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Job Satisfaction of Police Personnel in a Selected Municipality in Southern Philippines

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Abstract

Aim: The study assessed the level of job satisfaction among police personnel in a selected municipality in Southern Philippines and provided empirical insights for developing a contextualized intervention program to enhance their work experiences and performance.

Methodology: Employing a quantitative descriptive-comparative-correlational design, the study involved 58 sworn officers with at least one year of service. Data were gathered through a two-part questionnaire comprising demographic variables and a culturally adapted Job Satisfaction Survey (JSS) augmented by five police-specific domains. The instrument demonstrated high reliability (Cronbach's $\alpha = .844$). Data analysis, conducted using JAMOV, included descriptive statistics, independent-samples *t*-tests (sex and civil status), and Pearson correlations (age and length of service).

Results: Findings revealed that satisfaction was higher in intrinsic and value-congruent domains such as community relations, interpersonal relationships, individual values and beliefs, personal well-being, political-legal environment, and nature of work. In contrast, extrinsic or "hygiene" factors—such as pay, fringe benefits, contingent rewards, co-workers, and communication—elicited ambivalent responses, while operating conditions reflected dissatisfaction. Most domains showed no significant differences by sex or civil status, though variations were found in operating conditions and communication (by sex) and in operating conditions, individual values and beliefs, and personal well-being (by marital status). No significant correlations were observed between satisfaction and either age or length of service.

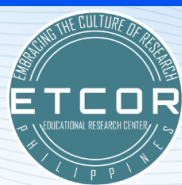
Conclusion: The results indicate that police personnel demonstrate strong mission alignment and positive interpersonal relationships, yet systemic issues in operating conditions, communication processes, and reward structures hinder sustained job satisfaction. Addressing these areas through streamlined operations, improved recognition and benefit systems, inclusive supervision, and continuous monitoring is essential for promoting well-being and performance in the police organization.

Keywords: *job satisfaction; police personnel; Southern Philippines; organizational behavior; public safety management*

INTRODUCTION

Job satisfaction among police personnel plays a crucial role in ensuring the effectiveness of law enforcement agencies. When personnel are satisfied with their work, they exhibit higher morale, productivity, and organizational commitment, which ultimately enhance their performance and the safety of the communities they serve. Satisfied personnel tend to be more motivated and engaged, fostering a positive organizational climate that strengthens the overall efficiency of the police force. This study examined the level of job satisfaction among police personnel in a selected municipality in Southern Philippines, with the goal of designing a contextualized intervention program. By doing so, it sought to provide evidence-based insights to inform the development of targeted programs that improve both individual well-being and institutional performance.

Globally, job satisfaction has long been recognized as a central determinant of organizational success, especially in high-stakes public safety professions such as policing. The construct reflects the extent to which



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individuals evaluate their job experiences positively, integrating both affective and cognitive components (Judge et al., 2020). Frederick Herzberg's Two-Factor Theory, influenced by the motivational work of Abraham Maslow and Clayton Alderfer, posits that job satisfaction and dissatisfaction are distinct phenomena shaped by two sets of factors. Hygiene factors—such as salary, benefits, working conditions, job security, fair organizational policies, and supervisory support—prevent dissatisfaction but do not necessarily lead to satisfaction (Alrawahi et al., 2020). For police personnel, competitive pay, reliable protective gear, adequate facilities, and transparent promotion policies are crucial to reducing dissatisfaction and ensuring operational stability. However, motivator factors—such as achievement, recognition, responsibility, and advancement—drive genuine satisfaction and long-term engagement. Thus, Herzberg's framework highlights the need for police organizations to maintain adequate hygiene factors while cultivating intrinsic motivators to sustain satisfaction and performance.

Understanding the level and determinants of job satisfaction is essential to addressing issues that hinder police personnel's performance and well-being. Factors such as compensation, promotion, supervision, working conditions, workload, and communication have consistently emerged as key contributors (Dugguh & Dennis, 2014). Identifying which of these elements most strongly influence satisfaction allows policymakers to formulate responsive interventions, including competitive compensation systems, improved supervisory support, stress management programs, and professional development opportunities.

Within the field of Industrial and Organizational Psychology, job satisfaction has been extensively explored because of its strong association with employee performance, retention, and organizational effectiveness (Judge et al., 2020). It is broadly defined as an individual's emotional and cognitive appraisal of their job, encompassing how favorably or unfavorably employees evaluate their work environment. The literature identifies three major determinant categories: organizational, individual, and contextual factors. Organizational variables—such as culture, supervision quality, task significance, and collegial relations—shape employees' satisfaction levels (Belias & Koustelios, 2014). Individual characteristics, including personality traits like conscientiousness and extraversion, influence the degree to which employees perceive their jobs positively (Topino et al., 2021). Contextual factors such as economic conditions and societal expectations further modulate these effects, as external pressures can amplify or dampen workplace morale (Oc, 2018).

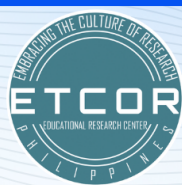
The outcomes of job satisfaction are equally significant. Employees reporting high satisfaction exhibit stronger engagement, enhanced performance, and higher organizational citizenship behavior, while showing reduced turnover intentions and absenteeism (Arifin et al., 2019; Riyanto et al., 2021). Conversely, dissatisfaction correlates with counterproductive behaviors such as absenteeism, sabotage, and low morale (Czarota-Bojarska, 2015; Szostek et al., 2024). These findings underscore job satisfaction as a cornerstone of organizational efficiency and ethical behavior, making it a critical area of research for public service institutions.

In methodological terms, job satisfaction has been examined through global, facet-specific, and experience-sampling approaches (Beal, 2015; Can, 2020). Global measures assess overall satisfaction, while facet-specific measures focus on pay, promotion, supervision, or co-worker relations. Experience Sampling Methodology (ESM) captures real-time emotional fluctuations, offering insights into how day-to-day events shape attitudes. Recent research emphasizes integrating these methods to capture the complex and dynamic nature of satisfaction rather than relying solely on cross-sectional surveys.

In the Philippine context, job satisfaction reflects distinctive cultural influences rooted in collectivism, respect for authority, and strong kinship values (Selmer & De Leon, 2014; Tablan, 2024). Collectivist values promote group harmony and loyalty, shaping how employees perceive their role within hierarchical organizations such as the Philippine National Police (PNP). Family-centered obligations also influence work-life balance, while inclusive leadership and recognition of employee contributions enhance satisfaction (Gotsis & Grimani, 2016). Individual traits—such as conscientiousness, autonomy, and alignment between personal values and job roles—further determine job satisfaction levels (Supangco & Mayrhofer, 2014).

Contextual variables, including economic conditions and sectoral shifts, also play vital roles. Economic stability improves morale, whereas job insecurity, inequality, or underemployment diminish satisfaction (Albert et al., 2015; Adviento et al., 2022; Kim & Ryu, 2017). Personal challenges such as health and financial stressors can exacerbate dissatisfaction even when organizational conditions appear favorable, demonstrating the multifaceted nature of job satisfaction judgments.

International research on police job satisfaction provides a valuable comparative backdrop. Rostami et al. (2022) found that organizational stress exerted the strongest negative influence on Swedish officers' satisfaction, while Velasco-Garrido et al. (2022) showed that optimized shift scheduling improved satisfaction among German officers. Similar findings emerged in studies emphasizing fairness, organizational justice, and supportive supervision



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as primary drivers of satisfaction (Paoline & Gau, 2020; White et al., 2022). In Bangladesh, Rahman and Shanjabin (2022) observed a negative relationship between job stress and satisfaction, while Kumar (2021) and Demirkol (2021) identified goal-setting and feedback as essential motivators for police personnel in India and Turkey.

In the Philippines, existing studies mirror global patterns while surfacing distinct local concerns. Caballero et al. (2022) reported that organizational support, particularly access to resources and training, significantly enhances job satisfaction and retention. Acorda et al. (2024) emphasized that gender-sensitive promotion systems improve satisfaction among female officers, while Lazaro (2023) and Romero (2024) highlighted ongoing dissatisfaction with compensation and benefits among non-uniformed personnel. Basilio et al. (2017) similarly found variations in satisfaction across tenure and marital status among PNP officers in Batangas.

While these studies provide valuable insights, limited empirical attention has been given to police personnel in geographically and culturally distinct municipalities in Southern Philippines. The diversity of local contexts—ranging from rural infrastructure limitations to culturally embedded work values—necessitates a localized assessment of job satisfaction patterns and their underlying determinants. This gap underscores the need for the present study, which aims to provide contextualized evidence to inform tailored intervention strategies and policy reforms within the police service.

The present research contributes to academic and practical understanding by integrating psychological theory with organizational management in a public safety context. It offers an empirically grounded analysis that can inform human resource policies, welfare programs, and leadership training within the PNP. Moreover, it advances the scholarly discourse on occupational well-being in developing-country settings by demonstrating how cultural, contextual, and organizational factors converge to shape police officers' satisfaction in a localized environment.

Statement of the Problem

Despite numerous global and national studies exploring job satisfaction, limited empirical evidence exists on how satisfaction manifests among police personnel in geographically and culturally distinct municipalities in Southern Philippines. Policing is a profession marked by unique occupational stressors, hierarchical structures, and public service expectations, all of which influence officers' attitudes toward their work. However, existing research on Philippine police personnel primarily focuses on urban or national-level contexts, leaving provincial experiences underexplored. This knowledge gap hinders the formulation of context-specific interventions that can address both organizational and personal factors affecting job satisfaction.

This study, therefore, sought to determine the job satisfaction of police personnel in a selected municipality in Southern Philippines. It examined how demographic characteristics—such as age, sex, civil status, and length of service—relate to various domains of job satisfaction, including intrinsic motivators (e.g., nature of work, personal well-being, interpersonal relationships) and extrinsic or hygiene factors (e.g., pay, benefits, supervision, operating conditions, communication). The results of this study are expected to provide localized evidence that can guide the development of a contextualized intervention program designed to enhance satisfaction, motivation, and performance among law enforcement officers in similar communities.

Research Objectives

General Objective:

To determine the level of job satisfaction of police personnel in a selected municipality in Southern Philippines and identify factors influencing their satisfaction.

Specific Objectives:

Specifically, the study aimed to:

1. Describe the profile of the respondents in terms of:
 - a. Age,
 - b. Sex,
 - c. Civil status, and
 - d. Length of service.
2. Describe the respondents' level of job satisfaction in terms of:
 - a. Pay,
 - b. Promotion,
 - c. Supervision,



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- d. Fringe benefits,
 - e. Contingent rewards,
 - f. Operating conditions,
 - g. Co-workers,
 - h. Nature of work,
 - i. Communication,
 - j. Community relations,
 - k. Political and legal environment,
 - l. Individual values and beliefs,
 - m. Personal well-being, and
 - n. Interpersonal relationships.
3. Determine whether there are significant differences in the respondents' level of job satisfaction when grouped according to categorical profile variables (i.e., sex, civil status).
 4. Determine whether there are significant relationships between the respondents' level of job satisfaction and their continuous profile variables (i.e., age, length of service).

Research Questions

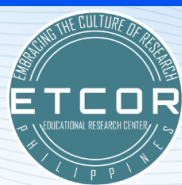
This study sought to answer the following research questions:

1. What is the profile of the respondents in terms of:
 - a. Age,
 - b. Sex,
 - c. Civil status, and
 - d. Length of service?
2. What is the level of job satisfaction of police personnel in terms of:
 - a. Pay,
 - b. Promotion,
 - c. Supervision,
 - d. Fringe benefits,
 - e. Contingent rewards,
 - f. Operating conditions,
 - g. Co-workers,
 - h. Nature of work,
 - i. Communication,
 - j. Community relations,
 - k. Political and legal environment,
 - l. Individual values and beliefs,
 - m. Personal well-being, and
 - n. Interpersonal relationships?
3. Are there significant differences in the respondents' level of job satisfaction when grouped according to sex and civil status?
4. Are there significant relationships between the respondents' level of job satisfaction and their age and length of service?

Hypotheses

The following null hypotheses were tested at the 0.05 level of significance:

- H_{01} : There is no significant difference in the respondents' level of job satisfaction when grouped according to sex.
- H_{02} : There is no significant difference in the respondents' level of job satisfaction when grouped according to civil status.
- H_{03} : There is no significant relationship between the respondents' level of job satisfaction and their age.
- H_{04} : There is no significant relationship between the respondents' level of job satisfaction and their length of service.



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METHODS

Research Design

This study employed a quantitative descriptive-comparative-correlational research design, which was deemed most appropriate for describing existing conditions, identifying differences across groups, and examining relationships among variables without manipulating them. This design was particularly suited to the study's purpose of determining the level of job satisfaction among police personnel and understanding how demographic factors such as age, sex, civil status, and length of service relate to job satisfaction. The descriptive component was used to characterize the respondents' profiles and job satisfaction levels; the comparative component enabled the identification of differences in satisfaction when grouped according to categorical variables (sex and civil status); and the correlational component facilitated the examination of relationships between continuous variables (age and length of service) and job satisfaction. The chosen design allowed for objective assessment of naturally occurring patterns, which was ideal for behavioral and organizational research conducted in authentic workplace settings.

Population and Sampling

The study involved 58 sworn police personnel assigned to a selected municipality in Southern Philippines. This population was chosen because their experiences in law enforcement, community interaction, and operational duties provided reliable insights into job satisfaction within the local policing context. The municipality was selected due to its distinctive demographic composition, operational structure, and limited representation in existing literature on police job satisfaction in the region, which made it an appropriate setting for localized investigation.

Purposive sampling was employed to ensure that only respondents meeting specific inclusion criteria participated in the study. The criteria included: (1) at least one year of continuous service in the Philippine National Police (PNP); (2) current assignment within the selected municipal station; and (3) mental fitness and capability to understand and complete the survey. This approach ensured that all participants had adequate exposure to the organization's work culture and could provide informed responses. By focusing on qualified and experienced personnel, the study enhanced the validity, accuracy, and reliability of the collected data.

Instrument

The study utilized a structured survey questionnaire consisting of two main parts. Part I gathered demographic information such as age, sex, civil status, and length of service. Part II assessed the respondents' level of job satisfaction using the Job Satisfaction Survey (JSS) originally developed by Spector (1985). The JSS consisted of 36 items distributed across nine (9) facets: pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, co-workers, nature of work, and communication. Each item was rated on a six-point Likert scale ranging from 1 (*Strongly Disagree*) to 6 (*Strongly Agree*).

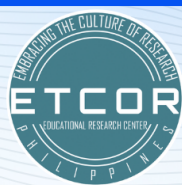
To better reflect the policing context, the researcher added five locally relevant domains—community relations, political and legal environment, individual values and beliefs, personal well-being, and interpersonal relationships—resulting in an expanded and contextualized version of the instrument.

The adapted instrument was subjected to expert validation by three professionals specializing in criminology, public administration, and organizational psychology to ensure content validity and cultural relevance. Minor modifications to wording were made based on the validators' recommendations. The instrument's internal consistency was confirmed through reliability testing using a pilot sample of police personnel not included in the final data set, yielding a Cronbach's alpha (α) of 0.844, which indicates high reliability as values above 0.70 are generally acceptable for psychological and organizational measures.

Data Collection

The data collection process was conducted over a two-week period in March 2025 within the premises of the participating municipal police station. After securing official authorization from the Chief of Police, coordination was made to identify suitable schedules that would not disrupt police operations.

The researcher personally administered the questionnaires during designated time slots when respondents were not on duty or were engaged in administrative tasks. Clear instructions were provided before distribution to ensure accurate completion of each item. The survey sessions were conducted in small groups or individually, depending on the respondents' work shifts, with each session lasting approximately 15–20 minutes. The researcher remained present throughout the process to address clarifications and ensure proper completion of forms. Upon



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completion, all questionnaires were checked for completeness and immediately retrieved for secure storage and later analysis.

Data Analysis

Quantitative data were encoded and analyzed using JAMOVI statistical software. Descriptive statistics (frequency, percentage, and mean) were employed to summarize the respondents' demographic profile and their job satisfaction levels. The satisfaction levels were interpreted based on computed mean scores: 4.00–12.00 = Dissatisfied, 13.00–15.00 = Ambivalent, and 16.00–24.00 = Satisfied, in line with the six-point Likert scale used.

To determine whether there were significant differences in job satisfaction based on categorical demographic variables (sex and civil status), the study used the Independent-Samples t-test. The Pearson Product-Moment Correlation Coefficient (r) was applied to measure the relationship between continuous variables (age and length of service) and job satisfaction. The correlation strength was interpreted as follows: 0.10–0.30 (weak), 0.40–0.60 (moderate), and 0.70–0.90 (strong), with a significance level of $p < 0.05$. These methods provided a robust and comprehensive statistical basis for testing the study's hypotheses and achieving its objectives.

Ethical Considerations

The study strictly adhered to ethical principles of respect for persons, beneficence, and justice, following institutional and iJOINED ETCOR ethical guidelines for research involving human participants. Prior to data collection, the researcher obtained written permission from the Chief of Police to conduct the study within the jurisdiction of the selected municipal station. Participation was voluntary, and no coercion or incentive was provided.

All participants were briefed regarding the study's purpose, procedures, time requirements, and their rights, including the right to withdraw at any point without consequence. Each respondent provided informed consent before completing the questionnaire. Confidentiality and anonymity were strictly maintained; no names or identifying details were recorded, and all data were reported in aggregate form. Completed questionnaires were securely stored and used exclusively for academic purposes. These measures ensured that the research was conducted ethically, responsibly, and in full compliance with accepted professional and academic standards.

RESULTS AND DISCUSSION

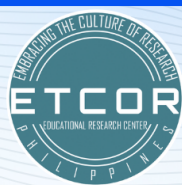
Profile of the Respondents

Table 1. Profile of the Respondents

Indicators	Frequency	Percent
Age		
≤ 36 years	30	51.7%
≥ 37 years	28	48.3%
Sex		
Male	49	84.5%
Female	9	15.5%
Marital Status		
Married	49	84.5%
Not Married	9	15.5%
Length of Service		
≤ 11 years	36	62.1%
≥ 12 years	22	37.9%

Table 1 presents the demographic profile of the 58 respondents. The distribution by age shows a balanced workforce (51.7% aged ≤36 years and 48.3% aged ≥37 years), indicating the presence of both early- and mid-career officers. This balance allows comparative analysis of satisfaction across different career stages, where younger officers may emphasize career growth and skill development, while older personnel may prioritize stability and organizational support.

The sex distribution is notably skewed toward males (84.5%), reflecting the traditionally male-dominated nature of the Philippine National Police (PNP). Such imbalance may influence workplace dynamics, communication



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styles, and mentorship opportunities, highlighting the importance of gender-sensitive management and inclusion practices. The results further indicate that 84.5% of respondents are married, suggesting that family obligations may influence perceptions of job satisfaction, particularly in relation to scheduling flexibility and welfare support. Regarding tenure, the majority (62.1%) have served ≤ 11 years, implying a predominantly mid-career force that values opportunities for professional advancement, supervision quality, and procedural fairness. Overall, the profile depicts a male-majority, married, mid-career police force, conditions under which satisfaction is likely influenced by career development, supervision, and work-life balance.

Police Personnel's Levels of Job Satisfaction

Table 2. Police Personnel's Levels of Job Satisfaction

Domains	Scores	Description
Pay	15.81	Ambivalent
Promotion	17.28	Satisfied
Supervision	17.14	Satisfied
Fringe benefits	14.91	Ambivalent
Contingent rewards	13.69	Ambivalent
Operating conditions	11.53	Dissatisfied
Co-workers	15.86	Ambivalent
Nature of work	18.55	Satisfied
Communication	15.00	Ambivalent
Community relations	20.95	Satisfied
Political and legal environment	19.98	Satisfied
Individual values and beliefs	20.90	Satisfied
Personal well-being	20.43	Satisfied
Interpersonal relationships	20.76	Satisfied

Table 2 shows that respondents expressed greater satisfaction with intrinsic or value-oriented domains—community relations (20.95), interpersonal relationships (20.76), individual values and beliefs (20.90), personal well-being (20.43), and the political-legal environment (19.98). These high ratings indicate that officers derive meaning from their work and maintain positive interpersonal and community relationships. Satisfaction in promotion (17.28) and supervision (17.14) also reflects effective line management and leadership support.

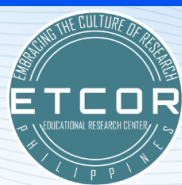
Conversely, extrinsic or operational "hygiene" factors showed lower satisfaction levels. Respondents were ambivalent toward pay (15.81), fringe benefits (14.91), contingent rewards (13.69), co-workers (15.86), and communication (15.00), while "Operating Conditions" received a "Dissatisfied" rating (11.53). These results suggest that while officers value the purpose and social relevance of their work, daily operational constraints, limited rewards, and resource gaps may diminish overall satisfaction.

This pattern supports Herzberg's Two-Factor Theory, which distinguishes between motivator factors (achievement, recognition, responsibility) and hygiene factors (salary, supervision, working conditions). The findings mirror global and local research showing that intrinsic motivators drive satisfaction, while deficiencies in hygiene factors contribute to dissatisfaction (Rostami et al., 2022; Kumar, 2021; Caballero et al., 2022; Acorda et al., 2024). Similarly, Velasco-Garrido et al. (2022) and White et al. (2022) observed that supportive leadership and clear promotion pathways sustain morale, even when compensation and operating conditions lag behind expectations.

Differences in the Level of Job Satisfaction

Table 3. Differences in the Level of Job Satisfaction According to Sex and Civil Status

Indicator	Sex		Civil Status	
	T	Sig	T	Sig
Pay	0.9312	0.356	0.6982	0.488
Promotion	0.6037	0.548	0.4255	0.672
Supervision	-0.0240	0.981	-0.1749	0.862
Fringe benefits	0.2754	0.784	-0.2754	0.784



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Contingent rewards	-0.1089	0.914	-0.4333	0.666
Operating conditions	2.0885	0.041*	-2.0885	0.041*
Co-workers	0.1420	0.888	0.0868	0.931
Nature of work	0.6789	0.500	0.8058	0.424
Communication	2.2480	0.029*	-0.2154	0.830
Community relations	0.2028	0.840	1.9339	0.058
Political and legal environment	1.4002	0.167	0.6591	0.513
Individual values and beliefs	0.2707	0.788	3.0333	0.004**
Personal well-being	0.2803	0.780	2.4885	0.016*
Interpersonal relationships	0.2955	0.769	1.5011	0.139

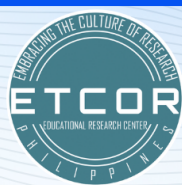
The independent-samples *t*-tests revealed no significant differences in most domains across sex and civil status, except for a few. Significant differences appeared between males and females in Operating Conditions ($p = 0.041$) and Communication ($p = 0.029$), suggesting that gender influences perceptions of the work environment and information flow. Married and unmarried respondents differed significantly in Operating Conditions ($p = 0.041$), Individual Values and Beliefs ($p = 0.004$), and Personal Well-being ($p = 0.016$). These differences imply that while structural supports are generally equitable, certain contextual or interpersonal factors vary across demographic groups.

These findings are consistent with Gau et al. (2025), who observed gender-based differences in communication perceptions among police officers, and Lin and Zhao (2024), who found that marital status correlates with job satisfaction and well-being. However, studies such as Sanggeetha and Pandey (2022) show weaker or inconsistent marital effects, highlighting that such differences are often context-dependent and shaped by cultural and organizational norms.

Relationships between Job Satisfaction and Age and Length of Service

Table 4. Relationships between Job Satisfaction and Age and Length of Service

Indicators		Age	Service
Pay	Coefficient	0.142	0.148
	p value	0.288	0.267
Promotion	Coefficient	-0.097	0.146
	p value	0.469	0.273
Supervision	Coefficient	0.066	0.069
	p value	0.621	0.606
Fringe Benefits	Coefficient	-0.157	-0.160
	p value	0.240	0.231
Contingent Rewards	Coefficient	-0.169	-0.158
	p value	0.206	0.237
Operating Conditions	Coefficient	-0.125	-0.197
	p value	0.348	0.138
Coworkers	Coefficient	0.059	0.012
	p value	0.660	0.931
Nature of Work	Coefficient	0.034	-0.045
	p value	0.802	0.740
Communication	Coefficient	0.017	-0.087
	p value	0.899	0.518
Community Relations	Coefficient	0.056	0.038
	p value	0.677	0.774
Political and Legal Environment	Coefficient	-0.149	-0.192
	p value	0.266	0.148
Individual Values and Beliefs	Coefficient	0.072	-0.039
	p value	0.593	0.769



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Personal Well-Being	Coefficient	0.007	-0.066
	p value	0.957	0.620
Interpersonal Relationships	Coefficient	-0.039	-0.067
	p value	0.769	0.620

Across all domains, correlation coefficients between job satisfaction and both age and length of service were weak ($|r| \approx .01-.20$) and statistically non-significant ($p > .05$). The largest but still small negative correlations occurred for Operating Conditions ($r = -.197$) and Political–Legal Environment ($r = -.192$) with tenure, and for Contingent Rewards ($r = -.169$) and Fringe Benefits ($r = -.157$) with age. These results suggest that neither chronological age nor tenure is a major determinant of job satisfaction among respondents.

This aligns with Piotrowski et al. (2021) and Kong et al. (2020), who reported that age and service length explain minimal variance in satisfaction compared to organizational and psychological factors such as workload and fairness. Viegas and Henriques (2021) further found that older officers tend to value intrinsic rewards more, while Islam et al. (2023) reported that stress may mediate the tenure–satisfaction link, leading to non-linear trends. Collectively, these studies and the present findings affirm that job satisfaction is primarily shaped by organizational and environmental factors rather than demographics.

Conclusions

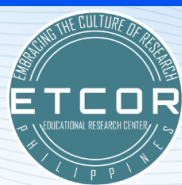
The study revealed that police personnel in the selected municipality exhibit high satisfaction with intrinsic or value-driven domains such as community relations, interpersonal relationships, personal well-being, and individual values and beliefs. In contrast, extrinsic factors such as pay, benefits, contingent rewards, and operating conditions received lower ratings. Differences across sex and civil status were limited but significant in selected domains, indicating that operational and communication factors are experienced differently across groups. No meaningful relationships were found between job satisfaction and either age or length of service, confirming that structural and organizational conditions exert greater influence than demographic attributes.

These findings align with Herzberg's Two-Factor Theory, which asserts that while intrinsic motivators foster satisfaction, the absence of adequate hygiene factors can lead to dissatisfaction. The results emphasize the importance of enhancing operational systems and reward mechanisms to sustain morale and organizational performance.

Recommendations

Based on the study's findings and conclusions, the following recommendations may be considered to enhance job satisfaction among police personnel:

1. **Improve Operating Conditions.**
The organization may streamline administrative procedures, integrate digital tools for documentation, and apply Lean Policing principles to reduce redundant workloads and improve field efficiency.
2. **Enhance Reward and Recognition Systems.**
A performance-based recognition framework may be introduced, combining monetary and non-monetary incentives such as commendations, service awards, or professional development opportunities.
3. **Review and Strengthen Fringe Benefits.**
The PNP may conduct periodic reviews and benchmarking of benefits to ensure fairness, responsiveness, and alignment with evolving needs.
4. **Strengthen Internal Communication and Team Cohesion.**
Regular briefings, feedback sessions, and the establishment of an internal communication hub may improve clarity and reduce information asymmetry. Supervisors may receive training in active listening and inclusive communication.
5. **Promote Work–Life Balance and Inclusivity.**
Flexible scheduling, peer support programs, and gender-sensitivity initiatives may address differences across sex and marital status, fostering an equitable work environment.
6. **Sustain Community Engagement and Intrinsic Motivation.**
Given the high satisfaction with community relations, the PNP may continue and expand outreach and public service programs that reinforce purpose, legitimacy, and public trust.
7. **Institutionalize Continuous Monitoring and Evaluation.**



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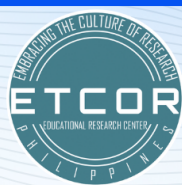


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The organization may regularly administer satisfaction surveys, focus group discussions, and exit interviews to assess morale and performance, using the findings for evidence-based decision-making.

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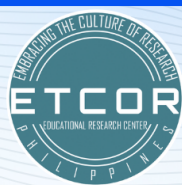


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