



Research Article

Determinants Affecting Job Gratification of Non-Uniformed PNP Personnel in Zamboanga del Norte

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ABSTRACT



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This study assessed the gratification level of non-uniformed personnel (NUP) working in the Zamboanga del Norte Police Provincial Office and its stations. The study utilized a quantitative approach using a survey questionnaire for data gathering from 111 participating Non-Uniformed Personnel in the three (3) districts of Zamboanga del Norte, Philippines. Mean, Weighted Mean, and Chi-Square were the statistical tools used in this study. Results revealed that the non-uniformed personnel respondents' level of job gratification resulted in a composite mean of 3.97, verbally interpreted as much gratified. The educational attainment, employment status, and years of employment show a significant relationship concerning the gratification level of employees when grouped according to profile variables. On the other hand, age and civil status have no significant relationship. It is concluded that job satisfaction is positively correlated with higher levels of education, stable employment status, and longer years of experience.

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Introduction

The Philippine National Police (PNP) is a law enforcement agency in the Philippines that is composed of two types of employees: Uniformed Personnel or Police Officers and Non-Uniformed Personnel or civilian employees. The Uniformed Personnel are further categorized into Police Commissioned Officers, ranging from Police Lieutenant to Police General, and Police Non-Commissioned Officers, ranging from Patrolman to Police Executive Master Sergeant. On the other hand, Non-Uniformed Personnel are civilian employees appointed and assigned to administrative, technical, clerical, or menial positions that are not directly related to police operations, as specified in Section 13 of Republic Act No. 855.

Job satisfaction is an essential aspect of an employee's overall well-being and productivity in the workplace. Among non-uniformed personnel, understanding job satisfaction is crucial in ensuring their job performance and retention within an organization. According to a study by Opatha et al. (2017), job satisfaction among non-uniformed personnel is influenced by various factors such as job autonomy, recognition, and growth opportunities. The researchers found that providing non-uniformed personnel opportunities for professional development and recognition for their contributions can positively impact their job satisfaction levels.

In Basilio et al.'s (2017) study on job satisfaction among PNP employees in a provincial city, the researchers found that compensation and benefits satisfaction levels varied among

respondents based on their individual characteristics. The study highlighted that younger individuals have different needs than older individuals and single individuals have different needs than married individuals. Furthermore, the researchers pointed out that tenure is often correlated with age, leading to similar variations in satisfaction levels. The study ultimately determined that salaries play a pivotal role in addressing the varied requirements of individuals from different demographic backgrounds, hence accounting for the notable disparities reported in levels of salary satisfaction.

Thus, the researcher conducted this study to understand better the factors that impact employee satisfaction and provide actionable insights for organizations to improve workplace satisfaction and productivity.

Literature Review

This study is grounded in Herzberg's Motivation Hygiene Theory, which posits that motivation factors, also known as motivators, are inherent to the job and result in favourable views towards the job due to their ability to satisfy the requirement for personal development or self-actualization. Motivational factors are intricately linked to an individual's level of job satisfaction and encompass several elements such as career progression, the nature of the work, opportunities for personal development, accountability, acknowledgment, and accomplishment (Herzberg, 1966, as cited in Mehrad, 2020).

Herzberg's Motivation Hygiene Theory refers to the factor Theory, which posits two different sets of factors influencing

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motivation and job satisfaction in the workplace - motivators (or satisfiers) and hygiene factors (or dissatisfiers). According to Herzberg, motivators are intrinsic factors that generate job satisfaction and motivation, while hygiene factors are extrinsic factors that prevent job dissatisfaction but do not necessarily lead to satisfaction. Pham and Nguyen (2020) argue that managers or supervisors need to be familiar with the idea of needs and motivation to comprehend the behavior of individuals in the workplace. The theory will serve as a guiding tool to analyze which aspects of employment bring gratification to the NUP. Understanding this concept aids in guiding employees and their actions effectively. Motivation involves fulfilling needs, so when specific factors satisfy an individual's needs, they will display exceptional effort in attaining organizational objectives.

According to Bevins (2018), Herzberg's theory follows the notion that motivators do not affect job dissatisfaction and hygiene factors do not affect job gratification where motivators are assessed on a scale that ranges from being neutral to being extremely satisfied while hygiene factors are evaluated on a scale that ranges from being neutral to being extremely dissatisfied. The only way to support this idea is when favorable outcomes are exclusively associated with motivators, while unfavorable outcomes are due to hygiene factors.

Achievement: Yasin (2020) discovered that Achievement/job interest/responsibility (OR= 7.97, 95% CI [3.4, 18.70]) served as a significant predictor of job gratification, displaying the strongest association with job gratification (Wald = 22.8, df= 1, p< .001). Similarly, Chandrawaty and Widodo (2020) found that achievement directly influenced job gratification. Birhasani & Sulaiman (2022) concluded that achievement directly correlated with job gratification (P value=0.002 T-value=3.065). This correlation is attributed to the inclination towards achieving success and avoiding failure. Employees with high achievement motivation tend to take personal responsibility for their actions.

Additionally, Toe et al. (2013) demonstrated a correlation between achievement and job gratification, supported by a T-test result of 8.846 and an F-test of 8.284. The study also found that many individuals prefer to avoid working in competitive environments, and this preference is related to age. Consequently, it is recommended that older employees avoid competitive roles while younger employees should be assigned more challenging tasks at higher competitive levels.

Advancement: Lee et al.'s (2022) study established a significant positive effect of promotion opportunities and possibilities ($\beta = 0.163$, $p < 0.001$) on job gratification. This suggests that overall job gratification increases when employees are content with the available promotion prospects, which depend mainly on the fairness of the promotion and personnel evaluation system. Additionally, suppose employees perceive the organization's promotion and evaluation system as equitable. In that case, they are likely to accept the system's results, even if unfavorable, and still feel satisfied with their job. Aroosiya et al. (2021) confirmed similar findings, demonstrating a significant correlation between the motivation dimension of opportunities for advancement and job gratification ($r = .843^{**}$, $p = .000$), indicating a strong positive relationship between the two variables.

Furthermore, the research conducted by Pandey and Asthana (2017) demonstrated a statistically significant positive correlation ($\beta=0.375$) between promoting opportunities and employee work gratification, as indicated by the regression analysis. On the other hand, Ramhit (2019) found a robust negative correlation between career prospects ($r = -0.788$, $p = 0.000$) and job gratification, signifying that job gratification levels tend to be lower when career prospects are limited. The study revealed that individuals with limited career prospects exhibit

lower gratification, highlighting the significant influence of career prospects on job gratification. These results underscore the importance of companies providing proper career opportunities, development plans, and growth prospects to enhance employee job gratification. Yousaf's (2020) study supported Ramhit's (2019), wherein results show that the prospect of achievement and growth were two variables disregarded by the respondents, mainly because they had already attained the highest level of designation where no further promotions were expected, considering only one business manager existed in each center. Consequently, the respondents did not associate gratification with job achievements or career growth prospects.

Company Policy: According to Edward et al. (2021), company policy positively impacts job gratification, as evidenced by a positive path coefficient. Therefore, companies should give careful attention to their policy implementation to address employee dissatisfaction with company policies, which, in turn, can directly or indirectly influence employee engagement. Additionally, Pandey and Asthana (2017) found a significant relationship ($\beta=0.237$) between organizational policy & strategy and job gratification, indicating that organizational policy & strategy accounts for more than 23% of employee job gratification. However, Khurosani and Salim's (2018) study presents contrasting results that do not align with the expected outcome. The findings indicate that corporate policy does not significantly influence employee job gratification, as reflected in the path coefficient with a T-statistic value of 0.70 (< 1.96) and a P-value of 0.480 (> 0.05). Although the original sample estimate shows a positive value of 0.128, indicating a positive relationship between corporate policy and employee job gratification, it is considered insignificant. Interestingly, the study identifies organizational justice as a crucial factor in bridging the relationship between corporate policy and job gratification, as evidenced by a T-statistic value of 2.498 (> 1.96) and a P-value of 0.015 (< 0.05).

Wahda et al. (2021) also found that management policies promoting work-life balance, such as specialized leave options and religious support, positively impact job gratification. The specialized leave option policy allows respondents to request reasonable time off for family reasons, facilitating a better work-life balance and generating positive feelings towards work, thus increasing job gratification. Additionally, the workplace's provision of religiosity support, acknowledging religion as part of human identity, results in a more positive subjective feeling among employees. However, the study's results also highlight the negative effect of flexible work options. While flexible work provides convenience by offering reduced formal hours, it does not necessarily decrease the workload. Employees may still have to catch up on their work responsibilities, even when completing tasks at home. Instead of providing convenience, flexible working options can disrupt family moments due to the expectation of "always open" or 24/7 work hours. This condition can cause work stress, which may lead to job dissatisfaction. The study by Sarker & Ashrafi (2018) found that retention policy has a significant relationship with employee job gratification ($p = .027$). When employees experience a sense of belongingness, they are more likely to feel satisfied in their roles. Organizations should establish strong relationships with their employees, recognizing them as internal customers. Management should give importance to their perspectives and ensure fair compensation to guarantee employee job gratification.

Interpersonal Relation: According to Yousaf's (2020) study, the coefficient for the relationship with peers was 0.34, indicating a positive correlation with job gratification. The results highlight that a positive and respectful relationship with co-workers has a beneficial impact on employee gratification. Employees expressed

that having "friendly co-workers" contributed to a positive sense of self-worth, making it essential to deriving job gratification. Agbozo et al.'s (2017) study concluded that the assistance received from colleagues and supervisors significantly influences job gratification and staff morale. The study emphasized the direct relationship between good relationships, communication with colleagues, staff morale, and job gratification. Raziq & Maulabakhsh (2015) supported the results above, as their study revealed a significant and positive correlation ($r=0.137$) between the relationship with co-workers and job gratification. Yasin et al. (2020) also found a significant relationship between peer support and work conditions (OR=2.08, 95% CI [1.14, 3.78]) (Wald=5.74, $df=1$, $p<0.05$).

Job Security: Nemteanu et al. (2021) found an overwhelmingly significant and positive correlation (0.693**) between perceived job insecurity and instability. The fear arising from the possibility of job loss is directly related to the reality of an uncertain future in the workplace or an unstable work context. Ahmad and Jameel (2018) provided support for the study, revealing a strong positive relationship ($r = 0.711^{**}$, $P < 0.05$) between job security and employee gratification. The findings suggest that increased job security is associated with higher employee gratification. In contrast, Yasin et al. (2020) found no association between job security and job gratification, possibly due to most nurses in Ontario being unionized (Ontario Nurses' Association, 2019). The presence of a union plays a significant role in advocating for nurses' benefits and protecting them from potential layoffs, which might explain the lack of direct linkage between job security and job gratification.

Opportunity for growth and advancement: Aroosiya et al. (2021) reported a significant correlation between professional growth opportunities and job gratification ($r = .670^{**}$, $p = .000$), suggesting a strong positive relationship between the two variables. Similarly, Sarker & Ashrafi (2018) found that training and development are crucial and pivotal factors ($p = .012$) concerning employee job gratification. Thus, organizations should focus on offering more opportunities for employee development and consider skill expansion as an investment. Additionally, encouraging high flexibility in meeting the employees' diverse training needs can further enhance job gratification within the organization.

On the other hand, Yasin et al. (2020) found no association between job growth, advancement, and hospital policy with job gratification. One potential reason for this observation could be the Canadian healthcare system's requirements. All hospitals in Canada must obtain accreditation from Accreditation Canada, which necessitates the development of a staff training program and regular review and updating of policies.

Recognition: Ali and Anwar's (2021) research uncovered a significant positive correlation ($r=.611^{**}$, $p<0.01$ at 5% level) between recognition as a motivational element and job gratification. Yousaf (2020) also corroborated this finding, demonstrating that a one-unit increase in recognition at work resulted in a 0.14-unit increase in attained gratification. Employees who received satisfactory recognition perceived their work as more challenging and empowering, leading to a heightened sense of job gratification. Furthermore, results revealed that employees expect more appreciation from their co-workers than their immediate supervisors, such as their boss. A study focusing on millennials found that reward and recognition positively impact job gratification, indicated by a beta value of 0.80 (Tirta and Enrika, 2020). Another study by Ali and Ahmad (2017) also demonstrated the significant role of employee recognition in explaining job gratification, with a beta value of 0.337. Deriba et al. (2017) further supported these findings, reporting that a one-unit increase in

management recognition led to a 0.156 (95% CI, 0.065 to 0.247) unit increase in job gratification. Workers who perceived greater recognition for their outstanding performance or achievements reported higher levels of job gratification, making staff recognition an effective and cost-efficient strategy for employee retention.

Salary: Yousaf's (2020) research unveiled findings from structural analysis, demonstrating a noteworthy influence of money on the dependent variable. A unitary augmentation in cash corresponds to a 0.16 unit increase in job gratification. Similarly, Lee et al. (2022) arrived at a parallel outcome, underscoring the noteworthy affirmative impact of the pay system ($\beta = 0.255$, $p < 0.001$) on job gratification. Correspondingly, Hee et al. (2020) established a correlation between pay and benefits ($r=0.556$, $p<0.01$) with job gratification.

Supervision: Hee et al. (2020) conducted a study that demonstrated a significant correlation between top management and job gratification ($\beta=0.563$, $p<0.001$). Job dissatisfaction is further exacerbated when superiors exhibit unfavorable traits like lousy temper and lack of understanding. This finding is supported by Yousaf's (2020) study, which also revealed a significant link between job gratification and the relationship with supervisors. The study found that a one-unit increase in this relationship led to a 0.08 increase in job gratification, all else equal. Prior research has suggested that employees often leave their jobs due to their supervisors' behavior, emphasizing the importance of trust, understanding, and fairness in supervisors' interactions with their subordinates. Lee et al. (2022) further supported these results by confirming that management ($\beta = 0.195$, $p < 0.001$) significantly influences job gratification. Further, they explained that gratification with corporate governance is influenced by managers' job performance and technical abilities, especially their understanding of employees' tasks. Since managers make decisions that profoundly affect employees, their approach significantly impacts job gratification.

Work Condition: In research conducted by Hee et al. (2020), it was discovered that a noteworthy correlation exists between the work environment ($\beta=0.203$, $p<0.01$) and the level of job gratification. This finding confirms with previous studies, suggesting that a supportive work environment is a driving factor leading to increased job gratification. Taheri and colleagues (2020) found a significant correlation between job gratification and the physical working environment ($r1= 0.423$, $p < 0.05$). In the modern electronic era, employees increasingly seek a working environment that offers greater comfort. A well-designed, adaptable, and comfortable working space fosters employee commitment to enhancing efficiency and productivity. Kurniawaty et al. (2019) reported a positive and direct influence of the work environment on job gratification with a coefficient of 0.216. The presence of supportive facilities, favorable physical conditions, effective management practices, and the implementation of occupational health and safety measures directly or indirectly impact employees at their workplace. Combining these factors creates a sense of comfort and security for employees, ultimately leading to higher job gratification. For instance, poor ventilation and exposure to toxic chemicals without appropriate biohazard labels cause employee dissatisfaction with the workplace (Alrawahi et al., 2020).

Work Itself: Yousaf's (2020) study findings revealed that a one-unit increase in the work itself was associated with a constant 0.31-unit increase in job gratification. Tentama et al. (2019) produced similar results, having a highly significant correlation between workload and job gratification ($t=4.656$, $p < .01$). To optimize task performance, challenging assignments should be provided with clear instructions, supervision, and reasonable time limits tailored to the employees' physical and cognitive abilities. These measures

empower employees to perform their tasks effectively, increasing job gratification and motivation to tackle additional assignments. Moreover, receiving support from colleagues, supervisors and autonomy to complete their work can positively impact employees' perceptions of workloads and work-related issues. However, Kim et al. (2023) study revealed different results wherein relationships among variables (Workload -> Job Stress -> Job gratification).

Methodology

The researcher utilized descriptive research to gather data from the Non-Uniformed Personnel (NUP) by sending them an electronic survey link via their respective messenger accounts. This electronic platform enabled NUPs assigned in distant municipalities to answer the questionnaire conveniently. Additionally, the researcher could provide clear instructions on accessing the survey link, follow up with those who still need to complete the survey and address issues and difficulties by answering questions immediately. The survey results were automatically stored in a database for faster monitoring.

The respondents of the study were the Non-Uniformed Personnel of the Philippine National Police assigned in the Province of Zamboanga del Norte broken down as follows:

Table 1: Distribution of Respondents of the Study

District	Number of Personnel	Percentage
1 st District	32	28.83
2 nd District	42	37.84
3 rd District	37	33.33
Total	111	100.00

Source: ZNPPO roster as of September 12, 2023

The researcher utilized a standardized questionnaire adapted from Tan and Waheed's (2011) study to measure job satisfaction among Non-Uniformed Personnel in Zamboanga Peninsula. The questionnaire had three parts, starting with a consent form that informed participants about the study's objective, the researcher's identity, and the confidentiality clause, and asked for their agreement to participate in the survey. The second part gathered basic information about the participants, such as age, civil status, educational attainment, employment status, and duration of employment. The last part was the actual satisfaction survey, which evaluated participants' satisfaction levels in 11 areas: achievement, advancement, company policy, interpersonal relations, job security, opportunity for growth and advancement, recognition, salary, supervision, work conditions, and the work itself.

The questionnaire used a scale of 1 to 5, where one means "Not Gratified (NG)," 2 means "Less Gratified (LG)," 3 means "Gratified (G)," 4 means "Much Gratified (MG)," and 5 means "Very Much Gratified (VMG)." The researcher provided the respondents with information regarding the research's objectives, their entitlements, and the potential hazards associated with their involvement. Additionally, they were allowed to seek clarification and ensure that their respect and dignity were upheld.

Results and Discussions

Table 2: Demographic Profile of the Respondents

Demographic Profile	Frequency	Percentage	
Age	51 yrs old & above	4.50	
	41 yrs – 50 yrs	37.84	
	31 yrs – 40 yrs	42.34	
	20 yrs – 30 yrs	15.32	
	Total	111	100
Civil Status	Single	31.53	
	Married	63.06	
	Widowed	5.41	
	Total	111	100
Educational Attainment	Master's Degree Holder	0.90	
	Bachelors' Degree with Units in Master's	11.71	
	Bachelor of Law Graduates	4.50	
	Bachelor of Law with L.L.B Units	3.60	
	Bachelor's Degree	71.18	
	Vocational Course	6.31	
	High School Graduate	0.90	
	Elementary Graduate	0.90	
	Total	111	100
	Employment	Permanent	93.69
Temporary		6.31	
Total		111	100
No. of Years Employment	16 yrs and above	1.80	
	11-15 yrs	-	
	5-10 yrs	73.87	
	Less than 5 yrs	24.33	
	Total	111	100

Table 2 presents the demographic profile of non-uniformed personnel (NUP). Most NUP employees were aged between 31-40 (42.34%), with 63.06% being married and 71.18% holding a Bachelor's degree. Among the permanent employees, 93.69% had been employed for 5-10 years.

The age range of 31-40 is the most common for NUP employees in the organization or industry being studied. The findings of this research are consistent with Lazaro's (2023) study that 41% of the NUP population belonged to the age group of 41 and above. This indicates that almost half of the NUP employees were middle-aged. The majority of respondents, 63.06 percent, are married, indicating that this is the most common civil status among the group. This could potentially have implications for the study, as married individuals may have different perspectives or experiences than single or widowed individuals. 71.18% of NUP employees hold a degree, which implies that the organization

values higher education and likely sets a minimum educational requirement for this position. A well-educated workforce can bring numerous benefits, including increased knowledge and skills, problem-solving abilities, and potentially higher productivity. Seventy-three-point eighty-seven percent (73.87%) of NUP employees have been employed for 5-10 years, indicating a relatively stable workforce within this tenure range. However, there is a significant drop in the number of employees employed for 16 years and above, with only 1.80% falling into this category.

Table 3: Level of gratification of the Non-Uniformed Personnel (NUP)

Indicators	Mean	Description
Achievements	4.09	Much Gratified
Advancements	3.70	Much Gratified
Recognition	3.84	Much Gratified
Work Itself	4.13	Much Gratified
Company Policy	3.62	Much Gratified
Interpersonal Relations	4.10	Much Gratified
Job Security	4.16	Much Gratified
Salary	3.40	Gratified
Relationship with Supervisors	4.22	Very Much Gratified
Work Condition	4.20	Much Gratified
Grand Mean	3.97	Much Gratified

Table 3 shows the overall summary of Non-Uniformed Personnel respondents' level of job gratification. The composite Mean of 3.97, verbally interpreted as much gratified, indicates that the respondents were generally much more satisfied with their jobs. The non-uniformed personnel respondents' level of job gratification resulted in a composite mean of 3.97, verbally interpreted as much gratified for nine (9) indicators. For motivator factors, such as Achievements (4.09), Advancements (3.70), Opportunities and Growth for Advancements (4.17), Recognition (3.84), Work Itself (4.13), and Hygiene factors: Company Policy (3.62), Interpersonal Relations (4.10), Job Security (4.16), and Work Conditions (4.20.). The NUP is gratified only for Salary (3.40); however, they were much more gratified with the relationship of their supervisors.

This implies that the respondents were very much gratified with their jobs when they had good relationships with supervisors in their workplace because of the support of their superiors and being strong and trustworthy leaders. However, they only rated the salary "gratified" because the respondents feel that their remuneration does not reflect the effort they make for the company. Hilario's (2018) study revealed that the Non-Uniformed Personnel of the Quezon City Police District believed their Salary needed to correspond to the work they provided for the organization. Additionally, the hefty salary gap between the Non-Uniformed Personnel (NUP) and the Uniformed Personnel causes dissatisfaction among them. According to Mitsakis and Galanakis (2022), hygiene and motivational factors are of the utmost significance in terms of perceived employee job gratification, motivation, increased well-being and positivity, and employee turnover.

Table 4. Significant Relationship between Determinants and Gratifications of Non-Uniformed Personnel

Variable	X ²	Tabled Value	Decision
Age	2.34	3.84	Not Significant
Civil Status	2.96		Not Significant
Educational Attainment	3.94		Significant
Employment Status	3.90		Significant
Years of Employment	4.20		Significant

N.B The avoid Zero cell data are being dichotomized (For Age: Young and Old, Educational Attainment: High / Low; Years of Employment: High/Low)

Table 4 reveals the data on the test of a significant relationship between determinants and gratifications of Non-Uniformed Personnel. Based on the result, educational attainment, employment status, and years of employment show that the null hypothesis of no significant relationship about gratification is rejected when grouped according to profile variables. This means that the gratification of the respondents varies across the three profile variables (educational attainment, employment status, and years of employment).

It can be inferred from this result that the respondents' educational attainment has different perceptions of Herzberg's two-factor theory. The same can be said for people with different employment and employment statuses. This means that Herzberg's motivation-hygiene factors are viewed differently by people of different educational attainment, employment status, and years of employment, and they impact their perception of the job, leading to varying gratification levels. Also, the research indicated that educational attainment, employment status, and years of service influenced job gratification among Non-Uniformed Personnel. In contrast, age and civil status did not have any significant influence.

Consistent with the results above, Shrestha's (2019) research on job gratification among university faculty members in Nepal showed that service years, education, and income were influential in determining job gratification among faculty members. However, it was contrary to Kumar et al. 's (2021) study that gender, marital status, and age all positively affect job gratification. Further, in his study on educational attainment, he found that educational qualification significantly negatively impacted job gratification. Solomon et al. (2022) study revealed that the overall relationship between education and job gratification is weakly negative, indicating significant trade-offs to consider when examining the link between education and job gratification.

Conclusion and Recommendation

The level of gratification experienced by respondents varies based on their educational attainment, employment status, and years of employment. It is recommended that organizations take into consideration the profile variables of their employees when designing strategies to enhance job satisfaction and well-being. Organizations can enhance overall job satisfaction by customizing their policies and programs to align with employees' unique requirements and preferences, considering factors such as educational attainment, employment status, and years of employment. Future research should further explore these relationships and consider additional factors that could influence job gratifications among non-uniformed personnel. Organizations need to recognize their employees' diverse needs and preferences and provide support and opportunities for growth and career

development. Additionally, efforts to improve job satisfaction and overall well-being among Non-Uniformed Personnel may lead to increased productivity and morale within the organization.

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