

# Profile and Job Satisfaction of Non-Uniformed Personnel of the Philippine National Police

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**Abstract**— This research determined the job satisfaction of the 70 Non-Uniformed Personnel (NUP) of the Philippine National Police (PNP) in Sorsogon Province. It also sought for the problems encountered in work. The research was conducted from June to December of 2022. Online Survey through Google Forms and face-to-face interviews were conducted in gathering the needed data. Frequency count, percentage, and weighted mean were used as measuring tools. The study revealed the profile of the NUP: 49% are aged 41 and above; 69% are married; 93% are college graduate; 97% are permanent in employment status; 94% are working in the agency for not more than 15 years; and 94% are earning 10,001 and above. It also revealed the level of satisfaction, 5 being the highest: for work and workplace weighted mean is 3.74; in supervision and management 4.05; in salary, benefits and rewards 3.37; in recognition 3.76; and in communication 3.66. Generally, the NUP were moderately satisfied with their job in the PNP Sorsogon along four variables of level of satisfaction and less satisfied with one variable. The researcher and the respondents recommended the earnest valuation of the presence of NUP in the agency by reviewing and checking their work and workplace, salary, benefits and rewards, recognition, trainings, morale, and welfare. An action plan was devised for the detailed process of attaining the recommendations.

**Keywords**— Job Satisfaction, Non-Uniformed Personnel, PNP Sorsogon.

## INTRODUCTION

Job satisfaction is what everyone wants in the journey of employment. Some view job satisfaction as an extension of their expression of practices and enhancements of skills and talents, others as a source of earnings, others on monetary and non-monetary rewards, and it can be of service to others.

The job satisfaction of non-uniformed personnel (NUP) brought about this research. The elements that comprised job satisfaction, according to NUP, were discussed, including its features, technicalities, and specifications, all of which were supported by scientific and statistical analysis.

Non-uniformed personnel support the Philippine National Police (PNP) through administrative functions, working under the laws and rules of the Civil Service Commission and the PNP. Ideally, uniformed, and non-uniformed personnel collaborate to achieve the PNP's mission and vision, as well as its goals—to serve and protect.

In the article by Skogan and Alderden (2011), featured in *The Police Chief* of the International Association of Chiefs of Police, 472 surveyed civilians employed by 19 U.S. law enforcement agencies discussed that civilian

job satisfaction among civilians in policing is rooted in features of the places where they work rather than the individual civilian employees' backgrounds brought to their job. The one that topped the job satisfaction result is the acceptance of civilians in the workplace. Job satisfaction is much higher in places where civilian employees are taken seriously, respected, do not have to constantly prove themselves, are treated equally, and are accepted as professionals.

In the local scenario, Sotto (2021) filed a Senate Bill 2375 entitled, *An Act Instituting the Magna Carta for Non-Uniformed Personnel in Uniformed Agencies*. In the filed bill, Sotto has emphasized the importance of the recognition of the invaluable role of NUP in providing administrative and other support services that allow the Military Uniformed Personnel (MUP) to perform their duties and responsibilities. The NUP, especially rank and file employees assigned in the provincial and municipal/city offices, provide services round the clock in support of their operational functions. The service rendered may not be every day, but NUP rendered service is non-comparable to its counterpart in other government agencies, like exposure to atrocities.

In the Republic Act 8551, (1998), Title IV, Sec 13, PNP shall hire civilians to man the administrative functions while uniformed personnel are serving and protecting

the people in the community. Incorporating civilians in the PNP enhances the uniformed personnel rapport to the community, which is the main clientele of PNP, the people.

The welfare of the non-uniformed personnel is sought. There were times when the safety of NUP was jeopardized, and uncontrollable factors, such as non-uniformed personnel being mistaken for uniformed personnel by state radicals, may have made them targets of attacks. There were times that due to the working environment of NUP, that is, working with uniformed personnel side by side, there were sudden attacks from the anti-government, which then made NUP victims of fate.

The profile of the NUP is explored in this paper. They include age, civil status, educational attainment, work status, agency tenure, and monthly income.

There was a need for the study of job satisfaction at PNP-NUP Sorsogon. The research shall be one of the references used by the agency in arriving at a manner of working with NUP. By looking into the facts presented in this study, they may arrive at better management of their civilian colleagues. Creating a management process tailored to the employees' profiles is the best way to manage them.

The study's objective was to know the level of satisfaction of NUPs in the Sorsogon Police Provincial Office (SORPPO). This paper outlined issues encountered while working and suggested potential solutions to address concerns.

It was suggested that NUP should have a different set of salaries as compared to its colleagues in the other agencies in the government. The work culture in the uniformed agencies is different from the civilian work culture. Uniformed personnel are physically and mentally prepared and trained for their work, as compared to NUP, who are civilian in nature and may have difficulties. This situation creates great stress and uneasiness. The NUPs are soft or easy targets and are vulnerable to retaliation. They only have tough determination and do not have guns or special training to defend themselves like uniformed personnel do.

The PNP should understand and imbibe NUP as part of the organization, for the total acceptance that NUP have a purpose in the agency. Accepting NUP will surely

bring good rapport among the employees, thus bringing out stellar public service.

## OBJECTIVE OF THE STUDY

The study aimed to determine the profile and job satisfaction of Non-Uniformed Personnel of Philippine National Police in the province of Sorsogon. Specifically, the study sought to answer the following questions: (1) determine the profile of the respondents in terms of age, civil status, educational attainment status of employment, length of service and monthly income (2) know the level of satisfaction of the respondents along work and workplace, supervision and management, salary, benefits and rewards, recognition and communication (3) identify problems encountered by the respondents on their job satisfaction (4) proposed action plan based from the results of the study.

## MATERIALS AND METHODS

The research philosophy behind was a mixture of quantitative and qualitative data gathering. Quantitative for the profile and the level of job satisfaction of the NUP and qualitative for the problems encountered which affected the level of job satisfaction of the NUP.

The research method employed by the researcher was an online survey among PNP NUP Sorsogon. A face-to-face interview was conducted with selected NUPs to solicit answers on problems encountered related to job satisfaction. The online survey was administered to have a larger scope of data gathered in the fastest time and in the most practical way of gathering data. It took into consideration the distant places of the municipalities of Sorsogon, which gave respondents easy access to the survey questionnaire at their own convenient time and place without any pressure or impending factors that would affect their responses. The respondents were all the non-uniformed personnel of the Philippine National Police Sorsogon Provincial Office. The locale covered the police stations of fourteen municipalities and one city and one provincial headquarters in the province of Sorsogon.

### *The Respondents*

Respondents for this study was the total enumeration of the 75 Non-Uniformed Personnel (NUP) of Philippine National Police (PNP) Sorsogon distributed along the 14 municipalities, one city and one provincial office of Sorsogon. The municipalities were Barcelona, Bulan, Bulusan, Casiguran, Castilla, Donsol, Gubat, Irosin, Juban, Magallanes, Matnog, Pilar, Prieto Diaz, Sta.

Magdalena and the one city is the Sorsogon City. In PNP Sorsogon, NUP salary grades ranges from salary grade one to salary grade 11. The ages of NUPs come in different ranges from 20 to 65, mostly were married in civil status and with dependents.

Table one shows the number of populations of PNP Non-Uniformed Personnel of Sorsogon Police Provincial Office. They are categorized into two congressional districts.

*Table 1. The Respondents per Congressional District*

<b>Respondents</b>	<b>Frequency (f)</b>	<b>Percentage (%)</b>
<b>1st Congressional District</b>	39	52%
<b>2nd Congressional District</b>	36	48%
<b>Total</b>	75	100

***The Instrument***

The gathering of data was aided by an adopted structured survey questionnaire. The questionnaire was arranged in two parts. First part is for the demographic profile of the respondents wherein their age, civil status, educational attainment, employment status, number of years in employment, and monthly income were asked. The second part is the satisfaction section wherein, the adapted survey questionnaire is extracted from the website of National Association of County and City Health Officials (NACCHO). It was used as one of their instruments in measuring the job satisfaction of their health workers. The adapted survey questionnaire consists of 45 questions categorized with five variables: work and workplace, supervisor and management, benefits and rewards, recognition, and communication. The instrument was served through Google Online Survey with an assigned link shared to the respondents through Facebook Group Chat. In the last part of the online Google Form questionnaire, the respondents were asked of the problems encountered.

An organized guide called a "structured interview" was used in the face-to-face interview with selected NUP respondents. This procedure was carried out to validate the online survey responses. The interview focused mainly on the problems encountered that affected job satisfaction because the chosen respondents for the said face-to-face interview have already answered other concerns of this study through online sources.

***Procedure of the Survey***

The data gathering was facilitated by an online survey questions among the seventy NUP respondents. A request letter was addressed to the Officer-in-Charge of PNP Sorsogon through the Chief of Provincial Administrative and Records Management Unit (PARMU) dated September 20, 2022 for the conduct of the data gathering and was duly approved by the

mentioned signatories. The face-to-face interview among the five selected interviewees on the problems encountered was done on September 29 and 30, 2022. Then the researcher prepared a communication invite of the survey questionnaire through online and was conducted on October 3 to 7, 2022. The research at all times observed ethical considerations to secure respondents identity and retain confidentiality.

Face-to-face interviews among the selected interviewees was conducted in PNP Sorsogon PPO. The venue of the interview for the four NUP personnel is the third floor of the PNP Sorsogon Building, an open hall used for conferences and meetings. At the time of interview only the interviewer and interviewees are present, the venue was selected by the two parties for convenience and free flow of conversation and free from inhibitions. The old building of PNP Sorsogon PPO, Non-Uniformed Personnel Association Inc. (NUPAI) office, was also chosen as one of the venues for the remaining one interviewee.

***Data Analysis***

Different analyses procedures were used in the study of the job satisfaction of PNP NUP Sorsogon. Various statistical tools are also applied.

Frequency count and percentage were applied on the demographic profile of the 75 PNP NUP Sorsogon in identifying and analyzing the count of each demographic category. Percentage represented the majority and the minority of the body.

Weighted mean was used to determine the level of job satisfaction of the PNP NUP Sorsogon. Analysis was done on the six profiles and the five variables of job satisfaction of PNP NUP Sorsogon.

Problems encountered are discussed qualitatively. Problems encountered in work by the PNP NUP Sorsogon were discussed, with suggested solutions coming from the interviewed respondents. Problems were mostly related to work time and day, followed by problems with colleagues, salary, benefits, and rewards, recognition, support, communication, and training. The details of these are discussed in the next chapter.

**RESULTS AND DISCUSSION**

**1. Profile of the Respondents**

This section reveals the profile of the non-uniformed personnel involved in this study. The profile considered in this research includes age, civil status, educational attainment, status of employment, length of service, and monthly income which are all shown in Table 2.

*Table 2. Profile of the Respondents*

Categories	F(n=70)	%
<b>1. Age</b>		
30 and below	10	14
31 – 40	26	37
41 and above	34	49
<b>2. Civil Status</b>		
Single	22	31
Married	48	69
<b>3. Educational Attainment</b>		
Secondary	1	1
Tertiary Education	65	93
Advance Education	4	6
<b>4. Status of Employment</b>		
Permanent	68	97
Non-Permanent	2	3
<b>5. Length of Service (in years)</b>		
15 and below	66	94
16 – 30	3	5
31 and above	1	1
<b>6. Monthly Income</b>		
10,000 and below	4	6
10,001 and above	66	94

In Table 2, out of the 70 respondents, 41% belonged to the aged 41 and above. It depicts that almost half of the population of NUP Sorsogon were all middle aged. On the civil status, 69% were married. On educational attainment, 93% had college degree. On status of employment, 97% were on permanent status and the 3% were on non-permanent appointment. When it comes to length of service, 94% were 15 years and below. And lastly, the salary of NUP, 94% had monthly income of 10,001 and above.

**2. Level of Satisfaction of the Respondents**

**Work and Workplace**

Table 3A shows the level of job satisfaction of the respondents in terms of work and workplace. The lowest answer was 3.23 undecided in the indicator “I find I have

to work harder at any job because of the incompetence of people I work with”, which indicates that some were undecided on their answers on this statement, because incompetence maybe was not the reason why NUP has to work harder but the idea of some other reasons, such as lack of personnel, or maybe procrastination.

The highest answer rate was 4.16 agreeing on “I like doing the things I do at work”. This result shows high level of appreciation of self at work, that no matter what, NUP has high rate of liking the things they do at work. And the overall weighted mean on Agree was 3.74 which interpreted that NUP were 74% highly satisfied with the work and workplace in PNP Sorsogon. The implication was that the PNP NUP Sorsogon was generally satisfied with their job as NUP in PNP.

*Table 3A. Level of Satisfaction with Work and Workplace*

Indicators	Weighted Mean	Description
1. Many of our rules and procedures need to be streamlined	4.07	Agree
2. I like the people I work with.	4.13	Agree
3. I find I have to work harder at my job because of the incompetence of people I work with.	3.23	Undecided
4. I like doing the things I do at work.	4.16	Agree
5. I have too many duties and responsibilities,	3.63	Agree
6. I have the opportunity to take part in trainings, webinars, meetings and outreach activities	3.51	Agree
7. I receive the information, tools and resources I need to do my job effectively.	3.59	Agree
8. I know what is expected of me at work.	4.11	Agree
9. I am allowed / encouraged to make decisions to solve problems for my clients	3.39	Undecided
10. I know how to measure the quality of my work.	4.11	Agree
11. The people I work with cooperate as a team.	3.81	Agree
12. I have a safe workplace.	3.36	Undecided
13. I would not consider leaving my job.	3.36	Undecided
14. I would consider leaving my job for another government or private employment.	3.36	Undecided
15. I would consider leaving my job for another with better pay.	3.60	Agree
16. I would consider leaving my job for another with greater opportunities for advancement.	3.84	Agree
17. All employees have an equal opportunity to further their education.	3.41	Undecided
18. I feel my job has value to the community.	4.07	Agree
19. There are other job skills I would like to learn,	4.14	Agree
20. I would like to be cross-trained in another area.	3.84	Agree
<b>Overall Weighted Mean</b>	<b>3.74</b>	<b>Agree</b>

One of the reasons that made them highly satisfied at work was maybe the tenure of work like in the instances of having work in the pandemic. In workplace, NUP were highly satisfied maybe because of the newly constructed facilities by the Department of Public Works and Highways (DPWH), meaning new and clean workplace. Job satisfaction is eminent in the study of Basilio et. al, 2017 wherein it inferred in the study that PNP Personnel in Batangas City are satisfied with their jobs in work and work itself. According to the study, being a part of PNP personnel gives a high sense of fulfillment, as described by the respondents, working in PNP is fruitful, fulfilling and satisfying.

### *Supervision and Management*

Table 3B shows the level of job satisfaction of the respondents in terms of supervision and management. It shows that among the eleven indicators, there are three undecided answers and eight have agreed answers that NUP are satisfied with the supervision and management of PNP Sorsogon. An overall weighted mean of 4.05

agreed out of 5 attitudes towards the indicators. 3.03 being the lowest, with an indicator of “I often feel that I do not know what is going on with the organization”, an undecided answer to this indicator means that they are not sure to agree on the statement that they do not know what is happening with the office when in fact they do know the direction, the aims and the goals of the agency. Meaning most of NUP are aware of its agency management and supervision. 4.07 being the highest on agreeing to “My supervisor treats me with dignity and respect”. With this result, it may be inferred that leaders in the agency particularly in PNP Sorsogon are maybe sensitive in giving credit of NUP’s welfare. Respect of leaders to NUP may show in ways like considering NUP’s side and acknowledging NUP’s presence. A feeling of being accounted for, an acknowledgement of NUP’s existence, are gestures of respect. According to Johnny Duncan (2017), the workplace becomes a blessing and not a burden if respect is practiced in the workplace. Respect replaces jealousy with joy, backstabbing with pats on the back, and harassment with

high fives. Managers and supervisors do not micromanage, and becomes encouragers of people they respect. Employees stop dodging assignments because

they respect the business leader’s decisions and implement tasks with delight.

*Table 3B. Level of Satisfaction on Supervision and Management*

Indicators	Weighted Mean	Description
1. My department or agency has the right people and skills to do its work.	3.77	Agree
2. My department or agency practices high standards and ethics.	3.80	Agree
3. My supervisor is quite competent in doing his/her job.	4.03	Agree
4. My supervisor shows interest in my feelings and acknowledges my concerns.	3.93	Agree
5. My supervisor treats me with dignity and respect.	4.07	Agree
6. My agency consistently demonstrates support for a diverse workforce.	3.84	Agree
7. My supervisor holds me and my co-workers accountable for performance.	4.00	Agree
8. I can rely on my supervisor.	3.87	Agree
9. I often feel that I do not know what is going on with the organization.	3.03	Undecided
10. I feel I can go to management if my supervisor doesn’t listen.	3.14	Undecided
11. There are services we need to offer that we currently do not. If you 4, please explain in the space provided below.	3.04	Undecided
<b>Overall Weighted Mean</b>	4.05	Agree

Hamid & Qureshi, (2017), in their research Impact of Supervisor Support on Job Satisfaction: A Moderating role of Fairness Perception, in the study, it has outlined the prominence of supervisor support to job satisfaction, and that role fairness could better the relationship of supervision and job satisfaction.

U.S. Merit Systems Protection Board, (2008), entitled “The Federal Government: A Model Employer or a Work In Progress?” Perspective from 25 years of the Merit Principles Survey, a report to the President and the Congress of the United States, it showed the analysis supervisors matter greatly, from 2000 to 2005, employee regarded its supervisor with 25% in job satisfaction, meaning, effective supervision can improve job satisfaction and retention.

Three elements in supervision were discussed. First is competence on technical ability is 60-68% percent, and management ability is 47-55% favorably. Employee’s perception of the supervisor’s management ability is the strongest that triggers job satisfaction. Second is Communication, results are supervisors are getting more communicative and cooperative. Third is the performance management, 30% of employees believed that their supervisor dealt well with poor performers, 15% said that recognitions were based on performance. The study recommended that agencies should monitor the distribution of recognition and rewards.

**Salary, Benefits, and Rewards**

Table 3C shows the level of job satisfaction of the respondents in terms of salary, benefits, and rewards. It shows that out of the five indicators three have undecided answers and two have agree answers. A weighted mean of 3.37 undecided, with 2.96 as the lowest undecided response in the indicator “I feel I am being paid a fair amount for the work I do” depicting that NUP have answered that they are undecided with the notion that NUP are fairly compensated.

In the result, we may infer that answers were moderately satisfied because the work is menial in nature so it deserves minimal pay, but on the idea of overworked and overqualified for the position, it is when the undecided answer becomes undecided when a statement says that NUP are fairly paid.

Two answers tied the highest rate of 3.66 agreeing to “I am not satisfied with the benefits I receive” and “There are few rewards for those who work here”. These two highest agreed answers clearly depict that NUP are not satisfied with their salary, benefits and rewards received with the agency.

The results inferred that NUP were not satisfied with the benefits they receive with the salary and hazard pay as identified in the survey and face to face interviews.

*Table 3C. Level of Satisfaction with Salary, Benefits, and Rewards*

Indicators	Weighted Mean	Description
1. I feel I am being paid a fair amount for the work I do.	2.96	Undecided
2. I am not satisfied with the benefits I receive.	3.66	Agree
3. I would like to work more/less hours.	3.49	Undecided
4. I would like to see a social committee for lunches and special days.	3.10	Undecided
5. There are few rewards for those who work here.	3.66	Agree
<b>Overall Weighted Mean</b>	3.37	Undecided

According to the Manual on Position Classification and Compensation of the Department of Budget and Management (DBM), 2012, Chapter 3.3, the compensation policy of the state under Section 2 of RA No. 6758 states the declaration of the policy of equal pay for substantially equal work and to base differences in pay upon substantive differences in duties and responsibilities, and qualification requirements of the positions. The nature of work of NUP is almost the same as the nature of work of the uniformed personnel in a uniformed agency where NUP render everyday work minus the combat duties and police operations, i.e. Law Enforcement Operations, Internal Security Operations, Special Police Operations, Intelligence Operations, Scene Of The Crime Operations, and Public Safety Operations (Life of Maharlika, 2023), the exposure in danger of atrocities is higher than other government employees, thus this law be the beacon for the uplifting of the compensation of Non-Uniformed Personnel in Uniformed Agencies.

Kollmann et. al, June 11, 2019, entitled “What Satisfies Younger Versus Older Employees, and Why? An Aging Perspective on Equity Theory to Explain Interactive Effects of Employee Age, Monetary Rewards, and Task Contributions on Job Satisfaction.” Respondents of 166 have showed that younger ones are satisfied with their job with monetary rewards, while older employees are more satisfied with their work contributions. Inequities shows reaction from these two different levels of age, over-rewarded, meaning high pay and low task

contributions make older employees less satisfied with their job. While under-reward, meaning low monetary reward for high task contributions decreased job satisfaction of younger employees.

### **Recognition**

Table 3D shows the level of job satisfaction of the respondents in terms of recognition. It shows that NUP have answered the lowest 3.21 undecided on “I do not feel that the work I do is appreciated”. The undecided answer may be equated with a moderately satisfied answer. The result may be inferred that the respondents do not totally agree that work is not appreciated because there are rewards received like the Performance Based Bonus (PBB). According to Official Gazette, n.d., PBB is a means for recognizing government employees’ work performance, it is based on the contribution of the accomplishment of the employees within the agency’s overall targets and commitments. Ranking of personnel will be based on actual performance annually, measured with verifiable, observable, credible, and sustainable indicators of performance. The highest 4.14 agreeing on “I would like to see employee recognition and appreciation by management and my fellow employees”. The highest agreed answer depicts that NUP sought for recognition of their work, their existence in the organization. An overall weighted mean of 3.76 out of 5 NUP agree that they are satisfied, though with a low take up, with the recognition bestowed upon them by the PNP Sorsogon.

*Table 3D. Level of Satisfaction with Recognition*

Indicators	Weighted Mean	Description
1. I do not feel that the work I do is appreciated.	3.21	Undecided
2. My performance evaluation provides me with meaningful information about my performance.	3.86	Agree
3. I would appreciate management recognition on my anniversary.	3.84	Agree

<b>4. I would like to see employee recognition and appreciation by management and my fellow employees.</b>	4.14	Agree
<b>Overall Weighted Mean</b>	3.76	Agree

According to Mike Robbins of Harvard Business Review, 2019, it has classified recognition as recognizing what people have done and appreciation as appreciating who they are. Recognition is mostly conditional while appreciation is affirming ones worth. The article has mentioned on Oprah’s self-realization on her long stint as a talk show host, in talking to people, is that people ask validation, even the most confident leaders like the past Presidents of the US, Bush and Obama seek to be validated. The article identified this as appreciation.

**Communication**

Table 3E shows the level of job satisfaction of the respondents in terms of communication. It shows that 3.49 NUP are undecided on the indicator “As it plans for the future, my department or agency asks for my ideas”. And have agreed 3.79 on “I know how my agency measure its success”. The lowest rated indicator maybe inferred that NUP ideas are valued, only that with the exigency of matters, priorities on the ideas of the decision-making bodies are considered.

*Table 3E. Level of Satisfaction with Communication*

<b>Indicators</b>	<b>Weighted Mean</b>	<b>Description</b>
<b>1. Communications seem good within this organization.</b>	3.73	Agree
<b>2. As it plans for the future, my department or agency asks for my ideas.</b>	3.49	Undecided
<b>3. I have the opportunity to give input on decisions affecting my work.</b>	3.63	Agree
<b>4. I know how my agency measures its success.</b>	3.79	Agree
<b>Overall Weighted Mean</b>	3.66	Agree

The highest agree answer was knowing the agency’s measure its success, NUP agreed on the answers because the agency is a solid institution and measuring its success is viable. According to Leigh Richards, March 11, 2019, in his article in Hearst Newspapers, said that strong teamwork comes from effective organizational communication, this shall pave way to the ability of employees to work together in achieving company goals. Effective organizational communication will give employees knowledge, structure and positive work environment for employees to feel comfortable in dealing with conflicts and resolving issues effectively.

**3. Problems Encountered by the Respondents on their Job Satisfaction**

**Work Time**

Work time mentioned by NUP is the day and time when NUP render their job. The NUPs mentioned that they work during holidays, weekends and during wee hours with no overtime pay. They are obliged with the task in compliance with the exigence of reports. There is the sense of importance and immediate response of reports, it would be difficult for them to refuse to comply. The statement below shows how the respondents expressed his complaint:

More workload and more overtime on weekends and holidays without pay.

The policies and guidelines on overtime services and overtime pay for government employees are identified under CSC and DBM Joint Circular No. 1 s. 2015, otherwise known as Memorandum on Overtime Pay for Government Employees. This circular may be the guide to implement rightful benefit of overtime work of NUP. There were times when overtime pay was not processed and NUPs have chosen to avail the offsetting option. This only happens when one day is consumed. The per hour overtime, are the ones not compensated as mentioned by the respondents. There may be non-claims and non-payments before due to adjustment of the NUP itself by not complaining at first due to adjustment on the nature of work, or there may be less budget for the overtime pay by the agency.

**Scope of Work**

Concerns in colleagues and scope of work were also brought out stating that NUP is given with a lot of tasks that are sometimes beyond their terms of reference. The cause of this extra tasks, is non-commensurate to salary received, hence felt with heavy burden. As stated by one of the respondents:



### *Some functions designated to PNCO were done by NUP.*

The study of Inegbedion, Inegbedion, Peter, and Harry (2020) discussed the reason for the employees' dissatisfaction. Accordingly, based on the perception of workload balance and employees' job satisfaction in work organizations, it was concluded that when employees compare their workload with that of other employees, they feel that they have a higher workload. This causes them to feel dissatisfied.

### *Salary, Benefits and Rewards*

These problems on salary, benefits and rewards need to be resolved. The NUPs want to have changes in compensation, a higher salary adjustment to match the rising prices of commodities.

The immediate institutionalization of hazard pay for NUP, taking into consideration the nature of work, the exposure of NUP with danger, an environment in uniformed agency where NUP have a very different situation with other government employees. During the interview, the following statements serve as a sample of the NUPs' wishes, as expressed by one of the respondents in a native language.

Sana madouble salary din, o kaya madagdagan man lang kay nagtataas na an barakalun, kay kun magkabatit, dili kaya mag pa college an sweldo san NUP, sana iabsorb san PNP an salary san NUP. Sana may hazard pay din, kay kun halimbawa inlusob, dili man pwede magsabi sin NUP kami.

[Hoping for a double salary rate or just an increase in the salary, price of commodities are high, and if in the future, when with child, the current NUP salary will not afford college fees, I hope PNP will make NUP salary same rate with uniformed personnel. I hope also that hazard pay be given to NUP, because if in case there would be attacks, NUP will not be spared.]

The salary of NUPs in provinces ranges from Salary Grades 1 to 11, depicting lower salary rates; higher salary grades for NUPs are offered at National Headquarters; relocating is costly and not practical. The NUP above is concerned about her salary and is hoping for developments in support for her needs.

According to the Manual on Position Classification and Compensation of the Philippine Department of Budget and Management, (2017), Chapter 3.5.4, salary and

other compensation adjustments shall be covered by an appropriate legal basis. This was in the Congress-approved Magna Carta for Non-Uniformed Personnel, Republic of the Philippines, House of Representatives, 2021. Currently pending in the Senate of the Philippines Committee, dated August 31, 2022, Angara, S. 2022,

### *Recognition*

Recognition was mentioned as one of the problems encountered, citing that, despite all the efforts and overwork, there was no acknowledgement from the office. One of the respondents expressed his angst when asked about issues related to recognition. These are his words:

My sacrifices and efforts are not appreciated; recognition is most of the time not awarded.

The above statement of one of the NUPs depicts the morale on the aspect of recognition because sacrifices and efforts were not acknowledged by colleagues, superiors, leaders and the agency. This respondent might want a grand and a simple gesture in response to the sacrifices and efforts offered to the agency. The PNP MC No. 2020-063, 2020 about Revised Program on Awards and Incentives for Service Excellence (PRAISE) for Non-Uniformed Personnel (NUP) of the PNP, stated that the award is done to identify outstanding NUP of each year, and the guidelines to institutionalize the said mechanism. Intensification of this memorandum circular is the answer to the insecurity of NUP on recognition.

Moreover, recognition is sought through respect, granting of awards is not much asked, all is asked for is an adept issuance of awards, it should be given to the rightful recipients who deserve the award. One of the NUPs explained further:

Dili man issue an maka kuha ako recognition, pero pag may natatagan na dili man deserve, aram man san intiro na dili man dapat, nagiging issue yun.

[Receiving no awards is not an issue, but the issuance of awards to the wrong person/s is a concern.]

Accordingly, recognition does not only affect the receiver but also the colleagues of the receiver, as in the case of the NUP's statement above. The morale of many is affected, so it is best if recognition of personnel undergoes an enhanced and more stringent process. In

the study of Baskar (2013) about the impact of rewards and recognition on employee motivation, it was mentioned that while there is a positive correlation between rewards and recognition and job satisfaction, in the event of inconsistencies, especially in emotional conflicts between performers and non-performers, reassessment must happen.

### **Internet Connection and Office Equipment**

Another support problem mentioned is the poor internet connection and the lack of supplied equipment in the office. The following are some of the concerns mentioned by the NUPs.

“An net, makauyam, naluya, nakusog”. (Unstable internet connection.)

“Some of us provide for our own laptop because of non-issuance of office computer.”

Some personnel have no issued computers, printers, or scanners. The internet connection was also intermittent and happens frequently. The agency basically needs these essentials to run the agency smoothly. If these two are well supported, employees will have the machinery and the work will result in effectiveness and efficiency, thereby reaching plans and goals swiftly.

In the study of Kraemer and Dedrick (1996) in Computing and Public Organizations, computer-based information system can be an important role in planning and decision making of public organizations. They emphasized that computers are useful for setting up the stage for decision making and monitoring the organization's activities to give caveat to managers of the need to decide. The process of data gathering and organization can democratize the decision-making process, in empowering more parties to participate in that process.

### **Communication**

Communication problem of no open forum for issues and concerns, was mentioned. The exact words uttered by one of the NUPs is “lack of open forum”.

It would imply that despite the issues, problems, and concerns that necessitate actions and solutions, no consultations with team members occurred, no feedback was requested, and no one was asked about their concerns. In the study of Osabiya (2013), on the importance of effective communication in public

organizations, in identifying the level of communication satisfaction within the organization, we get insights into forces and weak points that can be used in making decisions within the organization.

Other respondents did not mention any issue. According to them, survey communication among the respondents and colleagues are mostly working, they understand each other, and have not encountered any problem.

Solutions to problems encountered are better and clearer communication among employees, the presence of an authority to assist in fixing of issues and concerns, i.e. a functional grievance committee where problems are not only discussed but are dealt with exigency. One of the NUPs expressed his thoughts on communication in a multilingual manner.

Oo, wala problema, wala action, deadma, open up ka, communicate ka, nagbati man sya, but then wala man ginawa.

[There is no problem in relaying what I want to say, they hear my complaints, but there are no actions on my concerns.]

The concern of the respondent above was that issues were relayed through a conversation; the respondent was expecting a solution but was disappointed in the non-action of the authority. It may be explained to the NUP how to properly address grievances for these grievances to have solutions.

The importance of a structured grievance procedure in the workplace was discussed in the post of Demos HR Solution (2019), noting that a reasonable grievance procedure in the workplace fosters quick and satisfactory resolutions to any issues raised by an employee and is a preventive measure against lengthy and costly potential tribunals. It also helps prevent the employee from receiving further punishment.

### **Trainings**

Less training means fewer opportunities to improve skills. It is said that learning is infinite. Therefore, it is never ending. This is why employees should be trained on a regular basis; training will help NUP equip them with knowledge that will be useful in the agency's day-to-day operations. It is beneficial not only to NUP but also to the agency by creating training experts ready to apply their new skills. As expressed by one of the NUPs,

“less opportunity of trainings and seminars”, which would mean that they are aware of their needs.

The mentioned statement of one of the respondents, also imply that there were only a few trainings being offered to NUP in the agency, thereby not giving NUP enough skills which may be applied in the daily tasks in PNP. The study of Boongaling et. al. (2020), discussed stated that training is a proactive approach of an organization to enhance learning and personality development. Trainings for public servants improve knowledge, and develop new skills, which can enhance capability, capacity, productivity and performance.

### **Low Regard**

Some respondents claimed that they are generally satisfied with their work, but they have encountered problems at work and received low regard from uniformed colleagues. NUP have been feeling low, especially when uniformed colleagues do not respect them. They are at the bottom of the ladder; they want to save their pride because it is the only thing they have. One of the NUPs bravely shared his thoughts and experience on the following statements:

Sa Trabaho wara problema, sa katrabaho oo, bullying-Na Bully syempre. Wala tayo magagawa dyan. Tapos, wara man naging solusyon sa problema, parang naging divine intervention na din, nawara sya didi, nalipat sya sa ibang unit, so, tapos ang feedback sakanya di man naging magayun, yun lang, parang na redeem, nagka problema ako talaga sa coworker. Sa trabaho wara man, kaya an trabaho, pressure san trabaho kaya. deadma, kasi na stress ako, kasi importante sa akon, mahimo ko an trabaho ko, kasi di man na address an issue ko.

[There were no problems in work itself, but there were problems with colleagues, I have experienced bullying. We cannot do something about it. There was no solution on the problem, the good thing is, the personnel who bullied me got transferred to a far place, and the feedback about that bully was not good, then after which I felt redeemed. I can manage work, I can manage pressure of work, I deal with pressure with numbness so that I do not get stressed, because what is important to me is I get to do my work.]

The preceding response is a personal one. It relates to the subjective experience of bullying, which varies from person to person. The respondent tends to acclimate himself to the situation. Immunity to the situation may

be a conditioning component. This is a caution for management: a desensitized person may function like a push button, and their passion for their work will diminish. Therefore, the above experience of bullying must not be tolerated by the agency. Problems with colleagues regarding bullying needs intervention objectively. It needs deliberate assessment on levels of approach.

Antonio et. al. (2022), discussed ideas regarding Office Bullying in the Philippines and the need for Public Policy. It stated in the study that there is an urgent need on addressing the matter and the intervention of the state, as it is eminent in private and public sectors. There is a need to legislate a national policy on workplace bullying to mitigate its negative consequences both to employees and organizational productivity. It creates negative externalities to the victim’s families and employers. It is personal and psychological to the victims. This would make the victims demotivated to work or totally abandon job and look for career opportunity elsewhere, this creates externalities to the members of the families of the victims who receive financial support from the victims.

Bullying creates an asymmetry of information that the victims refuse or seldom report to the proper authority for lack of sufficient basis to seek redress of grievances as there are no policies at the organizational level and no statute that penalizes the act. It also causes externalities on the part of the government and private organizations. The owner of the private organization and the government suffer losses from declining productivity and the increase in employee turnover. Because of his formed attitude, the bully is sometimes unaware of the veracity of the consequences of his actions, resulting in severe sacrifice allocation efficiency on production.

Included in all relevant research and studies, bullying is linked to suicidal ideation. The purpose of the proposed act is: a) to reduce bullying; b) to realize the constitutional provisions on the dignity of the human person and his or her right to a peaceful and harmonious workplace free from any form of behavioral harassment and disturbance of industrial peace; and c) to promote workplace unity and cooperation, which could lead to greater productivity.

### **CONCLUSIONS AND RECOMMENDATIONS**

Based on the results or findings of the study, the researcher arrived with the following conclusions: (1)

The profile of respondents results of frequency data depicts that almost half of the respondents are middle aged, almost all are married, college graduates, permanent in appointment status, were not more than 15 years working in the agency, and have monthly income over 10,001 Philippine pesos; (2) The level of job satisfaction of NUP present in the five variables were moderately satisfied. Although some aspects need tweaking notably on salary, benefits and rewards, and recognition to convert dissatisfaction into job satisfaction. The variable which have the highest level of satisfaction is the variable on supervision and management. The least satisfied with is the level of satisfaction in salary, benefits and rewards; (3) Problems encountered by NUP in the agency that made their job satisfaction affected are work time and day, low regard from colleagues, work beyond scope of work, salary, benefits and reward, wrongly recognized awardees, unstable internet connection, office equipment, communication gap, not enough trainings for NUP for career growth; and (4) An action plan was prepared to enhance the job satisfaction on Non-Uniformed Personnel.

The following are recommended: (1) It is recommended that NUP be given attractive and sound monthly income. The point of reference for salary be higher than 10,000 in order for NUP to attain the main objective of this study which is job satisfaction. Also, when NUP are satisfied with their job, length of service will improve from the current NUP stay in the agency which is 15 years and below. It is also recommended to hire employees in certain positions accordingly to educational attainment, for the purpose of avoiding over qualifications on positions of appointment; (2) It is recommended that hazard pay be granted to NUP even in areas not considered as war zones because the nature of work of NUP is itself dangerous, the everyday exposure to danger without knowing when will attacks happen and be caught in between gun fires should be considered hazardous. It is best to consider NUP's position in the agency, respect its nature and capacity, observe boundaries, they may hold positions lowest in the organization, but they deserve to be acknowledged and respected. Synergy reveals about working together to achieve success. The NUP is a vital entity of the agency, they function in certain ways which help in the output and molding of the agency. Inculcate maturity on personnel, guided by experts, work and life coaches, intervene on morale of employees. Arrange consultation events that would revive morale and mental health of

personnel; (3) On problems encountered in the day and time of work, there should be an overtime pay when NUP has rendered work beyond its 40-hour work week and NUP has rendered work on weekends. On issues of low regard from uniformed colleagues, there must be intervention from family, peers and the agency. It is highly recommended to re-establish an active, welcoming, action and solution driven grievance committee. In scope of work it is recommended that NUP should stick with its job description. Conduct orientation and information drive on the nature of work of NUP. Rewards for employees should be well thought of, preparation of rewards is the key, knowing the real personnel and its achievements, validate awardees, these shall foster granting awards to rightful rewards to deserving awardees. Update office equipment and internet access regularly, and once outdated, issue new ones, or upgrade internet speed, these are the need as of these times, it is a fast-paced time, the agency should have the A class of equipment and internet access to deal with a growing society. Communication is a very important element in everything. Effective communication must be practiced. Communication should be a two-way process, listen and comprehend what the other is trying to convey, may it be delivered obviously or with hidden meanings. Conduct trainings for effective communication, and should be done regularly. Learning is a continuous process for everybody, thus let NUP have the access to the trainings offered by the agency. The trainings should be comprehensive, applicable and learnable; (4) The action plan may be reviewed by the concerned authorities for further review and evaluation prior implementation; and (5) Further studies may be conducted and focus on commitment of Non-Uniformed Personnel on their job which was not covered by this research.

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