

**CORRELATIONAL STUDY ON THE WORK-LIFE BALANCE AND
ORGANIZATIONAL SUPPORT TO THEIR MOTIVATION
FOR SERVICE RETENTION AMONG
POLICE OFFICERS**

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BACHELOR OF SCIENCE IN CRIMINOLOGY

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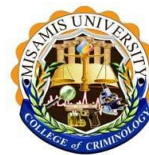
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COLLEGE OF CRIMINOLOGY



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ABSTRACT

The maintenance of police officers is a priority issue in keeping an efficient police force, which is why it is critical to investigate how individual and organizational determinants impact their motivation to continue in service. The present study investigates the influence of work-life balance and organizational support on the motivation of police officers in the Philippine National Police (PNP) to continue in service. By utilizing a quantitative research with a descriptive-correlational design, data were collected from 120 randomly selected respondents using questionnaires measuring their work-life balance, organizational support perceived, and motivation. The study took place in four police stations in Lanao del Norte, a province in Northern Mindanao, Philippines. This area was selected because of its increasing urban population and large number of police personnel.. The data were examined using descriptive statistics to establish levels of motivation and satisfaction, while Pearson's r was utilized to examine the relationship among the variables. The findings indicated that very high levels of work-life balance, organizational support, and motivation were reported by police officers, while leadership, training opportunities, recognition, and access to resources were identified as significant drivers of their commitment. Correlation analysis revealed strong positive associations between work-life balance and motivation and organizational support and motivation, but not statistically significant, suggesting that retention is shaped by many interconnected factors. In conclusion, PNP officers' motivation is influenced by the synergistic effects of being engaged in meaningful work, having supportive organizational practices, and the capacity to integrate personal and professional life, highlighting the necessity of a holistic retention approach. The findings suggest that keeping PNP officers should focus on more than just pay. It should also highlight the importance of supportive leadership, career development, enough resources, and work-life balance policies. This offers useful guidance for administrators, policymakers, and human resource managers to create a more motivated and sustainable police force.

Keywords: *career development, organizational support, service retention, work-life balance*

DEDICATION

*This research is dedicated first to God Almighty,
whose wisdom and quiet guidance carried us through
every step of this journey.*

And

*To our parents and families,
whose love, sacrifice, and steady belief in us
gave strength when our own was running low.*

And also

*To our friends and loved ones,
who offered encouragement and reminded us
that progress is built one small step at a time.*

And

*to the men and women of the Philippine National Police,
whose service inspired this work
and whose commitment to duty reminds us
why perseverance matters.*

DJ, Denrick, JM, and Nash

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TABLE OF CONTENTS

	Page
TITLE PAGE	i
APPROVAL SHEET	ii
ABSTRACT	iii
DEDICATION	iv
ACKNOWLEDGMENT	v
TABLE OF CONTENTS	vii
LIST OF FIGURES	viii
LIST OF TABLES	ix
LIST OF APPENDICES	x
 INTRODUCTION	
Background of the Study	1
Theoretical Framework	4
Conceptual Framework	8
Objectives of the Study	14
Significance of the Study	15
 RESEARCH METHODOLOGY	
Design	16
Setting	16
Respondents	16
Instruments	17
Data Gathering Procedure	19
Ethical Consideration	19
Data Analysis	20
 RESULTS AND DISCUSSION	21
 CONCLUSION AND RECOMMENDATION	37
 REFERENCES CITED	39
APPENDICES	60
CURRICULUM VITAE	80

LIST OF FIGURES

Figure No.	Title	Page
Figure 1	Schematic Diagram	13

LIST OF TABLES

Table No.	Title	Page
Table 1	Level of work-life balance among the Police Officers	24
Table 2	Level of organizational support among the Police Officers.	28
Table 3	Level of job motivation among the Police Officers	32
Table 4	Test of significant between work-life balance and job motivation in service retention among police officers in the Philippine National Police (PNP)	34
Table 5	Test of significant between organizational support and job motivation in service retention among Police Officers in the Philippine National Police (PNP)	36

LIST OF APPENDICES

Appendix	Title	Page
APPENDIX A	Survey Questionnaire	60
APPENDIX B	Sample of filled out Questionnaire	64
APPENDIX C	Sample Computation	68
APPENDIX D	Transmittal Letters	70
APPENDIX E	Approved Letters of Consent	74
APPENDIX F	Parents' Consent	75
APPENDIX G	Documentations	76
APPENDIX H	Certificate of Publication	77
APPENDIX I	Turnitin Results	79

INTRODUCTION

Background of the Study

The Philippine National Police (PNP) also plays a vital role in ensuring peace and public order, an obligation that compels officers to work under tremendous pressure and rigorous schedules (Fisher et al., 2025; Vicente, 2023). Police officers over the years have been required to equilibrate professional demands with personal wellness, which has become increasingly problematic amidst increasing crime rates, social expectations, and organizational internal demands. In this context, a balance between work and life is critical not just to individual health but also to sustaining long-term service (Palumbo, 2020; Marques & Berry, 2021; Gragnano et al., 2020). The high-stress, dynamic lifestyle of police work tends to result in emotional exhaustion and stress, necessitating institutional intervention to aid officers (Pradhan, 2021; Mutai, 2023).

Work-life balance is particularly pertinent in dangerous occupations such as law enforcement, where emotional and mental exhaustion can cause reduced motivation and premature departures from the force (Oskarsson et al., 2021; Dubey & Priya, 2024). Police officers are often required to work long hours, stay available during emergencies, and expose themselves to risks that can cause psychological pain (Regehr et al., 2021; Lawn et al., 2020). The adversity in these circumstances tends to make the officers overlook family life, professional growth, and personal wellness (Gonzalez, 2024; Gist et al., 2023). When such personal domains are neglected, job satisfaction reduces, and the motivation level goes down, with a greater chance of resignation or premature retirement (Morris, 2020; Gibbons, 2023).

Organizational support goes a long way in ensuring that police officers remain on the job as it makes them feel appreciated and rewarded for their service (Piotrowski et al., 2021; Eisenberger et al., 2020). When organizations offer proper training, equitable rewards, peer support, and advancement opportunities, officers tend to remain dedicated to their profession. Nevertheless, a lack of appreciation, inadequate tools and supplies, and poor leadership can significantly influence the morale and job satisfaction of employees (Mabindisa & Legoabe, 2021; Sahito & Vaisanen, 2020). These facts serve to emphasize the need to examine the influence of organizational support on police officers' motivation and service retention.

Motivation, as a psychological drive, has an impact on how people view their job functions and whether they are motivated to achieve organizational objectives (Ahmad, 2021; Grant & Shandell, 2022). For police officers, intrinsic motivation (for example, a sense of mission and community service) usually combines with extrinsic motivations such as promotions, rewards, and praise from the public. Both elements play an important role in defining their performance and decisions to continue serving. A motivated police force not only enhances public safety but also maximizes overall institutional credibility and performance (Owens & Ba, 2021; Modise, 2023).

Current changes in public administration focus on staff welfare, particularly in law enforcement, where staff satisfaction is directly associated with the quality of service. The increase in resignations and transfers between PNP officers has demonstrated the need to re-evaluate human resource policies (Hopkins, 2023; Hernandez, 2021). Policy has to take into account the psychosocial climate at work, particularly how organizational culture reinforces or discounts staff professionalism (Adinew, 2024; Schinke et al., 2024). Police

officers must understand that their agencies are committed to their well-rounded success, not only in law enforcement results, but in individual development as well (Perkins, 2023; Rutledge Jr, 2024).

The nuances of contemporary policing demand a more strategic emphasis on retention strategies more extensive than pay raises. Work-life balance and support from the organization have been mentioned in global research as major contributors to decreased burnout and enhanced employee engagement (Irfan et al., 2023; Wood et al., 2020). Yet, in the Philippine context, there is still no empirical study of how these factors affect retention, especially among police personnel of varying ranks and assignments. Such a gap restricts evidence-based policy-making that otherwise could help improve internal support systems.

The purpose of this research is to establish whether work-life balance and organizational support influence the motivation of police officers, especially regarding their choice to stay in the service. It also attempts to quantify how internal and external motivating factors are shaped by organizational frameworks and individual situations (Rakova et al., 2021; Roszkowska & Melé, 2021). The overall goal is to establish evidence that can be used to inform retention efforts through enhanced workplace culture and supportive policies (Ghani et al., 2022; Wu et al., 2021). In addition, it will examine if existing organizational practices are adequate to address the changing needs and expectations of police officers (Demou et al., 2020; Brown et al., 2024; Laufs et al., 2021).

While research has been explored regarding job satisfaction and burnout among the police workforce, little research has been devoted to the dual role of work-life balance and perceived organizational support on motivation and retention (Sandyha & Annamalai,

2025; DS, 2024). The lack of local data within the Philippine context—particularly quantitative correlations—has left us with a gap in knowing the applied factors causing officers to stay or quit the service (Cabardo, 2024; Flores et al., 2021; Caballero et al., 2024). Most literatures that exist tend to emphasize either organizational dynamics or individual motivations alone. This research plugs the gap by providing a correlational view on how organizational and personal life factors co-interact to form professional retention.

This research is important as it sheds light on how organizational support and work-life balance influence police officers' motivation and intention to continue in service (Oktosatrio, 2020; Kaushik & Raj, 2024; Duxbury et al., 2021). Its results will not only benefit police administrators but also policymakers, trainers, and human resource units of the PNP by unveiling critical areas for strengthening personnel management (Calibo II et al., 2021; Mendoza et al., 2021). By emphasizing institutional and individual factors that affect retention, the research will assist with the development of more effective and responsive programs that promote a motivating and supportive working environment (Sorn et al., 2023; Chakraborty & Biswas, 2020). The research will also contribute to the body of literature in criminology and public administration with a localized, evidence-informed viewpoint of workforce sustainability within Philippine law enforcement.

Theoretical Framework

This study was anchored on the Hierarchy of Needs Theory by Abraham H. Maslow (1943) and the Social Exchange Theory by Blau (1964).

Maslow's Hierarchy of Needs Theory suggests that individuals are motivated to fulfill a series of needs, beginning with physiological and safety needs, followed by social belonging, esteem, and self-actualization (Ghaleb, 2024; Rojas, et al., 2023). In the context

of police officers, unmet needs such as job security, organizational belongingness, and recognition can significantly lower motivation and increase the likelihood of resignation (Charman, & Bennett, 2022; Lingle, 2024). For instance, if officers feel unsafe, unappreciated, or isolated in their roles, they may experience dissatisfaction that undermines their commitment to the organization. This theory supports the study by explaining how a lack of work-life balance and inadequate organizational support can prevent officers from advancing to higher levels of motivation and personal fulfillment (Oskarsson, et al., 2021; Mashilo, 2023). By ensuring these fundamental needs are met, law enforcement agencies can better retain motivated and dedicated personnel.

Maslow's Hierarchy of Needs Theory is highly applicable to this research because it could be used in the understanding on how the attainment of basic needs and psychological influences an individual's motivation and his job satisfaction (Ihensekien, & Joel, 2023; Mira, 2020). In the context of police officers, the theory helps explain how their drive to stay in the police force may be influenced by the satisfaction of fundamental needs such as safety and social belonging as well as higher-level needs such as self-esteem and personal fulfillment (Lovelace, 2024; Jones, 2023). It is, therefore, by analyzing how motivation is affected by these needs that the study will be able to provide information about the determinants of police retention rates (Callender et al., 2020; Morrow et al., 2021). In addition, the theory places greater emphasis on the satisfaction of lower-order needs such as job security and organizational support before the higher-order needs, such as career growth and recognition, can be satisfied (Babula, 2023; Luu, 2020). This approach can inform policies to enhance both retention and job satisfaction within the Philippine National Police (Mellijor, 2023; Jelle, 2024).

Several recent studies have applied Maslow's Hierarchy of Needs Theory to study employee motivation and retention (Omodan, 2022; Hussainy, 2020). For instance, Smith and Johnson (2021) studied the impact of Maslow's theory on employee motivation in public sector organizations, showing that the satisfaction of basic needs such as job security and safety increased job satisfaction and improved retention rates. Nguyen and Hoang (2020) also checked the extent of fulfilling employees' physiological and psychological needs in the Vietnamese workforce has affected their level of engagement with the organization, as well as loyalty. Regarding the healthcare domain, Miller and Davis (2023) confirmed that the basic level of human needs, particularly safety and belongingness, reduced turnover and satisfied healthcare workers even in the worst stress periods due to the outbreak of the pandemic of COVID-19. These studies reveal how Maslow's approach can be usefully applied to the different contexts in order to explain and manage employees' motivational needs, satisfactions, and turnover (Barnes, 2021; Peter, 2025).

Social Exchange Theory (SET), first proposed by Blau in 1964, suggests that personal or organizational relationships are established and sustained through a process of mutual exchanges (Wallenburg, & Handfield, 2022; Cook, & Hahn, 2021). Employees in the workplace measure the rewards and costs of staying in a job against how much fairness, recognition, and support they derive from the company (Akgunduz, et al., 2020; Ali, & Anwar, 2021). Transferred to this research on police officers, SET describes how organizational support (e.g., supervisor guidance, praise, work-life policies) induces officers to return with loyalty, heightened motivation, and extended service (Mugambi, 2022; Methu, 2022). If officers believe that their work is appreciated and their well-being is prioritized, they will be more likely to stay committed to the PNP, regardless of the

difficulties of the trade (Gono Jr. et al., 2024; Brannon, 2025). Therefore, SET offers a rich model for recognizing how perceptions of obligation and fairness shape motivation and retention.

Emphasis on trust and organizational commitment are among the key strengths of SET (Pranitasari, 2020; Schwarzer, & Reuter, 2023). For police officers, particularly high-stress ones, feeling that the organization is committed to their personal and professional development creates a sense of psychological safety and belonging (Zanini, et al., 2024; Redmond, 2025). Officers who are made to feel appreciated are more inclined to excel beyond their minimum requirements, stay active in their job, and resist feelings of resignation (Serenko, 2024; Fowler, 2023). This type of exchange develops a sustainable and engaged police force, supporting the notion that organizational support should not be superficial but rather constant and valid (Piotrowski, et al., 2021; Quick, 2023). SET thus emphasizes that retention is not just a question of incentives or policy, but of continuing relational investment between institution and members. (Ahmad et al., 2023; Xuecheng, et al., 2022).

In addition, SET further emphasizes the dangers when such mutual exchanges deteriorate (Darmawan, & Gani, 2024; Xia, et al., 2021). When police officers experience perceived inequality in their relationship with the organization e.g., being overworked, underappreciated, or unsupported—they can withhold effort, disengage emotionally, or leave for another job (Spencer, 2022; Illias, et al., 2024). This result captures the failure of trust and sense of imbalance in the exchange process (Agnihotri, et al., 2024; Boadi, et al., 2022). In this research, knowing these relational processes assists in explaining why some officers lose morale or get pushed towards early exit from service. Through the use of SET,

the study can highlight the significance of fair treatment, mutual respect, and reciprocal support as key strategies for enhancing retention for police officers (Liu, et al., 2025; Yu, 2022).

Conceptual Framework

Work-life balance is the capacity of individuals to perform their professional duties concurrent with their personal and family responsibilities without undue conflict or stress (Perreault & Power, 2023; Akanji et al., 2020; Akuamoah-Boateng, 2020). For police officers, this balance is particularly difficult to maintain because of schedules that are not predictable, high-risk jobs, and excessive work periods (Dingman, 2020; Hilal & Litsey, 2020; Toh & Cho, 2023). When work-life balance is disturbed, it causes fatigue, reduced job satisfaction, and ultimate burnout, all of which jeopardize retention. On the other hand, when officers believe that they are able to balance both aspects of life successfully, they are likely to be motivated and dedicated to their line of work (Fielding, 2023; Ali & Anwar, 2021). Maintaining a balanced life ensures mental health and enhances career sustainability in law enforcement.

The work in law enforcement is stressful, volatile, and risky in nature, which tends to have a strong impact on a police officer's work-life balance (Kumari & Arora, 2024; Miner, 2024). When tasks are aligned with officers' skills and offer engaging meaningful work, motivation and job satisfaction will more likely increase (White et al., 2022; Judge et al., 2023). Repetitive stress, though, and risk exposure without fair compensation or downtime can contribute to burnout (Yanna et al., 2023; Sharif et al., 2024; Steiger et al., 2021). It is vital to understand how task structure influences officers' sense of control and

purpose to improve retention. A balanced workload promotes both performance and long-term well-being.

The work environment includes the physical, emotional, and relational elements of the workplace, all of which have a profound influence on an officer's motivation. A safe, cooperative, and communicative work environment motivates officers to remain on the job and feel safe in their jobs (Karsim et al., 2023; Mel et al., 2022). Terrible facilities, toxic relationships, or no psychological safety can de-motivate further service (Hosain & Jakia, 2023; Mohammed & Abdulai, 2022; Wisener et al., 2021). A supportive environment enhances loyalty and de-motivates seeking opportunities elsewhere. Therefore, optimizing the police work setting is crucial for effective retention.

Recognition and reward play a vital role in how valued police officers feel in an organization (Mugambi, 2022; Lingle, 2024). Through verbal acknowledgement, promotions, or monetary rewards, recognition acknowledges the efforts of police officers. If the contributions of officers are perceived as being recognized reasonably, they are more likely to remain and commit to their positions. Lack of reward, on the other hand, can result in demotivation and high turnover (Lubis et al., 2020; Khadka, 2021). Transparent and structured reward systems can significantly enhance morale and retention.

Organizational support is the resources, care, and aid put forth by the organization to enable its members to be successful and value their contributions. For policing, these involve supportive leadership, available training, equitable recognition structures, and sufficient equipment and supplies. When police officers see high levels of organizational support, they build trust, loyalty, and a greater commitment to their agency and job. Insufficient support, however, can result in feelings of being neglected, stress, and a want

to leave and find another job. Increasing organizational support systems is therefore an essential tactic for creating motivation and long-term service retention (Oladimeji, 2024; Crucke et al., 2022; Yusliza et al., 2021).

Leadership support describes the guidance, empathy, and communication by supervisors and senior officials. Sound leadership enables officers, facilitates clear purpose, and fosters trust within ranks (Saifan, 2025; Davis, 2020). With sustained support and mentoring, the police officer is more likely to feel valued and inclined to stay in service. While weak leadership can lead to alienation and a wish to leave the organization (Crans et al., 2022; Wilson & Newstead, 2022). Strong leadership becomes a pillar for individual and organizational success.

Training and career development opportunities provide officers with access that ensures their faith in long-term development in the PNP. The activities not only improve abilities but also enhance confidence as well as the feeling of organizational investment. Continuous learning is especially needed for non-criminology graduates to fill gaps in knowledge and become competitive in their positions (Refugia, 2021; Dapitan et al., 2023; Overton et al., 2022). Professional development deficiency causes stagnation and lower motivation levels. Offering equal training opportunities enhances both performance and the assurance of continuity in service.

Provision of tools, equipment, and minimum resources has a direct impact on the effectiveness and satisfaction of police personnel (Paoline III & Gau, 2020; Chen & Wu, 2022; Frenkel et al., 2021). A poorly equipped force finds it difficult to carry out duties safely and efficiently, and this leads to frustration and disaffection. With adequate resources and proper maintenance, officers are equipped and have the confidence to

perform their duties. Support with resources also demonstrates how seriously an organization considers its people requirements. Effective logistical support is an important factor in maintaining motivated staff.

Motivation is the driving source for a person's willingness to work and stay actively involved in their job (Marcus & Pekmezi, 2024; Riyanto et al., 2021). In the case of police officers, motivation can be from intrinsic values like public service and honor, or extrinsic values such as acknowledgment, monetary rewards, and career advancement. Strongly motivated officers are likely to have better performance, be more resistant to stress, and have stronger job commitment. Without adequate motivation, however, officers can become disconnected, unhappy, and more likely to resign from the service (Charman & Tyson, 2023; Charma & Bennett, 2022). Hence, it is necessary to understand and facilitate both intrinsic and extrinsic motivators in order to enhance retention and overall police performance.

Internal motivation stems from an officer's values, purpose, and dedication to public service (Prysmakova & Vandenabeele, 2020; Molines et al., 2022). Internal-motivated officers tend to show perseverance, strength, and pride in their work even with adversity. This type of motivation is associated closely with feelings of satisfaction and organizational mission alignment. If encouraged, internal motivation can result in extended loyalty and decreased turnover. It is a key driver of officer morale beyond rewards.

External motivation encompasses rewards like pay, benefits, recognition, and job security concrete benefits affecting an officer's intent to stay in the force (Mekuria & Kassaye, 2023; Ricciardelli et al., 2023). These external motivators are instrumental in raising overall job satisfaction in the short term and goal-directed performance.

Nevertheless, with the absence of internal satisfaction balance, mere external motivation may not last long. Guaranteed on-time and equitable external rewards support overall motivation system. Coupled with internal drivers, they yield maximum engagement.

Career opportunities and personal fulfillment drive officers to invest more in the profession (Clinkinbeard et al., 2021; Epstein, 2022). Promotions, increased responsibility, and skill advancement foster feelings of fulfillment and purpose. Officers that have a clear pathway for advancement within the organization are more likely to be committed. Conversely, unequal or discriminatory promotion systems can lower morale and retention (Monyatsi, 2023; Omar & Kiley, 2022). Thus, the development of equitable advancement systems reinforces institutional loyalty and motivation.

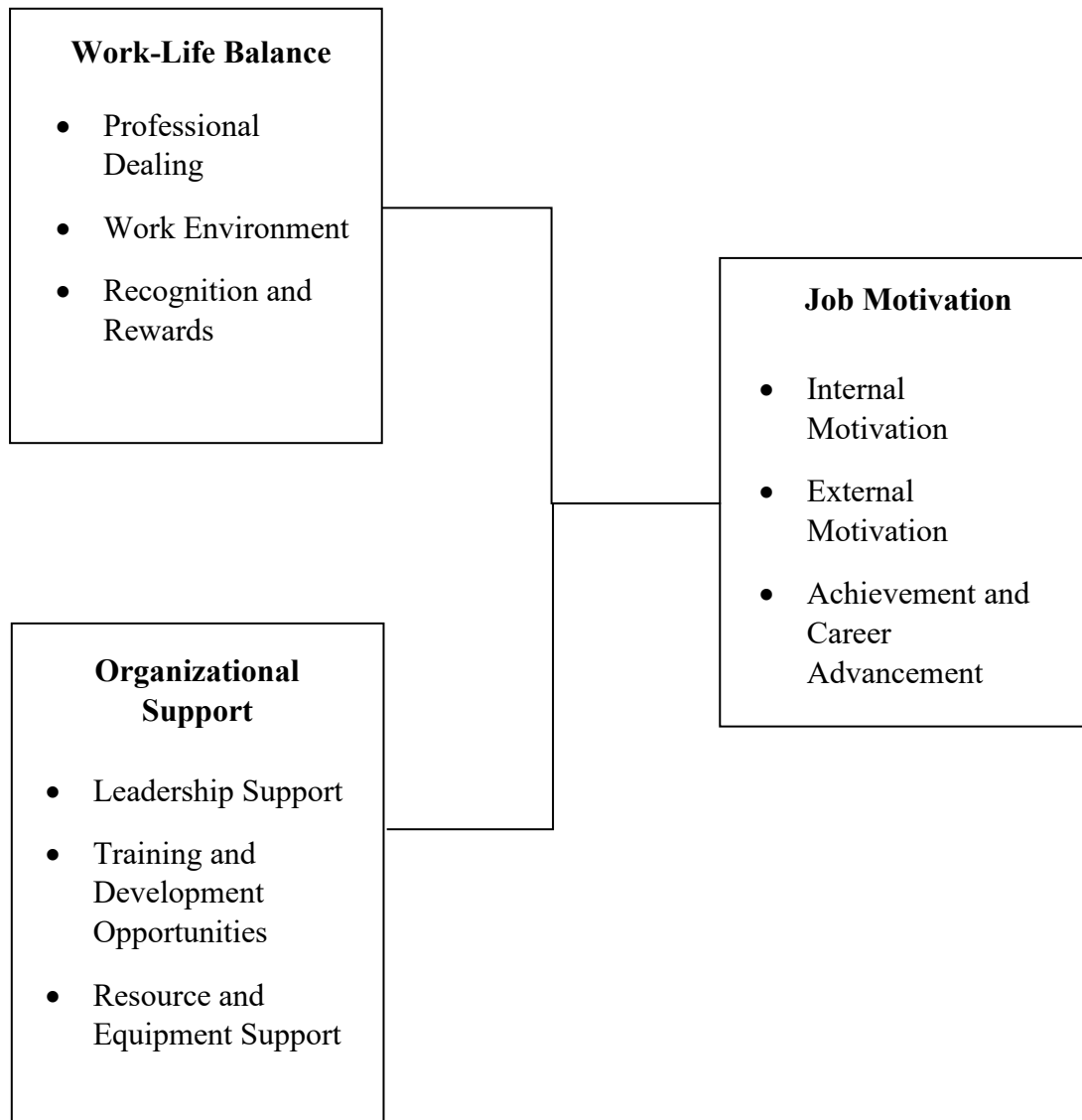


Figure 1. Schematic Diagram of the Study

Objectives of the Study

This study aimed to investigate the relationship between work-life balance, organizational support, and motivation for service retention among police officers in the Philippine National Police. Specifically, it sought to:

1. Assess the current state of work-life balance among police officers.
2. Determine the level of organizational support provided to police officers in managing their professional and personal responsibilities.
3. Examine the relationship between work-life balance and motivation for continued service among police officers.
4. Determine how organizational support influences police officers' motivation and decision to remain in service.
5. Identify strategies that can enhance both work-life balance and organizational support will improve service retention among police officers.

Null Hypotheses

H01: There is no significant relationship between the work-life balance and motivation for retention rates among police officers in the Philippine National Police (PNP).

H02: There is no significant relationship between the organizational support and motivation for retention rates among police officers in the Philippine National Police (PNP).

Significance of the Study

This study matters because it looks at how police officers balance their work and personal lives, and how the support they receive from their organization affects their motivation to stay in the service. By understanding these factors, the findings can help the PNP create better programs, leadership practices, and support systems that make officers feel valued and motivated. It also adds to what we know in criminology and public service, while giving future researchers a guide they can build on when studying motivation and retention in law enforcement.

RESEARCH METHODOLOGY

Design

The quantitative research utilized a descriptive-correlational research design to explore the correlations between work-life balance, organizational support, and motivation for retention of police officers. The design enables researchers to identify patterns of association among variables without attributing causation. It is suitable for investigating determinants of police retention, offering insights into how these factors affect officers' choices to stay in the Philippine National Police.

Setting

The research was carried out in four chosen police stations in Lanao del Norte. The selected area is strategically located among one of the provinces in the Philippines and is encircled by an increasing urban population, which makes it accessible and pertinent to the study. This venue was chosen because of the numerous police officers present, making this the perfect setting to study their motivation and retention. Through their lived experiences, the research seeks to discover the salient factors affecting their motivation and add to the designs for enhancing retention as well as job satisfaction in the PNP.

Respondents

The study included all the 120 police officers from the Philippine National Police (PNP) as research respondents. The respondents were selected using a random sampling method, ensuring that each officer has an equal chance of being chosen.

Instruments

A. *Job Motivation Questionnaire*. The researcher-made instrument was designed to measure three key dimensions of motivation: internal motivation, extrinsic motivation, and achievement and career development. It consisted of 15 items 5 statements for each subdimension reflecting the motivational factors identified in previous studies related to law enforcement and public service personnel. It also underwent pilot testing with 30 police officers who were excluded from the actual respondents of the study. The internal consistency of the questionnaire was assessed using Cronbach's alpha. The internal motivation construct ($\alpha = 0.70$), external motivation construct ($\alpha = 0.72$), and achievement and career advancement construct ($\alpha = 0.70$) demonstrated acceptable reliability for all constructs. The scale below is employed for analysis:

Scale	Range	Responses	Interpretation
5	4.24 – 5.00	Strongly Agree	Very Highly Motivated
4	3.43 – 4.23	Moderately Agree	Highly Motivated
3	2.62 – 3.42	Neither Disagree Nor Agree	Fairly Motivated
2	1.81 – 2.61	Slightly Disagree	Less Motivated
1	1.00 – 1.80	Disagree	Not Motivated

B. *Work-life balance Questionnaire*. The researcher-made instrument was specifically developed for this study and grounded in a comprehensive review of relevant literature on work-life balance and employee satisfaction. It consisted of 15 items—7 statements measuring the nature of work and 8 statements assessing the work environment. These items were formulated to capture key factors influencing work-life balance among police officers, especially within the context of high-stress public service roles. It also

underwent pilot testing with 30 police officers who were excluded from the actual respondents of the study. The internal consistency of the questionnaire was assessed using Cronbach's alpha. The professional dealing construct ($\alpha = 0.75$), work environment construct ($\alpha = 0.88$), and recognition and rewards construct ($\alpha = 0.72$) demonstrated acceptable reliability for all constructs. The scale below is employed for analysis:

Scale	Range	Responses	Interpretation
5	4.24 – 5.00	Very Satisfied	Very Highly Satisfied
4	3.43 – 4.23	Satisfied	Highly satisfied
3	2.62 – 3.42	Neutral	Fairly Satisfied
2	1.81 – 2.61	Dissatisfied	Lowly Satisfied
1	1.00 – 1.81	Very Dissatisfied	Not Satisfied

C. Organizational Support Questionnaire. The researcher-made instrument was designed specifically for this study and was developed based on an in-depth review of relevant literature on organizational support and employee retention. It consisted of 20 items, including 5 statements each measuring supervisor support, recognition and rewards, training and development opportunities, and workplace resources and equipment. These components were selected to reflect the key dimensions of perceived organizational support that influence motivation and service retention among police officers. It also underwent pilot testing with 30 students who were excluded from the actual respondents of the study. The internal consistency of the questionnaire was assessed using Cronbach's alpha. The leadership support construct ($\alpha = 0.70$), training and development opportunities construct ($\alpha = 0.76$), and resource and equipment support construct ($\alpha = 0.78$) demonstrated acceptable reliability for all constructs. The scale applied is as follows:

Scale	Range	Responses	Interpretation
5	4.24 - 5.00	Strongly Agree	Very Highly Supported
4	3.43 - 4.23	Moderately Agree	Highly Supported
3	2.62 – 3.42	Neither Disagree Nor Agree	Fairly Supported
2	1.81 - 2.61	Slightly Disagree	Lowly Supported
1	1.00 – 1.80	Disagree	Very Lowly Disagree

Data Gathering Procedure

The researchers obtained approval from the Dean of the College of Criminology at Misamis University and secured permission from the Philippine National Police (PNP) to conduct the study. Survey questionnaires were distributed to one 120 police officers in Lanao Del Norte to assess their work commitment, with four (4) officers evaluating each personnel and another four (4) serving as peer evaluators. Participants were selected through random sampling, informed of the study's purpose, and assured of confidentiality and voluntary participation. The study aimed to quantify motivation levels and factors influencing retention in the PNP, with ethical guidelines reviewed and approved by the College Research Committee.

Ethical Considerations

The researchers ensured that they conducted this study by having approval from the Dean of the College of Criminology at Misamis University. After obtaining the dean's consent, the researchers then sought permission from the appropriate authorities within the Philippine National Police (PNP) to distribute survey questionnaires to non-criminologist police officers. The participants, selected through random sampling, were informed about

the purpose of the study and assured that their participation was voluntary, with their responses remaining confidential and anonymous.

Data Analysis

The following statistical instruments were applied in the study:

Mean and standard deviation were utilized to know the respondents' perceived level of motivation, job satisfaction, and organizational support among police officers working in the Philippine National Police.

Pearson Product Moment Correlation Coefficient was employed to investigate the correlation between retention rate and motivation and between organizational support, job satisfaction, and retention among the police officers

RESULTS AND DISCUSSIONS

This result and discussion will explore the empirical findings related to work-life balance, support at the level of the organization, and job motivation among the Philippines National Police (PNP) police officers and the implications of these findings to job motivation for service retention. It will provide an analysis of the interface between the individual motives and the way the officer copes with his job and family responsibilities to affect overall well-being and job-related performance and dedication to the police service. A perspective to the findings can be gained from relevant literature regarding job motive and retention to ensure an independent view of the implications of the findings.

Work-life Balance

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 demonstrates consistently high level of work-life balance among police officers, reflected in strong mean score of 4.43 for Internal Motivation reveals that the officers are highly motivated by internal factors such as personal values, sense of duty, and fulfillment obtained from their work. A mean score of 4.41 for Extrinsic Motivation reveals that the officers are highly motivated by external factors such as money, benefits, and recognition, which clearly indicates that the organizational rewards are effective in reinforcing their motivation. Similarly, a mean score of 4.43 for Achievement and Career Advancement reveals that the officers feel there are opportunities for growth and advancement, which further reinforces their motivation and commitment to the organization. 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 safeguarding 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).

The findings aligned with Maslow’s Hierarchy of Needs, with the sub-constructs being the prominent factors for social belonging and self-actualization, the study showed that the promotion of extrinsic and intrinsic motivations, as well valuing officer contributions are crucial to the maintenance of work-life balance, the results suggests that the current policies and practices, which enable officers to integrate personal and professional life, are effective in minimizing burnout and job dissatisfaction. For policy-making, the focus should be on preserving and supporting the motivational elements that currently contribute to this high level of work-life balance, as they are crucial for maintaining officer health and promoting effective policing.

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

Sub-construct	Work-Life Balance		
	<i>Mean</i>	<i>SD</i>	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)

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). 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. 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. 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

The results indicating high levels of organizational support among police officers, specifically concerning leadership, training, and resources, implies strong organizational health. This strongly aligns with the Social Exchange Theory, suggesting that when officers

perceive their agency as committed to their success and well-being, their motivation and commitment to service retention are significantly boosted. This indicates that the PNP's investment in providing supportive leadership, career development opportunities, and necessary resources is paying off by enhancing morale and performance. For policy-making, it emphasizes the necessity of maintaining and further investing in these identified factors, as they are essential drivers of officers' commitment and are integral to a comprehensive retention strategy.

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

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

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)

Job 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 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 a mean score of 4.52, it is clear that leadership support is very highly supported, as there is a great deal of trust in the supervisors' guidance and decision-making. The mean score of 4.48 shows that training and development support is also very highly supported, as the organization values growth and competence. On the other hand, the mean score of 4.44 shows that resource and equipment support is very highly supported, as the police officers feel adequately equipped to carry out their tasks.. 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).

The high job motivation levels among police officers, driven by the professional dealing, work environment, recognition and rewards is supported by the Social Exchange Theory which suggest that officers perceive the Philippine National Police as offering favorable and appreciative returns for their work. it implies that police officers are engaged in meaningful work and value the positive aspects of their work setting and the appreciation they receive, acting as a prerequisite for an effective and dedicated force. This highlights that retention strategies must continue to prioritize providing engaging job roles,

cultivating positive work environments, and maintaining strong recognition and reward programs to sustain high officer commitment and minimize turnover.

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

Sub-construct	Motivation		
	<i>Mean</i>	<i>SD</i>	Remark
Professional Dealing	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)

Correlation between work-life balance and job 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 examines the relationship between work–life balance and job 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).

Table 4 results reveal the strong positive link between work-life balance and job motivation to retain the services of the employees, even though the link is not statistically significant. On the basis of Maslow's Hierarchy of Needs Theory, this implies that work-life balance helps meet the basic and self-actualization needs of the police officers. Work-life balance, however, may fail to be completely effective and sufficient to ensure retention if employees are not given the chance to be recognized and personally developed.

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

Variables	<i>r</i> value	<i>p</i> value	Remark
Work-life balance and job motivation in service retention	0.86	0.27	Not Significant

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

Important Correlation between organizational support and job motivation in service retention among Police Officers in the Philippine National Police (PNP)

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

In the results presented in Table 5, there appears to be no substantial connection between organizational support and job motivation to retain in the service as a motivational factor. In the assessment of the Social Exchange Theory, the results indicate that there may be room for improvement in the degree to which the officers feel supported as to be adequately reciprocated in the form of loyalty and commitment to the organization. There has to be a clear demonstration and perception of organizational support to be relevant to the individual’s needs in efforts to gain motivation in the police service or any other profession for that matter.

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

Variables	<i>r</i> value	<i>p</i> value	Remark
Organizational Support and Job motivation in service retention	0.303	0.395	Not Significant

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

CONCLUSION AND RECOMMENDATION

The results of this research disclose that police officers in the Philippine National Police (PNP) have extremely high motivation levels due to the meaningful character of their work, positive work environment, and formal acknowledgement. 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, emphasizing the need for intrinsic and extrinsic motivators to maintain officer commitment, performance, and overall well-being.

In order to successfully increase job motivation and retention of PNP officers, law enforcement agencies must implement a holistic approach combining in-depth organizational support with programs facilitating work-life balance, positive job roles, and appreciation programs. 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 just create an inspiring and cooperative work culture but also lower turnover, enhance job satisfaction, and help in having a more robust and efficient police force.

DECLARATION OF THE USE OF AI TOOLS

I acknowledge the use of Grammarly in assisting me to review the spelling, grammar, spacing and sentence construction in my whole paper during the final stage of writing.

I used the following prompt: "Suggest ways to improve the flow of words, clarity and concision. Provide suggestions with examples."

I used the output to correct the grammar and sentences, and revised the writing to improve my whole paper.

I acknowledge the use of ChatGPT [<https://chat.openai.com/>] to help create the schematic diagram subconstructs of my study.

I entered the following prompt: "Identify the possible sub-constructs of my variables."

I used the output as a starting point for generating ideas in my schematic diagram.

I acknowledge the usage of the tool, ChatPDF [<https://www.chatpdf.com/>] to analyze and summarize research materials related to my research.

I acknowledge the use of Humanize AI [<https://www.humanize.ai>] to refine and improve the clarity and readability of my writing while preserving my original ideas.

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APPENDIX A

SURVEY QUESTIONNAIRE (BLANK)

Questionnaire on Job Motivation

Direction: Following are a set of statements that measure employee motivation, such as internal and extrinsic motivation, achievement and career development. Based on your own experiences, kindly rate the following statements by placing (✓) against the provided scale:

Scale:

- 5 – Strongly Agree
- 4 – Moderately Agree
- 3 – Neither Disagree nor Agree
- 2 – Slightly Disagree
- 1 – Strongly Disagree

Statement	5	4	3	2	1
A. Internal Motivation					
1. I have a strong sense of responsibility and commitment to serving the community as a police officer (Boyd, & Nowell, 2023).					
2. I am committed to my work in law enforcement even without rewards (Cho et al., 2021).					
3. My personal values are consistent with the mission and objectives of the Philippine National Police (PNP) (Mendoza et al., 2021).					
4. I am proud of overcoming obstacles in my work and constantly enhancing my skills (Liu et al., 2020).					
5. My reason for remaining in the PNP is due to my passion to contribute positively to society (Pastorfide, 2025).					
B. Extrinsic Motivation					
1. Benefits and compensation factor into my decision to continue being part of the PNP (Ambata et al., 2025).					
2. I am more motivated to deliver because I get recognition and rewards from my superiors (Montani et al., 2020) .					
3. Career promotion motivates me to remain in the PNP and maintain a career for the long term (Acorda et al., 2024).					
4. Security in my job is among the key reasons for my stay in law enforcement (Hilal, & Litsey (2020).					
5. Family and peer support contributes to my inclination to remain in the PNP (Caballero et al., 2024).					
C. Achievement and Career Advancement					

1. I pursue chances for career advancement and promotion within the PNP actively (Druhum et al., 2024).					
2. I define personal career objectives to progress within the company (Cottrell, 2021).					
3. I think that career success is made possible through professional training and development programs (Burhan et al., 2021).					
4. Reaching upper ranks in the PNP is among my long-term career ambitions (Ilac et al., 2025).					
5. I am prepared to assume extra duties in order to gain experience and move forward in my career (Ibarra, 2023).					

Questionnaire on Work-life Balance

Direction: Given below are the statements about job satisfaction, which cover nature of work and work environment. Kindly measure your level of satisfaction by checking (✓) on the scale provided:

Scale:

- 5 – Very Satisfied
- 4 – Satisfied
- 3 – Neutral
- 2 – Less Dissatisfied
- 1 – Very Dissatisfied

Statement	5	4	3	2	1
A. Professional Dealing					
1. My work at the PNP is consistent with my competence and career aspirations (Asido Jr et al., 2025).					
2. I enjoy the daily activities and responsibilities that I perform (Svacina et al., 2025).					
3. The amount of work assigned to me is reasonable and enables me to perform efficiently (Uddin, 2021).					
4. The difficulties in my work encourage me to enhance myself and professionally develop (Trede, 2025).					
5. My work in the PNP offers learning and development opportunities for my skills (Dapitan, et al., 2023).					
6. I have clear understanding of my responsibilities and functions in the organization (Cheema, et al., 2020).					
7. My position enables me to contribute significantly to public security and safety (Heydari, 2022).					

B. Work Environment					
1. I am secure and safe at work when doing my job (Shoss et al., 2020).					
2. My superiors and colleagues provide a respectful and supportive work environment (LaGree et al., 2023).					
3. There is effective and open communication between officers and management (Putri et al., 2024).					
4. I am given clear guidance and instructions by my supervisors (Corey, et al., 2020).					
5. My workplace has the resources and equipment needed to accomplish my work (Chen,& Eyoun, 2021).					
6. Teamwork and cooperation among officers are promoted and appreciated in my organization (Oteshova, et al.,2021).					
7. Physical working conditions (e.g., office, patrol areas) are comfortable for my job (Oteshova et al., 2021).					
8. My workplace concerns and policies are recognized and dealt with by leadership (Rayner, & Lewis, 2020).					
C. Recognition and Rewards					
1. My efforts and accomplishments in the PNP are recognized by my superiors (Fisher, et al., 2025).					
2. I feel more motivated to perform well when I receive rewards or incentives (Malek, et al., 2020).					
3. Promotions and salary increases are fairly given based on performance (Rathore, 2020).					
4. My organization regularly acknowledges and rewards outstanding employees (Manzoor et al., 2021).					
5. Recognition and rewards positively impact my job satisfaction and retention (Muthuswamy, & Almoosa, 2023).					

Questionnaire on Organizational Support

Directions: Below are statements measuring the supervisor support, recognition and reward, training and development opportunities, workplace resources and equipment.

Rate your agreement by marking (✓) on the provided scale:

Scale:

- 5 – Strongly Agree
- 4 – Moderately Agree
- 3 – Neither Disagree nor Agree
- 2 – Slightly Disagree

1 – Strongly Disagree

Statement	5	4	3	2	1
A. Supervisor Support					
1. My supervisor provides guidance and assistance when I face challenges at work (Hawkins, & McMahon, 2020).					
2. I feel comfortable approaching my supervisor for support and advice (Brett et al., 2020).					
3. My supervisor regularly gives constructive feedback to help me improve (Wondim et al., 2021).					
4. I receive encouragement from my supervisor to enhance my skills and career growth (Setyawati et al., 2022).					
5. My supervisor acknowledges my contributions and efforts in the organization (Babalola, et al., 2021).					
B. Training and Development Opportunities					
1. My organization provides sufficient training programs to help me improve my skills (Blanchard, & Thacker, 2023).					
2. I have access to career development opportunities that support my professional growth (Bhaskar, et al., 2021).					
3. Training sessions are relevant and beneficial to my job responsibilities (Sesen, & Ertan, 2022).					
4. I am encouraged to participate in workshops and other skill-building activities (Lawson, 2021).					
5. Continuous learning and development are valued in my organization (Rodrigues, & Lopes, 2024).					
C. Resources and Equipment Support					
1. I have access to the necessary tools and equipment to perform my duties effectively (Omolade, & Tunmibi, 2024).					
2. My workplace provides updated and well-maintained resources for daily tasks (Emmanuel, 2021).					
3. There are enough supplies and materials available for me to complete my work efficiently (Langenwalter, 2020).					
4. My organization ensures that equipment is repaired or replaced when needed (Andreeva, & Krasnikova, 2020).					
5. I feel that my workplace invests in providing quality resources for employees (Nawaz, et al., 2020).					

APPENDIX B

SAMPLE OF THE FILLED OUT QUESTIONNAIRE

Station: Kapatagan Mrs Date: July 25, 2025

Questionnaire on Job Motivation

Direction: Following are a set of statements that measure employee motivation, such as internal and extrinsic motivation, achievement and career development. Based on your own experiences, kindly rate the following statements by placing (✓) against the provided scale:

Scale:

- 5 – Strongly Agree
- 4 – Moderately Agree
- 3 – Neither Disagree nor Agree
- 2 – Slightly Disagree
- 1 – Strongly Disagree

Statement	5	4	3	2	1
A. Internal Motivation					
1. I have a strong sense of responsibility and commitment to serving the community as a police officer (Boyd, & Nowell, 2023).		/			
2. I am committed to my work in law enforcement even without rewards (Cho et al., 2021).		/			
3. My personal values are consistent with the mission and objectives of the Philippine National Police (PNP) (Mendoza et al., 2021).	/				
4. I am proud of overcoming obstacles in my work and constantly enhancing my skills (Liu et al., 2020).	/				
5. My reason for remaining in the PNP is due to my passion to contribute positively to society (Pastoride, 2025).		/			
B. Extrinsic Motivation					
1. Benefits and compensation factor into my decision to continue being part of the PNP (Ambata et al., 2025).		/			
2. I am more motivated to deliver because I get recognition and rewards from my superiors (Montani et al., 2020).		/			
3. Career promotion motivates me to remain in the PNP and maintain a career for the long term (Acorda et al., 2024).			/		
4. Security in my job is among the key reasons for my stay in law enforcement (Hilal, & Litsey (2020).	/				
5. Family and peer support contributes to my inclination to remain in the PNP (Caballero et al., 2024).	/				
C. Achievement and Career Advancement					
1. I pursue chances for career advancement and promotion within the PNP actively (Druhum et al., 2024).	/				
2. I define personal career objectives to progress within the company (Cottrell, 2021).	/				
3. I think that career success is made possible through professional training and development programs (Burhan et al., 2021).	/				
4. Reaching upper ranks in the PNP is among my long-term career ambitions (Ilac et al., 2025).	/				
5. I am prepared to assume extra duties in order to gain experience and move forward in my career (Ibarra, 2023).	/				

Questionnaire on Work-life Balance

Direction: Given below are the statements about job satisfaction, which cover nature of work and work environment. Kindly measure your level of satisfaction by checking (✓) on the scale provided:

Scale:

- 5 – Very Satisfied
- 4 – Satisfied
- 3 – Neutral
- 2 – Less Dissatisfied
- 1 – Very Dissatisfied

Statement	5	4	3	2	1
A. Professional Dealing					
1. My work at the PNP is consistent with my competence and career aspirations (Asido Jr et al., 2025).	/				
2. I enjoy the daily activities and responsibilities that I perform (Svacina et al., 2025).	/				
3. The amount of work assigned to me is reasonable and enables me to perform efficiently (Uddin, 2021).		/			
4. The difficulties in my work encourage me to enhance myself and professionally develop (Trede, 2025).		/			
5. My work in the PNP offers learning and development opportunities for my skills (Dapitan, et al., 2023).	/				
6. I have clear understanding of my responsibilities and functions in the organization (Cheema, et al., 2020).	/				
7. My position enables me to contribute significantly to public security and safety (Heydari, 2022).	/				
B. Work Environment					
1. I am secure and safe at work when doing my job (Shoss et al., 2020).		/			
2. My superiors and colleagues provide a respectful and supportive work environment (LaGree et al., 2023).		/			
3. There is effective and open communication between officers and management (Putri et al., 2024).	/				
4. I am given clear guidance and instructions by my supervisors (Corey, et al., 2020).	/				
5. My workplace has the resources and equipment needed to accomplish my work (Chen,& Eyoun, 2021).	/				
6. Teamwork and cooperation among officers are promoted and appreciated in my organization (Oteshova, et al.,2021).	/				

7. Physical working conditions (e.g., office, patrol areas) are comfortable for my job (Oteshova et al., 2021).	/				
8. My workplace concerns and policies are recognized and dealt with by leadership (Rayner, & Lewis, 2020).	/				
C. Recognition and Rewards					
1. My efforts and accomplishments in the PNP are recognized by my superiors (Fisher, et al., 2025).		/			
2. I feel more motivated to perform well when I receive rewards or incentives (Malek, et al., 2020).		/			
3. Promotions and salary increases are fairly given based on performance (Rathore, 2020).	/				
4. My organization regularly acknowledges and rewards outstanding employees (Manzoor et al., 2021).	/				
5. Recognition and rewards positively impact my job satisfaction and retention (Muthuswamy, & Almoosa, 2023).	/				

Questionnaire on Organizational Support

Directions: Below are statements measuring the supervisor support, recognition and reward, training and development opportunities, workplace resources and equipment. Rate your agreement by marking (✓) on the provided scale:

Scale:

- 5 – Strongly Agree
- 4 – Moderately Agree
- 3 – Neither Disagree nor Agree
- 2 – Slightly Disagree
- 1 – Strongly Disagree

Statement	5	4	3	2	1
A. Supervisor Support					
1. My supervisor provides guidance and assistance when I face challenges at work (Hawkins, & McMahon, 2020).		✓			
2. I feel comfortable approaching my supervisor for support and advice (Brett et al., 2020).		✓			
3. My supervisor regularly gives constructive feedback to help me improve (Wondim et al., 2021).		✓			
4. I receive encouragement from my supervisor to enhance my skills and career growth (Setyawati et al., 2022).	✓				
5. My supervisor acknowledges my contributions and efforts in the organization (Babalola, et al., 2021).	✓				
B. Training and Development Opportunities					
1. My organization provides sufficient training programs to help me improve my skills (Blanchard, & Thacker, 2023).	✓				
2. I have access to career development opportunities that support my professional growth (Bhaskar, et al., 2021).	✓				
3. Training sessions are relevant and beneficial to my job responsibilities (Sesen, & Ertan, 2022).		✓			
4. I am encouraged to participate in workshops and other skill-building activities (Lawson, 2021).	✓				
5. Continuous learning and development are valued in my organization (Rodrigues, & Lopes, 2024).	✓				
C. Resources and Equipment Support					
1. I have access to the necessary tools and equipment to perform my duties effectively (Omolade, & Tunmibi, 2024).	✓				

APPENDIX C

SAMPLING COMPUTATION

A. Questionnaire on Job Motivation

A.	5	4	3	2	1	TOTAL	MEAN
1	82	25	6	5	2	120	4.50
2	73	36	9	2	0	120	4.50
3	75	34	10	1	0	120	4.53
4	82	28	8	1	1	120	4.58
5	77	37	5	1	0	120	4.58

WEIGHTED MEAN: 4.54

B.	5	4	3	2	1	TOTAL	MEAN
1	64	36	6	5	9	120	4.18
2	64	43	10	3	0	120	4.40
3	63	44	13	0	0	120	4.42
4	68	38	12	2	0	120	4.43
5	69	42	6	3	0	120	4.48

WEIGHTED MEAN: 4.38

C.	5	4	3	2	1	TOTAL	MEAN
1	70	40	7	2	1	120	4.47
2	72	36	11	0	1	120	4.48
3	68	40	10	1	1	120	4.44
4	68	38	10	4	0	120	4.42
5	74	32	10	4	0	120	4.47

WEIGHTED MEAN: 4.46

B. Questionnaire on Work-life Balance

A.	5	4	3	2	1	TOTAL	MEAN
1	71	40	7	2	0	120	4.50
2	63	46	10	1	0	120	4.43
3	63	41	10	5	1	120	4.33
4	65	41	13	1	0	120	4.42
5	66	43	10	1	0	120	4.45
6	72	36	10	1	1	120	4.48
7	74	30	11	4	1	120	4.43

WEIGHTED MEAN: 4.43

B.	5	4	3	2	1	TOTAL	MEAN
1	63	40	6	11	0	120	4.29
2	63	43	6	6	2	120	4.33
3	68	40	10	0	2	120	4.43
4	66	43	8	3	0	120	4.43
5	68	40	12	0	0	120	4.47

6	73	41	4	1	1	120	4.53
7	68	40	7	5	0	120	4.43
8	67	35	17	1	0	120	4.40

WEIGHTED MEAN: 4.41

C.	5	4	3	2	1	TOTAL	MEAN
1	59	45	11	5	0	120	4.32
2	64	46	10	0	0	120	4.45
3	68	40	10	2	0	120	4.45
4	70	41	6	2	1	120	4.48
5	72	36	8	3	1	120	4.46

WEIGHTED MEAN: 4.43

C. Questionnaire on Organizational Support

A.	5	4	3	2	1	TOTAL	MEAN
1	81	31	8	0	0	120	4.61
2	64	49	6	1	0	120	4.47
3	68	41	10	0	1	120	4.46
4	69	40	10	1	0	120	4.48
5	78	33	9	0	0	120	4.58

WEIGHTED MEAN: 4.52

B.	5	4	3	2	1	TOTAL	MEAN
1	68	42	9	1	0	120	4.48
2	65	43	12	0	0	120	4.44
3	74	36	9	0	1	120	4.52
4	70	37	10	2	1	120	4.44
5	75	35	9	1	0	120	4.53

WEIGHTED MEAN: 4.48

C.	5	4	3	2	1	TOTAL	MEAN
1	69	42	6	3	0	120	4.48
2	68	43	4	4	1	120	4.44
3	61	47	9	2	1	120	4.38
4	67	40	12	1	0	120	4.44
5	66	44	8	1	1	120	4.44

WEIGHTED MEAN: 4.44

Police Stations	
Tubod	35
Baroy	25
Lala	30
Kapatagan	30
Total:	120

APPENDIX D

TRANSMITTAL LETTERS



Misamis University
Ozamiz City
College of Criminology



July 22, 2025

PMAJ Jaron Romulus P. Cabahug
Chief of Police
Tubod Municipal Station
Pepito St, Brgy. Poblacion
Tubod, Lanao del Norte

Dear PMAJ Cabahug;

Greetings of Peace!

We, the Bachelor of Science in Criminology students of Misamis University, Ozamiz City, are currently conducting our thesis study entitled *“Correlational Study on the Work-Life Balance and Organizational Support to their Motivation for Service Retention Among the Police Officers,”* in partial fulfillment of the requirements for the course Criminological Research 1.

In this respect, we humbly request your authorization to conduct survey questionnaires on selected police officers under your jurisdiction. Be assured that informed consent will be requested before they participate, and all answers will be strictly kept confidential and used only for academic and statistical analysis.

We look forward to your positive response because your support will significantly contribute to the successful undertaking of our quantitative study and academic path.

Thank you immensely, and may your office continue to be excellent in public service.

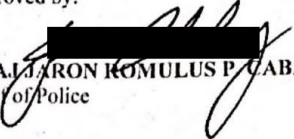
Respectfully yours,


D. [REDACTED] RANJO
Research Representative

Noted:


DR. JOSE C. CUEVAS JR.
College Dean

Approved by:


PMAJ JARON ROMULUS P. CABAUG
Chief of Police



Misamis University
Ozamiz City
College of Criminology



July 22, 2025

PMAJ Neil Clifton F. Pugoy
Chief of Police
Baroy Municipal Station
Municipal Hall
Baroy, Lanao del Norte

Dear PMAJ Pugoy;

Greetings of Peace!

We, the Bachelor of Science in Criminology students of Misamis University, Ozamiz City, are currently conducting our thesis study entitled ***"Correlational Study on the Work-Life Balance and Organizational Support to their Motivation for Service Retention Among the Police Officers,"*** in partial fulfillment of the requirements for the course Criminological Research 1.

In this respect, we humbly request your authorization to conduct survey questionnaires on selected police officers under your jurisdiction. Be assured that informed consent will be requested before they participate, and all answers will be strictly kept confidential and used only for academic and statistical analysis.

We look forward to your positive response because your support will significantly contribute to the successful undertaking of our quantitative study and academic path.

Thank you immensely, and may your office continue to be excellent in public service.

Respectfully yours,


DANIEL JENSEN Q. NARANJO
Research Representative

Noted:


DR. JOSE P. CUEVAS JR.
College Dean

Approved by:


PMAJ NEIL CLIFTON F. PUGOY
Chief of Police



Misamis University
Ozamiz City
College of Criminology



July 22, 2025

PMAJ Recto B. Iwangan
Chief of Police
Lala Municipal Station
Mendiola, Lanipao Bangay Rd
Lala, Lanao del Norte

Dear PMAJ Iwangan;

Greetings of Peace!

We, the Bachelor of Science in Criminology students of Misamis University, Ozamiz City, are currently conducting our thesis study entitled *"Correlational Study on the Work-Life Balance and Organizational Support to their Motivation for Service Retention Among the Police Officers,"* in partial fulfillment of the requirements for the course Criminological Research 1.

In this respect, we humbly request your authorization to conduct survey questionnaires on selected police officers under your jurisdiction. Be assured that informed consent will be requested before they participate, and all answers will be strictly kept confidential and used only for academic and statistical analysis.

We look forward to your positive response because your support will significantly contribute to the successful undertaking of our quantitative study and academic path.

Thank you immensely, and may your office continue to be excellent in public service.

Respectfully yours,

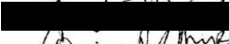
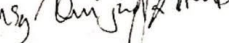

DANIEL JENSEN O. NARANJO
Research Representative

Noted:


DR. JOSE E. CUEVAS JR.
College Dean

Approved by:


PMAJ RECTO B. IWANGAN
Chief of Police

Received by:  



Misamis University
Ozamiz City
College of Criminology



July 22, 2025

PMAJ Austin Karl T. Tirol
Chief of Police
Kapatagan Municipal Station
Poblacion,
Kapatagan, Lanao del Norte

Dear PMAJ Tirol;

Greetings of Peace!

We, the Bachelor of Science in Criminology students of Misamis University, Ozamiz City, are currently conducting our thesis study entitled *"Correlational Study on the Work-Life Balance and Organizational Support to their Motivation for Service Retention Among the Police Officers,"* in partial fulfillment of the requirements for the course Criminological Research 1.

In this respect, we humbly request your authorization to conduct survey questionnaires on selected police officers under your jurisdiction. Be assured that informed consent will be requested before they participate, and all answers will be strictly kept confidential and used only for academic and statistical analysis.

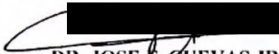
We look forward to your positive response because your support will significantly contribute to the successful undertaking of our quantitative study and academic path.

Thank you immensely, and may your office continue to be excellent in public service.

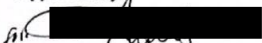
Respectfully yours,


DANIEL JENSEN O. NARANJO / #0939 850 5671
Research Representative

Noted:


DR. JOSE R. CUEVAS JR.
College Dean

Approved by:


PMAJ AUSTIN KARL T. TIROL
Chief of Police

APPENDIX E

APPROVED LETTERS OF CONSENT

**Misamis University**
Ozamiz City

MISAMIS UNIVERSITY RESEARCH CENTER
CERTIFIED: ISO 21001: 2018 Educational Organizations Management System by DNV
ACCREDITED: Philippine Association of Colleges and Universities Commission on Accreditation (PACUCOA)

MU-RC-042/13 November 2024

Thesis/Research Data Gathering Approval Form

Date: July 11, 2025

Name of Authors: Daniel Jensen Q. Naranjo, Denrick Majo, Nahz Ysmael Ebarola, Jeremiah Cayanan
College/Department: College of Criminology
Research Title: Correlational Study On The Work-Life balance And Organizational Support To Their Motivation For Service Retention Among The Police Officers.

Data Gathering Procedure:

a. Type of Research: (Kindly check)

☒ Quantitative	☐ Qualitative	☐ Experimental
☒ Approved Research Title & Problem/Objectives	☒ Approved Data Gathering Procedure	☒ Approved Data Gathering Instrument/Data Sheets

b. Respondents/Participants/Subject/Samples to be Collected: One - hundred Twenty (120)
Philippine National Police Officers

c. Procedure:

☒ Survey	☐ Interview	☐ Experimentation	☐ Laboratory Testing
--	------------------------------------	--	---

d. Place of Implementation/Study Area: Lanao Del Norte

If to be conducted outside the school campus, indicate the nature of transportation to be used:

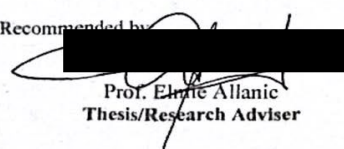
☒ Own private vehicle	☐ public utility vehicle	☐ rental	☐ Others, please indicate _____
---	---	---------------------------------	--

e. Date/s of Implementation/Sampling: July 16 - 22, 2025

Attachments:

☒	Approved Letter of Consent from the designated authority in the area/place where the study is to be conducted
☒	Signed Parents' Consent

The thesis proposal mentioned above is hereby recommended for the commencement of data gathering implementation.

Recommended by: 
Prof. Elmer Allanic
Thesis/Research Adviser

Prof. Markay Y. Orong
Thesis/Research Instructor

Approved by: 
Dr. Jose F. Cuevas
College Dean

CONTROLLED DOCUMENT

APPENDIX F

PARENT CONSENT



MISAMIS UNIVERSITY
Ozamiz City
Department of Student Affairs & Services

MU-DSAS-006/02June2023

PARENT'S CONSENT

College Of Criminology
Sponsoring Group/Organization

I am allowing my son/daughter/ward, Daniel Jensen Q. Naranjo, to join the Research Data Gathering (activity) to be held on July 22-25 at Lanoo Del Norte under the supervision of Ma'am Elmie A. Allanic (Adviser/Faculty).

I understand that Misamis University exercises the necessary safety precautions in this activity.

In consideration of the benefits to be derived from the above activity, I expressly waive any and all claims against the administration or any member of the faculty and staff of the Misamis University on account of any unforeseen accident or injury that my son/daughter/ward might incur in connection with the aforementioned activity.

ELLEN Q. NARANJO

Signature over printed name of
Parent/Guardian

7-21-25

Date

DANIEL JENSEN Q. NARANJO

Signature over printed name of
Student

7-21-25

Date

Important: This form shall be submitted to the DSAS Office at least two (2) days before the conduct of the activity.

SUBSCRIBED AND SWORN to before me, this 21 day of July at OZAMIZ CITY, Philippines, that the herein affiant personally came and appeared with his/her _____, as evidence of his/her personal identity.

ATTY. REY B. BINAG, RMT

Notary Public Commission No. 025-18

Notary Public for Ozamiz City and Clarin

City Hall Drive, Bernad Subdivision, Aguada, Ozamiz City

PTR No. 6007751; 01/05/2026; Ozamiz City

IBP O.R. No. 576165; 12/26/2025; Pasig City

Attorney's Roll No. 70648

MCLE Compliance No. VIII-0914127; Valid until 04/14/2028

Doc. No. 400

Page No. 83

Book No. 1K

Series of 20 24

Notary Public

Until

PTR No. _____

IBP No. _____

TIN No. _____

Roll No. _____

APPENDIX G

DOCUMENTATIONS



We captured a picture while our respondent answer the questionnaire.



The picture was taken during the time when the participant was responding to the questionnaire.

APPENDIX H

CERTIFICATE OF PUBLICATION



MJBAS
PROMOTING RESEARCH & KNOWLEDGE

Mediterranean Journal of Basic and Applied Sciences

| Website: www.mjbas.com | Quarterly International Journal | Email: mjbaseditor@gmail.com |
| ISSN: 2581-5059 | Impact Factor: 5.971 | Ref. No.: MJBAS/2025/79390 |

Certificate of Publication

This is to certify that

Daniel Jensen Q. Naranjo

Has published an article entitled

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

In

Volume 9, Issue 4, October-December 2025

Mediterranean Journal of Basic and Applied Sciences





MJBAS
PROMOTING RESEARCH & KNOWLEDGE

Mediterranean Journal of Basic and Applied Sciences

| Website: www.mjbas.com | Quarterly International Journal | Email: mjbaseditor@gmail.com |
| ISSN: 2581-5059 | Impact Factor: 5.971 | Ref. No.: MJBAS/2025/79390 |

Certificate of Publication

This is to certify that

Nahz Ysmael Ebarola

Has published an article entitled

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

In

Volume 9, Issue 4, October-December 2025

Mediterranean Journal of Basic and Applied Sciences



Certificate of Publication

This is to certify that

Jeremiah B. Cayan

Has published an article entitled

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

In

Volume 9, Issue 4, October-December 2025

Mediterranean Journal of Basic and Applied Sciences



Certificate of Publication

This is to certify that

Denrick B. Majo

Has published an article entitled

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

In

Volume 9, Issue 4, October-December 2025

Mediterranean Journal of Basic and Applied Sciences



APPENDIX I

TURNITIN RESULTS

25% Overall Similarity

The combined total of all matches, including overlapping sources, for each database.

Filtered from the Report

► Bibliography

Match Groups

-  **156 Not Cited or Quoted 15%**
Matches with neither in-text citation nor quotation marks
-  **109 Missing Quotations 9%**
Matches that are still very similar to source material
-  **1 Missing Citation 0%**
Matches that have quotation marks, but no in-text citation
-  **0 Cited and Quoted 0%**
Matches with in-text citation present, but no quotation marks

Top Sources

- 16%  Internet sources
- 9%  Publications
- 21%  Submitted works (Student Papers)

Integrity Flags

0 Integrity Flags for Review

No suspicious text manipulations found.

Our system's algorithms look deeply at a document for any inconsistencies that would set it apart from a normal submission. If we notice something strange, we flag it for you to review.

A flag is not necessarily an indicator of a problem. However, we'd recommend you focus your attention there for further review.

CURRICULUM VITAE

PERSONAL BACKGROUND

Name : Daniel Jensen Q. Naranjo
Date of Birth : December 6, 2003
Parents : Julius T. Naranjo & Ellen Q. Naranjo
Residence : Emerald Residences, Bagakay, Ozamiz City
Contact No. : 09398505671
Email : Djquinco21@gmail.com



EDUCATIONAL BACKGROUND

College : Bachelor of Science in Criminology
Misamis University
Ozamiz City
June 2026

Senior High School : La Salle University - Integrated School
Ozamiz City
May 2022

Junior High School : Ozamiz City National High School
Lam-an, Ozamiz City
May 2020

Elementary : Ozamiz City Central School
Tinago, Ozamiz City
March 2016

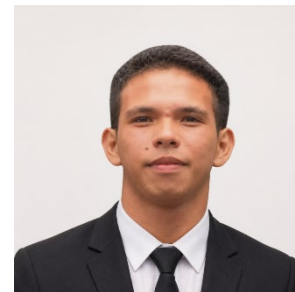
Training/Seminar Attended

- Mental Health and Awareness Seminar
- Seminar-Workshop in Dactyloscopy
- Police Writing and Report
- Public Speaking

CURRICULUM VITAE

PERSONAL BACKGROUND

Name : Majo, Denrick B.
Date of Birth : February 9, 2003
Parents : Romel A. Majo and Merlyn B. Majo
Residence : Tudela, Misamis Occidental
Contact No. : 09078770388
Email : majodenrick@gmail.com



EDUCATIONAL BACKGROUND

College : Bachelor of Science in Criminology
Misamis University
Ozamiz City
June 2026

Senior Highschool : San Isidro Academy of Tudela Incorporated
Tudela Misamis Occidental
May 2022

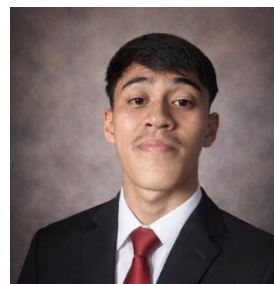
Junior Highschool : San Isidro Academy of Tudela Incorporated
Tudela Misamis Occidental
May 2020

Elementary : Barra Elementary School
Address: Barra, Tudela, Misamis Occidental
March 2016

Training/Seminar Attended

- Mental Health and Awareness Seminar
- Seminar-Workshop in Dactyloscopy
- Police Writing and Report
- Public Speaking
- MURSO Officer Leadership Seminar

CURRICULUM VITAE



PERSONAL BACKGROUND

Name : Ebarola, Nahz Ysmael
Date of Birth : May 27 2003
Parents : Mel Ian L. Sasing & Yanessa Mae E. Cabatan
Residence : Malingao Tubod Lanao Del Norte
Contact No. : 09350636613
Email : nahzysmoy@gmail.com

EDUCATIONAL BACKGROUND

College : Bachelor of Science in Criminology
Misamis University
Ozamiz City
December 2026
Senior Highschool : Mercy Junior College
Poblacion Tubod Lanao Del Norte
May 2022
Junior Highschool : Mercy Junior College
Poblacion Tubod Lanao Del Norte
May 2020
Elementary : Candis Elementary School
Candis Tubod Lanao Del Norte
June 2016

Training/Seminar Attended

- Mental Health and Awareness Seminar
- Seminar-Workshop in Dactyloscopy

CURRICULUM VITAE

PERSONAL BACKGROUND

Name : Cayanan, Jeremiah B.
Date of Birth : July 27, 2002
Parents : Virginia B. Cayanan and Conrado C. Cayanan
Residence : Lapan Clarin Misamis Occidental
Contact No. : 09630824564
Email : heremias2770@gmail.com



EDUCATIONAL BACKGROUND

College : Bachelor of Science in Criminology
Misamis University
Ozamiz City
December 2026
Senior Highschool : Mary the Queen College Pampanga
Jose Abad Santos Ave., San Matias, Guagua,
Pampanga
May 2022
Junior Highschool : Clarin High Integrated School
Poblacion III, Clarin, Misamis Occidental
March 2019
Elementary : College of Subic Montessori
Gapan-Olongapo Rd, 2110 Dinalupihan, Bataan
March 2015

Training/Seminar Attended

- Mental Health and Awareness Seminar
- Seminar-Workshop in Dactyloscopy