observed throughout the research process.

RESULTS AND DISCUSSION

The demographic profile of the respondents reveals significant insights into the occupational culture of the police force in Pagadian City. The table indicates that the majority (58.06%) of respondents are male, consistent with the traditional perception of law enforcement as a male-dominated field due to physical demands and authoritative roles (Rabe-Hemp, 2018). However, the notable presence of female respondents (41.94%) reflects a positive shift toward gender diversity, fostering inclusion and reducing biases related to professional stereotypes. Increased female representation in policing enhances problem-solving and communication skills, as women bring unique perspectives and approaches to conflict resolution (Boni & Circelli, 2017). Furthermore, the evolving gender distribution signifies an occupational culture transformation, embracing diverse perspectives that may positively influence job satisfaction and performance.

The age distribution, as shown in Table 1, highlights that most respondents (58.06%) fall within the 31–35 age bracket, signifying a predominantly young workforce likely to adapt to changes in organizational culture and technological advancements (O'Neill et al., 2020). The presence of younger officers often correlates with a dynamic and proactive approach to policing, fostering work performance through energy and innovation. Nonetheless, the inclusion of older respondents (5.16% aged over 41) indicates a balanced workforce, where experienced officers provide mentorship and guidance, enriching the department's decision-making processes (Perry et al., 2018). Additionally, Table 1 illustrates that nearly half of the respondents (49.68%) occupy mid-level positions such as Police Master Sergeant and Police Chief Master Sergeant, combining supervisory roles with frontline responsibilities. These positions are pivotal in maintaining organizational stability and operational efficiency, while higher-ranking officers (3.87%) contribute to strategic leadership and policy implementation, reinforcing the occupational culture.

The respondents' length of service and educational attainment further elucidate the occupational culture dynamics. As shown in Table 1, a significant proportion (41.29%) of respondents have served 4-6 years, indicating a workforce actively consolidating their professional identities and striving for career advancement (Thomas & Raynor, 2016). The presence of more experienced officers (6.45% with 13 years or more) adds depth to the organizational knowledge base, blending fresh insights with institutional wisdom. Educationally, Table 1 reveals that the majority (83.23%) hold a baccalaureate degree, aligning with standard entry requirements for law enforcement (Van Maanen, 2019). Officers with higher education often demonstrate enhanced problem-solving and critical thinking skills, crucial for contemporary policing challenges (Schuck, 2020). The presence of officers with master's degrees (16.77%) reflects aspirations for leadership roles, emphasizing the importance of continuous learning in maintaining high job satisfaction and performance. Together, these demographic factors illustrate a multifaceted occupational culture that balances youthful energy with seasoned expertise, fostering a resilient and adaptive law enforcement workforce.

Table 1 Profile of the Respondents

Category	Subcategory	Frequency	Percentage (%)
Age	25–30	27	17.42

	31–35	90	58.06
	36–40	30	19.35
	41 and above	8	5.16
Gender	Male	90	58.06
	Female	65	41.94
Educational Attainment	Baccalaureate Degree	129	83.23
	Master's Degree with Units	21	13.55
	Master's Degree Holder	5	3.22
Position	Patrolman/Patrolwoman – Police Staff Sergeant	72	46.45
	Police Master Sergeant – Police Chief Master Sergeant	77	49.68
	Police Executive Master Sergeant – Police Lieutenant	6	3.87
Length of Service	2 – 3 yrs	28	18.06
	4 – 6 yrs	64	41.29
	7 – 9 yrs	41	26.45
	10 – 12 yrs	12	7.74
	13 and above	10	6.45

Table 2 demonstrates that the respondents regard procedural justice highly, with an average weighted value (AWV) of 4.07, which translates to "often" in reality. The highest-rated item (4.32) demonstrates that officers typically explain their actions and respect persons' rights, a critical step in establishing justice during police contacts. This accords with research demonstrating that procedural fairness is vital in strengthening police legitimacy and developing public confidence (Tyler, 2017). The emphasis on procedural justice within police occupational culture indicates officers' knowledge of the necessity of ethical conduct, although there is opportunity for more uniform implementation. Regularly monitoring and enforcing equitable treatment can contribute to long-term benefits in public trust and officer work satisfaction. Integrating procedural justice into training and normal operations develops a healthy connection between law enforcement and the public, boosting both morale and overall work performance (Wolfe et al., 2017).

Table 2 Occupational Culture of the Respondents in terms of Emphasis on Procedural Justice

Items	AWV	D
1. Ensuring fair and impartial treatment for all citizens during interactions is a core tenet of ethical policing.	4.0	Often
2. Departmental policies and training procedures should emphasize procedural justice to guarantee consistent application of the law.	4.01	Often
3. Officers can strive for procedural justice by clearly explaining their actions and respecting the rights of individuals.	4.32	Always

4. Transparency in procedures and clear justifications for actions can enhance public perception of fairness.	4.0	Often
5. Continuous evaluation of policies and practices is essential to ensure they align with the principles of procedural justice.	4.01	Often
Mean	**4.07**	**Often**

Table 3 illustrates that the respondents' views on transparency and accountability got an average of 4.02, suggesting these concepts are "often" observed. The highest-rated item (4.11) is the attempt to address public complaints proactively, suggesting that preserving transparency in police operations is vital to creating confidence. The requirement for accessible ways to report misbehavior, however, was rated somewhat lower (3.89), highlighting possible areas for improvement in encouraging accountability. According to Hickman and Piquero (2018), openness in law enforcement increases public legitimacy since open communication helps lessen public mistrust regarding police activities.

Promoting openness within police organizations not only promotes public trust but also enhances work satisfaction among personnel. Police departments that promote accountability generate a supportive work environment, decreasing stress and minimizing the possibility of unfavorable public reactions (Goldsmith, 2020). Regularly providing statistics on police operations and performance develops trust by displaying a commitment to openness, which is crucial to both the organizational culture and officers' morale.

Table 3 Occupational Culture of the Respondents in terms of Transparency and Accountability

Items	AWV	D
1. Law enforcement agencies have a responsibility to be transparent in their operations and accountable to the public they serve.	4.02	Often
2. Clear and accessible channels for reporting misconduct or excessive force allegations foster public trust.	3.89	Often
3. Regularly releasing data on police actions and outcomes promotes transparency and fosters accountability.	4.01	Often
4. Open communication and community engagement initiatives demonstrate a commitment to transparency.	4.05	Often
5. Proactive efforts to address public concerns and rectify mistakes build trust and legitimacy for law enforcement.	4.11	Often
Mean	4.02	Often

Table 4 reveals that the mean score for balancing loyalty and duty was 4.0, suggesting that respondents "often" experience ethical issues connected to this subject. The highest-rated item (4.12) highlights the need for departments to offer resources and assistance for officers when they meet such ethical difficulties. As observed by Kleinig (2017), ethical decision-making frameworks assist cops in prioritizing the law and public safety over personal allegiance, boosting their confidence in negotiating challenging circumstances. When officers are supported by their departments in these ethical problems, it generates a more pleasant work atmosphere and enhances overall job satisfaction.

The relatively low ranking for open communication (3.78) shows that there is space for improvement in building an atmosphere where officers feel comfortable reporting misbehavior without fear of punishment. Encouraging a culture that prioritizes openness and honest communication fosters a more ethical workplace, boosting officers' morale and job satisfaction (Stoughton, 2020). Consistent training and ethical leadership may assist police

personnel find the balance between loyalty to colleagues and adherence to legal and ethical norms, helping officers in making smart judgments.

Table 4 Occupational Culture of the Respondents along Balancing Loyalty and Duty

Items	AWV	D
1. Officers may face situations where loyalty to colleagues' clashes with their duty to uphold the law.	4.03	Often
2. Ethical decision-making requires prioritizing the law and public safety over personal loyalty.	3.98	Often
3. Departments should provide resources and support systems for officers facing such ethical dilemmas.	4.12	Often
4. Open communication and clear expectations promote ethical conduct and encourage officers to report misconduct.	3.78	Often
5. Leaders who model ethical behavior and prioritize doing what's right set a positive example for the department.	4.07	Often
6. Ongoing training can equip officers with the skills and tools to navigate challenging situations ethically.	4.02	Often
Mean	**4.0**	**Often**

Table 5 highlights the occupational culture in terms of community-oriented policing ethics obtained an average score of 4.12, suggesting that respondents "often" stress creating trust with the community. The highest-rated item (4.19) suggests that creating strong ties with the community is considered a cornerstone of effective policing. This is reinforced by studies that suggest community participation improves public perception and promotes police officers' work satisfaction (Skogan, 2019). Moreover, culturally sensitive methods of policing (4.03) stress the need for recognizing diversity in communities, decreasing tensions, and building a constructive connection between law enforcement and the public.

Ethics founded in community-oriented policing contribute greatly to officers' job satisfaction by allowing them to observe the beneficial benefits of their work on public safety and community trust. Policing methods that promote teamwork and mutual respect between police and the public not only improve the community's impression of law enforcement but also drive officers to thrive in their professions (Pino & Wiatrowski, 2021). Routine reviews of community police strategies guarantee these approaches stay successful and connected with ethical standards, producing a more supportive and fulfilling workplace for law enforcement professionals.

Table 5 Occupational Culture of the Respondents in Terms of Community Oriented Policing Ethics

Items	AWV	D
1. Building trust and positive relationships with the communities they serve is a cornerstone of effective policing.	4.19	Often
2. Ethical considerations arise in community policing, requiring a balance between enforcement and engagement.	4.15	Often
3. Culturally sensitive approaches and respectful interactions are essential for building trust within diverse communities.	4.03	Often

4. Engaging with community members through problem-solving strategies fosters collaboration and builds trust.	4.07	Often
5. Transparency in community policing activities and clear communication about enforcement priorities are crucial.	4.15	Often
6. Regular evaluation of community policing practices ensures they are implemented ethically and effectively.	4.10	Often
Mean	**4.12**	**Often**

Table 6 shows the overall mean score for occupational culture is 4.05, suggesting that respondents "often" observe these cultural ideals in action. Procedural fairness, openness, balancing loyalty and duty, and community-oriented policing ethics are all significant components of the police force's occupational culture. While the outcomes are generally encouraging, there is still opportunity for progress, notably in enhancing open communication, addressing misbehavior, and implementing more consistent, transparent processes for accountability. Studies have indicated that police departments supporting a healthy occupational culture enjoy increased work satisfaction among their officers, leading in improved performance and a more ethically-driven police force (Chan, 2019). By emphasizing assistance for officers both morally and professionally, law enforcement agencies may promote work satisfaction, which in turn enhances overall performance and strengthens the agency's image for integrity and effectiveness.

Table 6   Summary of Occupational Culture of the Respondents

Items	Mean	D
Emphasis on Procedural Justice	4.07	Often
Transparency and Accountability	4.02	Often
Balancing Loyalty and Duty	4.0	Often
Community Oriented policing Ethics	4.12	Often
Grand Mean	**4.05**	**Often**

Table 7 reveals that the overall work performance of police officers is assessed as "very satisfactory," with a grand mean of 4.16. Key factors contributing to this high level of performance are output (4.09), job knowledge (4.17), work management (4.16), concern for the organization (4.20), and personal growth (4.18). The high score in concern for the organization (4.20) suggests that officers are strongly devoted to their organizational obligations, which in turn helps sustain police integrity and promotes public trust. In addition, work management (4.16) and job knowledge (4.17) suggest that officers are successfully utilizing their skills to handle their duties and responsibilities efficiently. While the results offer robust insights into the occupational culture of police officers, it is important to recognize the challenges associated with measuring subjective, context-sensitive variables like culture and satisfaction. Occupational culture is not monolithic; it can vary significantly even within the same unit based on individual beliefs, location, or leadership style. Similarly, job satisfaction is highly personal and shaped by diverse expectations and life circumstances.

Furthermore, the institutional context of policing presents limitations. The hierarchical structure and perceived lack of anonymity in such environments may suppress candid responses, particularly when addressing misconduct, internal dissatisfaction, or leadership shortcomings. Officers may fear retaliation or being labeled disloyal, especially when discussing performance-based pay systems or ethical dilemmas. These cultural pressures could skew data toward more favorable perceptions than what is felt. Moreover, while the findings are relevant to Pagadian City, caution must be exercised in generalizing them to other police departments in the Philippines or abroad. Differences in rank distribution, political interference, and resource allocation can result

in distinct occupational cultures. Future research must deliberately explore dissenting voices and consider how external forces like media narratives, community criticism, or political directives, influence internal behaviors and perceptions.

The performance of police agencies may frequently be connected to variables like thorough training programs and continual professional growth. Law enforcement organizations that employ organized training and mentorship programs tend to yield higher performance outcomes, as officers feel well-prepared to manage everyday obstacles (Chen et al., 2018). Additionally, a significant emphasis on professional development opportunities promotes performance by inspiring officers to utilize their abilities in ways that benefit both their agency and the communities they serve (Abdulla et al., 2019). This correlates with results by Scott et al. (2020), demonstrating that officers who regard their positions as relevant and feel confident in their talents likely to display gains in work management and productivity.

Table 7   Level of Work Performance of Police Officers

Items	Mean	D
1. Output	4.09	Very Satisfactory
2. Job Knowledge	4.170	Very Satisfactory
3. Work Management	4.156	Very Satisfactory
4. Concern for Organization	4.20	Very Satisfactory
5. Personal Growth	4.18	Very Satisfactory
Grand Mean	**4.16**	**Very Satisfactory**

Table 8 demonstrates that police officers report being "well satisfied" with their salary and perks, with an average score of 4.06. Factors contributing to their satisfaction include income based on educational attainment (4.01), performance-based wage increments (3.98), and health benefits (4.09). The availability of maternity and paternity leave, as well as cost-of-living allowances (4.1), reflect the organization's efforts to provide comprehensive support for its officers. These advantages underline the need for matching remuneration packages with the officers' credentials and experiences to sustain high work satisfaction.

The somewhat lower rating for performance-based salary increases (3.98) implies that officers may sense some gap between performance assessments and reward, perhaps contributing to sentiments of injustice. Research reveals that when employees believe their efforts are not appropriately appreciated, their motivation and job satisfaction tend to decline (Park & Sturman, 2020). Enhancing openness in performance reviews and offering clearer grounds for wage raises might help enhance overall work satisfaction. As Adams and Hicks (2020) point out, equitable remuneration practices and acknowledgment of performance are vital for preserving morale and retention, especially in high-stress occupations like police.

Table 8   Level of Job Satisfaction of Police Officers Along Compensation and Benefits

Items	AWV	D
1. Compensation is based on educational attainment and qualifications that match my job responsibilities.	4.01	Well Satisfied
2. Performance evaluation is considered in determining our salary increase.	3.98	Well Satisfied
3. Experiences related to current position are considered in determining our compensation as employees	4.12	Well Satisfied

4. Health insurance maternity, paternity leaves are enjoyed by regular employees.	4.09	Well Satisfied
5. Cost of living allowance and free accommodations are provided and enjoyed.	4.10	Well Satisfied
Mean	**4.06**	**Well Satisfied**

In Table 9, police officers are likewise "well satisfied" with their working conditions and the nature of their profession, with a mean score of 4.12. Factors such as roomy and well-ventilated workplaces (4.15), sufficient technological facilities (4.12), and the sense of achievement received from work (4.15) contribute to this happiness. These findings show that both the physical work environment and the fundamental character of police employment play key roles in sustaining high levels of job satisfaction.

The relationship between working conditions and job satisfaction is well documented, with several studies proving that a supportive and well-maintained physical work environment promotes performance and decreases stress (Sharma & Singh, 2018). Additionally, the feeling of satisfaction that officers gain from their tasks highlights the relevance of job significance in increasing morale and devotion (Brunetto et al., 2016). Officers who regard their work as meaningful are more motivated to perform well and maintain a strong commitment to their obligations (Judge & Klinger, 2019).

Table 9 Level of Job Satisfaction of Police Officers Along Working Conditions   and Work Itself

Items	AWV	D
1. There is a spacious and well-ventilated working space.	4.15	Well Satisfied
2. There are sufficient technical facilities that are clean and updated regularly.	4.12	Well Satisfied
3. There is flexibility in scheduling the work load and safety in the workplace.	4.08	Well Satisfied
4. My work gives me a unique the feeling of accomplishment.	4.15	Well Satisfied
5. The work motivates me to carry out the best of my abilities which delivers me to convey ownership of my work.	4.11	Well Satisfied
Mean	**4.12**	**Well Satisfied**

The data in table 10 shows the highest mean score in job satisfaction data is in the area of interpersonal relationships and supervision (4.18), with officers showing significant satisfaction in this sector. Officers experience a strong feeling of belonging (4.18), get helpful and constructive supervision (4.17), and report having harmonious relationships with colleagues and superiors (4.18). The function of leadership also earns high acclaim, with officers reporting that their superiors act as role models (4.20), contributing favorably to both their personal and professional growth.

The significance of interpersonal interactions and effective leadership in fostering work happiness fits with research that underlines the beneficial benefit of transformational leadership on both job satisfaction and performance (Sun et al., 2019). Leaders who give mentorship, encourage open communication, and develop a feeling of cooperation are better positioned to establish a supportive work environment where officers feel appreciated and respected (Densten & Sarros, 2017). Strong supervisory relationships have been demonstrated to increase morale and minimize turnover, particularly in high-stress areas like law enforcement (Reaves & Hickman, 2018).

Table 10   Level of Job Satisfaction of Police Officers Along Interpersonal Relationships and Supervision

Items	AWV	D
1. I feel a strong sense of belongingness when working in a group.	4.18	Well Satisfied

2. My superior keeps track of my mistakes in my performance that need to be corrected.	4.17	Well Satisfied
3. There are opportunities for honest, transparent, and social interaction among employees.	4.15	Well Satisfied
4. I have a harmonious relationship with my superior and my colleagues and they show concern for my wellbeing	4.18	Well Satisfied
5. My superiors tap talents and resources with high creativity, intuition, knowledge, commitment, humanity, versatility, discipline, focus, leadership, skills and perform as a role models to us.	4.20	Well Satisfied
Mean	**4.18**	Well Satisfied

Table 11 displays the In terms of policies and recognition, officers are likewise "well satisfied," with a mean score of 4.14. Factors such as the clarity of the employee manual (4.15), fairness of business regulations (4.14), and timely feedback on performance (4.13) contribute to this satisfaction. Officers believe that their successes are acknowledged (4.17), which adds to their drive and sense of belonging inside the company.

Research reveals that well-defined business rules and rapid acknowledgment greatly boost employee satisfaction (Tourish & Hargie, 2018). In sectors where public accountability is vital, such as law enforcement, it is essential for staff to feel appreciated and properly treated by their company (Sun et al., 2019). Regular feedback and organized recognition programs may enhance morale and assist officers to keep a strong connection to their duties (Chen et al., 2018).

Table 11   Level of Job Satisfaction of Police Officers Along Policies and Recognition

Items	AWV	D
1. The employee's manual clearly defines the company policies and regulations and is easy to understand.	4.15	Well Satisfied
2. I agree that company policies are fair to everyone, and have easy access to them	4.14	Well Satisfied
3. There is consistent, timely, and descent scheme for evaluating employees' performance according to standard.	4.12	Well Satisfied
4. I receive enough feedback on how I perform my job and my superior stimulates me to do my job well.	4.13	Well Satisfied
5. I am recognized for my major achievements/accomplishments, small victories thru an employee program of the company.	4.17	Well Satisfied
Mean	**4.14**	**Well Satisfied**

In Table 12, the grand mean score of 4.13 suggests that officers are overall "well satisfied" with their employment, with interpersonal interactions and supervision earning the highest at 4.18 and salary and benefits obtaining the lowest score at 4.06. This implies that while financial awards are essential, the quality of workplace relationships and leadership has a more significant influence on officer happiness. Considering the significant job satisfaction levels indicated, it can be deduced that police departments ought to promote good supervisory relationships, equitable recognition methods, and clear policies to preserve and boost staff morale (Smith & Stewart, 2019). Additionally, concentrating on performance-based remuneration might further boost overall satisfaction, which in turn can lead to greater retention rates and enhanced performance outcomes.

Table 12   Summary of Job Satisfaction of Police Officers

Items	Mean	D
Compensation and Benefits	4.06	Well Satisfied
Working Conditions and Work Itself	4.12	Well Satisfied
Interpersonal Relationship and Supervision	4.18	Well Satisfied
Policies and Recognition	4.14	Well Satisfied
Grand Mean	**4.13**	**Well Satisfied**

Table 13   Significant Difference in the Respondents' Response to Occupational Culture when Analyzed as to Profile

Indicators	U-Value	H-Value	P-Value	D
Gender	4.30	-	.003	Significant
Age	-	3.82	.08	Not Significant
Position	-	4.02	.000	Significant
Length of Service	-	3.18	.07	Not Significant
Educational Attainment	-	4.18	.001	Significant

Table 13 indicates the substantial variation in respondents' reactions regarding occupational culture depending on their demographic profile. Notably, gender (p = .003) and position (p = .000) also exhibit significant variations, showing that these characteristics impact how respondents view occupational culture. Specifically, the U-value for gender is 4.30 while the H-value for position is 4.02, demonstrating that men and females, as well as persons in different ranks or positions, experience occupational culture in distinct ways. This discrepancy may be linked to the disparities in employment duties, degrees of responsibility, and gender-specific experiences within the police force.

On the other hand, age (p = .08), duration of service (p = .07), and educational attainment (p = .001) reveal mixed effects. While age and length of service are not significant, educational attainment is (H = 4.18, p = .001), showing that officers with higher levels of education have distinct impressions of the occupational culture compared to those with lesser educational credentials. This might imply that highly educated officers may have different expectations or understandings of institutional norms, such as openness and procedural fairness (Seok & Lim, 2021). The large variations underscore the necessity for specific initiatives in building a coherent occupational culture across diverse demographic groupings within the force.

Table 14   Significant Relationship Between Occupational Culture and Work Performance

Indicators	Mean	Mean Diff.	r - Value	P - Value	D
Emphasis on Procedural Justice and Work Performance	4.30 4.16	.09	.42	.002	Significant
Transparency and Accountability	4.02	.14	.48	.001	Significant

And Work Performance	4.16				
Balancing Loyalty and Duty and Work Performance	4.0 4.16	.16	.52	.000	Significant
Community Oriented Policing Ethics and Work Performance	4.12 4.16	.04	.31	.001	Significant

Table 14 shows the association between many components of occupational culture and work performance among police officers. The results demonstrate that focus on procedural justice (r = .42, p = .002), transparency and accountability (r = .48, p = .001), balancing loyalty and duty (r = .52, p = .000), and community-oriented police ethics (r = .31, p = .001) all have substantial positive relationships with work performance. The greatest association is between balancing loyalty and duty and job performance (r = .52), showing that officers who see a balance between personal commitment to colleagues and satisfying professional tasks are likely to perform better.

These findings are consistent with current literature that highlights the impact of occupational culture in determining labor performance. For instance, a study by Siebert et al. (2020) indicates that a workplace culture emphasizing justice, accountability, and ethical decision-making leads to improved job performance. The substantial connections across all factors show that establishing a culture oriented on justice, openness, and accountability may lead to a more successful police staff. By integrating these principles into training programs and everyday practices, police agencies may strengthen officers' motivation and devotion to their jobs, which, in turn, leads to greater community trust and operational efficiency (Loftus, 2022).

Table 15   Influence of Occupational Culture on Job Satisfaction

Indicators	Mean	rho	P - Value	D
Emphasis on Procedural Justice and Job Satisfaction	4.07 4.13	.25	.003	Significant
Transparency and Accountability and Job Satisfaction	4.02 4.13	.29	.002	Significant
Balancing Loyalty and Duty and Job Satisfaction	4.0 4.13	.35	.000	Very Influential
Community Oriented Policing Ethics and Job Satisfaction	4.12 4.13	.20	.007	Significant

Table 15 emphasizes the effect of occupational culture on job satisfaction. The biggest effect is shown in the association between balancing loyalty and duty and work happiness (r = .35, p = .000), showing that officers who sense a reasonable balance between loyalty to colleagues and their professional responsibilities report better job satisfaction. Additionally, openness and accountability (r = .29, p = .002) and procedural fairness (r = .25, p = .003) significantly contribute to work satisfaction. These results correspond with the assumption that clear, ethical, and transparent organizational procedures generate a more supportive and fulfilling work environment (Densten & Sarros, 2017).

Moreover, the positive association between community-oriented police ethics (r = .20, p = .007) and job satisfaction implies that when officers regard their work as being aligned with community values, their feeling of job fulfillment rises. Community-oriented ethics frequently serve as a moral framework that offers purpose and significance to the officers' function in society (Nix et al., 2020). By incorporating these principles into the occupational culture, police departments may boost not just officer happiness but also community trust, establishing a mutually reinforcing cycle of positive involvement.

These findings imply that building a culture defined by openness, accountability, and a harmonic balance between commitment and responsibility greatly boosts officers' work satisfaction. Consequently, police agencies should prioritize the reinforcement of these cultural components through regular training and leadership development programs. By supporting open communication, ethical leadership, and a community-oriented approach to police, departments may considerably improve morale, minimize attrition, and create a more positive and productive work climate for officers (Loftus, 2022). Moreover, establishing an atmosphere where officers believe their ethical ideals correspond with those of the community helps increase their dedication to their obligations and the persons they serve.

CONCLUSION

This study explored the relationships between occupational culture, job satisfaction, and work performance among police officers in Pagadian City. The findings suggest that while occupational culture generally promotes ethical practices, community engagement, and professionalism, significant gaps remain in communication transparency and perceptions of fairness, especially in compensation practices. Job satisfaction was rated highly in areas such as supervision and workplace relationships, yet performance-based rewards raised concerns about inequity.

Given the inherently abstract nature of concepts like occupational culture and job satisfaction, and the sensitive dynamics of police work, the study acknowledges that responses may be influenced by hierarchical pressure, internal loyalty norms, or fear of reprisal, potentially limiting the openness of participants. Additionally, institutional culture and the so-called "blue wall of silence" may shape how officers perceive and report their experiences.

The findings are valuable but must be interpreted with caution. The research is context-specific and may not be generalizable to other regions or units due to differences in organizational culture, public expectations, and legal frameworks. Future studies should narrow the scope to specific divisions (e.g., traffic enforcement, CIDG), ranks, or geographic units to make findings more applicable. Incorporating mixed methods, surveys, in-depth interviews, and field observations can help triangulate data, uncover suppressed views, and offer a fuller picture of occupational realities. Moreover, counter-cultural narratives and the influence of external forces like media and political oversight should be examined to understand how broader societal forces shape internal police culture and officer well-being.

Ethical Consideration

Institutional ethics procedures were adhered to in this investigation. Before data collection, ethical approval was obtained from the research ethics committee. Following an explanation of the study's objectives and the voluntary nature of their involvement, informed consent was acquired from the participants. Anonymity and confidentiality were upheld during the entire investigation.

Conflict Of Interest

The writers disclose no conflicts of interest. In line with university regulations, they want to use this publication as a foundation for their request for institutional incentives from their university.

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