

# A Comprehensive Study on Job Satisfaction and Job Performance At La Union Police Provincial Office

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## ABSTRACT

Job satisfaction and job performance are critical determinants of effectiveness in law enforcement organizations, directly influencing operational efficiency, personnel well-being, and public trust. This study examined the levels of job satisfaction and job performance among personnel of the La Union Police Provincial Office (LUPPO), Philippines, and identified challenges affecting these outcomes as a basis for an institutional action plan. A concurrent mixed-methods research design was employed, integrating quantitative survey data and qualitative interview findings. A total of 299 police personnel were selected through simple random sampling. Quantitative data were gathered using a validated survey questionnaire measuring job satisfaction in terms of operational and administrative accomplishments and job performance across six dimensions: output, job knowledge, work management, interpersonal relationships, concern for the organization, and personal qualities. Qualitative data were obtained through key informant interviews to explore challenges encountered by personnel.

Results indicated a consistently high level of job satisfaction among LUPPO personnel, supported by strong operational engagement, effective crime prevention initiatives, administrative support mechanisms, recognition systems, and welfare programs. Job performance was rated as excellent across all evaluated dimensions by both commissioned and non-commissioned officers. Qualitative findings revealed persistent challenges, including limited training opportunities in later years, logistical and resource constraints, and emotional fatigue resulting from sustained operational demands. These findings underscore the importance of organizational support, ethical leadership, and performance-oriented management in law enforcement institutions. Thus, the study concludes that sustaining high job satisfaction is essential for maintaining excellent job performance in policing organizations. It recommends strengthening continuous training programs, communication and innovation competencies, wellness initiatives, and performance-based recognition systems to enhance organizational effectiveness and personnel resilience.

**Keywords:** Job satisfaction; Job performance; Police personnel; Law enforcement; LUPPO personnel

## INTRODUCTION

Law enforcement organizations play a vital role in maintaining peace, order, and public safety. The effectiveness of these institutions depends largely on the motivation, competence, and well-being of their personnel. Among the factors that significantly influence organizational effectiveness are job satisfaction and job performance, which have been widely recognized as central components of human resource management, particularly in public sector organizations. Job satisfaction refers to an individual's overall affective and cognitive evaluation of their job, encompassing feelings toward work tasks, work environment, supervision, compensation, and opportunities for growth. Job performance, on the other hand, reflects the extent to which employees effectively and efficiently accomplish assigned tasks in accordance with organizational standards and goals.

In public service institutions such as police organizations, the relationship between job satisfaction and job performance is particularly critical. Police officers operate in complex, high-risk, and highly regulated

environments that demand physical endurance, emotional resilience, ethical integrity, and consistent professionalism. High levels of job satisfaction among police personnel have been associated with improved morale, organizational commitment, reduced turnover intention, and enhanced service delivery. Conversely, dissatisfaction can contribute to stress, burnout, reduced effectiveness, and diminished public trust.

International studies consistently demonstrate that job satisfaction is influenced by a combination of organizational, interpersonal, and individual factors, including leadership practices, work environment, recognition, workload, and opportunities for professional development. In policing contexts, these factors are often intensified by exposure to danger, irregular work schedules, administrative pressures, and public scrutiny. Research has shown that satisfied police officers are more likely to demonstrate proactive behavior, ethical conduct, and effective community engagement, all of which are essential for contemporary policing models.

Despite the growing body of literature on job satisfaction and job performance, empirical studies focusing on police organizations in provincial settings, particularly in the Philippines, remain limited. The Philippine National Police (PNP) operates under a unique socio-political and legal framework, governed by Republic Act 6975 and related Civil Service Commission memoranda that emphasize accountability, professionalism, and community-oriented policing. Within this framework, provincial police offices such as the La Union Police Provincial Office (LUPPO) serve as frontline institutions responsible for translating national policies into local action.

The Province of La Union has consistently been recognized for its effective peace and order initiatives, crime reduction efforts, and strong collaboration between local government units and the police force. These achievements highlight the importance of understanding the internal organizational factors that support high performance among police personnel. Assessing job satisfaction and job performance within LUPPO provides valuable insights into how institutional practices, leadership, and work conditions influence personnel outcomes in a provincial law enforcement context.

This study was anchored on established organizational and motivational theories, including Job Characteristics Theory, Expectancy Theory, Social Exchange Theory, and Goal-Setting Theory. These frameworks collectively emphasize the importance of meaningful work design, perceived fairness and rewards, reciprocal organizational relationships, and clear performance goals in shaping employee satisfaction and performance. By integrating these theoretical perspectives, the study seeks to provide a comprehensive understanding of the dynamics between job satisfaction and job performance among police personnel.

The primary objective of this study was to assess the level of job satisfaction and job performance among personnel of the La Union Police Provincial Office. Specifically, it aimed to: (1) determine the level of job satisfaction in terms of operational and administrative accomplishments; (2) evaluate job performance across key performance dimensions; (3) identify challenges encountered by personnel that affect their job satisfaction and performance; and (4) propose an action plan to enhance job satisfaction and performance evaluation. The findings of this study are intended to inform policy formulation, organizational development, and human resource management practices within law enforcement institutions.

## **METHODS**

### **Research Design**

This study employed a concurrent mixed-methods research design, integrating quantitative and qualitative approaches to provide a comprehensive assessment of job satisfaction and job performance among LUPPO personnel. Quantitative and qualitative data were collected simultaneously, analyzed independently, and subsequently integrated to enhance the validity and depth of the findings. Methodological triangulation was utilized to capture multiple dimensions of the research problem and strengthen the credibility of the results.

### **Participants and Study Setting**

The study was conducted at the La Union Police Provincial Office (LUPPO), Philippines. The target

population consisted of police personnel assigned to the provincial office, city police stations, municipal police stations, and provincial mobile force companies. Using simple random sampling, a total of 299 respondents were selected from a population of 1,202 personnel. Participants included both commissioned and non-commissioned officers who were actively engaged in operational and administrative functions at the time of data collection.

### **Data Collection Instruments**

Quantitative data were collected using a structured survey questionnaire consisting of two main sections. The first section measured job satisfaction in terms of operational and administrative accomplishments, while the second section assessed job performance across six dimensions: output, job knowledge, work management, interpersonal relationships, concern for the organization, and personal qualities. Responses were measured using a four-point Likert scale. The instrument underwent expert validation and achieved a validity rating interpreted as highly valid. Moreover, qualitative data were gathered through key informant interviews using a semi-structured interview guide. The interviews explored challenges encountered by personnel that affect job satisfaction and job performance, including work environment, workload, training opportunities, and emotional well-being.

### **Data Collection Procedures**

Permission to conduct the study was obtained from institutional authorities. Survey questionnaires were administered personally by the researcher, and completed questionnaires were retrieved for data processing. Interviews were conducted through face-to-face and online modalities, depending on participant availability and preference. All qualitative data were recorded, transcribed, and prepared for analysis.

### **Data Analysis**

Quantitative data were analyzed using descriptive statistics, particularly weighted means, with the aid of the Statistical Package for the Social Sciences (SPSS). Qualitative data were analyzed using thematic analysis, involving systematic coding, categorization, and interpretation of emerging themes related to job satisfaction and job performance challenges.

### **Ethical Considerations**

Ethical approval was obtained prior to data collection. Participation was voluntary, and informed consent was secured from all participants. Confidentiality and anonymity were strictly maintained, and all data were used solely for academic purposes.

## **RESULTS**

This section presents the quantitative and qualitative findings of the study, organized according to the research objectives. Results are reported for job satisfaction, job performance evaluation, and challenges encountered by LUPPO personnel.

### **Job Satisfaction of LUPPO Personnel**

Job satisfaction was assessed in terms of operational and administrative accomplishments. Documentary analysis and survey results revealed a consistently high level of job satisfaction among LUPPO personnel across the study period. Operational accomplishments demonstrated strong engagement in patrol operations, crime prevention initiatives, checkpoint operations, and rapid police response. These operational activities provided personnel with a sense of achievement and purpose, contributing positively to job satisfaction.

Administrative accomplishments further reinforced satisfaction through structured training programs, promotion opportunities, recognition systems, welfare initiatives, and logistical support. Although a slight decline in training activities and commendations was observed in later years, administrative support remained sufficient to sustain morale and organizational commitment.

## **Job Performance Evaluation**

Job performance was evaluated across six dimensions: output, job knowledge, work management, interpersonal relationships, concern for the organization, and personal qualities. Both commissioned and non-commissioned officers rated overall job performance as excellent across all dimensions.

Output indicators showed consistently high ratings for quality, timeliness, acceptability of outputs, and accomplishment of targets, reflecting operational efficiency and goal alignment. Job knowledge received excellent ratings, particularly in understanding job roles, organizational mission, and community-oriented policing practices. Communication skills, while still rated positively, emerged as a relative area for improvement.

Work management indicators demonstrated strong compliance with policies, effective records management, prioritization of tasks, and active participation in organizational activities. Interpersonal relationships were rated highly, indicating effective teamwork, leadership-followership balance, and motivation. Concern for the organization reflected strong stewardship of resources, coordination, and loyalty. Personal qualities such as discipline, integrity, dedication to service, and professionalism were likewise rated excellent.

## **Challenges Encountered by LUPPO Personnel**

Qualitative analysis identified several recurring challenges affecting job satisfaction and performance. These included physical and logistical constraints, high administrative workload, limited training opportunities in later years, emotional fatigue from sustained operational demands, and resource limitations. Despite these challenges, personnel demonstrated resilience and sustained high performance.

## **DISCUSSION**

The findings of this study demonstrate a strong alignment between job satisfaction and job performance among LUPPO personnel. High levels of satisfaction in both operational and administrative domains corresponded with excellent performance ratings, supporting the proposition that satisfied employees are more productive and committed.

Consistent with Job Characteristics Theory, meaningful and varied operational tasks contributed to a sense of accomplishment and intrinsic motivation. Expectancy Theory was reflected in the clear linkage between effort, performance evaluation, and recognition. Social Exchange Theory was evident in the reciprocal relationship between organizational support and employee commitment, while Goal-Setting Theory was supported by the presence of clear performance standards and feedback mechanisms.

The challenges identified mirror findings in both Philippine and international policing literature, particularly regarding workload, stress, and resource constraints. However, the sustained high performance observed suggests that strong leadership, ethical culture, and institutional support can mitigate the negative effects of occupational stress.

## **CONCLUSION AND RECOMMENDATIONS**

This study concludes that personnel of the La Union Police Provincial Office (LUPPO) exhibit high job satisfaction and excellent job performance, reflecting effective leadership practices, organizational support, and performance management systems. These findings are consistent with the quantitative results showing excellent ratings across all performance dimensions and the discussion highlighting the positive role of meaningful work, recognition, and clear performance standards. However, qualitative findings revealed persistent challenges related to limited training opportunities in later career stages, emotional fatigue from sustained operational demands, administrative workload, and resource constraints. Addressing these concerns is essential to sustaining long-term organizational effectiveness.

Based on the study's findings and identified weaknesses, the following concise recommendations are proposed:

**Professional and Career Development.** LUPPO should institutionalize targeted mid-career development programs, particularly for senior and long-serving personnel, to address the decline in training opportunities noted in the results. These programs should focus on advanced leadership, strategic command, and mentorship competencies. Training curricula should be updated to reflect contemporary policing demands, including cybercrime investigation, digital evidence handling, and emerging surveillance technologies. Academic partnerships with local universities are recommended to support continuous learning and specialization.

**Mitigating Emotional Fatigue and Burnout.** Consistent with the qualitative findings on emotional fatigue, comprehensive wellness programs should be strengthened through regular psychological support, peer-based interventions, and resilience training. Work–life balance measures, including the enforcement of maximum shift durations and adequate rest periods, should be strictly implemented. Leadership must also promote a culture that normalizes mental health support and reduces stigma associated with stress and trauma.

**Operational and Resource Optimization.** To address logistical and administrative challenges identified in the results, infrastructure and communication systems should be modernized through available national and provincial funding mechanisms. The adoption of e-governance tools for digital documentation is recommended to reduce administrative workload and allow personnel to focus on core operational functions. Improved resource and logistics management systems should ensure timely and equitable allocation of equipment and supplies.

**Administrative and Leadership Reforms.** Performance evaluation systems should be refined to ensure transparency, objectivity, and alignment with measurable outcomes, reinforcing the discussion’s emphasis on fairness and motivation. Continuous leadership training in transformational and ethical leadership is recommended to strengthen supervision, enhance communication, and align individual performance with organizational goals. Strengthening community and local government partnerships should also be sustained, as these contribute to morale, organizational commitment, and effective policing.

Thus, these recommendations are directly aligned with the study’s results and discussion and are intended to sustain high job satisfaction, reinforce excellent job performance, and promote the long-term professional and psychological well-being of LUPPO personnel.

## ETHICAL CONSIDERATIONS

Ethical approval for this study was obtained from the appropriate institutional ethics committee. All participants provided informed consent, and confidentiality and anonymity were strictly maintained throughout the research process.

## CONFLICT OF INTEREST

The author declares no conflict of interest.

## DATA AVAILABILITY STATEMENT

The data supporting the findings of this study are not publicly available due to confidentiality and ethical restrictions but may be made available from the corresponding author upon reasonable request.

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