

Job Satisfaction Levels of PNP Employees in a Provincial City

**Rodelio D. Basilio, Merjohn M. Cueto,
Evelyn M. Dumas, Mike Joseph B. Ortega,
Jeffrey D. Zapata, Merwina Lou A. Bautista**

College of Criminal Justice, Lyceum of the Philippines
University, Batangas City, Philippines

Abstract - *This study focuses on assessing the job satisfaction of the employees of PNP in Batangas City, Philippines. It aimed to evaluate their satisfaction levels in terms of compensation and benefits, working condition and work itself, interpersonal relationship and supervision, and policies and recognition; and determine if there is a significant difference between the satisfaction levels of respondents when grouped according to profile variables. The researchers used the descriptive method of research and data were collected using an adapted survey questionnaire from 82 PNP police officers assigned at the Batangas City Police Station. Results of the study showed that the employees of PNP Batangas City were 26 - 35 years old, married, has a tenure of 5 years and below, and with a salary range of Php. 20,001 - 25,000; the employees of Batangas City PNP are satisfied with their jobs across all job satisfaction factors; there are significant differences in the responses towards job satisfaction when grouped according to profile variables for the category compensation and benefits, significant differences towards job satisfaction when grouped according to profile variables of civil status, tenure, and salary range for working condition and work itself, significant differences towards job satisfaction when grouped according to salary range for interpersonal relationships and supervision, significant differences towards job satisfaction when grouped according to salary range for the category of policies and recognition.*

Keywords: *Job Satisfaction, PNP Employees, Job Performance*

INTRODUCTION

Law enforcement is a system by which some members of a society act in an organized manner to enforce the law by discovering, deterring, rehabilitating, or punishing people who violate the rules and norms governing that said society (Hess & Orthmann, 2012). It is most frequently implemented by those who directly engage in patrols or surveillance to dissuade and discover criminal activity, and those who investigate crimes and apprehend offenders, a task typically carried out by the police.

In the Philippines, law enforcement is primarily being implemented by the Philippine National Police (PNP). History declares that the first police organization in the Philippines was established at the time of presidency of Emilio Aguinaldo through the use of the Constitution of the Revolutionary Government (Center for Police Strategy Management, 2012).

The fact that law enforcement is implemented by people, it is implied that all law enforcers need job satisfaction in order to perform well. The police are human beings and are employees, whom of which experience satisfaction levels in their jobs which are found to be factors that are directly related to an employee's performance (Abubakar & Abubakar, 2013).

As of the time of writing, there were no available comparative studies regarding the satisfaction levels of law enforcers globally. However, since there is a proven correlation between performance and job satisfaction, a list of the top performing police organization provides insight. A report by Infotainworld (2016) cites that the best police forces globally include the California Highway Patrol of the USA, Royal Canadian Mounted Police of Canada, the Metropolitan Police Service of England, the Australian Federal Police, the New York Police Department, The People's Armed Forces of China, New Zealand Police, Federal Police of Austria, Garda Síochána of Ireland, and ranked first is the Icelandic Police of Iceland.

In the Philippines, various studies regarding the job satisfaction levels of police officers were done scoping varying jurisdictions. All of which conclude that the police officers were satisfied. Particularly, a study by Bantang et. al. (2013) arrived with their findings, using a 5-point-scale, that the Manila Police

District officers were satisfied with their jobs. There is no study assessing the job satisfaction of police officers yet.

Job satisfaction is a multi-defined term. However, it is best described as “a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences” (Judge & Klinger, 2008). There are numerous factors affecting job satisfaction. Such factors include employee compensation and benefits, the working conditions, the work itself, workplace relationships, company policies, employee appraisal and recognition, and other various factors.

In line with the shortage of researches regarding job satisfaction levels of Batangas PNP officers, and as future police officers, the researchers pursued the completion of this study in order to gather and provide information regarding the job satisfaction of a police officers in Batangas City.

OBJECTIVES OF THE STUDY

This study, in its course of completion, sought to determine the job satisfaction levels of PNP in Batangas City. More specifically, the study aims to identify the socio-demographic profile of the respondents in terms of sex, age, civil status, tenure, and salary range; determine the satisfaction levels of the respondents in terms of compensation and benefits, working condition and work itself, interpersonal relationship and supervision, and policies and recognition; and determine if there is a significant difference in the satisfaction levels of the respondents when grouped according to profile variables.

METHODS

Research Design

This study used the Descriptive Method of research. The Descriptive Method is the exploration and description of phenomena in real life situation. It proves accurate account of characteristics of particular, individual, meanings, describes what exist. It is a purposive process of data gathering, analyzing, classifying and tabulating data about prevailing conditions, practices, beliefs, process trends, and cause-effect relationships and then adequate and accurate interpretation about such data with

or without aid of statistical treatment (Calderon & Gonzales, 2010).

Participants of the study

The participants for this study were employed police officers assigned at the Batangas City PNP Police Station located at Poblacion, Batangas City. There were a total of 100 respondents coming from all locations. However, some of the possible respondents were unavailable due to being deployed at various areas, the researchers were only able to collect data from 82 respondents, making the sample size of this study only 82.

Instrument

In order to gather pertinent data, this study used an adapted questionnaire by the study of Torres (2015) which is composed of two sections.

The first section pertained to the socio-demographic profile of the respondents in terms of age, civil status, tenure, and salary range.

The second section of the questionnaire dealt with the satisfaction levels of the respondents in categories of compensation and benefits, working condition and work itself, interpersonal relationship and supervision, and policies and recognition.

Data Gathering Procedure

The questionnaire was presented to the research adviser for evaluation, possible adjustments, and approval. After acquiring approval, the questionnaire was reproduced amounting to the same number of target respondents of the study for distribution.

The survey questionnaire was distributed by the researchers in person. The researchers traveled to the PNP station in Batangas City. The researchers were accommodated by one none uniformed personnel (NUP) at the station. After discussing the details of the research, the researchers were assisted by the NUP in distributing the questionnaires. The data collection process has been favorable to the researchers as all of the available

personnel of Batangas City PNP were helpful and accommodating.

The questionnaires were collected after being filled-up by the respondents; however, the researchers came up with a retrieval rate of 82 percent. Afterwards, the responses were tabulated and prepared for statistical treatment and analysis.

Data Analysis

The needed data was tallied, encoded, and interpreted using different statistical tools. These include frequency distribution, weighted mean, and Analysis of Variance (ANOVA) which was based on the objectives of the study. The data was treated using PASW version 18, a statistical software, in order to analyze the results of the study. The given scale was used to interpret the result of the data gathered: 3.50 – 4.00 = Highly Satisfied; 2.50 – 3.49 = Satisfied; 1.50 – 2.49 = Dissatisfied; 1.00 – 1.49 = Highly Dissatisfied

RESULTS AND DISCUSSION

Table 1. Percentage Distribution of the Respondents' Profile

Profile Variables		Frequency	Percentage (%)
Age	25 years old and below	30	36.60
	26 – 35 years old	33	40.20
	36 – 45 years old	19	23.20
Civil Status			
	Single	38	46.30
	Married	40	48.80
	Widow/Widower	4	4.90
Tenure			
	5 years and below	31	37.80
	6 – 10 years	30	36.60
	11 – 15 years	3	3.700
	16 – 20 years	18	22.00
Salary Range			
	Php.15,000 and below	4	4.90
	Php.15,001 – 20,000	4	4.90
	Php.20,001 – 25,000	37	45.10
	Php.25,001 – 30,000	11	13.40
	Php.30,001 – 35,000	14	17.10
	Php.35,001 – 40,000	12	14.60

Table 1 shows the frequency distribution of the respondents' profile in terms of age, civil status, tenure, and salary range.

In terms of age, it can be seen that 33 or 40.20 percent of the respondents were 26 - 35 years old, while 30 or 36.60 percent were aged 25 years old and below and that 19 or 23.20 percent of the respondents were aged 36 - 45 years old. This result agrees with the requirements imposed upon by NAPOLCOM initial entry guidelines specifically found within Memorandum Circular No. 2013-004 (NAPOLCOM, 2013).

In terms of civil status, 50 or 48.80 percent of the respondents were married, while 38 or 46.30 percent were single. Only 4 or 4.90 percent were widows/widowers. This result agrees with the demographics information provided for by Batangas City (2013) website regarding the civil status of the residents.

In terms of tenure, 31 or 37.80 percent of the respondents were employed 5 years and below, while 30 or 36.60 percent of the respondents were employed between of 6 - 10 years. Further, 18 or 22.00 percent claimed to have a tenure of 16 - 20 years and only 3 or 3.70 percent have a tenure of 11 - 15 years. This result concurs with the demographic results in the study of Bantang et. al. (2013) wherein 66 percent of the police respondents in their study have lengths of service of 6 years or more.

In terms of salary range, majority of the respondents have salaries between Php. 20,001 - 25,000 with a frequency of 37 or 45.10 percent, while 14 or 17.10 percent have salaries between Php. 30,001 - 35,000. 11 or 13.40 percent of the respondents have salaries between Php. 35,001 - 40,000, 11 or 13.40 percent have salaries between Php. 25,001 - 30,000. Lastly the salary ranges of Php. 15,000 and below and Php. 15,001 - 20,000 both have frequencies of 4 or 4.90 percent. The researchers believe that these results are in line with the implementation of Executive Order No. 201, S.2016 which modified and adjusted the salary ranges of all civilian, military and uniformed personnel (Official Gazette, 2016).

Table 2 reveals that the over-all satisfaction of the respondents on their job with regards to compensation and benefits was satisfied with a composite mean of 2.82. This

indicates that the respondents were generally satisfied with their compensation and benefits.

Table 2. Job Satisfaction with Regards to Compensation and Benefits

Indicators	WM	VI	Rank
1. Compensation is based on educational attainment and qualifications that match my job responsibility.	3.02	Satisfied	1
2. Performance evaluation is considered in determining our salary increase.	2.83	Satisfied	3
3. Experiences related to current position are considered in determining our compensation as employees	2.77	Satisfied	4
4. Health insurance maternity, paternity leaves are enjoyed by regular employees.	2.89	Satisfied	2
5. Cost of living allowance and free accommodations are provided and enjoyed.	2.59	Satisfied	5
Composite Mean	2.82	Satisfied	

Among the items cited, the respondents are satisfied that "Compensation is based on educational attainment and qualifications that match my job responsibility" which obtained the highest weighted mean score of 3.02. On the other hand, items such as experiences related to current position are considered in determining our compensation as employees and cost of living allowance and free accommodations are provided and enjoyed got the lowest mean values of 2.77 and 2.59 respectively, though rated satisfied. The researchers believe that indicator relating to cost of living allowance and accommodations ranked the least, although still verbally interpreted as "satisfied", because these items are already computed within the basic salary and are not basis for salary increase and additional benefits. Though police officers have numerous experiences related to their current job, it will not affect their salary rate unless these will obtain merit or points

during performance evaluation and can be used as basis for promotion.

This means that educational attainment and the skill sets of each employee plays a factor into computing compensation coupled with the tasks involved with the job responsibility. It can be implied from this result that the educational attainment, qualifications, and job responsibility are the main basis for computing the amount of compensation to be received.

This result where compensation is relevant to educational attainment, qualifications, and job responsibility ranking highest among the citations indicates that the organization of Batangas PNP follows in the Performance Evaluation System as indicated at Republic Act No. 6975, Article B. Section 37 - Performance Evaluation System (Law Phil, 2009). Additionally, this resonates with the statement of Judge and Klinger (2008) that the compensation, benefits, and the work itself are part of employee appraisal. It was followed by health insurance maternity, paternity leaves are enjoyed by regular employees and performance evaluation is considered in determining our salary increase”.

Table 3. Job Satisfaction With Regards to Working Condition and Work Itself

Indicators	WM	VI	Rank
1. There is spacious and well ventilated working space.	2.66	Satisfied	4
2. There are sufficient technical facilities which are clean and updated regularly.	2.56	Satisfied	5
3. There is flexibility in scheduling the work load and safety in the workplace.	2.74	Satisfied	3
4. My work gives me a unique feeling of accomplishment.	3.00	Satisfied	1
5. The work motivates me to carry out the best of my abilities which delivers me to convey ownership of my work.	2.94	Satisfied	2
Composite Mean	2.78	Satisfied	

Table 3 shows the job satisfaction of the respondents with regards to working conditions and workitself. The oposite mean of 2.78, verbally interpreted as satisfied, indicates that the

respondents have satisfactory working conditions and satisfying tasks.

Among the items cited, the indicator My work gives me a unique feeling of accomplishment acquired the highest weighted mean of 3.00, verbally interpreted as satisfied. On the other hand of the rankings, the indicators "There is spacious and well ventilated working space" and "There are sufficient technical facilities which are clean and updated regularly" ranked the least with weighted means of 2.66 and 2.56 respectively. This result means that the current working space, facilities and equipment, although of at average levels, could help improve the working conditions and performances of the employees if subjected for improvement.

It can be inferred from this result that working in the PNP is a satisfying job as it gives employees a sense of value from their work. This result shows that being part of the PNP is a fruitful, fulfilling, and satisfying career as described by the respondents and that the police officers have a high value perception of their jobs.

This identically resonates with the discussion regarding the factor of perception of value which plays a primary role in the overall satisfaction of an employee as discussed by Verma, Das, and Abraham (2013). In addition, this further agreed with the statement of Torres (2015) that working conditions affect job satisfaction.

Table 4 presents the job satisfaction of the respondents with regards to interpersonal relationship and supervision. The composite mean of 2.80, verbally interpreted as satisfied, indicates that there is a good working relationship between employees and their superiors.

Among the indicators, the citation "I feel a strong sense of belongingness when working in a group" acquired the highest weighted mean of 2.94, verbally interpreted as satisfied. On the other hand, the citations "My superior keeps track at my mistakes in my performance that need to be corrected" and "I have a harmonious relationship between my superior and my colleagues and they show concerns for my wellbeing" garnered the least weighted means of 2.73 and 2.66 respectively. Although least ranking, the values are verbally interpreted as satisfied.

Table 4. Job Satisfaction with Regards to Interpersonal Relationship and Supervision

Indicators	WM	VI	Rank
1. I feel a strong sense of belongingness when working in a group.	2.94	Satisfied	1
2. My superior keeps track at my mistakes in my performance that need to be corrected.	2.73	Satisfied	4
3. There are opportunities for honest, transparent, and social interaction among employees.	2.74	Satisfied	3
4. I have a harmonious relationship between my superior and my colleagues and they show concerns for my wellbeing	2.66	Satisfied	5
5. My superiors tap talents and resources with high creativity, intuition, knowledge, commitment, humanity, versatility, discipline, focus, leadership, skills and perform as a role model tous.	2.91	Satisfied	2
Composite Mean	2.80	Satisfied	

It can be inferred from this that the employees of the PNP are performing as a team to achieve its tasks and objectives. Additionally, the results show that the indicators were being experienced by the respondents at satisfactory levels as well, which ultimately contributes to the satisfaction levels of the employees.

The results agree with the statement of Tam and Rigsbee (2013) that meaningful work in addition to good personal relationships are key factors to job satisfaction. Additionally, it agrees with the discussion of Insoria (2014) that it is necessary for the police hierarchy to strengthen attitudes toward work through motivation which is to be initially given by superiors.

Table 5 shows the job satisfaction of the respondents with regards to policies and recognition. The composite mean of 2.89 indicates that the respondents were satisfied with the policies and recognition at their place of work.

Table 5. Job Satisfaction with Regards to Policies and Recognition

Indicators	WM	VI	Rank
1. The employees manual clearly defines the company policies and regulations and are easy to understand.	3.01	Satisfied	1
2. I agree that company policies are fair to everyone, and have an easy access to them	2.88	Satisfied	3.5
3. There is consistency, timely, and descent scheme of evaluating employees' performance according to standard.	2.84	Satisfied	6.5
4. I receive enough feedback on how I perform my job and my superior stimulates me to do my job well.	2.88	Satisfied	3.5
5. I am recognized for my major achievements accomplishments, small victories thru an employee program of the company.	2.87	Satisfied	5
6. I am rewarded for my loyalty, wow performance and added responsibilities.	2.89	Satisfied	2
7. I am recognized by the company's provision trainings and seminars for my own personal growth and enhancement.	2.84	Satisfied	6.5
Composite Mean	2.89	Satisfied	

Among the citations, the indicator "The employees manual clearly defines the company policies and regulations and are easy to understand" garnered the highest weighted mean of 3.01. It was followed by "I am rewarded for my loyalty, wow performance and added responsibilities" with a weighted mean of

2.89, verbally interpreted as satisfied. On the other hand, the indicators "There is consistency, timely, and descent scheme of evaluating employees' performance according to standard" and "I am recognized by the company's provision trainings and seminars for my own personal growth and enhancement" acquired the least weighted mean both with 2.84, verbally interpreted as satisfied. Although least ranked, the verbal interpretation of satisfied indicates that these items were being experienced by the respondents at satisfactory levels.

It can be inferred from this result that the organization has well defined policies and regulation which are being implemented fairly to all which factors to a satisfactory working condition. This means that the PNP Batangas practice the citations in this category as it plays an important role in the overall job satisfaction of all its employees.

This result concurs with the statement of Balasundaram and Brabete (2010) regarding the influence of fair promotion coupled with reasonable pay for appropriate work being a factor which leads to good working conditions and employee performance as it reflects good implementation of policies and regulations. Additionally, the result agrees with the positive ratings of the PNP (2006) regarding performance targets, rewards, and job satisfaction, and further serves as evidence of the proper implementation of RA 6875 Article B. Section 38.

Table 6. Summary Table on the Job Satisfaction

Indicators	WM	VI	Rank
1.Compensation and Benefits	2.82	Satisfied	2
2.Working condition and work itself	2.78	Satisfied	4
3.Interpersonal Relationship and Supervision	2.80	Satisfied	3
4.Policies and Recognition	2.89	Satisfied	1
Composite Mean	2.82	Satisfied	

Table 6 shows the overall summary job satisfaction of the respondents. The composite mean of 2.82, verbally

interpreted as satisfied indicates that the respondents were generally satisfied with their jobs.

Among the variables of assessment, policies and recognition ranked first with a weighted mean of 2.89, followed by compensation and benefits with 2.82, and then by interpersonal relationship and supervision with 2.80, and lastly with working condition and work itself with 2.78. All of which are verbally interpreted as satisfied.

It can be inferred from this that although there is an adequate job satisfaction for the employees, there is still room for improvement in all areas.

Initially, this result concurs with the PNP survey results in 2006 where it was recorded that there were highly positive ratings with regards to clarity of individual performance targets, rewards and job satisfaction. Additionally, this result agrees with the statement of Inasoria (2014) wherein it was discussed that improvements can always be made through motivation, better pay, more benefits, and other opportunities.

Table 7. Difference on the Responses on Job Satisfaction (Compensation and Benefits) When Grouped According to Profile Variables

Profile Variables	F-value	p-value	Interpretation
Age	4.358	0.016	Significant
Civil Status	4.192	0.019	Significant
Tenure	4.120	0.009	Significant
Salary Range	11.848	0.000	Significant

Legend: Significant at p-value < 0.05

Table 7 presents the Difference on the Responses on Job Satisfaction (Compensation and Benefits) When Grouped According to Profile Variables.

As shown from the table, all computed p-values were all less than 0.05 alpha level, thus the null hypothesis of no significant difference on the job satisfaction with regards to compensation and benefits when grouped according to profile variables is rejected.

This means that the satisfaction of the respondents varies across each profile. The researchers believe that the variances in this area is linked together. A younger person is stereotypically said to have less needs than an older person. The same situation can be said between a single person and a married person. Tenure is generally relative to the age of a person, thus the same situation can be observed. Lastly, the needs of people across varying demographic profiles are generally met through their compensation, thus the significant variances in their salary range.

The variances in this result have similarities with the variances in the study of Abalde (2014) wherein it was discussed that although the NUP's generally have high satisfaction levels towards compensation and benefits, still have variances depending on personal profile.

Table 8. Difference on the Responses on Job Satisfaction (Working condition and work itself) When Grouped According to Profile Variables

Profile Variables	F-value	p-value	Interpretation
Age	2.404	0.097	Not Significant
Civil Status	3.164	0.048	Significant
Tenure	3.174	0.029	Significant
Salary Range	9.066	0.000	Highly Significant

Legend: Significant at p-value < 0.05

Table 8 presents the Difference on the Responses on Job Satisfaction (Working condition and work itself) When Grouped According to Profile Variables.

Based from the result, civil status (0.048), tenure (0.029) and salary range (0.000) shows that the computed p-values were less than 0.05 alpha level, thus the null hypothesis of no significant difference on the job satisfaction with regards to working condition and work itself when grouped according to profile variables is rejected. This means that the satisfaction of the respondents varies across the three profile variables (civil status, tenure and salary range).

It can be inferred from this result that single employees, married employees, and widow/widower employees have different perceptions of the working conditions. The same can be

said for people with different lengths of tenure and different salary ranges. This means that the working conditions are viewed differently by people of different civil statuses, tenure, and salary range and has an impact towards their is their perception of the job leading to varying satisfaction levels.

This resonates with the discussion of Verma, Das, and Abraham (2013) regarding how different people are impacted by working conditions in their perception of their ability to do the job as well as their perception of job satisfaction levels due from it.

Table 9 Difference on the Responses on Job Satisfaction (Interpersonal Relationship and Supervision) When Grouped According to Profile Variables

Profile Variables	F-value	p-value	Interpretation
Age	2.921	0.060	Not Significant
Civil Status	0.178	0.837	Not Significant
Tenure	2.251	0.089	Not Significant
Salary Range	3.284	0.010	Significant

Legend: Significant at p-value < 0.05

Table 9 presents the Difference on the Responses on Job Satisfaction (Interpersonal Relationship and Supervision) When Grouped According to Profile Variables.

It can be gleaned that only salary range shows significant difference since the obtained p-value of 0.010 is less than 0.05 alpha level, thus the null hypothesis of no significant difference on the job satisfaction with regards to interpersonal relationship and supervision when grouped according to salary range is rejected.

This means that the satisfaction of the respondents varies according to what they earned in relation to their working relationships and the kind of supervision received. Manning different positions also mean that the said positions have different tasks and supervision. Employees may have viewed being supervised by another superior to be more worth it relative to their current salary.

This resonates with the discussion of Widmer, Oswald, Proto, and Sgroi (2014) on how workplace relationships affect

the personal well-being of an employee and how it affects their over-all job satisfaction levels.

Table 10 Difference on the Responses on Job Satisfaction (Policies and Recognition) When Grouped According to Profile Variables

Profile Variables	F-value	p-value	Interpretation
Age	1.310	0.276	Not Significant
Civil Status	1.965	0.147	Not Significant
Tenure	1.558	0.206	Not Significant
Salary Range	6.452	0.000	Highly Significant

Legend: Significant at p-value < 0.05

Table 10 presents the Difference on the Responses on Job Satisfaction (Policies and Recognition) When Grouped According to Profile Variables.

As shown, only salary range shows significant difference since the obtained p-value of 0.000 is less than 0.05 alpha level, thus the null hypothesis of no significant difference on the job satisfaction with regards to policies and supervision when grouped according to salary range is rejected. This means that the satisfaction of the respondents varies according to what they earned.

It can be inferred from this result that the respondents place a highly significant value on their salaries and make it a highly relevant basis on the implementation of policies and recognition within the organization. The researchers believe this is primarily due to the fact that the salaries of the employees were greatly affected by the policies.

This concurs with the statement of Balasundaram and Brabete (2010) regarding the influence of fair promotion coupled with reasonable pay for appropriate work being a factor which leads to good working conditions and job satisfaction, however, the variances can be explained by the fact that not all experience having promotions.

Proposed Action Plan

Table 4 displays sets of activities with its specifics and details to be implemented by various people and organizations

which the researchers believe may be able to help improve the overall job satisfaction of the employees of Batangas City PNP.

Table 11 Proposed Action Plans

Key Result Area	Strategies/Activities	Performance Indicator	Persons Responsible	Time line
Salary increases and housing benefits	Re-evaluating and analyzing the current compensation of The PNP personnel and establishing affordable housing programs.	Increase in salaries, Availability of housing programs	President of the Philippines, the Senate, the Congress, Pag-IBIG	2016 To 2022
Acquiring better Facilities and modern equipment	Analyzing the technical facility and equipment requirement of the daily operations of the PNP headed Towards the acquisition of such tools.	Availability of Improved facilities and modern equipment for work use of PNP personnel	PNP Top Management, Chief of Police	2016 To 2022
Conducting team building activities	Scheduling of regular team building activities leading to Improved working relationships.	Improved working relationships	Chief of Police	Every
Allocating sufficient budget for specialized training programs	Analyzing the requirements and allotting budget for specialized training programs to develop expertise amongst personnel.	Availability of Specialized training programs	President of the Philippines, the Senate, the Congress, PNP Top Management	2016 To 2022

CONCLUSIONS

The employees of PNP Batangas City were 26 - 35 years old, married, has a tenure of 5 years and below, and with a salary range of Php. 20,001 - 25,000. The employees of Batangas City

PNP are satisfied with their jobs across all job satisfaction factors. There are significant differences in the responses towards job satisfaction when grouped according to profile variables for the category compensation and benefits; significant differences towards job satisfaction when grouped according to profile variables of civil status, tenure, and salary range for the category working condition and work itself; significant differences towards job satisfaction when grouped according to profile variables of salary range for the category of interpersonal relationships and supervision; and significant differences towards job satisfaction when grouped according to profile variable of salary range for the category of policies and recognition. A proposed plan of action was developed.

RECOMMENDATIONS

The Office of the President, the Senate, and the Congress may try to re-evaluate and analyze possible compensation increases for the PNP employees and, through coordinating with Pag-IBIG, be able to come up with satisfactory housing benefit programs. The Chief of Police may strive to acquire facilities and modern equipment which would help increase productivity and improve overall working conditions for all personnel. The Chief of Police would benefit from conducting timely and relevant team building activities leading to stronger camaraderie among employees. The Office of the President, the Senate, and the Congress may consider appropriating budget for specialized training programs amongst the ranks of the PNP.

REFERENCES

- Abalde, G. W. (2014, April). Effect of Level of Morale and Job Satisfaction on the Job Performance of PNP's Non-Uniformed Personnel. Cagayan De Oro, Philippines: College of Policy Studies, Education and Management, Mindanao University of Science and Technology.
- Abubakar, T., & Abubakar, A. (2013, December). Assessing the Effects of Human Resource Management Practices on Employee Job Performance: A Study of Usmanu Danfodiyo University Sokoto. *Journal of Business Studies Quarterly*, 5(2).

- Bako, A. A. (2011). The Positive and Negative Effects of Job Satisfaction on Employee's Performance in an Organization. *Australian Journal of Commerce Study*.
- Balasundaram, N., & Brabete, V. (2010). Job Satisfaction And Employees' Work Performance: A Case Study Of People's Bank In Jaffna Peninsula, Sri Lanka. *Management and Marketing Journal*.
- Bantang, F. O., Biances, N. J., Caguiling, M. P., Estrella, P. M., & Macanlalay, C. K. (2013). The Relationship Of Personal Characteristics And Job Satisfaction To Adversity Quotient Of Police Officers In Manila Police District . Polytechnic University of the Philippines.
- Bauer, T., & Erdogan, B. (2012). *An Introduction to Organizational Behavior*. Creative Commons.
- Bevoc, L. (2015). *Job Satisfaction*. NutriNiche System LLC.
- Calderon, J. F., & Gonzales, E. C. (2010). Methods of Research and Thesis. AMA Computer College Paranaque Campus.
- Center for Police Strategy Management. (2012). *Brief Background of the PNP*. Retrieved January 27, 2016, from Center for Police Strategy Management: <http://www.cpsm.ph/pnp-history.xml>
- Ercikti, S., Vito, G. F., Walsh, W. F., & Higgins, G. E. (2011). Major Determinants of Job Satisfaction among Police Managers. *The Southwest Journal of Criminal Justice*, 8(1).
- Hess, K. M., & Orthmann, C. H. (2012). *Introduction to Law Enforcement and Criminal Justice* (10th ed.). Congage Learning.
- Importante, J. V. (2014, March). The Dynamics of Work Environment and Employee's Productivity: The Case of Lyceum of Iligan Foundation. Cagayan de Oro City: Capitol University.
- Inasoria, R. D. (2014, July 29). Effects of Profile, Religiosity and Job Attitude on the Job Performance of the Philippine National Police: The Case of Bulacan Province. Malolos: Bulacan State University.
- Infotainworld. (2016, October 19). *Top 10 Best Police Forces of the World*. Retrieved November 9, 2016, from Infotainworld: <http://infotainworld.com/best-police-forces-in-the-world/>

- Judge, T. A., & Klinger, R. (2008). *The Science of Subjective Well-Being*. Guilford Press.
- Judge, T. A., Hulin, C. L., & Dalal, R. S. (2009, March). Job Satisfaction and Job Affect.
- Kaan, B., & Nalla, M. K. (2009). Police Organizational Culture and Job Satisfaction: A Comparison of Law Enforcement Officers' Perceptions in Two Midwestern States in the U.S. Law Phil. 2009. Republic Act No. 6975. Statutes, Law Phil Project, Arellano Law Foundation. Available at http://www.lawphil.net/statutes/repacts/ra1990/ra_6975_1990.html#top retrieved November 30, 2016.
- Lomoya, M. G., Pingol, M. B., & Teng-Calleja, M. (2015). Antecedents of Job Satisfaction and Organizational Citizenship Behaviors Among Agency-Hired Blue-Collar Contractual Workers in the Philippines. *Philippine Journal of Psychology*, 48(1), 1-27.
- NAPOLCOM. 2013. Press Releases, Memorandum Circular No. 2013-004, Guidelines on the grant of Waiver for Initial entry into the PNP available at <http://www.napolcom.gov.ph/index.php/11-press-releases/25-news-archive> retrieved November 30, 2016
- Official Gazette. 2016. Executive Order No. 201, S.2016. Modifying The Salary Schedule for Civilian Government Personnel And Authorizing The Grant Of Additional Benefits For Both Civilian And Military And Uniformed Personnel. Available at <http://www.gov.ph/2016/02/19/executive-order-no-201-s-2016/> retrieved November 30, 2016.
- Philippine National Police. (2006). *Survey Results: Philippine National Police*. Integrity Development Review of the Philippine National Police.
- Tam, M., & Rigsbee, E. (2013). *A Happy Worker is a Productive Worker*. Retrieved January 30, 2016, from Rigsbee:http://www.rigsbee.com/employee_productivity_article_75.htm
- Torres, H. M. (2015, April). The Job Satisfaction and Organizational Commitment of Filipino Employees in Emirates National Oil Company, Dubai, UAE.
- Usop, A. M., Usop, D. A., & Kadtong, M. L. (2013, June). The Significant Relationship Between Work performance and Job

Satisfaction in Philippines. *International Journal of Human Resource Management and Research*, 3(2).

Verma, A., Das, D. K., & Abraham, M. (2013). *Global Community Policing: Problems and Challenges*. CRC Press.

Widmer, R., Oswald-Krapf, H., Sinha-Khetriwal, D., Schnellmann, M., & Boni, H. (2005). Global perspectives on e-waste. *Environmental Impact Assessment Review*, 436-458.