

Effects of Profile, Religiosity and Job Attitude on the Job Performance of the Philippine National Police: The Case of Bulacan Province

ROMEO D.C. INASORIA, D.P.A.

*Associate Professor of Philosophy and Public Administration, Bulacan State University, Malolos City,
PHILIPPINES
r_inasoria@yahoo.com*

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Abstract – *The Philippine National Police in the Province of Bulacan continuously update and enrich themselves to ensure peace and order in the province by reviewing the police operational procedures. Reform programs take place and seek to address the ills of society and the root causes of insurgency. Dynamic program actions are further reinforced by activities and projects towards capability building. Various programs had been develop in order to uplift the moral status of the police. But despite of these undertakings, there are still police officers who engage themselves in corruption and unethical practices. Hence, this research tries to look into a way to understand the relationship between the profile, religiosity, job attitude and job performance of the Philippine National Police in the Province of Bulacan. The respondents of this study consist of three hundred and ten (310) Police Non-Commissioned Officers (PNCO) assigned in twenty-one (21) Municipal Police Stations, three (3) City Police Stations, the Provincial Head Quarter and provincial Public Safety Company. Using a descriptive-correlation survey method, the researcher believes to find the link between and among the variables. The findings of the study proved that there is a correlation in the profiles, level of religiosity and job attitude of the respondents to job performance Conclusion and recommendation are also presented in the paper.*

Keywords – *Philippine National Police; Profile; Level of Religiosity; Job Attitude and; Job Performance*

I. INTRODUCTION

An organization is as good as the sum total of its members and that total, like a chain, is as strong as its weakest link. Each member represents to the totality of the whole membership to the organization, and in like manner, each member's action is a reflection of the whole organization. The values of an individual in the organization are also integral part of his development as a productive member of society. Thus, strong values formation is likewise an important component of reform as well as be a right step in limiting negative behavioral activities that impinge on the bureaucracy.

But how is this true among the police officers in the Province of Bulacan, despite all the issues and challenges that the institution is faced with? Can the value of religiosity affect good job performances? With these expressions, it is but timely to find out how profile, religiosity and job attitudes relate to the job performance of the Philippine National Police officers in the Province of Bulacan, specifically, the Police Non-Commissioned Officers (PNCO).

An important theory relevant to this research is the Social control theory by E.A. Ross (2002) which is concerned with the issues that promote social order and conformity. The theory specifically addresses factors which determine whether or not a person engages in human activity, particularly in workplace. Social control theory examines how the establishment of rules and norms within a society serve to maintain a level of conformity and order. The theory states that social stability depends on the expectations and obligations persons hold towards one another in terms of decency and etiquette. This in turn creates a type of societal morality. As a result, social order becomes a built-in feature of everyday life.

According to the theory, what individuals see as norms are implied behavioral guidelines. Violations of the norm lead to varied degrees of punishment depending on how prevalent the norm may be. Punishments can come in the form of being excluded from one's social group, disapproving looks, or incarceration in the case of severe violations like murder or assault. In other words, social control theory

is concerned with how human behavior is regulated within society. Identifying the restraints that prevent an individual from breaking the law or indulging in delinquent-type behaviors is the central focus of the theory. The roles of family, friends, beliefs, values and law enforcement are seen as instrumental in promoting the individual's tendency to conform within everyday society.

This theory is applicable to the special population in this study. Police officers follow uniform rules and norms that are strictly observed. They are supposed to enforce the law, prevent and control crimes, to maintain peace and order, to ensure public safety and internal security with active support of the community. They must act in accordance to their creed; otherwise, they would be punished accordingly. It is also noted that Philippine National Police adhere to various core values such as being God-fearing, nationalistic, humane and environment-friendly. In fact, it is stated in their pledge that they will love and serve God, their country and their people in that order. Social control theory prepares a set of rules and ethical standard where the members are expected to practice depending on the level or degree of their religiosity. Such ethical rules are also expressed on how the people behave and act. Hence, their attitudes also affect their level of performance in studies and work.

Some literatures pertaining to this study show correlations of job performance to other factors. Neely, et. al. (1995), agree that in creating an environment for good performance, leadership and motivation play an important roles as determinants and component factors for leaders to provide a motivational environment where followers satisfy their needs, by then effective performance occurs. Furthermore, Van der Linde (2005) argues that the individual process can be influenced by an organization's overall performance since it is not only actions that determine one's performance but also external factors such as resources, organizational culture and economic, political and social factors. Mitchell (1997) proposed a model on job performance in which he explicitly combined the individual differences and situational perspective. He postulated that both individual inputs' (i.e., individual difference variables) and 'job context' (i.e., situational variables) have a direct effect on motivated behavior by providing necessary skills in the case of individual inputs, and by enabling vs. limiting behavior in the case of the job context. Motivated behavior in turn affects performance. He assumes that individual differences

and job context additionally affect motivated behavior via motivational processes such as arousal, attention, direction, intensity, and persistence. Hence

Further, According to Viswesvaran (1993) job performance consists of 10 dimensions and that depending on the nature of the job, certain dimensions are more important than others. The dimensions are as follows: Over-all job performance; Productivity; Communication; Effort; Job-related knowledge; Interpersonal skills; Quality; Leadership; Rule following; and Administrative skills.

Various studies had been undertaken to show how good job performance can be attained from different factors. Viray (2002) studied on the personal characteristics, professional development opportunities and employee's welfare program and job performance of the PNP personnel in Bulacan revealed that the majority of the uniformed personnel were performing their job very satisfactory. Similarly, Catubuan (1997), as cited by Estavillo (2004), showed the relation between job moral attitude and job performance in a government service institution. Findings showed that the moral conditions of the employees were neither optimum nor satisfactory. Consequently, salary factor was the most important determinants for satisfactory job. However, result showed that there is no significant relationship between performance of employees and his dissatisfaction toward salary. The other job morale factors which were perceived to be important were ranked as follows: supervisory – employee relation, chances for growth and advancement, confidence in management, effectiveness of administration security of job and work relation.

Hence, the focus of this research is to examine how Police Non-Commissioned Officers' (PNCO's) profile, religiosity and job attitudes relate to job performance. Raising the level of consciousness of key people in the bureaucracy on the issue of personal profile, religiosity and at the same time the job attitudes and job performance of PNP officers/command officers are important social concern. The results of this study would benefit the following stakeholders such as: PNP as an institution; local government officials; private sectors; academe; other law enforcers; future researchers, and the general public.

II. OBJECTIVE OF THE STUDY

The general objective of the research is: How do profile, level of religiosity and the job attitudes relate to the job performance of the Police Non-Commissioned

Officers (PNCO) of Philippine National Police (PNP) in the Province of Bulacan?

Specifically, it sought answers to the following objectives: to determine the profile of the Police Non-Commissioned Officers of the Philippine National Police in the province of Bulacan in terms of: age, gender, civil status, religion, educational attainment, position/rank, length of service, income and place of assignment; to identify the level of religiosity of the police officers; to determine the level of job attitudes of the police officers; to determine the level of job performance of the police officers be measured in terms of: output, job knowledge, work management, interpersonal relationship, concern for the organization and personal qualities; and to test is there is a significant relationship between profile, levels of religiosity and job attitudes and job performance of the police officers.

III. METHODS

This study used the descriptive correlation survey method to determine the profile, level of the religiosity, attitude and job performance of the Police Non-Commissioned Officers (PNCO) of the Philippine National Police in the Province of Bulacan. The relevant theories and principles presented in the previous chapter served as the foundational perspective of the research. The related studies and literature served as a guiding pattern in undertaking the systematic procedures of the research.

Population and Sample of the Study

The respondents of the study consisted only of Police Non-Commissioned Officers (PNCO) of the Philippine National Police in the Province of Bulacan. The selection of sample size was at random.

Table 1. Distribution of Respondents

	Population	Sample
Senior Police Officers	256	51
Police Officers	1295	259
Total	1,551	310

Instrument

The main instruments of the study were survey questionnaire and performance evaluation result of Police Non-Commissioned Officers (PNCO) of the Philippine National Police in the Province of Bulacan.

In gathering the profile, level of religiosity and job attitudes of the respondents, a self-made questionnaire but pre-test and post test were conducted prior to the

conduct of the study. For profiling purposes, respondents were asked to fill-in the blanks with items being asked for like names, rank, assignment and age. For other items, respondents were requested to tick the answer that corresponds to their gender, civil status, educational attainment, years in service, religion and salary. To gather data on religiosity, the researcher divided the questionnaire in two sections: Section A addresses the influence of religiosity and spirituality on workplace practices; and Section B solicits information on religious and spiritual actions in the work place. The instrument is a 15-item questionnaire where respondents encircle the number that best denotes their level of agreement using a 7-likert scale. For job attitudes, the questionnaire consists of 12 items using a five-likert scale.

The data on job performance were gathered by requesting a copy of the 2013 Annual Performance Evaluation report of the respondents. The evaluation report is actually in compliance to Memorandum Circular No. 92-012, entitled “PNP Performance Evaluation System (PNPPES),” otherwise known as individual performance evaluation system issued on November 13, 1992. Five dimensions were measured by the performance evaluation namely: output, job knowledge, work management, interpersonal relationship and concern for the organization.

The performance evaluation is output-oriented and basically related to the traditional model of policing where the overall effectiveness is measured in terms of crime fighting. Moreover, the parameters being used are not development-focused as called for in the community-oriented policing model. Consistent with the general policing, the aim of performance evaluation report system is to attain the following objectives: (1) to foster the improvement of individual efficiency, work ethics and behavioral discipline of the PNCOs; (2) to provide a basis for professional growth and to determine those who possess outstanding abilities for conferment of greater responsibility or higher position; (3) to identify specific areas of individual weaknesses with a view towards improvement and to motivate the personnel in working to the fullest; and (4) to provide an impartial evaluation of PNCOs who appear unable to meet the standards and should therefore be considered for attrition from the service.

Procedure

Initially, primary and secondary books were also utilized to establish the foundational framework of the study. Other reading materials, such as unpublished

researches, journals, and internet website were also sourced out. Personal interviews with other PNP Officials who clearly identified the true perspective on the entire PNP community were also conducted. This was done on a personal basis to gain more insights on the actual implementation and present status of the PNP program of activities.

The researcher sought the approval of the Bulacan Police Provincial Office higher officials specifically, the Provincial Director for the conduct of the survey. It took a while for the researcher to finally administer and distribute the questionnaires because the Provincial Head Office had to be informed for every procedure to be made by this researcher. First, a request letter to administer and distribute questionnaires was sent to the Provincial Director. Then, the researcher had to pass through the head office to inform his visits to different police stations so that the head office could send memo via electronic mail about the purpose of each visit.

The twenty six (26) stations were grouped according to their geographical locations. This is for practical purposes and convenience in distributing and eventually, retrieving the questionnaires: Group 1: Provincial Head Quarter, Provincial Public Safety Company, Malolos, Paombong, Hagonoy and Calumpit Police Stations; Group 2: Guiguinto, Balagtas, Bulacan and Obando Police Stations; Group 3: Meycauayan, Marilao and Bocaue Police Stations; Group 4: Sta Maria, Pandi, Angat and San Jose Del Monte Police Stations; Group 5: Plaridel, Baliwag, Bustos, Norzagaray and Doña RemediosTrinidad Police Stations; and Group 6: Pulilan, San Rafael, San Idefonso and San Miguel Police Stations.

The researcher personally administered the survey forms through the help of Non-Uniform Officers in each municipal and city station. After a brief instruction, the respondents were assured that all their responses were treated with strict confidentiality. The researcher experienced difficulty in retrieving the

survey forms because the respondents are usually detailed from one assignment to another thus, compelling the researcher to come two or three times in some stations for the retrieval of the questionnaires.

During the distribution of the questionnaires, the researcher had to work on data gathering of the respondents' performance evaluation. These documents are considered highly confidential so that reproduction through photocopying was not allowed. The researcher had to copy one by one each respondent's evaluation result.

Data Analysis

All the gathered data were sorted, tallied and statistically treated using the Statistical Package for Social Sciences (SPSS) for an easy computation and presentation of the following statistical procedure: (1) Frequency distribution, percentage and mean for profile factors namely: age, gender, civil status, religion, educational attainment, position, rank, length of service and place of assignment; (2) Frequency distribution and mean scores for levels of religiosity; (3) Job attitude; (4) Simple correlation using Spearman's rank correlation analysis.

The levels of religiosity of the respondents were quantified using a seven-point Likert Scale interpreted as follows: Strongly Agree/Very Religious: 6.5-7.0; Agree/Religious: 5.5-6.49; Somewhat Agree/Somewhat Religious: 4.5-5.49; Neither Agree nor Disagree/Neither Religious nor Differently Religious: 3.5-4.49; Somewhat Disagree/Somewhat Differently Religious: 2.5-3.49; Disagree/Differently Religious: 1.5-2.49; Strongly Disagree/Very differently Religious: 1.0-1.49

While, the level of job attitudes of the respondents were quantified using a five-point Likert Scale interpreted as follows: Strongly Agree/Very Good: 4.5-5.0; Agree/Good: 3.5-4.49; Neither Agree nor Disagree/Fair: 2.5-3.49; Disagree/Poor: 1.5-2.49; Strongly Disagree/Very Poor: 1.0-1.49

With regards to job performance, the researcher relied on the use of a four-point scale prescribed by NAPOLCOM Memorandum Circular No. 93-019 which stated:

Scale	NPR*	Descriptive Equivalent	APR**
4	91-100	Exceeds standards	Outstanding (O)
3	81-90.99	Always meet the standard	Very Satisfactory (VS)
2	71-80.99	Occasionally meets the standard	Satisfactory (S)
1	70.99-below	Seldom meets the standard	Poor (P)

*refers to Numerical Performance Rating; **refers to Adjectival Performance Rating

IV. RESULT AND DISCUSSIONS

This presents, analyzes and interprets the data gathered for the purpose of assessing the relationship of profile, levels of religiosity and work attitude of the police officers on their job performance. The presentation consists of five parts, namely: The general description of the respondent's personal profile; The frequency and descriptive measures of level religiosity of the respondents; The frequency and descriptive measures work attitudes of the respondents; The frequency and percentage distribution of level of performance of the respondents in terms of output, job knowledge, work management, interpersonal relationship, concern for the organization and, personal qualities. It also presents the summary of total weighted score, numerical and equivalent adjectival performance rating and the relationship between profile, level of religiosity, job attitude and job performance of the respondents in terms of output, job knowledge, work management, interpersonal relationship, concern for the organization and personal qualities.

Profile factor of the Respondents

In terms of age, most of the police non-commissioned officers were between 31-40 years old which composed the biggest age groups. The study reveals that a very small percentage of non-commissioned police officers are over 51 years of age (only 27 out of the 310 or 6.7% of the respondents). On the other hand, a huge percentage of respondents belonged to age 31-40 (accounting to 124 which is 40% of the population sample). Those who are below 30 years comprise almost 37%. The result implies that majority of the non-commissioned police officers in Bulacan are already matured in terms of age so that they are expected to exemplify proper judgment and substantial reasoning. It also shows that very close to majority are generally young respondents.

Majority of police officers were married men, with college degree and belong to Christian religion. Likewise, majority of the respondents were assigned in Provincial Public Safety Company and have a rank of Police Officer I with monthly income of less than PhP19,000.00, while male population dominates the group of respondents having a total number of 265 or 85.5% while the remaining 45 or 4.5% comprised that of females. It could be stated, based on the numerical result, that police is dominated by males and that this occupation parallels to masculinity.

In terms of religion, the data shows that 283 or 91.3 percent are Christians, 17 or 5.5 percent practice

Buddhism and 10 or 3.2% belong to the Islam sector. Similar result was stated in the study made by Domingo (1991) as cited by Aseñas (2009). They pointed out that majority of Filipinos are practicing Christians (Catholics, Protestants, and other denominations). It is not be surprising though that majority of police personnel are Christians because seemingly, being police personnel is not religion related but geographically expected. Yet the overriding objectives in every police action or decision must be the protection of life and property and the maintenance of order which must ultimately be guided by ethical and legal standards that may sometimes conflict with, and should supersede organizational, community and peer pressures. There is likely an 'internal realization' that provides police personnel with this commitment to remain accountable and ethical for their actions and decisions. In a study by Felkenes (1984) regarding attitudes of police officers toward their personal religiosity and professional ethics, the responses indicate reliance on personal ethics in situations where standard police ethics are not clear.

In terms of educational attainment, majority (283) of the respondents had earned their bachelors' degree with 91.3 percent, while only 3 or 1.0 percent have earned Master's degree. Moreover, the findings also showed that there are 12 or 3.9 percent police officers who are already earned masters units, or currently enrolled to masters program. The finding only proved the idea that human capital, particularly the attainment of education has been emphasized as critical determinant of economic progress. A greater amount of educational attainment indicates more skilled and more productive workers, who in turn increase an economy's output of goods and services. An abundant of well-educated human resources also helps to facilitate the absorption of advanced technology from developed countries (Barro & Jong, 2000).

In terms of civil status, out of the 310 respondents, 220 or 71 percent are married and 85 or 27.4 percent are single. A least number of respondents are either widow, legally separated or annulled, and presumed to have children or family.

In terms of their present rank, a huge percentage of 46.1 or 43 of the non-commissioned police officers are under the rank PO1. Only 2.6% ranked as SPO4. The reason for this numerical data can be related to the young age range of the population. The findings on present rank, coincide with the numbers of years that the respondents have served in the organization, since

majority of them have been the in the service for only less than five years.

In terms of the number of years in service of the respondents, as it has been previously stated, this population is said to be relatively young in terms of age and rank, hence, the variable - years in service - indicates parallel report. Forty four point 5 (44.5) or 138 of the respondents had been in the service from five years and below. Only 4.4 percent or 14 served the office from 25-30 years.

These are two opposing results regarding length of service but the major basis is whether the experience is frustrating or pleasant. This researcher opined that they way police officers are accorded attention in the present administration would make a lot of difference.

Also, majority of the respondents' monthly income belong to PhP18,954.00 or below with the frequency of 141 or 45.5 percent. These respondents belong to Police Officer 1 rank. While only 2.3 percent of the respondents whose monthly income belong to PhP24,042.00 - 25,410.00. The respondents belong to Senior Police Officer II rank.

Groshen and Alan (1990) agreed that generally speaking, income security depicts the adequacy of current income levels and the assurance of a steady income flow for the future. Employment security is related to the broad concept of employment stability as well as to the employability of workers if losing the current job. More so, Lazear (1986) agrees that salaries can improve worker performance through direct incentive effects as workers expend more effort creating the outputs that are rewarded through pay, and through worker sorting since more able workers have more to gain from a pay system which rewards them according to their performance. The findings are significant considerations but Filipinos are known for service that the modest income will not deter police officers to perform their duties and to serve their country.

In terms of work assignment, 17.4 percent or 54 of the respondents are assigned in Police Public Safety Command (PPSC), while only 4.3 percent or 4 are assigned in Doña Remedios Trinidad (DRT) MPS. It is important to note that workplace environment sets a significant impact to employee's morale, productivity and engagement - both positively and negatively. It is not just coincidence that new programs addressing lifestyle changes, work/life balance, health and fitness - previously not considered key benefits - are now primary considerations of potential employees, and common practices among the most admired companies.

Level of Religiosity of the Police Non-Commissioned Officers

Religiosity has been examined in relation aspects such as, life satisfaction, subjective well-being, happiness, health, and social involvement. Researchers have noted that reliance on religious attendance as a sole measure of religiosity may be insufficient and lead to incorrect conclusions (Ellison et al., 1989).

Based on the result, statement which states, "My religious beliefs/spirituality drive my work ethics" and statement "My religious beliefs and spirituality guide my decisions I make at work" got the highest mean score of 6.11, with verbal interpretation of 'religious'. This indicates that in striving for efficiency in the performance of police duties and effectiveness in achieving the goals of policing there was a perceived notion to look upon God's way of doing things as model. This also implies that for law enforcement to become an intrinsically valuable profession, it would be job satisfying and citizen satisfying if God is treated as center or source of strength, motivation, inspiration in the performance of daily police tasks hoping that the quality of the performance becomes "good police performance."

Statement which states "I often rely on spiritual insight in making decisions at work", garnered the lowest mean score of 5.4, verbally interpreted as 'somewhat religious.' This reveals that although there was an affirmation of God's centrality for increasingly making the workplace more spiritual, there seems to be an inadequate availability of appropriate spiritual wisdom to guide everyday police functions. This may imply an existence of a less-prioritized focus on developing a more intense spiritual awareness relating to the performance of police duties.

The over-all mean score of 5.884 which is verbally interpreted as 'religious' implies that non-commissioned police officers tend to endorse a set of belief specially in the worship of God. Although majority believed that God is the Best Example for realizing any good action yet not everyone was serious enough to dig deeper into the spiritual realm of the work, the logical result of the overall religiosity level is not surprisingly taking the middle way. In other words, even though the respondents were found to be not "very religious" but they were "religious" enough to be accountable in the protection of life and property and the maintenance of peace and order in the community. This can carry an ethical connotation.

Job Attitudes of the Respondents

Attitudes can have a significant effect on the behavior of a person at work. In the world of work we are concerned with attitudes toward supervision, pay, benefits, promotion or anything that might trigger positive or negative reactions. As a result, employee satisfaction and attitudes represent one of the key areas for measuring organizational effectiveness.

Based on the result, statement which states “I will stay overtime to finish my work” got the highest mean score of 4.31, with verbal interpretation as ‘Good’. This implies that monetary component is less prioritized in the police personnel’s performance of duties and functions; what is important is the trust of the supervisor in one’s accountability to finish the task no matter what the cost is.

On the other hand, statement “If I could get another job different from being a police officer and paying the same amount, I would probably take it”, garnered the lowest mean score of 2.69, verbally interpreted as ‘Fair.’ The result could mean that the police personnel is contented with the present job reality and to look for a more comfortable or interesting job is not an option.

The over-all mean score of 4.013 which is verbally interpreted that the police officers’ job attitude is ‘Good’. This reflects that majority of the police officers are comfortable with their present job description and are satisfied with their performance.

Level of Performance of the Police Non-Commissioned Officers

Police Non-Commissioned Officers performance levels are evaluated in terms of output, job knowledge, work management, interpersonal relationship, concern for the organization, and personal qualities.

In terms of output, 238 respondents or 76.80 percent accumulated a weighted score of 101-125., while only 72 or 23.22 percent earned a weighted score of 76-100. This revealed that majority of the police officers almost exceed the standard and expected output in terms of quality of work, timeliness of work, acceptability of output based on standard, and accomplishment of target with neat and complete details where almost no errors were committed. The same result was gleaned from the study made by Ostrom (1973) entitled “On the Meaning and Measurement of Output and Efficiency in the Provision of Urban Police Services” who attempted to define the concepts of output and efficiency for police agencies and afterwards, develop some potential measures of output

and efficiency which could be used in evaluating the comparative output and efficiency of differently organized police departments serving metropolitan areas.

In job knowledge, majority of the respondents or 174 (56.12%) registered a weighted score of 75-100, while 136 or 43.87 percent of the respondents garnered a weighted score of 101-125. This findings mean that although majority of the police officers did not meet the highest expected rank in terms of job knowledge, the police officers are responsible enough to always meet the standards and expectations in understanding their job description, awareness of the vision, mission and objectives of the organization, arriving at good planning, and sound decisions even in important complex matter, and perform assigned task with less general instruction.

In terms of work management, majority of the respondents or 262 (56.12%) recorded a weighted score of 46-60, while 43.87 percent or 48 of the respondents got a weighted score of 61-75. The result reveals that majority of the police non-commissioned officers performed above average in their work management which signifies that the respondents are responsible enough to always meet the standard and expectation of their works in terms of record management and submission of reports, compliance with the implementation of policies, sense of priority, client satisfaction cost effectiveness and prescience in activities.

In terms of interpersonal relationship, 244 or 78.70 percent registered a weighted score of 46-60 points, while only 66 or 21.29 percent obtained a weighted score of 61-75. The figure showed that majority of the police officers have sense of “being-with-others.” Having a better interpersonal relationship signifies that they are receptive to ideas and suggestions of their superiors and colleagues. The police officers can manage to work as team, positive to build linkages and networks, exercise motivation and more importantly, they possess the ability to be good leaders and followers.

In terms of concern for the organization, 208 or 67.09 percent garnered a weighted score of 31-40 and only 1(0.32%) with a weighted score of 21-30. The finding signifies that the respondents always display good sense of stewardship towards government’s properties, safeguard and preserve the assigned unit interest with proper coordination and respect to superiors and subordinates. This findings was collaborated in a recent research work done by Lambert and Paoline III (2010) regarding organizational

commitment. They reinforced the usual belief that the success of any organization usually rests on the shoulders of its employees. The findings also suggested that administrators should concentrate on improving the work environment to boost employee job involvement, job satisfaction, and organizational commitment.

In terms of personal qualities, majority of the respondents showed personal traits that police officers must possess with a 192 respondents or 61.93 percent accumulated a weighted score of 41-50, while 112 (36.12%) got a weighted score of 31-40. These traits include moral uprightness, honesty, fairness and just, loyalty to the organization, civic mindedness, responsibility, discipline, courteous, tactful, and initiate positive action. A study conducted by Evans et al. (1992) entitled "The Police Personality Type: A Behavior and Trait Anxiety" has reaffirmed the usual notion that police officers, in the performance of their duties, face a range of potentially stressful situations and events. These have the capacity to cause significant personal distress, leading to short-term changes in mood and psychological functioning. Some researchers have argued that over the course of their police careers officers develop a number of traits, such as cynicism, aloofness, suspiciousness, and alienation, which help them cope with the stresses of their jobs. Results showed that officers with more than 12 years of service differed significantly from those with fewer years of service on the Hard-driving and Competitive dimension in the Jenkins Activity Survey and also had significantly lower trait anxiety scores. These results are discussed in terms of a general understanding of how police officers deal with their job stresses.

For years psychologists turned to cognitive ability as a predictor of job performance: Smarter people were considered more likely to succeed on the job. But intelligence alone is only part of the story. According to Hogan (1987), creativity, leadership, integrity, attendance, and cooperation also play major roles in a person's job suitability and productivity. Personal traits rather than intelligence, predicts these qualities. Some researchers contend that, like intelligence researchers who claim to have a general measure of intelligence, they have found the universal personal trait that predicts job success. Others argue that the relationship between personal traits and job success is much more complicated and shouldn't be condensed into a have and have not scenario.

The findings imply that majority of the Police Non-Commissioned Officers exhibit a very satisfactory

performance in work as manifested in the frequency of each total weight score. Majority of them always meet all the standards and expectations in their performance in terms of Job Output, Job Knowledge, Work Management, Interpersonal Relationship, Concern for Organization and Personal Qualities.

Based on the Total Weighted Score, Numerical Performance Rating, Frequency and Percentage Distribution, 298 respondents garnered a total weighted score from range 405-446 with equivalent adjectival performance rating of very satisfactory (VS). This signifies that majority of the respondents are performing their job very well. As police officers, they have complied with the demands of their task and duties with efficiency and effectiveness. There are 11 respondents who garnered a total weighted score ranging from 375-404 with equivalent adjectival performance rating of Satisfactory (S) which signifies that only few police officers adequately perform and only 1 or 0.3 percent garnered a total weighted score of 349, with numerical performance rating of 69.80, and equivalent adjectival performance rating of Poor. This result does not at all affect the over-all performance of the police officers because of its negligibility.

The findings showed how job performance of the respondents was evaluated by their superiors using the instrument specifically designed for PNCO. It is important to note that job performance appraisals come in many shapes and sizes and go by various names (e.g, performance evaluations, employee evaluations, performance reviews). However, the core of any such program is an opportunity for a manager and an employee/worker to meet and discuss organizational priorities, talk about current performance on the job, and set performance goals for the employee. Ideally, it will be an ongoing process—one in which both the manager and employee will participate. In this case, job performance rating can be used as criteria for promotion. It can be used to improve performance, and as a tool in diagnosing organizational pathologies. The success of performance rating systems would depend on the needs of organizations.

Relationship Between the Profile, Level of Religiosity, Job Attitude and Job Performance of Police Non Commissioned Officers to the six areas of job performance.

Output. The level of religiosity and job attitude were significantly correlated with job performance in terms of output at the 0.01 level as attested by correlation coefficient $r = .227$ and $r = .674$ respectively.

This means that they are positively correlated to job performance in terms of output which indicates that the higher the level of religiosity and job attitude, the higher the job performance of the police officers in terms of output. The profile did not show any significant relationship to job performance.

Job Knowledge. The level of religiosity with $r=.471$ is positively associated with job knowledge at 0.01 level of significance. This implies that the higher the level of the religiosity of the police non-commissioned officers, the higher their performance in terms of job knowledge. Similarly, job attitude is positively correlated with the performance in terms of job knowledge at 0.01 level of significance as manifested by correlation coefficient $r=.973$ which means that the higher the job attitude of the police non-commissioned officers, the higher their job performance in terms of job knowledge. Among the profile presented in the table, not even one showed any significant relationship to job performance. This means that the echelon of police profile has no relation with the level of their job performance in terms of job knowledge.

Work Management. Only two variables namely: level of religiosity ($r=.424$) and job attitude ($r=.960$) have positive significant relationship with job performance in terms of work management at 0.01 level of significance. These findings imply that the higher the police officer's level of religiosity and job attitude, the higher is their performance in relation with work management. The profile did not show any significant relationship to job performance. This means that level of work management performance of the police officers has no significance to the level of their profile.

Inter-Personal Relationship. The level of religiosity and job attitude are both significantly correlated to job performance in terms of inter-personal relationship at 0.01 level of significance. Level of religiosity ($r=.392$) and job attitude ($r=.955$) are positively correlated with job performance in terms of inter-personal relationship. That means the higher the religiosity level and attitude of police officers towards job, the higher is their performance in terms of inter-personal relationship. On the other hand the profile of the respondents did not show any relationship to job performance. This means that the level of profile factors of the police officers have no significant relationship with the level of job performance in terms of inter-personal relationship.

Concern for the Organization. The level of religiosity and job attitude have positively significant correlation with job performance in terms of concern

for the organization. These results clearly show that the higher the level of religiosity ($r=.410$) and job attitude ($r=.958$), the higher the job performance of police officers in terms of concern for the organization. The profile did not show any relationship to job performance in terms of concern for the organization. This means that the degree of profile factors of the police officers have no significant relation to job performance level in terms of concern for the organization.

Personal Qualities. Only two variables namely: level of religiosity ($r=.412$) and job attitude ($r=.956$) have positive significant relationship with job performance in terms of personal qualities at 0.01 level of significance. These findings imply that the higher the police officer's level of religiosity and job attitude, the higher is their performance in relation with personal qualities. This means that the job performance level of the police officers in terms of personal qualities is not supported by the significance of their profile echelon.

In summary, the results show that the level of religiosity and job attitude were significantly correlated to job performance of the police officers in terms of output, job knowledge, work management, inter-personal relationship, concern for the organization and personal qualities. The profile of the police officers, on the other hand, did not show significant relationship with all areas of job performance.

Relationship between Level of Religiosity, Job Attitude, Profile and Over-all Job Performance of Police Non-Commissioned Officers

Based on the result from among the variables, only level of religiosity and job attitude are significantly related to job performance. This is supported by numerical r value of .010 and .005 respectively while profile does not show any correlation.

These findings only imply that the higher the level of religiosity of the police officers, the better their job performance. Likewise, the more positive the attitude of the police officers, the more they performed better in their respective duties and responsibilities at workplace. On the contrary, the profile of the police officers is immaterial in relation to efficiency and effectiveness of their performance.

This indicates that police officers place huge emphasis on work attitude and value religiosity for several reasons. First, good attitudes provide an avenue for good working relationship. Second, attitudes have an indirect impact on the effectiveness of police officers as they receive, perceive and act on any information.

Third, police officers with negative attitudes towards their jobs are more likely to incur tardiness and absences and more likely to quit from the service. Fourth, religiosity deepens the faith of police officers in the Supreme Being thus value morality and spirituality. Lastly, religiosity can strengthen the ability of every police officers against negative aspects of life events (e.g. alcohol, drugs, vice, etc.) and membership of the police officer in a religious group can influence his behavior at work.

As a whole, a police officer who has a good working relationship, positive outlook, with moral and spiritual values, strong resistance to negative aspect in life is more likely to excel in the performance of his duties.

V. CONCLUSION AND RECOMMENDATION

The hypothesis stating that the profile of the Police Non-Commissioned Officers is significantly related to job performance is not supported by the data. The hypothesis stating that the level of religiosity of the Police Non-Commissioned Officers have significant relation to job performance is supported by the data. The hypothesis stating that the job attitudes of the Police Non-Commissioned Officers have significant relation to job performance is supported by the data.

It is recommended that since religiosity has significant relation to job performance, it is recommended that moral recovery program should be continuously done and practice by the police officers. The police management should strengthen more the religious involvement of the institution by initiating religious and spiritual programs and activities, such as the continuance of "CADENCE," a program which focused on the spiritual and religious upliftment of the police officers. Other programs such as annual retreat, monthly ecumenical celebration should be done.

Since job attitude has a significant relation to job performance, it is therefore necessary for the Philippine National Police hierarchy to strengthen their attitudes towards their work by providing them with motivations and opportunities such as better pay, more benefits for them and their family, and a chance to develop their capabilities by allowing them to participate in local and national training related to their profession as a police officers.

Since the level of performance of non-commissioned officers is very satisfactory, the management should continue to encourage their police to work efficiently and effectively, by providing them with continuous education and trainings and perhaps

even additional incentives so that they can be motivated to obtain said training for the enhancement of their capabilities, their dedication and the performance of their duties as peacekeepers. They should also be guided by code of ethics to aid them in the performance of their duties and to ensure maintenance of high standards of conduct. Police officers should be faced with diversity of obligations in the performance of their official duties. The "Law Enforcement Code of Ethics" and "Canons of Police Ethics" were created to make explicit the conduct considered appropriate for police officers and to guide them in the performance of their duties.

Researchers, who may be interested in the same parameter of study, may undertake a similar research utilizing variables that are not included in this present study like intelligence quotient, emotional intelligence, social awareness, leadership styles and other similar or related variables. It will be for the expressed purpose of further adding to the present body of knowledge that can guide other researchers to use as springboard for further investigations in other fields of endeavor.

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