Correlational Study on the Work-Life Balance and Organizational Support to Their Motivation for Service Retention among the Police Officers

Daniel Jensen Q. Naranjo, Denrick B. Majo, Nahz Ysmael Ebarola, Jeremiah B. Cayanan[*], Elmie A. Allanic & Jose F. Cuevas Jr.

Misamis University, College of Criminology, H.T. Feliciano St., Ozamiz City, 7200, Philippines.
Corresponding Author Email: heremias2770@gmail.com[*]

ABSTRACT

The study examined how work-life balance and organizational support affect the motivation of non-criminology graduate police officers in the Philippine National Police (PNP) to remain in service. Using a quantitative descriptive-correlational design, researchers gathered data from 120 officers in four Lanao del Norte police stations. Results showed that officers reported very high levels of work-life balance, organizational support, and motivation, with leadership, training, recognition, and resource availability identified as key motivators. Although positive relationships were found between work-life balance, organizational support, and motivation, these correlations were not statistically significant, indicating that retention is influenced by multiple interrelated factors. Overall, the study highlights that keeping PNP officers motivated requires a holistic approach that includes supportive leadership, career development, adequate resources, and strong work-life balance policies—not just financial incentives.

Keywords: Career Development; Organizational Support; Service Retention; Work-Life Balance; Motivation; Leadership; Recognition; Training; Resource; Philippine National Police; Lanao Del Norte; Non-Criminology.

1. Introduction

Police officers in the Philippine National Police (PNP) work under intense pressure, making work-life balance and organizational support critical to sustaining their well-being and long-term service (Vicente, 2023). Research shows that the demanding and high-risk nature of police work often leads to emotional exhaustion, reduced job satisfaction, and premature departures when personal wellness and family life are neglected (Palumbo, 2020; Marques & Berry, 2021; Gragnano et al., 2020; Oskarsson et al., 2021; Dubey & Priya, 2024).

Organizational support—including adequate training, fair leadership, recognition, and sufficient resources—significantly enhances morale and retention, whereas inadequate support undermines motivation and commitment (Piotrowski et al., 2021; Eisenberger et al., 2020; Mabindisa & Legoabe, 2021; Sahito & Vaisanen, 2020). Motivation, shaped by both intrinsic values and extrinsic rewards, remains essential to officer performance and intentions to remain in service (Ahmad, 2021; Grant & Shandell, 2022; Owens & Ba, 2021; Modise, 2023). With growing resignation rates and organizational challenges in the PNP, understanding how work-life balance and organizational support jointly influence retention is increasingly vital (Hopkins, 2023; Hernandez, 2021; Adinew, 2024; Schinke et al., 2024).

Despite global evidence linking these factors to lower burnout and improved engagement, there is limited empirical research in the Philippine context, creating a gap in evidence-based policy-making (Irfan et al., 2023; Wood et al., 2020; Cabardo, 2024; Flores et al., 2021; Caballero et al., 2024; Sandhya & Annamalai, 2025). This study addresses that gap by examining how work-life balance and organizational support shape police officers' motivation to remain in service, providing localized insights to inform retention strategies, enhance workplace culture, and strengthen personnel management within the PNP.

1.1. Study Objectives

1. To assess the current state of work-life balance among police officers.

2. To evaluate the level of organizational support provided to police officers in managing their professional and personal responsibilities.

3. To examine the relationship between work-life balance and motivation for continued service among police officers.

4. To determine how organizational support influences police officers' motivation and decision to remain in service.

5. To identify strategies that can enhance both work-life balance and organizational support to improve service retention among police officers.

2. Methods

This study employed a quantitative descriptive-correlational design to examine the relationships among work-life balance, organizational support, and motivation for retention among police officers. This design allowed the researchers to identify patterns of association without inferring causation, making it appropriate for understanding factors influencing officers' decisions to remain in the Philippine National Police (PNP). The research was conducted in four police stations in Lanao del Norte, a strategically located province with a growing urban population and 120 assigned officers, providing an ideal setting for exploring motivation and retention issues. All 120 PNP officers served as respondents and were selected through random sampling to ensure equal representation and unbiased data collection. This study also utilized appropriate statistical treatments to analyze and interpret the data. Measures of central tendency, specifically the mean and standard deviation, were used to determine the overall levels and variability of work-life balance, organizational support, and motivation for retention among the respondents. Furthermore, the Pearson Product-Moment Correlation Coefficient (PPMCC) was applied to assess the strength and direction of the relationships among the key variables, supporting the study's descriptive-correlational approach.

3. Results and Discussions

3.1. Criminology Students' Shared Values

Table 1 shows that criminology students exhibit very high levels of shared values, particularly in courtesy (M=4.61, SD=0.31), followed by integrity and tact (M=4.36, SD=0.43), and discipline (M=4.31, SD=0.47). Overall, shared values recorded a very high mean (M=4.43, SD=0.40), reflecting strong enculturation of criminology program traditions. Students demonstrate courteous behavior, disciplined adherence to rules, and integrity, essential for academic and professional development (Rosenberg, 2024; Haslip, 2020; Miles et al., 2022). Such values foster respectful communication, ethical behavior, and lifelong learning skills necessary for their future careers (Gedi et al., 2022; Guerrero-Dib et al., 2020).

Work-life balance is crucial for police officers, whose demanding, high-stress, and often irregular work schedules significantly affect their personal well-being (Rohwer et al., 2022). The nature of police work, marked by long shifts, constant vigilance, and intense pressure, can lead to physical and emotional exhaustion when not properly managed (Hofer, 2022). Achieving a healthy balance between professional duties and personal life helps officers reduce stress and burnout while strengthening mental resilience and job performance (Chitra & Karunanidhi, 2021). Officers who maintain good work-life balance tend to stay motivated, sustain healthier personal relationships, and carry out their responsibilities with greater focus (Granholm Valmari et al., 2023). Police agencies that recognize this need and implement supportive measures such as flexible scheduling, counseling, and stress management programs can enhance officers' satisfaction and performance, ultimately benefiting both personnel and the communities they serve. Table 1 presents the level of work-life balance among the officers.

Table 1. Level of work-life balance among the Police Officers (N= 120)

Sub-construct	Work-Life Balance		
	Mean	*SD*	Remark
Internal Motivation	4.43	0.05	Very Highly Motivated
Extrinsic Motivation	4.41	0.08	Very Highly Motivated
Achievement and Career Advancement	4.43	0.06	Very Highly Motivated

Note: Police Officers' Work-life balance Scale: 4.24-5.00 (Very Highly Motivated); 3.43-4.23 (Highly Motivated); 2.62-3.42 (Fairly Motivated); 1.81-2.61 (Less Motivated); 1.00-1.80 (Not Motivated).

Table 1 demonstrates consistently high levels of work–life balance among police officers, reflected in strong mean scores for Internal Motivation (4.43), Extrinsic Motivation (4.41), and Achievement and Career Advancement (4.43). The minimal variance in responses (SD = 0.05–0.08) indicates broad consensus, suggesting that officers generally experience a positive alignment between their professional and personal lives. High internal motivation reflects strong personal commitment and job satisfaction, while elevated extrinsic motivation indicates effective external support systems, such as recognition, compensation, and benefits (Murayama, 2022; Morris et al., 2022). Collectively, these results imply that officers feel well supported, both intrinsically and extrinsically, a condition crucial to maintaining morale and performance in a high-stress occupation.

The high and equal scores for Internal Motivation, Achievement, and Career Advancement indicate that police officers perceive clear opportunities for growth and career progression, which significantly contribute to their overall work–life balance. When officers view their work as leading to meaningful achievements and advancement, they tend to be more motivated and committed (Farrow et al., 2022). This sense of progress can help mitigate the inherent stresses of policing by fostering a forward-looking perspective that enhances job satisfaction. Overall, Table 1 suggests that the police force has successfully cultivated an environment in which officers report high motivation across multiple dimensions of work–life balance. Sustaining and supporting these motivational factors is essential to safeguard officer well-being, reduce burnout, and promote effective policing for the benefit of both officers and the communities they serve (Santa Maria et al., 2021).

The results on the prevalence of motivation towards work-life balance among police officers are supported by many similar studies that highlight the importance of motivation for both police performance and well-being. For example, studies by Rohwer et al. (2022) and Lambert et al. (2021) revealed that police officers with high internal and extrinsic motivation levels have higher job satisfaction and improved mental health, which contribute directly to better work-life balance. In the same manner, research by Wulandari et al. (2023) and Wang et al. (2024) found that career opportunities and personal recognition are essential factors that contribute to officers' commitment and decreased turnover, supporting the significance of achievement motivation evident in the present findings. These works are consistent with current results by showing that police officers who are intrinsically and extrinsically valued and motivated are more likely to have a balanced career and lifestyle, which ultimately enhances resilience and effectiveness in their work.

The strong levels of work-life balance motivation in police officers mean that promoting intrinsic and extrinsic factors of motivation is crucial to their overall well-being and job performance (Hasyim & Bakri, 2025). This means that police departments need to emphasize reinforcing officers' intrinsic motivation, like appreciating personal development and purposeful work, alongside extrinsic rewards like career progression opportunities and rewards (Aljumah 2023; Ricciardelli et al., 2023). In this way, law enforcement agencies can reduce burnout, enhance job satisfaction, and achieve a better balance between work and personal life (Hilal & Litsey, 2020; Rohwer et al., 2022). Finally, keeping officers motivated not only supports their individual well-being but also enables more efficient policing and safer communities (Owens & Ba, 2021).

3.2. Organizational Support

Organizational support refers to the degree to which employees feel their organization appreciates their contributions and is concerned with their welfare (Eisenberger et al., 2020; Utomo et al., 2023). Among police officers, high organizational support is vital for improving job satisfaction, reducing stress, and enhancing overall morale (Paoline et al., 2020; Queirós et al., 2020).

Table 2. Level of organizational support among the Police Officers (N=120)

Sub-construct	Organizational Support		
	Mean	*SD*	**Remark**
Leadership Support	4.52	0.07	Very Highly Supported
Training and Development Opportunities Support	4.48	0.04	Very Highly Supported
Resources and Equipment Support	4.44	0.04	Very Highly Supported

Note: Police Officers' Organizational Support Scale: 4.24-5.00 (Very Highly Supported); 3.43-4.23 (Highly Supported); 2.62-3.42 (Fairly Supported); 1.81-2.61 (Less Supported); 1.00-1.80 (Not Supported).

When officers are supported by their department through resources, equitable policies, and professional development opportunities, they are less likely to become demotivated and disengaged from their job responsibilities. Organizational support can also protect officers from the harmful consequences of job-related

stress and enable them to more effectively manage the demands of juggling busy work schedules with family. Studies have repeatedly demonstrated that perceived organizational support contributes to increased worker engagement, reduced turnover, and better mental well-being, highlighting its value in ensuring a healthy, robust police force.

Table 2 indicates that police officers feel a very high degree of organizational support in critical areas, i.e., Leadership Support, Training and Development Opportunities, and Resources and Equipment Support. With mean scores of 4.52, 4.48, and 4.44, respectively, and low standard deviations of 0.04 to 0.07, the figures show clear consensus among the 120 respondents regarding the strong support they receive from their organization. Leadership Support, with the highest mean, indicates officers' trust in leaders' capacity to provide guidance, make sound judgments, and foster a supportive work environment (Stronge & Xu, 2021; Sørengaard & Langvik, 2022). Leadership presence is essential in terms of encouraging officers, establishing trust, and facilitating cohesive teamwork, particularly in high-stress situations (Grosser & Oliver, 2023).

Concurrently, Training and Development Opportunities were also given a very high support rating, reflecting the organization's focus on ongoing professional development and skill development (Akdere & Egan, 2020; Blanchard & Thacker, 2023). Access to appropriate training not only enhances officers' proficiency but also boosts morale and job satisfaction by enabling career mobility (Nader et al., 2024). Finally, the high rating for Resources and Equipment Support reflects officers' concern for access to the tools needed to perform tasks effectively and safely. Proper resources, ranging from communication equipment to protective gear, directly influence operating efficiency and officer health. In general, these findings show that whole-organizational support in leadership, training, and resources plays an essential role in the positive workplace environment police officers experience and is crucial to sustaining high motivation and performance standards.

The results on police officers' organizational support complement the existing literature, which highlights the potential of effective leadership to create a positive work environment. (Stormer, 2021) discovered that successful leadership support is strongly associated with higher job satisfaction and reduced levels of occupational stress and burnout among law enforcement officers. Leadership that provides specific direction, encouragement, and praise makes officers feel appreciated and motivated, thereby improving their overall performance and organizational commitment (Purnomo et al., 2020). This relationship explains why leadership support was given an extremely high rating in this study, indicating its vital importance in creating a positive environment in police departments (Paoline & Gau, 2020).

In addition, the strong scores for training and development opportunities, resources, and equipment support are buttressed by research highlighting these as key elements of organizational support. (Wolfe et al. 2022) underscore that ongoing training not only enhances officers' competencies and readiness but also increases their confidence and career prospects, thereby boosting motivation and retention. In contrast, McCrie & Lee (2021) emphasize that having adequate resources and the latest equipment is crucial for operational effectiveness and officers' safety, which, in turn, impacts their satisfaction with work. These findings aggregate to show that extensive organizational

support, involving leadership, training, and resources, forms the cornerstone of a motivated, efficient, and resilient police force.

The high levels of organizational support reported by police officers suggest that high-quality leadership, continuous training, and adequate resources are essential for improving job satisfaction, motivation, and overall performance in law enforcement agencies. This is evidence that investing in these areas can result in a more dedicated and competent police force that is better able to meet the demands of their work while preserving morale and minimizing turnover (Lingle 2024; Davies 2024). These results are essential for department heads and policymakers because they highlight the importance of prioritizing positive leadership styles, ongoing professional development, and adequate provision of equipment and tools as key strategies for building a good working environment and enhancing public safety outcomes.

3.3. Police Officer Motivation

Police motivation is a key determinant of job performance, commitment, and overall effectiveness in law enforcement agencies (Moreen et al 2025: Hameduddin & Engbers 2022). Motivated officers are more likely to exhibit greater dedication, resilience, and professionalism, which are essential in dealing with the demanding, frequently stressful nature of police work (Layek & Koodamara, 2024; Johnson, 2020). Motivation here derives from intrinsic drives, i.e., self-satisfaction and a sense of obligation, as well as extrinsic drives, e.g., appreciation, opportunities for career progression, and organizational encouragement. Research indicates that when police officers are valued and supported by their organization, their motivation increases, leading to higher job satisfaction and lower turnover (Bayandalai, 2023). In addition, motivated officers tend to have more positive interactions with the public, adhere to high ethical standards, and perform their roles more efficiently, which, in turn, contributes to safer and better policing (Modise 2023; Wang et al. 2020). Table 3 shows the motivation level among the police officers.

Table 3. Level of motivation among the Police Officers (N=120)

Sub-construct	Motivation		
	Mean	*SD*	**Remark**
Nature of Work	4.52	0.07	Very Highly Supported
Work Environment	4.48	0.04	Very Highly Supported
Recognition and Awards	4.44	0.04	Very Highly Supported

Note: Police Officers' Organizational Support Scale: 4.24-5.00 (Very Highly Supported); 3.43-4.23 (Highly Supported); 2.62-3.42 (Fairly Supported); 1.81-2.61 (Less Supported); 1.00-1.80 (Not Supported).

Table 3 shows that police officers report extremely high levels of motivation across the main sub-constructs, including the nature of work, the work environment, and recognition and awards. With mean scores of 4.52, 4.48, and 4.44, respectively, and relatively low standard deviations, there is an overall consistent and powerful sense of motivation among officers across these sub-constructs. The highest mean quality of work indicates that officers perceive their work as meaningful and rewarding, which most likely leads to intrinsic motivation. A favorable

assessment of the work environment indicates satisfaction with the social and physical setting in which officers work, promoting a healthy environment that enables high morale and productivity (Wendy & Kiiru, 2020).

In addition, the awards and recognition sub-construct emphasizes the importance of recognizing police officers' achievements and efforts. Formal acknowledgement not only legitimates their efforts but also stimulates their duty commitment and excellence (Gupta, 2025). Such high levels of motivation, driven by both intrinsic and extrinsic factors, are necessary to maintain a motivated and active police force (Widambe, 2024). These results highlight the importance of ensuring law enforcement agencies sustain and improve motivational strategies such as substantive job design, a favorable work environment, and formal recognition schemes to maintain officer well-being and maximize performance (Gabriūnaitė & Adamonienė, 2025; Hilal & Litsey, 2020).

Numerous studies have highlighted the critical role of motivation in improving the performance and health of police officers, supporting the findings in Table 3 (Louis et al., 2024). A study conducted by Johnson and Cooper (2019) found that officers who view their work as both valuable and difficult are likely to have higher levels of intrinsic motivation, resulting in increased job satisfaction and devotion. This aligns with the high mean rating for work nature in the present research, suggesting that police work is more motivating when perceived as meaningful, thereby increasing officers' motivation and engagement. As well, the favorable work climate identified in the findings aligns with Al'Ararah et al. (2024), who underscored that supportive organizational environments, marked by cooperation, respect, and sufficient resources, have a significant impact on enhancing officers' motivation and minimizing burnout.

Reward and recognition as motivators have also been well documented in police literature. Illustrated that official recognition of police officers' performance solidifies morale and promotes consistent high performance (Modise, 2023). Their conclusions are consistent with the present findings, which show that reward received very high endorsement from participants, underscoring the significance of regular appreciation in inspiring officers. In addition, Aljumah (2023) noted that motivation is complex, with intrinsic and extrinsic influences shaping officers' overall job satisfaction and effectiveness. Overall, these two studies provide a rich context that supports the high levels of motivation reported among police officers in the current research, affirming the need for ongoing support and appreciation to ensure an engaged workforce.

The strong motivation levels of police officers, as reflected in their positive views of the nature of the work, the work environment, and recognition, would suggest that promoting these factors is a prerequisite for maintaining an effective and dedicated police force (Paoline III & Gau, 2020). If the officers become motivated, they will execute their duties conscientiously, experience increased job satisfaction, and help maintain a safer society (Prysmakova & Vandenabeele, 2020). This highlights the importance of police agencies investing in developing meaningful jobs, building positive work environments, and establishing strong recognition programs (Rigaux & Cunningham, 2021). In so doing, law enforcement agencies can not only improve officer morale but also stem turnover and increase overall public safety performance (Lingle, 2024).

3.4. Substantial correlation between work-life balance and motivation in service retention among police officers of the Philippine National Police (PNP)

The strong link between work-life balance and motivation in service persistence among members of the Philippine National Police (PNP) underscores the importance of balancing personal well-being with professional obligations for maintaining workforce commitment (Caballero et al., 2024). When officers have a balanced work-life, they are more motivated to work well and remain committed to their work, reducing burnout and job dissatisfaction (Oskarsson et al., 2021; Rohwer et al., 2022). This relationship implies that organizational policies that support officers' personal lives, such as flexible work schedules, mental health counseling services, and family care programs, can boost motivation levels and, in turn, contribute to better retention rates within the police force (Wilson et al., 2023). Finally, this relationship implies that focusing on both the personal and professional requirements of police officers is essential to building a strong, motivated police force ready to provide uniform and effective public service (Cordner 2023; Fielding 2023).

Table 4. Test of significance between work-life balance and motivation in service retention among police officers in the Philippine National Police (PNP)

Variables	*r* value	*p* value	Remark
Work-life balance and motivation in service retention	0.86	0.27	Not Significant

*Note: *p < 0.05 (significant); **p < 0.01 (highly significant).*

Table 4 examines the relationship between work–life balance and motivation for service retention among Philippine National Police (PNP) officers. The Pearson correlation coefficient (r = 0.86) indicates a very strong positive association, suggesting that higher work–life balance is linked to greater motivation to remain in service. This aligns with the understanding that officers who effectively balance professional and personal demands are more likely to stay committed and satisfied in their roles (Prysmakova & Vandenabeele, 2020).

However, the relationship was not statistically significant (p = 0.27), indicating that the current dataset does not provide sufficient evidence to conclusively establish a significant correlation. Potential explanations include the limited sample size, which reduces statistical power, and the multifaceted nature of motivation and retention, which are influenced by factors such as organizational culture, leadership, and career opportunities (Pressley & Garside, 2023; Rohwer et al., 2022).

Comparable studies support these findings, noting that while work–life balance positively impacts job satisfaction and motivation, other factors such as leadership support and career development also play critical roles in retention (AbdELhay et al., 2025). The implication is that fostering work–life balance alone may not fully drive retention; a holistic approach that integrates organizational support, career opportunities, and a positive work environment is essential for sustaining motivation, reducing turnover, and enhancing overall police performance (Hilal & Litsey, 2020).

3.5. Important correlation between organizational support and motivation in service retention among Police Officers in the Philippine National Police (PNP)

The critical relationship between organizational support and motivation in service retention among Police Officers in the Philippine National Police (PNP) underscores the role of a facilitating work environment that ensures

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officers' commitment and motivation. As officers witness robust backing in terms of leadership support, training opportunities, and resource provision, their motivation to stay on is significantly boosted (McDonald, 2025). This link emphasizes how side support is a primary driver of job satisfaction, reduced burnout, and long-term retention. Under the PNP, offering regular encouragement, acknowledgment, and opportunities for professional growth will also go a long way in supporting officers' morale, improving performance, and building greater loyalty to the organization (Celestin et al., 2024). Investing in organizational support systems is thus critical to having a motivated and committed police force (Fielding, 2023). Table 5 presents the test of significance for the relationship between organizational support and motivation in service retention among Police Officers in the Philippine National Police (PNP).

Table 5. Test of significance between organizational support and motivation in service retention among Police Officers in the Philippine National Police (PNP)

Variables	*r* value	*p* value	Remark
Organizational Support and motivation in service retention	0.303	0.395	Not Significant

Note: *p < 0.05 (significant); **p < 0.01 (highly significant).

Table 5 presents the test of significance for the relationship between organizational support and motivation in service retention among police officers in the Philippine National Police (PNP). The computed Pearson correlation coefficient (r = 0.303) indicates a weak positive relationship, suggesting that officers who perceive greater organizational support tend to show slightly higher motivation to remain in service.

However, this association is not statistically significant (p = 0.395), meaning that the current dataset does not provide sufficient evidence to conclude that organizational support meaningfully predicts motivation for service retention. As noted in methodological discussions, nonsignificant findings may stem from factors such as limited sample size, limited response variability, or unmeasured influences that reduce statistical power (Bolarinwa, 2020; Lakens, 2022).

Although the present findings show a weak, nonsignificant relationship, the existing literature consistently emphasizes the importance of organizational support in shaping officer motivation and retention behaviors. Prior studies have demonstrated that when police organizations provide adequate resources, clear leadership, and professional development opportunities, officers tend to exhibit stronger motivation and commitment to service (Ridwan et al., 2020; Dagher et al., 2024; Chen et al., 2020).

Nonetheless, research also highlights that motivation in law enforcement is multifaceted and influenced not only by organizational structures but also by personal values, peer dynamics, work environment, and external pressures (Stefurak et al., 2020; Marder, 2020). These insights suggest that while organizational support plays a role in motivating officers, it cannot, on its own, fully account for their intention to remain in service. Thus, effective retention interventions should adopt a holistic approach that integrates organizational support with career development, work–life balance initiatives, recognition systems, and psychosocial support to enhance officer well-being and long-term commitment (Davies et al., 2024; Lambert et al., 2021).

4. Conclusions

The results of this research indicate that police officers in the Philippine National Police (PNP) have extremely high motivation levels due to the meaningful nature of their work, a positive work environment, and formal recognition. While positive and significant correlations exist between work-life balance and organizational support with motivation in service retention, these were not statistically significant, indicating that motivation and retention are determined by more than one interdependent variable. The outcomes suggest the multifaceted and complex nature of motivation among law enforcement agents, underscoring the need for both intrinsic and extrinsic motivators to sustain officer commitment, performance, and overall well-being.

4.1. Future Suggestions

1. Conduct qualitative studies to explore the specific intrinsic and extrinsic motivators that most strongly impact police officers' motivation and retention in the PNP.

2. Investigate the role of other potential factors such as leadership style, career development opportunities, and workload in influencing motivation and service retention.

3. Develop and test intervention programs aimed at enhancing both intrinsic motivation (e.g., meaningful work recognition) and extrinsic motivation (e.g., financial incentives, organizational support).

4. Examine the long-term effects of improved work-life balance initiatives on officers' mental health, job satisfaction, and commitment to service.

5. Expand the research to compare motivation determinants across different regions or units within the PNP for more tailored retention strategies.

5. Recommendations

To increase motivation and retention among PNP officers, law enforcement agencies must implement a holistic approach that combines in-depth organizational support with programs that facilitate work-life balance, positive job roles, and appreciation. Policymakers are urged to introduce flexible scheduling, offer mental health and family support services, and invest in career development and leadership training opportunities. Such multilateral approaches will not only create an inspiring and cooperative work culture but also lower turnover, enhance job satisfaction, and help build a more robust and efficient police force.

Authors' contributions

All the authors took part in literature review, analysis, and manuscript writing equally.

Availability of data and materials

Supplementary information is available from the authors upon reasonable request.

Institutional Review Board Statement

Not applicable for this study.

Informed Consent

Informed consent was obtained from all participants before the commencement of the study.

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