A Correlational Study on Organizational Support and Job Satisfaction among Philippine National Police Personnel

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ABSTRACT

This quantitative study examines the relationship between organizational support and job satisfaction among Philippine National Police Personnel. Recognizing the critical role that organizational support plays in fostering a positive work environment, the research investigates how factors such as resource availability, training programs, and mental health services influence job satisfaction among officers. The study employs a comprehensive survey targeting police personnel across various demographic and professional backgrounds to capture a broad spectrum of experiences and perspectives. Key findings indicate that strong organizational support correlates with higher job satisfaction, reduced turnover rates, and enhanced performance. The results underscore the importance of equitable policies, effective communication, and recognition in cultivating a motivated and satisfied police workforce. These insights are vital for informing policy recommendations and developing strategies aimed at improving organizational support within law enforcement agencies, ultimately contributing to better public safety outcomes.

Keywords: Effective communication; Enhanced performance; Equitable policies; Job satisfaction; Organizational support; Police personnel; Public safety; Recognition; Resource availability; Training programs.

1. Introduction

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 primary objectives for improving the job satisfaction and organizational support of police personnel enhancing the work surroundings of by giving officers the resources, training, and direction they need, we can make their workplace friendly and supportive (Earlyanti & Hamid, 2023). Enhancing Officer Retention and Decreased Turnover is the way creating an environment where cops feel valued and inspired encourages them to stay on the force rather than seeking employment elsewhere. It has been demonstrated that a higher level of job satisfaction positively impacts an officer's performance, which improves service delivery and increases efficacy in handling a range of situations. Taking Care of Mental Health and A sense of well Making sure police officers have access to counseling services, support networks, and coping mechanisms for the stress and trauma they undoubtedly encounter to prioritize their mental health.
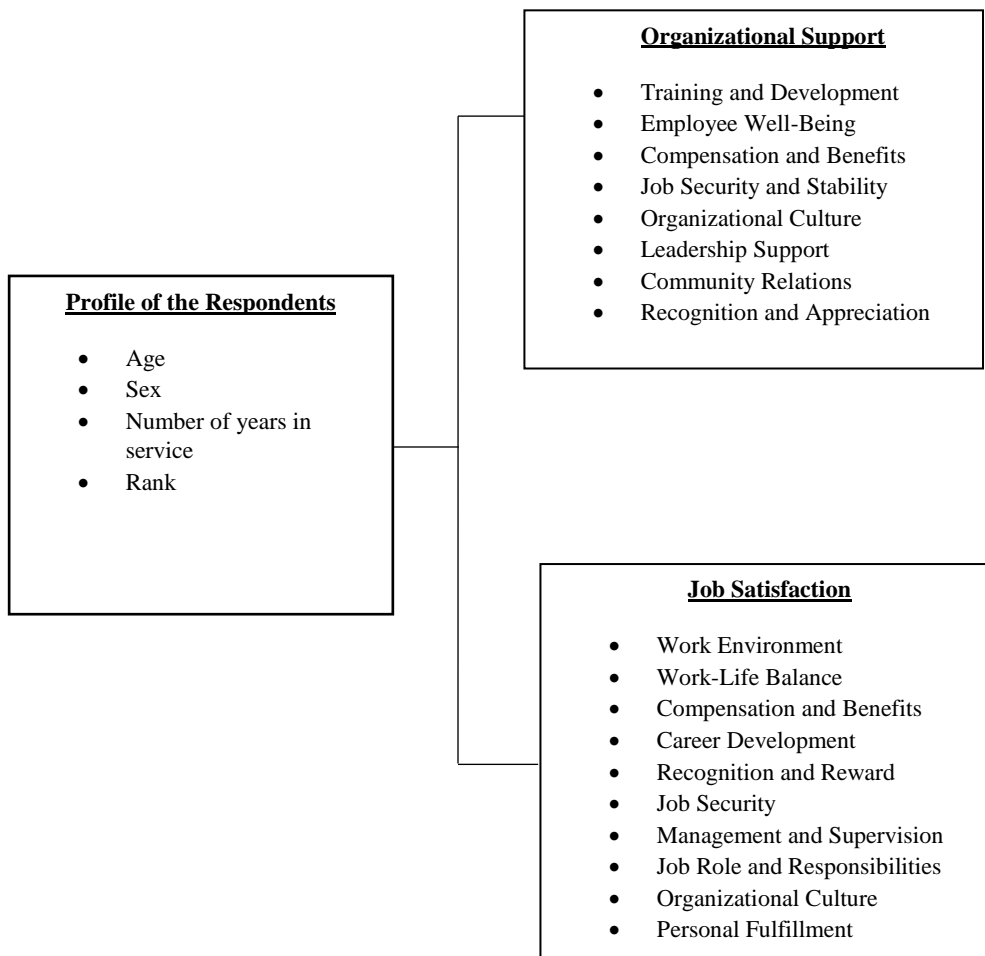

Figure 1. Schematic Diagram of the Study

The significance of this study lies in its potential to inform and transform organizational practices within police departments, leading to enhanced job satisfaction, improved mental health, and increased performance among officers. By identifying and analyzing the most effective forms of organizational support, the study can provide actionable insights for law enforcement agencies to implement strategies that foster a supportive and inclusive work environment. This, in turn, can lead to reduced turnover rates, better community relations, and more efficient policing. Furthermore, understanding the long-term impact of sustained support on officers' well-being and performance can help in designing policies that not only address immediate needs but also contribute to the overall resilience and sustainability of the police force. Ultimately, this study aims to create a foundation for building a more effective, motivated, and well-supported law enforcement workforce.

2. Methods

The researcher utilized a descriptive-correlational research design, which helped assessed the relationships among variables concerning various measurement scales. According to Szapkiw (2012), the said research design investigated how different variances were related to produce specific information on a given scenario into a broader population. According to Creswell (2012), a correlational research design involved using statistical correlation analyses to interpret and analyze the degree of relationship concerning one or multiple variables. It offered a good edge in studying organizational support and job satisfaction among the Philippine National Police personnel.

The following instruments were used in this study:

A. Police Job Satisfaction Questionnaire. A researcher-made instrument. This survey was divided into multiple sections, each targeting distinct facts of police job satisfaction pedagogical approaches. Respondents were asked to provide their perspectives on a range of statements and scenarios related to police job satisfaction. This response from this pilot test were analyzed using Cronbach's alpha to evaluate internal consistency. Using the following scales, the Police Job Satisfaction was interpreted:

Continuum	Responses	Interpretation
4- Always	3.26 – 4.00	Excellent
3- Often	2.51 – 3.25	Very Satisfactory
2- Sometimes	1.76 – 2.50	Satisfactory
1- Never	1.00 – 1.75	Poor

B. Police Organizational Support. A researcher-made instrument, composed of 72 items to ask the respondents on 8 indicators: (a) training and development, (b) employee well-being, (c) compensation and benefits, (d) job security and stability, (e) organizational culture, (f) leadership support, (g) community relations, (h) recognition and appreciation. In each case, the respondents were asked to indicate how often they felt or thought a certain way. To determine the validity and reliability of the instrument, this was pilot tested to respondents who was not included as respondents of the study and the response will be subjected to Cronbach's alpha. In interpreting the police organizational support, the following scales were used:

Continuum	Responses	Interpretation
4 - Very High	3.26 – 4.00	Very High (VH)
3 - High	2.51 – 3.25	High (H)
2 - Low	1.76 – 2.50	Low (L)
1 - Very Low	1.00 – 1.75	Very Low (VL)

3. Result and Discussions

3.1. PNP Personnel Profile

Table 1 illustrates the distribution of respondents based on various demographic and professional characteristics. 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).

The demographic and professional characteristics identified in Table 1 hold significant implications for understanding the composition and dynamics of the law enforcement workforce. 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).

Table 1. Frequency and Percentage Distribution of Respondents According to their Profile

Profile	Frequency	Percentage
Age		
25-30 years old	32	32.00
31-35 years old	38	38.00
36-40 years old	14	14.00
41 & above years old	16	16.00

Gender			
	Male	77	77.00
	Female	23	23.00
Rank			
	PAT	40	40.00
	PSSG	15	15.00
	PLT	1	1.00
	PMSG	8	8.00
	PCMS	8	8.00
	PCPL	25	25.00
	PMAJ	1	1.00
	PCPT	2	2.00
Number of Years in Service			
	1-10 years	72	72.00
	11-20 years	22	22.00
	21-30 years	6	6.00

3.2. Level of Organizational Support

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.

Table 2. Level of organizational support in terms of Training and Development, Employee Well-being, Compensation and Benefits, Job Security and Stability, Organizational Culture, Leadership Support, Community Relations, and Recognition, and Appreciation as perceived by the PNP personnel

Constructs	M	SD	Remarks
Training and Development	3.79	.020	High
Employee Well-being	3.77	.027	High
Compensation and Benefits	3.79	.020	High
Job Security and Stability	3.79	.027	High
Organizational Culture	3.82	.028	High
Leadership Support	3.81	.036	High
Community Relation	3.81	.013	High
Recognition and Appreciation	3.79	.012	High

Scale: Organizational Support; 4.20-5.0 (Very High); 3.40-4.19 (High); 2.60-3.39 (Low); 1.80-2.59 (Very Low).

3.3. Job Satisfaction

Table 3 presents the level of job satisfaction among PNP personnel across various dimensions, including Work Environment, Work-Life Balance, Compensation and Benefits, Career Development, Recognition and Reward, Job Security, Management and Supervision, Job Role and Responsibilities, Organizational Culture, and Personal Fulfillment. The mean scores for each construct range from 3.71 to 3.84, indicating a generally satisfied level of job satisfaction among PNP personnel. Specifically, PNP personnel express satisfaction with aspects such as Work Environment, Compensation and Benefits, Recognition and Reward, Job Security, Management and Supervision, and Organizational Culture, with mean scores above 3.75.

However, 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).

The findings from Table 3 suggest that 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 findings underscore 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.

Table 3. Level of Job Satisfaction in terms of Work Environment, Work-Life Balance, Compensation and Benefits, Career Development, Recognition and Reward, Job Security, Management and Supervision, Job Role and Responsibilities, Organizational Culture and Personal Fulfillment of the PNP personnel

Constructs	M	SD	Remarks
Work Environment	3.77	.029	Satisfied
Work-Life Balance	3.71	.029	Satisfied
Compensation and Benefits	3.76	.045	Satisfied
Career Development	3.74	.025	Satisfied
Recognition and Reward	3.77	.034	Satisfied
Job Security	3.78	.028	Satisfied
Management and Supervision	3.78	.013	Satisfied
Job Role and Responsibilities	3.81	.022	Satisfied
Organizational Culture	3.79	.033	Satisfied
Personal Fulfillment	3.84	.025	Satisfied

Scale: Job Satisfaction; 4.20-5.0 (Very Satisfied); 3.40-4.19 (Satisfied); 2.60-3.39 (Less Satisfied); 1.80-2.59 (Not Satisfied).

3.4. Significant relationship between the level of Organizational Support in the Job Satisfaction of the PNP personnel

Table 4 presents the analysis of the relationship between the level of Organizational Support and Job Satisfaction among PNP personnel. The computed correlation coefficient (r-value) of 0.690 suggests a positive relationship

between these variables. However, the p-value of 0.560 indicates that this relationship is not statistically significant at the conventional significance level of 0.05. Therefore, the null hypothesis (Ho) that there is no relationship between the level of Organizational Support and Job Satisfaction of the PNP personnel cannot be rejected.

The absence of a statistically significant relationship between Organizational Support and Job Satisfaction among PNP personnel, as revealed by the computed correlation coefficient and p-value, prompts a deeper exploration into the intricacies of job satisfaction within law enforcement agencies. While the positive correlation suggests a trend toward increased job satisfaction with higher levels of organizational support, the lack of significance implies that this relationship may not universally apply (Maan et al., 2020). This finding aligns with existing research highlighting the multifaceted nature of job satisfaction, influenced by a variety of organizational, individual, and contextual factors beyond mere support (Ali et al., 2023).

Moreover, the non-significant relationship underscores the complexity of factors shaping job satisfaction among police personnel, suggesting that organizational support alone may not suffice in promoting overall satisfaction (Rockstuhl et al., 2020). Other elements such as work environment, leadership style, workload, and fairness in promotions and rewards may exert stronger influences. Therefore, enhancing job satisfaction within the PNP necessitates a comprehensive approach that considers these diverse factors holistically (Magsayo & Saguban, 2024). Additionally, the findings prompt a critical examination of existing organizational support initiatives within the PNP to ensure they effectively address personnel needs and concerns (Benter, 2020). While efforts to improve support are commendable, this study's results suggest a potential gap between current initiatives and desired outcomes. Thus, there is a call for a more tailored and evidence-based approach to organizational support, one that aligns closely with the specific needs and preferences of PNP personnel (Araño et al., 2024). Such an approach holds promise for enhancing job satisfaction, well-being, and performance among the workforces.

Table 4. Significant relationship between the level of Organizational Support in the Job Satisfaction of the PNP personnel

Variables	r value	p value	Decision
Level of Organizational Support and Job Satisfaction	0.690	0.560	Not Significant

Ho: There is no relationship between the level of Organizational Support in the Job Satisfaction of the PNP personnel.

*Note: Probability Value Scale: **p<0.01 (Highly Significant); *p<0.05 (Significant); p>0.05 (Not significant).*

4. Conclusions

1. The demographic and professional characteristics of PNP personnel in Ozamiz City provide a comprehensive understanding of the workforce, highlighting areas for targeted interventions to address diversity and enhance organizational effectiveness.

2. The high level of organizational support perceived by PNP personnel across various constructs underscores the institution's commitment to fostering a supportive work environment, with implications for job satisfaction and overall performance.

3. The generally satisfied level of job satisfaction among PNP personnel reflects the effectiveness of organizational policies and practices in addressing key factors contributing to employee well-being and engagement.

4. The non-significant relationship between Organizational Support and Job Satisfaction highlights the need for a more detailed understanding of the complex factors influencing job satisfaction within law enforcement agencies, emphasizing the importance of tailored support mechanisms to meet diverse personnel needs.

5. Recommendations

1. Strategies for recruitment, training, and professional development should be tailored to capitalize on the diverse demographic and professional characteristics of PNP personnel in Ozamiz City, ensuring a more inclusive and effective law enforcement workforce.

2. The Philippine National Police should continue investing in initiatives that promote organizational support, focusing on areas such as leadership development, recognition programs, and fostering a positive organizational culture to further enhance job satisfaction among personnel.

3. To sustain and further improve job satisfaction among PNP personnel, organizational efforts should prioritize enhancing work-life balance, providing opportunities for career advancement, and fostering a supportive work environment that recognizes and rewards employee contributions.

4. The Philippine National Police may conduct further research to identify specific factors influencing job satisfaction and tailor support initiatives, accordingly, ensuring they align closely with personnel needs and preferences.

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