



PROFESSIONAL STRESS OF PUERTO PRINCESA CITY POLICE OFFICE PERSONNEL: INPUTS FOR STRESS MANAGEMENT PROGRAM DEVELOPMENT

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Article DOI: <https://doi.org/10.36713/epra31234>

DOI No: 10.36713/epra31234

ABSTRACT

This study assessed the professional stress experienced by personnel of the Puerto Princesa City Police Office (PPCPO) and utilized the findings as inputs for the development of a stress management program. Specifically, it determined the level of stress experienced by personnel; differences in stress levels between commissioned and non-commissioned officers; the factors contributing to professional stress; the effectiveness of coping strategies employed by personnel; and proposed an evidence-based stress management program. The study employed a descriptive-comparative quantitative research design and utilized a validated survey questionnaire administered to PPCPO personnel. Data were analyzed using descriptive statistics and non-parametric inferential tests.

The findings revealed that PPCPO personnel experienced high levels of stress. No significant difference was found in the level of stress experienced by commissioned and non-commissioned officers. Factors such as workload and job demands, work environment, role-related concerns, exposure to critical incidents, and personal factors were found to contribute to professional stress, whereas interpersonal and organizational factors only slightly contributed. A significant difference existed in the level of contribution of stress factors according to rank classification. The coping strategies employed by personnel were found to be effective in managing work-related stress, and no significant difference was observed in their effectiveness between commissioned and non-commissioned officers. The study concluded that PPCPO personnel are exposed to multiple occupational stressors that affect their well-being regardless of rank, although commissioned and non-commissioned officers differ in their perceptions of specific stress-related factors due to variations in responsibilities and work experiences. The findings further indicate that personnel possess adaptive coping mechanisms that help mitigate the adverse effects of occupational stress. Based on these findings, a comprehensive stress management program entitled "Pulis Kalmado, Serbisayong Sigurado" was proposed to address workload management, role clarification, organizational support, resilience-building, critical incident stress debriefing, wellness promotion, and work-life balance enhancement. The program aims to strengthen the psychological, emotional, physical, and professional well-being of PPCPO personnel and improve organizational effectiveness.

KEYWORDS: Professional stress, Occupational Stress, Coping Strategies, Stress Management Program, Puerto Princesa City Police Office

INTRODUCTION

Policing is widely recognized as a profession characterized by persistent occupational stress. Police officers routinely work in unpredictable and high-risk situations that require rapid decision-making, emotional control, and constant interaction with the public. These demands are often compounded by long working hours, shift work, public scrutiny, administrative responsibilities, and limited organizational resources. Prolonged exposure to these conditions may contribute to emotional exhaustion, psychological distress, reduced quality of life, and difficulties in coping, which can eventually affect job performance and professional effectiveness (Queirós et al., 2020; Espartero, 2023; Alvarado, 2025).

International research demonstrates that professional stress among police officers is not limited to a particular country or policing system. Studies have consistently associated heavy workloads, exposure to critical and traumatic incidents, and organizational pressures with burnout and other adverse

psychological outcomes. A recent study of Chinese police officers, for example, found a significant relationship between work pressure and occupational burnout (Zhang et al., 2024). Similar evidence from Western settings has linked work-related stress among law enforcement personnel with anxiety, depression, and post-traumatic stress symptoms (Lee & Wu, 2024). These findings suggest that police stress is shaped not only by the risks inherent in frontline duties but also by the organizational conditions in which officers perform their work.

Organizational factors such as administrative workload, inadequate resources, limited supervisory support, and work-life imbalance may further intensify occupational stress. Thus, professional stress should not be viewed solely as a consequence of exposure to crime and danger. Rather, it results from the interaction between operational demands and the broader work environment. Recent studies have therefore emphasized the importance of resilience, adaptive coping, social support, and organizational assistance in helping police officers manage stress



and maintain psychological well-being (Smith et al., 2025; Brown & Jones, 2024).

The Philippine policing context reflects many of these concerns. Police officers are exposed to operational stressors such as crime, physical danger, emotionally demanding encounters, and unpredictable situations, while also dealing with organizational pressures including heavy workloads, role ambiguity, administrative demands, and limited support systems (Espartero, 2023; Besagas & Branzuela, 2023). A study among police officers in Tayabas and Lucena City identified workload, exposure to high-risk situations, and unclear roles as important sources of stress (Aranton et al., 2024). Similarly, police officers in Tagum City reported high levels of job stress affecting their emotional well-being, physical health, and job performance, while personnel in Northern Samar experienced moderate levels of both operational and organizational stress (Parcon et al., 2023; Calusor, 2025). These findings indicate that occupational stress is a continuing concern across different police organizations and geographic settings in the Philippines.

Beyond identifying sources of stress, Philippine studies have highlighted the importance of how officers cope with these demands. Senior uniformed PNP personnel who used adaptive coping strategies reported lower stress and better mental health outcomes (Olivar et al., 2024). Similarly, quality of life and resilience have been identified as important factors associated with the mental health of police officers (Resurreccion, 2024). These findings suggest that stress management should go beyond simply reducing workplace demands. Effective interventions should also strengthen officers' coping skills, resilience, social support, and access to appropriate organizational resources.

Despite the growing body of research on police stress in the Philippines, there remains limited empirical evidence specifically examining professional stress among personnel of the **Puerto Princesa City Police Office (PPCPO)**. The work environment of PPCPO personnel involves the same broad demands faced by police officers elsewhere, but local operational conditions, organizational practices, community expectations, and available support systems may shape their experiences differently. Findings from studies conducted in other Philippine police organizations therefore provide useful context but cannot fully explain the specific stressors and coping needs of PPCPO personnel.

This gap highlights the need for a localized assessment of professional stress among PPCPO personnel. Understanding the level and sources of stress experienced by these officers, as well as the ways they cope with such demands, can provide an evidence-based basis for developing appropriate interventions. Accordingly, this study seeks to examine professional stress among personnel of the Puerto Princesa City Police Office and use the findings as a basis for a **context-specific stress management program**. Such an approach may contribute not only to the well-being of police personnel but also to their sustained effectiveness in performing their responsibilities to the community.

Theoretical Framework

This study is anchored on three complementary theories: the **Job Demands–Resources (JD-R) Model**, **Conservation of Resources (COR) Theory**, and the **Transactional Model of Stress and Coping**. Together, these theories provide a broader understanding of professional stress by looking at three related aspects: the demands placed on police personnel, the resources available to them, and how they personally respond to stressful situations. This framework is particularly relevant to police work, where stress may arise from both the nature of the job and the conditions within the organization.

The **Job Demands–Resources (JD-R) Model**, developed by Bakker and Demerouti (2007), explains that employee well-being is influenced by the balance between job demands and job resources. Job demands refer to aspects of work that require sustained physical or psychological effort, such as heavy workloads, exposure to critical incidents, role ambiguity, and difficult working conditions. When these demands remain high and adequate resources are lacking, employees may experience stress, exhaustion, and burnout. In contrast, resources such as organizational support, positive relationships, autonomy, and opportunities for career development can help employees manage demanding work and maintain motivation.

In this study, the JD-R Model provides a way of understanding how the work conditions of Puerto Princesa City Police Office (PPCPO) personnel may contribute to professional stress. It draws attention to both the demands officers face and the resources available to them. For example, heavy workloads, unclear roles, exposure to critical incidents, and an unfavorable physical work environment may increase stress, while supportive supervisors, good relationships with colleagues, career opportunities, and organizational assistance may help reduce its effects. The model therefore helps identify which aspects of the work environment may be contributing to stress and which resources may serve as protective factors.

The **Conservation of Resources (COR) Theory**, proposed by Hobfoll (1989), adds another perspective by explaining stress in terms of the loss, threat of loss, or insufficient gain of valued resources. These resources may include time, energy, social support, personal resilience, job security, and opportunities for professional growth. When individuals continually expend their resources without sufficient opportunities to recover or replenish them, they become more vulnerable to stress and burnout.

For PPCPO personnel, COR Theory helps explain how repeated exposure to demanding police work may gradually deplete physical, emotional, and social resources. Long working hours, difficult assignments, limited support, or unclear responsibilities may consume valuable resources and make it more difficult for personnel to cope with additional demands. At the same time, supportive colleagues, effective supervision, opportunities for development, and a positive organizational environment may help restore or strengthen these resources. The theory therefore supports the study's interest in identifying not only the sources of stress but also the resources that should be strengthened as part of stress management efforts.



The **Transactional Model of Stress and Coping** of Lazarus and Folkman (1984) focuses on how individuals interpret stressful situations and respond to them. The model proposes that stress is influenced by a person's appraisal of a situation and their perception of whether they have sufficient resources to deal with it. Coping may involve problem-focused strategies, which attempt to address or change the source of stress, or emotion-focused strategies, which aim to manage the emotional effects of the stressful experience.

This perspective is important in understanding why police personnel may respond differently to similar workplace demands. Two officers may experience the same workload, conflict, or critical incident but perceive and manage the situation differently depending on their coping resources and personal appraisal. Some may seek assistance, discuss the problem with colleagues, or find practical solutions, while others may rely on strategies aimed primarily at managing their emotional response. Examining these differences can provide a clearer understanding of how PPCPO personnel manage the pressures associated with police work.

Taken together, the three theories provide a complementary framework for examining professional stress among PPCPO personnel. The **JD-R Model** explains how workplace demands and resources influence stress; **COR Theory** explains how the loss or availability of personal and organizational resources affects an officer's capacity to cope; and the **Transactional Model of Stress and Coping** explains how officers appraise stressful situations and respond to them. Their integration allows the study to consider professional stress not simply as a result of demanding police work, but as a process shaped by the interaction of work demands, available resources, personal appraisal, and coping responses.

This integrated framework also provides a practical basis for the study's proposed stress management program. By identifying the major sources of stress, determining the resources that may be lacking or need strengthening, and examining how personnel cope with stressful situations, the study can generate interventions that address both organizational and individual needs. In this way, the theoretical framework connects the assessment of professional stress with the development of a more responsive and context-specific approach to supporting the well-being and effectiveness of PPCPO personnel.

Statement of the Problem

This study assessed the professional stress of Puerto Princesa City Police Office personnel as an input for stress management program development.

Specifically, the study answered the following questions:

1. What is the level of stress of PPCPO personnel in terms of:

- 1.1 job demands;
- 1.2 role ambiguity and role conflict;
- 1.3 interpersonal relationships;
- 1.4 organizational factors;

1.5 physical work environment; and

1.6 career development?

2. Is there a significant difference in the level of stress of PPCPO personnel in terms of the aforementioned variables according to the commissioned and non-commissioned officers?

3. What is the level of contribution of factors to the professional stress experienced by the personnel in terms of:

3.1 Workload and Job Demands;

3.2 Work Environment;

3.3 Interpersonal/Organizational;

3.4 Role-Related;

3.5 Exposure to Critical Incidents; and

3.6 Personal Factors?

4. Is there a significant difference in the level of contribution of factors to the professional stress experienced by the personnel in terms of the aforementioned variables according to group?

5. What is the level of effectiveness of the coping strategies used by the PPCPO in managing their work-related stress?

6. Is there a significant difference in the level of effectiveness of the coping strategies used by the PPCPO in managing their work-related stress in terms of the aforementioned variables according to group?

7. What program can be proposed based on the findings of the study?

METHODOLOGY

This study employed a **quantitative descriptive-comparative research design** to examine the professional stress experienced by personnel of the Puerto Princesa City Police Office (PPCPO). The quantitative approach was appropriate because the study focused on measuring stress levels, identifying the factors that contribute to professional stress, assessing the effectiveness of coping strategies, and comparing results across groups using numerical data and statistical analysis (Creswell, 2014).

The descriptive component was used to determine the level of professional stress experienced by PPCPO personnel across several dimensions, namely job demands, role ambiguity and role conflict, interpersonal relationships, organizational factors, physical work environment, and career development. It also assessed the contribution of workload and job demands, work environment, interpersonal and organizational factors, role-related factors, exposure to critical incidents, and personal factors to professional stress. In addition, the study examined the effectiveness of coping strategies used by personnel in managing work-related stress.

The comparative component was used to determine whether significant differences existed in professional stress and the contribution of stress-related factors when respondents were grouped according to their position as commissioned and non-commissioned officers. This allowed the study to examine whether personnel with different roles and responsibilities experienced professional stress differently.



Data were gathered using structured research instruments that generated measurable responses suitable for statistical analysis. The use of quantitative data provided an objective basis for describing the respondents' experiences and identifying patterns and differences across the variables examined. Rather than relying solely on individual accounts, the approach allowed the researchers to present the overall condition of professional stress among PPCPO personnel based on systematically collected evidence.

The descriptive-comparative design was considered appropriate because it addressed both the current condition of

professional stress and the differences that may exist between personnel groups. The findings provide a clearer picture of the major sources of stress, the coping strategies used by personnel, and areas where organizational support may be strengthened. Ultimately, the results serve as an empirical basis for developing a context-specific stress management program that responds to the actual needs and working conditions of PPCPO personnel.

Table 1 presents the participants of this study, who are the commissioned and non-commissioned officers of Puerto Princesa City Police Office.

Table 1. Respondents of the Study

Respondent	Population	Percent
Commissioned Officers	40	13.33%
Non-Commissioned Officers	260	86.67%
Total	300	100.00%

From the 45 Police Commissioned Officers, only 40 responded while for Police Non-Commissioned Officers, 260 (based on Raosoft computation of sample size) responded out of 744. To ensure that the data gathered are valid, reliable, and relevant to the objectives of the study, specific inclusion and exclusion criteria were established for the selection of respondents.

The study used a structured questionnaire to assess the professional stress of Puerto Princesa City Police Office (PPCPO) personnel, identify its contributing factors, and determine the effectiveness of their coping strategies. The questionnaire consisted of three main parts.

The first part measured the level of professional stress across six areas: job demands, role ambiguity and conflict, interpersonal relationships, organizational factors, physical work environment, and career development. Responses were rated using a four-point Likert scale ranging from 1 (Not Stressful) to 4 (Extremely Stressful). The second part assessed the contribution of stress factors, covering workload and job demands, work environment, interpersonal and organizational factors, role-related factors, exposure to critical incidents, and personal factors. The third part measured the effectiveness of coping strategies, including problem-solving, social support, physical activity, relaxation, and professional development.

The questionnaire was developed based on a review of local and international literature on police stress and coping. It also drew from established instruments such as the **Police Stress Questionnaire (PSQ)**, **Job Stress Scale (JSS)**, and **Coping Strategy Inventory (CSI)**, with items adapted to reflect the work context of PPCPO personnel. Its development was further guided by the **Job Demands-Resources Model** (Bakker & Demerouti, 2007), **Conservation of Resources Theory** (Hobfoll, 1989), and the **Transactional Model of Stress and Coping** (Lazarus & Folkman, 1984). These perspectives helped frame professional stress in terms of workplace demands, available resources, and individual coping responses.

The instrument was also developed with consideration of relevant occupational safety, personnel welfare, and mental health policies, including **Republic Act No. 11058, CSC**

Memorandum Circular No. 15, s. 2013, and the **PNP Human Resource and Development Manual (2019)**. Relevant international guidance, including **ILO Occupational Safety and Health Convention No. 155** and **WHO guidelines on occupational mental health**, was likewise considered.

Overall, the questionnaire was designed to capture the major sources of professional stress experienced by PPCPO personnel and the ways they manage these demands. The results provide a basis for identifying priority areas and developing a **practical stress management program suited to the needs of police personnel**.

The data collected through the validated questionnaire were analyzed using **Statistical Package for the Social Sciences (SPSS) Version 26**. Descriptive and inferential statistics were applied to answer the research questions and provide a clear picture of professional stress, its contributing factors, and the coping strategies used by PPCPO personnel.

Descriptive statistics, particularly frequency, percentage, and median, were used to summarize the respondents' responses. The median was used to describe the level of professional stress across job demands, role ambiguity and role conflict, interpersonal relationships, organizational factors, physical work environment, and career development. It was also used to determine the contribution of stress-related factors and the effectiveness of coping strategies.

The **median** was selected because the study used four-point Likert-scale responses, which are ordinal in nature. Unlike the mean, the median does not require the assumption that the intervals between response categories are equal and is less affected by extreme responses. It therefore provides an appropriate measure of the typical response of the personnel for the variables examined (Likert, 1932; Norman, 2010; Gravetter & Wallnau, 2017).

For the **inferential analysis**, the **Mann-Whitney U test** was used to determine whether significant differences existed between commissioned and non-commissioned officers in terms of professional stress, contributing factors, and coping strategy effectiveness. This non-parametric test was appropriate because



the data were ordinal and the analysis involved two independent groups (Siegel & Castellan, 1988; Kim, 2014). The level of significance was set at $\alpha = 0.05$.

Before analysis, the completed questionnaires were checked for completeness and consistency. The results were then summarized and interpreted based on the following four-point Likert scale:

The Likert Point Scale		
Scale	Range Value	Verbal Interpretation
4	3.26 - 4.00	Highly Stressful/Highly Contributed/Very Effective
3	2.51 - 3.25	Stressful/Contributed/Effective
2	1.76 - 2.50	Less Stressful/Less Contributed/Less Effective
1	1.00 - 1.75	Not Stressful/No Contribution/Not Effective

The combination of descriptive and non-parametric inferential statistics allowed the study to present the findings in a clear and appropriate manner while accounting for the ordinal nature of the data. The results provide an empirical basis for identifying areas of concern and informing the development of a context-specific stress management program for PPCPO personnel.

The study observed established ethical standards to protect the rights, privacy, and well-being of all participants. Participation was voluntary, and respondents were informed that they could withdraw from the study or skip any question without penalty. Before answering the questionnaire, each participant was provided with clear information about the purpose of the study, the procedures involved, and the intended use of the findings, after which informed consent was obtained.

The confidentiality and anonymity of respondents were strictly maintained. No personal identifiers, such as names, ranks, or contact details, were collected. Responses were treated confidentially and presented only in aggregate form. Research data were securely stored and made accessible only to the researcher and authorized personnel.

Given the sensitive nature of professional stress and coping among police personnel, care was taken to minimize possible discomfort during participation. Respondents were reminded that they could decline to answer questions that made them uncomfortable. They were also informed of available support channels should participation raise personal or work-related concerns.

These measures ensured that the study was conducted with respect for voluntary participation, informed consent, privacy, confidentiality, and participant welfare.

RESULTS AND DISCUSSIONS

This section presents presents, analyzes, and interprets the data gathered from the respondents of the study entitled

“Professional Stress of Puerto Princesa City Police Office as inputs for Stress Management Program Development.”

Level of Stress of Puerto Princesa City Police Office

The findings on the level of stress of PPCPO personnel in terms of job demands, role ambiguity and role conflict, interpersonal relationships, organizational factors, physical work environment, and career development are presented as follows:

Job Demands. Table 2 shows that job demands were perceived as a highly stressful aspect of work, with an overall median of 4.00 for both Police Commissioned Officers (PCOs) and Police Non-Commissioned Officers (PNCOs). Personnel reported high stress from managing heavy documentation and urgent requests, meeting strict deadlines, rendering overtime during peak periods, maintaining accurate confidential records, responding to sudden directives, and handling prolonged administrative and operational workloads. These findings suggest that PPCPO personnel regularly manage multiple responsibilities that require accuracy, efficiency, and immediate response, which may affect their fatigue, work-life balance, and overall well-being.

The findings are consistent with previous international and local studies identifying workload, time pressure, long working hours, and multiple responsibilities as major sources of police stress (Sarfraz et al., 2023; Zhou et al., 2024; Ugwu & Idemudia, 2024; Drew, 2024; Silaen et al., 2025). In the Philippine setting, Parcon et al. (2023) and Luna (2023) likewise reported that increasing responsibilities, unpredictable schedules, and extended working hours contribute to occupational stress among police officers. Falloran, Genuba, and Lovina Jr. (2022) similarly found that work-related pressures and environmental demands can affect police officers' well-being and performance. The consistency of these findings indicates that workload-related stress remains a common concern among police personnel.



Table 2. Level of Stress of Puerto Princesa City Police Officers

Job Demands	PCOs		PNCOs		Overall	
	Med	VI	Med	VI	Med	VI
1. Managing heavy volumes of personnel documents and multiple urgent requests within a limited time	4.00	HS	4.00	HS	4.00	HS
2. Meeting strict reporting, compliance, and audit deadlines from higher headquarters	4.00	HS	4.00	HS	4.00	HS
3. Rendering overtime work during inspections, audits, and peak workload periods	4.00	HS	4.00	HS	4.00	HS
4. Ensuring the accuracy of confidential and sensitive police records under pressure	4.00	HS	4.00	HS	4.00	HS
5. Responding to sudden directives, policy changes, and additional assignments	4.00	HS	4.00	HSS	4.00	HSS
6. High workload of administrative and operational duties over an extended period.	4.00	HS	4.00	HS	4.00	HS
OVERALL	4.00	HS	4.00	HS	4.00	HS
Role Ambiguity and Role Conflict						
1. Receiving unclear instructions regarding personnel responsibilities	4.00	HS	4.00	HS	4.00	HS
2. Getting conflicting directives from different superior officers	4.00	HS	4.00	HS	4.00	HS
3. Performing duties beyond officially assigned functions	4.00	HS	4.00	HS	4.00	HS
4. Unclear authority in approving or endorsing personnel actions	4.00	HS	4.00	HS	4.00	HS
5. Inconsistent guidelines and unclear performance evaluation standards	4.00	HS	4.00	HS	4.00	HSS
6. Pressure from various units due to overlapping responsibilities and priority demands	4.00	HS	4.00	HS	4.00	HS
OVERALL	4.00	HS	4.00	HS	4.00	HS
Interpersonal Relationships						
1. Conflict or tension with fellow police personnel	3.50	HS	3.00	S	3.25	S
2. Lack of support from immediate superiors	3.00	S	4.00	HS	3.50	HS
3. Difficulty communicating and coordinating with other units	4.00	HS	4.00	HS	4.00	HS
4. Tension when handling disciplinary or complaint cases involving colleagues	4.00	SS	4.00	HS	4.00	HS
5. Perceived favoritism affecting morale and fairness	4.00	HS	3.00	S	3.50	HS
6. Hesitation to raise concerns due to rank hierarchy or fear of criticism	4.00	HS	3.00	S	3.50	HS
OVERALL	4.00	HS	3.50	HS	3.50	HS
Organizational Factors						
1. Frequent changes in administrative policies and procedures	4.00	HS	4.00	HS	4.00	HS
2. Bureaucratic processes delaying personnel actions and decisions	4.00	HS	3.00	S	3.50	HS
3. Limited autonomy in decision-making within the personnel office	4.00	HS	4.00	HS	4.00	HS
4. Insufficient staffing and workload imbalance	4.00	HS	3.00	S	3.50	HS
5. Pressure from inspections, audits, and performance evaluations	4.00	HS	3.00	S	3.50	HS
6. Job insecurity, unclear promotion systems, and a lack of leadership feedback or recognition	4.00	HS	3.00	S	3.50	HS
OVERALL	4.00	HS	3.50	HS	3.50	HS
Physical Work Environment						
1. Overcrowded or poorly arranged office workspace	4.00	HS	3.00	S	3.50	HS



2. Inadequate computer systems and record-management tools	4.00	HS	3.00	S	3.50	HS
3. Poor ventilation, lighting, temperature, or general office conditions	4.00	HS	3.00	S	3.50	HS
4. Lack of privacy when handling confidential personnel documents	4.00	HS	3.00	S	3.50	HS
5. Excessive noise and environmental distractions from adjacent units	3.00	S	3.00	S	3.50	HS
6. Physical discomfort, safety concerns, or technical failures affecting workflow	3.00	S	3.00	S	3.50	HS
OVERALL	4.00	HS	3.00	S	3.50	HS
Career Development						
1. Limited opportunities for promotion within the police organization	4.00	HS	3.00	S	3.50	HS
2. Unclear criteria and inconsistent policies for rank advancement.	3.00	S	3.00	S	3.00	S
3. Delays in promotion, reassignment, or career progression processes.	3.00	S	3.00	S	3.00	S
4. Limited access to specialized training, seminars, or skill development.	2.00	SS	3.00	S	2.50	SS
5. Lack of mentoring and professional guidance from senior officers.	2.00	SS	3.00	S	2.50	SS
6. Perceived favoritism and concerns about long-term career growth in personnel service assignments.	2.50	SS	3.00	S	2.75	S
OVERALL	3.00	S	3.00	S	2.86	S

Legend: *HI- Highly Stressful; S - Stressful*

The findings are also consistent with the Job Demands–Resources Model (Bakker & Demerouti, 2007), which explains that excessive job demands can result in stress when adequate resources are not available. They also reflect Conservation of Resources Theory (Hobfoll, 1989), as continuous workloads and overtime may deplete officers' time, energy, and psychological resources. From the perspective of the Transactional Model of Stress and Coping (Lazarus & Folkman, 1984), the high ratings suggest that personnel may perceive their work demands as exceeding their available coping capacity. Overall, the findings point to the need for practical measures such as better workload distribution, adequate staffing, administrative support, and stress management initiatives to protect personnel well-being and sustain effective police service.

Role Ambiguity and Role Conflict. The result shows that role ambiguity and role conflict were highly stressful among PPCPO personnel, with an overall median of 4.00 for both Police Commissioned Officers (PCOs) and Police Non-Commissioned Officers (PNCOs). All indicators received the same rating, including unclear instructions, conflicting directives from superiors, duties beyond assigned functions, unclear authority, inconsistent guidelines, unclear performance standards, and overlapping responsibilities. These results suggest that personnel commonly experience uncertainty about their duties, authority, and expectations, which may make decision-making and task prioritization more difficult.

The findings are consistent with international studies identifying unclear responsibilities, conflicting demands, and poor managerial communication as important sources of police

stress (Sarfraz et al., 2023; Drew, 2024; Lee et al., 2024; Carleton et al., 2025; Mohames et al., 2025). Philippine studies have likewise reported that unclear duties, administrative expectations, and limited supervisory support contribute to occupational stress and may affect concentration and job performance (Calusor, 2022; Luna, 2023; Falloran, Genuba, & Lovina Jr., 2022). The present findings therefore suggest that role-related concerns are not simply individual difficulties but may reflect broader organizational issues that require clearer communication and more consistent management practices.

The results are also explained by the Job Demands–Resources Model (Bakker & Demerouti, 2007), which considers role ambiguity and conflict as job demands that can increase strain when adequate organizational resources are lacking. Similarly, Conservation of Resources Theory (Hobfoll, 1989) suggests that resolving unclear roles and conflicting directives may consume officers' time, energy, and emotional resources. The Transactional Model of Stress and Coping (Lazarus & Folkman, 1984) further explains that stress may occur when personnel perceive these demands as exceeding their ability to cope. Overall, the findings highlight the need for clearer role definitions, consistent directives, effective communication, defined authority, and supportive supervision to reduce role-related stress among PPCPO personnel.

Interpersonal Relationships. The overall median of 3.50, interpreted as Highly Stressful, indicates that interpersonal relationships are a considerable source of stress among PPCPO personnel. PCOs reported a median of 4.00, while PNCOs reported 3.50. Difficulty communicating and coordinating with



other units was particularly stressful, along with handling disciplinary or complaint cases involving colleagues. Lack of support from immediate superiors, perceived favoritism, hesitation to raise concerns because of rank hierarchy, and workplace conflicts also contributed to stress. These findings suggest that communication gaps, leadership practices, and concerns about fairness may affect teamwork, morale, and the overall work environment. The results are consistent with studies showing that poor communication, limited supervisory support, interpersonal conflict, and perceived unfair treatment are associated with higher occupational stress among police personnel (Sarfranz et al., 2023; Drew, 2024; Carleton et al., 2025; Mohames et al., 2025). Similar findings in the Philippine setting also highlight the importance of supportive leadership, transparent communication, and positive workplace relationships in reducing police stress (Luna, 2023; Cardenas & Nabe, 2024; Abastillas & Fabroquez, 2024).

These findings are further supported by the Job Demands–Resources Model (Bakker & Demerouti, 2007), which identifies social support, effective leadership, and positive workplace relationships as important resources that can protect employees from stress. From the perspective of Conservation of Resources Theory (Hobfoll, 1989), inadequate support, strained relationships, and perceived unfairness may represent a loss or lack of valuable social resources, increasing psychological strain. The Transactional Model of Stress and Coping (Lazarus & Folkman, 1984) likewise suggests that interpersonal difficulties become stressful when personnel perceive that they lack sufficient support or coping resources to manage them. Overall, the findings point to the need for stronger communication, supportive supervision, fair personnel practices, peer support, and conflict-resolution initiatives within the PPCPO to promote healthier workplace relationships and reduce interpersonal stress.

Organizational Factors. The findings show that organizational factors were highly stressful, with an overall median of 3.50. PCOs reported a median of 4.00, while PNCOs reported 3.50. Frequent changes in administrative policies and procedures and limited autonomy in decision-making were among the most stressful concerns. Personnel also reported stress related to bureaucratic delays, insufficient staffing and workload imbalance, inspections and performance evaluations, job security, promotion processes, leadership feedback, and recognition. These findings suggest that stress is influenced not only by the demands of police work but also by the way organizational policies, procedures, staffing, and management practices are implemented. The results are consistent with international studies linking administrative burden, limited autonomy, inadequate staffing, weak managerial support, and unclear career pathways to higher occupational stress (Carleton et al., 2025; Mohames et al., 2025; Silaen et al., 2025). Similar findings have been reported in the Philippines, where administrative requirements, organizational inefficiencies, limited resources, and lack of supervisory support were identified as important sources of police stress (Calusor, 2022; Falloran, Genuba, & Lovina Jr., 2022; Luna, 2023; Cardenas & Nabe, 2024).

The findings are also consistent with the Job Demands–Resources Model (Bakker & Demerouti, 2007), which suggests that organizational demands become more stressful when resources such as adequate staffing, leadership support, autonomy, and recognition are insufficient. Conservation of Resources Theory (Hobfoll, 1989) further explains that limited opportunities for advancement, recognition, support, and control may represent a loss or lack of valued resources, increasing stress and emotional exhaustion. Similarly, the Transactional Model of Stress and Coping (Lazarus & Folkman, 1984) suggests that frequent policy changes, administrative delays, staffing shortages, and evaluation pressures may become stressful when personnel perceive that available resources are insufficient to manage them. Overall, the findings highlight the need for more efficient administrative processes, adequate staffing, supportive leadership, greater decision-making autonomy, transparent communication, and fair career development and recognition systems to reduce organizational stress and promote the well-being and effectiveness of PPCPO personnel.

Physical Work Environment. The findings show that the physical work environment was highly stressful, with an overall median of 3.50. PCOs reported a higher median of 4.00, while PNCOs reported 3.00, indicating that PCOs perceived greater stress from workplace conditions. The most common concerns included overcrowded or poorly arranged workspaces, inadequate computer and record-management systems, poor ventilation, lighting and temperature, lack of privacy when handling confidential documents, noise and distractions, and physical discomfort or technical problems. These findings suggest that inadequate facilities and equipment may make routine tasks more difficult, affect concentration and efficiency, and add pressure to work that requires accuracy and confidentiality. The results are consistent with studies linking unfavorable workplace conditions, inadequate resources, and poor facilities to increased occupational stress among police personnel (Zhou et al., 2024; Ugwu & Idemudia, 2024; Sarfranz et al., 2023; Mohames et al., 2025; Silaen et al., 2025). Philippine studies likewise identified workplace conditions, insufficient resources, and environmental barriers as contributors to police stress (Falloran, Genuba, & Lovina Jr., 2022; Luna, 2023; Alvarado, 2025).

The findings are further explained by the Job Demands–Resources Model (Bakker & Demerouti, 2007), as inadequate facilities, equipment, and workspace reduce the resources available to personnel while making their tasks more demanding. From the perspective of Conservation of Resources Theory (Hobfoll, 1989), poor facilities, outdated equipment, and uncomfortable conditions may represent a lack or depletion of resources needed to perform work effectively. The Transactional Model of Stress and Coping (Lazarus & Folkman, 1984) also suggests that these conditions may become stressful when personnel perceive them as barriers to effective performance and have limited control over improving them. Overall, the findings highlight the need to improve workplace facilities, upgrade equipment and computer systems, provide adequate workspace and privacy, and maintain safe and comfortable working



conditions to reduce stress and support the efficiency and well-being of PPCPO personnel.

Career Development. The findings show that career development was a stressful aspect of work, with an overall median of 2.86, while both PCOs and PNCOs reported a median of 3.00. Although career concerns were less stressful than job demands, organizational factors, and role-related issues, they remained relevant to personnel. Limited promotion opportunities received the highest rating at 3.50, indicating that advancement is a major concern. Unclear promotion criteria, inconsistent policies, delays in promotion or reassignment, perceived favoritism, and uncertainty about long-term career growth were also reported as stressful. In comparison, limited access to training and seminars and lack of mentoring were rated as only slightly stressful. These findings suggest that personnel are particularly concerned about the fairness, transparency, and timeliness of career advancement. Similar concerns have been reported in international studies, which link limited promotion opportunities, career stagnation, and unclear career pathways with lower morale and higher occupational stress (Zhou et al., 2024; Ugwu & Idemudia, 2024; Sarfraz et al., 2023; Mohames et al., 2025). Philippine studies likewise emphasize the role of organizational barriers, unclear advancement processes, and fairness in shaping police personnel's stress and job satisfaction (Calusor, 2022; Falloran, Genuba, & Lovina Jr., 2022; Luna, 2023; Cardenas & Nabe, 2024).

The findings are also supported by Conservation of Resources Theory (Hobfoll, 1989), which views career advancement, professional recognition, training, and mentoring as valuable resources that personnel seek to obtain and maintain. When these opportunities are perceived as limited or uncertain, they may become sources of stress. The Transactional Model of Stress and Coping (Lazarus & Folkman, 1984) further explains

that delayed promotions and unclear advancement policies may be stressful when personnel perceive them as barriers to their professional goals and feel they have limited control over the outcomes. Overall, the findings indicate that career development is a meaningful, though comparatively moderate, source of professional stress among PPCPO personnel. Strengthening transparent promotion processes, fair advancement opportunities, mentoring, and continuous professional development may help improve morale, motivation, and long-term organizational commitment.

Significant Difference in the Level of Stress of PPCPO Personnel

Table 3 presents the results of the Mann–Whitney U test conducted to determine whether there is a significant difference in the level of stress experienced by Puerto Princesa City Police Officers when grouped as Police Commissioned Officers (PCOs) and Police Non-Commissioned Officers (PNCOs).

The results showed significant differences between Police Commissioned Officers (PCOs) and Police Non-Commissioned Officers (PNCOs) in four stress dimensions: job demands ($U = 3763.0$, $p = 0.0013$), role ambiguity and role conflict ($U = 3202.5$, $p = 0.000013$), organizational factors ($U = 6809.0$, $p = 0.0051$), and physical work environment ($U = 6822.5$, $p = 0.0047$). Since all p -values were below 0.05, the null hypothesis was rejected for these dimensions. This suggests that rank may influence how personnel experience particular stressors, possibly because of differences in responsibilities, authority, workload, and working conditions. The finding is consistent with Lee et al. (2024), Carleton et al. (2025), Calusor (2022), and Parcon et al. (2023), who reported that occupational stress may vary according to organizational position, rank, job functions, and responsibilities.

Table 3. Significant Difference in the Level of Stress of Puerto Princesa City Police Officers According to Group

Dimension	U-value	p-value	Decision
Job demands	3763.0	0.0013	Significant
Role ambiguity and role conflict	3202.5	0.000013	Significant
Interpersonal relationships	6362.5	0.0532	Not Significant
Organizational factors	6809.0	0.0051	Significant
Physical work environment	6822.5	0.0047	Significant
Career development	6140.5	0.1341	Not Significant
Overall Stress Scores	5904.5	0.3024	Not Significant

In contrast, no significant differences were found in interpersonal relationships ($U = 6362.5$, $p = 0.0532$) and career development ($U = 6140.5$, $p = 0.1341$). This indicates that PCOs and PNCOs share similar concerns regarding workplace relationships, communication, promotion, and professional growth. More importantly, the overall level of occupational stress also did not significantly differ between the two groups ($U = 5904.5$, $p = 0.3024$). Thus, while the sources of stress may vary by rank, the overall burden of occupational stress appears to be shared across personnel. This supports the view of Sarfraz et al.

(2023) and Ugwu and Idemudia (2024) that interpersonal and occupational stressors can affect police personnel across ranks and assignments.

Overall, the findings suggest that stress management should be addressed at the organizational level while allowing for interventions that respond to rank-specific concerns. Organization-wide measures such as wellness programs, supportive leadership, mentoring, and team-building may address shared concerns, while targeted strategies may focus on workload distribution, role clarity, administrative processes, and workplace



conditions where differences between PCOs and PNCOs were evident. This combined approach may help PPCPO address professional stress more effectively and promote the well-being and performance of personnel across ranks.

Level of Contribution of Factors to the Professional Stress Experienced by the Personnel

This section presents the level of contribution of factors to the professional stress experienced by the personnel in terms of workload and job demands, work environment, interpersonal/organizational, role-related, exposure to critical Incidents; and personal factors.

Workload and Job Demands. These were found to contribute to the professional stress experienced by PPCPO personnel, with an overall median of **2.88 (Contributed)**. The most prominent stressor was heavy caseloads, documentation, and report

preparation, which obtained a median of **3.50 (Highly Contributed)**. Strict deadlines for reports and court submissions, overtime due to manpower shortages, and prolonged duty hours or shifting schedules were also identified as contributors to stress. These findings indicate that administrative workload, time pressure, staffing limitations, and demanding work schedules place considerable pressure on personnel. The results are consistent with international studies showing that excessive workload, administrative demands, and sustained job pressure contribute to burnout and psychological strain among police officers (Liu et al., 2024; Ugwu & Idemudia, 2025; Purba & Demou, 2019; Sun et al., 2022). Local studies similarly reported that workload, manpower limitations, long working hours, and administrative responsibilities are significant sources of stress among Philippine police personnel (Parcon et al., 2023; Calusor, 2022; Luna, 2023).

Table 4. Level of Contribution of Factors to the Professional Stress Experienced by the Personnel in Terms of Workload and Job Demands

Workload and Job Demands	PCOs		PNCOs		Overall	
	Med	VI	Med	VI	Med	VI
1. Heavy caseloads, documentation, and report preparation requirements	4.00	HC	3.00	C	3.50	HC
2. Strict deadlines for reports, court submissions, or compliance requirements	3.00	C	3.00	C	3.00	C
3. Overtime duties due to manpower shortages	3.00	C	3.00	C	3.00	C
4. Simultaneous administrative and operational responsibilities	2.00	SC	3.00	C	2.50	SC
5. Accountability for decisions that may lead to legal or administrative consequences	2.00	SC	3.00	C	2.50	SC
6. Physical and mental fatigue from prolonged duty hours or shifting schedules	2.50	SC	3.00	C	2.75	C
OVERALL	3.00	C	3.00	C	2.88	C
Work Environment						
1. Inadequate office or station facilities	3.00	C	3.00	C	3.00	C
2. Lack of modern equipment, vehicles, or technology	3.00	C	3.00	C	3.00	C
3. Poor lighting, ventilation, or workspace arrangement in stations	4.00	HC	3.00	C	3.50	HC
4. Exposure to unsafe or high-crime environments	4.00	HC	3.00	C	3.50	HC
5. Lack of privacy when handling sensitive cases	3.00	C	2.00	SC	2.50	SC
6. Noise and distractions within police stations or operational areas	3.00	C	2.50	SC	2.75	C
OVERALL	3.00	C	3.00	C	3.00	C
Interpersonal/Organizational						
1. Conflict with fellow officers or units	3.00	C	2.00	SC	2.50	SC
2. Lack of support from immediate superiors	3.00	C	2.00	SC	2.50	SC
3. A strict hierarchical command structure limiting communication	2.00	SC	2.00	SC	2.00	SC
4. Perceived favoritism in assignments or promotions	4.00	HC	2.00	SC	3.00	C
5. Poor communication from leadership during operations or policy changes	2.50	SC	2.00	SC	2.25	SC
6. Pressure from superiors to meet performance targets	2.00	SC	2.00	SC	2.00	SC



OVERALL	2.75	C	2.00	SC	2.38	SC
Role-Related						
1. Unclear job responsibilities during operations or administrative tasks	2.00	SC	2.00	SC	2.00	SC
2. Conflicting orders from different superior officers	2.00	SC	2.00	SC	2.00	SC
3. Performing tasks beyond assigned specialization	2.00	SC	2.00	SC	2.00	SC
4. Unclear authority in making field decisions	2.00	SC	2.00	SC	2.00	SC
5. Inconsistent evaluation criteria for performance appraisal	2.00	SC	2.00	SC	2.00	SC
6. Balancing enforcement duties with community relations responsibilities	4.00	HC	2.00	SC	3.00	C
OVERALL	2.00	SC	2.00	SC	2.00	C
Exposure to Critical Incidents						
1. Exposure to violent crime scenes	4.00	HC	3.00	C	3.50	HC
2. Responding to accidents involving serious injury or death	4.00	HC	2.00	SC	3.00	C
3. Participation in high-risk operations	4.00	HC	2.00	SC	3.00	C
4. Witnessing traumatic events during duty	4.00	HC	2.00	SC	3.00	C
5. Fear of personal harm or attack	4.00	HC	2.00	SC	3.00	C
6. Emotional impact after handling distressing incidents	4.00	HC	2.00	SC	3.00	C
OVERALL	4.00	HC	2.00	SC	3.00	C
Personal Factors						
1. Difficulty balancing police duties and family responsibilities	4.00	HC	2.00	SC	3.00	C
2. Financial pressures related to family obligations	3.00	C	2.00	SC	2.50	SC
3. Health issues aggravated by duty schedules	3.00	C	2.50	SC	2.75	C
4. Sleep disturbances due to shifting or extended hours	4.00	HC	2.50	SC	3.25	C
5. Personal expectations of high performance and discipline	4.00	HC	2.00	SC	3.00	C
6. Limited coping mechanisms for managing occupational stress	4.00	HC	2.00	SC	3.00	C
OVERALL	4.00	HC	2.00	SC	3.00	C

Legend: HC- Highly Contributed; C - Contributed; SC - Slightly Contributed

Work Environment Factors. These contributed to the professional stress of PPCPO personnel, with an overall median of 3.00 (Contributed). Poor lighting, ventilation, or workspace arrangements and exposure to unsafe or high-crime environments were the strongest contributors, both obtaining a median of 3.50 (Highly Contributed). Inadequate facilities, limited modern equipment and technology, and workplace noise or distractions also contributed to stress, while lack of privacy when handling sensitive cases was rated only slightly contributory. These findings indicate that both the physical condition of police facilities and the risks associated with operational settings influence personnel well-being. The results are consistent with studies showing that hazardous environments, inadequate facilities, limited resources, and unfavorable workplace conditions contribute to occupational stress, psychological strain, and reduced work effectiveness among police officers (Hansen et al., 2006; Purba & Demou, 2019; Ugwu & Idemudia, 2025). Local studies likewise identified inadequate facilities, resource limitations, and demanding operational environments as

important sources of stress among Philippine police personnel (Falloran, Genuba, & Lovina Jr., 2022; Parcon et al., 2023; Luna, 2023; Calusor, 2022).

The findings highlight the need to improve police stations and operational environments through better lighting and ventilation, functional workspace arrangements, adequate equipment and vehicles, updated technology, and strengthened safety measures for high-risk assignments. Such improvements may reduce environmental stress while supporting efficiency, morale, and quality of police service. These concerns are consistent with RA 11058, which requires safe and healthful working conditions, as well as CSC Memorandum Circular No. 15, s. 2013, which promotes mental health and psychosocial support in government workplaces. The findings are also explained by the Transactional Model of Stress and Coping (Lazarus & Folkman, 1984), which suggests that stressful experiences depend partly on how individuals appraise environmental demands relative to their available coping resources. When personnel face unsafe conditions or inadequate



workplace resources without sufficient means to address them, these conditions are more likely to be experienced as stressful. Overall, improving both the physical and operational work environment can serve as an important component of a comprehensive stress management program for PPCPO personnel.

Interpersonal and Organizational Factors. These slightly contributed to the professional stress of PPCPO personnel, with an overall median of 2.38. Among the indicators, perceived favoritism in assignments or promotions was the highest-rated stressor (3.00, Contributed), with a notable difference between PCOs (4.00, Highly Contributed) and PNCOs (2.00, Slightly Contributed). Conflict with fellow officers or units, lack of supervisory support, and poor leadership communication were rated as slight contributors, while hierarchical communication structures and pressure to meet performance targets received the lowest ratings. Overall, PCOs reported greater stress from interpersonal and organizational factors (2.75) than PNCOs (2.00). The findings suggest that although these factors are not primary sources of stress, concerns about fairness, communication, and supervisory support remain relevant to personnel well-being.

The results highlight the importance of transparent personnel practices, supportive leadership, and effective communication. Clear and consistent criteria for assignments, promotions, and career advancement may help reduce perceptions of favoritism and strengthen organizational trust. Likewise, maintaining positive workplace relationships and addressing interpersonal concerns early can help prevent minor issues from developing into more serious sources of stress. The differences between PCOs and PNCOs further suggest that stress-management initiatives should recognize the distinct experiences and expectations associated with rank. Overall, strengthening organizational fairness, communication, and leadership support can contribute to a healthier workplace, improved morale, and more effective police service.

Role-related Factors. These slightly contributed to the professional stress of PPCPO personnel, with both PCOs and PNCOs reporting an overall median of 2.00 (Slightly Contributed). Most indicators—including unclear responsibilities, conflicting orders, tasks beyond assigned specialization, unclear decision-making authority, and inconsistent performance evaluation—were likewise rated 2.00, suggesting that personnel generally understand their roles and responsibilities. However, balancing law enforcement duties with community relations emerged as the most notable role-related stressor, with an overall median of 3.00 (Contributed). PCOs rated this concern 4.00 (Highly Contributed) compared with 2.00 (Slightly Contributed) among PNCOs, suggesting that commissioned officers may experience greater pressure because of their broader leadership, administrative, and community-related responsibilities.

The findings suggest that existing command structures and role definitions generally provide sufficient clarity, but the expanding expectations of modern policing may create competing demands, particularly for officers in leadership positions. The

results are consistent with local and international literature indicating that role-related and organizational stressors are often less dominant than workload and operational demands but can still affect morale, communication, and well-being (Purba & Demou, 2019; Ugwu & Idemudia, 2025; Calusor, 2022; Luna, 2023). The findings are also explained by the Job Demands–Resources Model (Bakker & Demerouti, 2007), which views clear roles, supportive leadership, and effective communication as resources that help reduce stress; the Conservation of Resources Theory (Hobfoll, 1989), which highlights the value of support and organizational resources; and the Transactional Model of Stress and Coping (Lazarus & Folkman, 1984), which emphasizes how personnel appraise and manage competing demands. Overall, continued role clarification, community-relations training, leadership development, and rank-specific support may help personnel manage competing responsibilities while strengthening police-community relations.

Personal Factors. The findings reveal that personal factors contributed to the professional stress experienced by PPCPO personnel, as reflected in the overall median rating of 3.00 (Contributed). Sleep disturbances caused by shifting or extended duty hours emerged as the most prominent stressor, with a median of 3.25, while difficulty balancing police duties and family responsibilities, high personal expectations, and limited coping mechanisms each obtained a median of 3.00. Health concerns aggravated by duty schedules were also identified as contributors, whereas financial pressures related to family obligations were perceived as less influential. A notable difference was observed between the groups, with PCOs reporting a median of 4.00 (Highly Contributed) compared with 2.00 (Slightly Contributed) among PNCOs, suggesting that commissioned officers may experience greater personal strain due to their broader responsibilities and expectations. The findings are consistent with Hansen et al. (2006), Kroes and Smith (2024), Syed et al. (2020), and Drew (2024), who emphasized the effects of irregular schedules, sleep disruption, work–family conflict, and limited coping resources on police officers' well-being. Local studies by Parcon et al. (2023), Luna (2023), Resurreccion (2024), and Alvarado (2025) similarly identified fatigue, family responsibilities, health concerns, and coping capacity as important factors influencing occupational stress among Philippine police personnel.

The findings are further explained by the Job Demands–Resources (JD-R) Model, which recognizes resilience, coping skills, and emotional regulation as personal resources that help buffer the effects of demanding work conditions. The Conservation of Resources (COR) Theory likewise suggests that stress develops when valued resources such as time, energy, health, sleep, and family stability are threatened or depleted. The presence of sleep disturbances, health concerns, and work–family conflict therefore indicates potential resource depletion, particularly among PCOs who reported higher levels of personal stress. Similarly, the Transactional Model of Stress and Coping explains that stress depends on how personnel appraise personal and occupational demands relative to their available coping resources. Overall, the findings demonstrate that personal factors



constitute a meaningful contributor to professional stress, with particularly strong effects among PCOs. These results underscore the importance of work–life balance initiatives, wellness and health programs, stress-management training, resilience-building activities, counseling, peer support, and family-support mechanisms to strengthen personnel well-being and sustain effective police service delivery.

Significant Difference in the Level of Contribution of Factors to the Professional Stress Experienced by the PPCPO Personnel

Table 5 presents the results of the test for significant differences in the level of contribution of factors to the professional stress experienced by Puerto Princesa City police personnel when grouped according to rank (PCOs and PNCOs). The findings reveal that there are significant differences in several dimensions of professional stress, indicating that the two groups perceive and experience certain stressors differently.

The results reveal significant differences between PCOs and PNCOs in the contribution of Workload and Job Demands ($U = 6825.5$, $p = 0.0002$), Work Environment ($U = 6106.5$, $p = 0.0242$), Exposure to Critical Incidents ($U = 7275.0$, $p < 0.001$),

and Personal Factors ($U = 7144.0$, $p < 0.001$). Since all p -values are below the 0.05 level of significance, the null hypothesis is rejected for these dimensions, indicating that PCOs and PNCOs differ significantly in how they perceive these factors as contributors to professional stress. The higher stress ratings generally reported by PCOs may be associated with greater leadership responsibilities, decision-making demands, accountability, exposure to critical situations, and work–life pressures. These findings are consistent with Lee et al. (2024), Kostas (2024), Carleton et al. (2025), and Ugwu and Idemudia (2025), who found that occupational stress varies according to rank, role, responsibility, and exposure to operational demands. Local studies by Calusor (2022), Parcon et al. (2023), and Luna (2023) likewise indicate that rank, assignment, workload, and operational responsibilities influence how police personnel experience occupational stress. In contrast, Interpersonal/Organizational Factors ($U = 5522.5$, $p = 0.2872$) and Role-related Factors ($U = 5039.0$, $p = 0.9374$) showed no significant differences, indicating that PCOs and PNCOs have generally similar perceptions of stress arising from workplace relationships, organizational conditions, role clarity, and job responsibilities.

Table 5. Significant Difference in the Level of Contribution of factors to the Professional Stress as Experienced by Puerto Princesa City Police Officers According to Group

Dimension	U-value	p-value	Decision
Workload and Job Demands	6825.5	0.0002	Significant
Work Environment	6106.5	0.0242	Significant
Interpersonal/Organizational	5522.5	0.2872	Not Significant
Role-related	5039.0	0.9374	Not Significant
Exposure to Critical Incidents	7275.0	0.0000	Significant
Personal Factors	7144.0	0.0000	Significant
Overall Stress Scores	6889.5	0.0002	Significant

The overall analysis further yielded a statistically significant difference in the level of contribution of stress factors between PCOs and PNCOs ($U = 6889.5$, $p = 0.0002$), leading to the rejection of the null hypothesis for the overall assessment. This indicates that rank is an important factor in shaping how police personnel perceive and experience professional stress, particularly across workload, environmental, critical incident, and personal dimensions. The findings are well explained by the Job Demands–Resources (JD-R) Model, which suggests that differences in job demands, responsibilities, and available resources across ranks can produce different stress experiences. The Conservation of Resources (COR) Theory further explains that unequal responsibilities and exposure may result in differences in the depletion of time, energy, and emotional resources, while the Transactional Model of Stress and Coping emphasizes that personnel may appraise similar occupational demands differently based on their roles and perceived coping capacities. Overall, the findings underscore the need for rank-responsive stress management interventions, particularly leadership and workload support, critical incident interventions, resilience-building programs, and work–life balance initiatives for PCOs, while maintaining organization-wide programs

addressing interpersonal relationships and role-related concerns. Such differentiated yet complementary interventions may strengthen personnel well-being, improve job performance, and enhance the overall effectiveness of the Puerto Princesa City Police Office.

Level of Effectiveness of the Coping Strategies Used by PPCPO Personnel in Managing their Stress

Table 6 presents the level of effectiveness of coping strategies used by PPCPO personnel in managing occupational stress. The findings show an overall median rating of 3.00 (Effective), indicating that both PCOs and PNCOs generally utilize coping mechanisms that help them manage the demands and pressures of police work. Among the strategies, time management, physical exercise, deep breathing/relaxation techniques, and training and skill development obtained the highest overall median rating of 3.50 (Very Effective). These results suggest that proactive and self-regulatory strategies are particularly useful in managing occupational stress by helping personnel organize their responsibilities, maintain physical fitness, regulate emotional responses, and strengthen professional competence. Other strategies, including social and peer support,



professional counseling, problem-solving, critical incident defusing, positive reframing, work-life balance practices, spiritual activities, limiting non-critical stressors, realistic expectations, and healthy lifestyle practices, were rated 3.00 (Effective), indicating that these approaches also contribute positively to stress management. Notably, PNCOs rated several strategies as Very Effective, while PCOs consistently rated all strategies as Effective, suggesting some variation in perceived effectiveness across ranks.

The findings imply that PPCPO personnel have developed a range of constructive coping mechanisms that support their resilience and ability to manage occupational pressures. The prominence of time management, exercise, relaxation techniques, and professional development highlights the value of strengthening wellness and capability-building

programs within the organization. Although counseling, peer support, social support, and post-critical-incident interventions were rated only Effective, these strategies remain important organizational resources that can provide additional assistance when individual coping mechanisms are insufficient. The findings therefore underscore the need to sustain and expand employee wellness programs, physical fitness activities, stress-management training, peer-support systems, counseling services, and professional development initiatives, while considering rank-specific needs in program design. Overall, the effectiveness of the coping strategies indicates that PPCPO personnel possess meaningful adaptive resources for managing occupational stress, and continued institutional support for these practices may further enhance resilience, job performance, and personnel well-being.

Table 6. Level of Effectiveness of the Coping Strategies Used by PPCPO Personnel in Managing their Stress

Coping Strategies	PCOs		PNCOs		Overall	
	Med	VI	Med	VI	Med	VI
1. Time management (Planning and prioritizing tasks to reduce workload stress)	3.00	E	4.00	VE	3.50	VE
2. Physical exercise (Engaging in regular workouts, running, or sports to relieve tension)	3.00	E	4.00	VE	3.50	VE
3. Deep breathing/relaxation techniques (Using breathing exercises or mindfulness during stressful situations)	3.00	E	4.00	VE	3.50	VE
4. Seeking social support (Talking with colleagues, friends, or family about stressors)	3.00	E	3.00	E	3.00	E
5. Peer support groups (Participating in police-specific debriefings or counseling groups)	3.00	E	3.00	E	3.00	E
6. Professional counseling (Consulting psychologists, counselors, or EAP services)	3.00	E	4.00	VE	3.00	E
7. Problem-solving (Developing concrete solutions to administrative or operational challenges)	3.00	E	3.00	E	3.00	E
8. Defusing after critical incidents (Using debriefings or relaxation after traumatic events)	3.00	E	3.00	E	3.00	E
9. Humor/positive reframing (Using humor or seeing situations positively to manage stress)	3.00	E	3.00	E	3.00	E
10. Work-life balance strategies (Taking time off, engaging in hobbies, or maintaining personal routines)	3.00	E	3.00	E	3.00	E
11. Spiritual or religious practices (Prayer, meditation, or spiritual reflection to cope with stress)	3.00	E	3.00	E	3.00	E
12. Limiting exposure to non-critical stressors (Avoiding unnecessary conflicts or stressful situations when possible)	3.00	E	3.00	E	3.00	E
13. Setting realistic expectations (Adjusting personal or professional standards to reduce pressure)	3.00	E	3.00	E	3.00	E
14. Healthy lifestyle choices (Proper diet, sleep, and avoiding alcohol or substance abuse as coping mechanisms)	3.00	E	3.00	E	3.00	E
15. Training and skill development (Improving competence through seminars, workshops, or skill courses to handle job demands more effectively)	3.00	E	4.00	VE	3.50	VE
OVERALL	3.00	E	3.00	E	3.00	E

Legend: VE- Very effective; E – Effective



Significant Difference in the Level of Effectiveness of the Coping Strategies Used by PPCPO Personnel in Managing their Stress

Table 7 presents the test for significant differences in the perceived effectiveness of coping strategies between PCOs and PNCOs. The Mann–Whitney U test yielded a U-value of 5228.0, Z-value of -0.84 , and p-value of 0.401. Since the p-value is greater than the 0.05 level of significance, the null hypothesis is not rejected, indicating that there is no significant difference in the perceived effectiveness of coping strategies between the two groups. Although PNCOs obtained a slightly higher median total score, the difference was not statistically significant, suggesting that both groups generally perceive their coping mechanisms as similarly effective despite differences in rank, responsibilities, and sources of occupational stress. The finding indicates that strategies such as time management, physical exercise, relaxation techniques, social and peer support, counseling, problem-solving, and professional development are broadly applicable across ranks. This is consistent with Modula et al. (2024), Ugwu and Idemudia (2025), Xu et al. (2024), and Xu et al. (2025), who emphasized the role of adaptive coping, resilience, social support, and healthy coping behaviors in reducing occupational stress among police officers. Local studies by Olivar et al. (2024), Espartero (2023), Resurreccion (2024), and Alvarado (2025) likewise demonstrate that adaptive coping mechanisms contribute

to improved psychological well-being and occupational functioning among Philippine police personnel.

The findings are further supported by the Job Demands–Resources (JD-R) Model, which explains that coping mechanisms function as personal and organizational resources that help buffer the effects of demanding police work. The Conservation of Resources (COR) Theory likewise suggests that activities such as exercise, relaxation, spirituality, social support, and work–life balance help restore valuable resources depleted by occupational demands. Similarly, the Transactional Model of Stress and Coping emphasizes that adaptive coping strategies enable personnel to manage stressful demands according to their individual appraisal and coping capacity. The absence of a significant difference suggests that these coping resources are perceived as similarly useful across ranks, even though the stressors themselves may differ between PCOs and PNCOs. Overall, the findings support the continued implementation of organization-wide wellness programs, stress-management training, physical fitness activities, peer-support mechanisms, counseling services, resilience-building initiatives, and professional development programs within the PPCPO. While rank-specific interventions may remain necessary to address differences in stress exposure, the coping strategies themselves can be strengthened as shared organizational resources to promote personnel resilience, psychological well-being, and sustained operational effectiveness.

Table 7. Significant Difference in the Level of Effectiveness of the Coping Strategies Used by Puerto Princesa City Personnel in Managing their Stress According to Group

Managing their Stress According to Group				
Group	Median Total Score	U-value	Z-value	p-value
Police Commissioned Officers	45	5228.0	-0.84	.401
Police Non-Commissioned Officers	49			
Decision: α = Fail to Reject H_0			Interpretation: Not Significant	

Program to be Proposed Based on the Results of the Study

The study revealed that PPCPO personnel experience high levels of professional stress primarily from job demands, role ambiguity and conflict, interpersonal relationships, organizational factors, and physical work environment conditions. Major contributors to stress include workload and job demands, work environment concerns, exposure to critical incidents, and personal factors. Although personnel reported using effective coping strategies, there is a need for a structured stress management program to reduce occupational stress, enhance resilience, improve job performance, and promote overall well-being.

STRESS MANAGEMENT PROGRAM FOR PUERTO PRINCESA CITY POLICE OFFICE PERSONNEL

I. Program Title

“Pulis Kalmado, Serbisiyong Sigurado”

II. Rationale

Police personnel are routinely exposed to demanding work environments characterized by heavy workloads, operational pressures, exposure to critical incidents, organizational challenges, and the need to make timely decisions under stressful conditions. While these responsibilities are essential to maintaining public safety and order, prolonged exposure to occupational stress can adversely affect officers' psychological well-being, physical health, job satisfaction, and overall work performance. If left unaddressed, chronic stress may contribute to burnout, reduced productivity, absenteeism, impaired decision-making, and diminished quality of police service.

The findings of the present study revealed that personnel of the Puerto Princesa City Police Office (PPCPO) experience high levels of occupational stress, particularly in relation to job demands, role ambiguity and conflict, interpersonal relationships, organizational factors, and physical work environment conditions. Although respondents demonstrated effective coping



strategies, the persistence of these stressors highlights the need for a more systematic and organization-wide approach to stress management. Addressing occupational stress requires not only individual coping mechanisms but also institutional interventions that strengthen organizational support, promote employee wellness, and foster a healthy work environment.

In response to these findings, the **"Pulis Kalmado, Serbisong Sigurado" Stress Management Program** was developed as a comprehensive intervention designed to enhance the psychological, emotional, physical, and professional well-being of PPCPO personnel. The program integrates evidence-based strategies focusing on workload management, role clarification, peer support, psychological wellness, critical incident stress debriefing, physical fitness, work-life balance, leadership support, and career development. Through collaborative implementation involving the Command Group, Personnel Section, Health Service, partner mental health professionals, and other stakeholders, the program seeks to build a resilient, healthy, and highly motivated police workforce capable of delivering effective and responsive public service.

Ultimately, the implementation of this program is expected to reduce occupational stress, strengthen resilience, improve organizational climate, and enhance the quality of police service, thereby supporting the Philippine National Police's commitment to personnel welfare and excellence in law enforcement.

Conclusions

With the findings derived from the study, the following are concluded:

Puerto Princesa City Police Office personnel are exposed to multiple occupational stressors that affect their overall well-being.

Regardless of rank classification, PPCPO personnel experience similar levels of professional stress across the identified stress dimensions.

Both operational and personal aspects of police work play important roles in shaping stress experiences.

Commissioned and non-commissioned officers differ in how they perceive the influence of specific stress-related factors, likely due to differences in duties, responsibilities, and work experiences.

The personnel are able to employ adaptive coping mechanisms that help reduce the negative effects of occupational stress.

The coping methods used are similarly effective for both groups, regardless of rank or position within the organization.

Recommendations

Based on the findings and the conclusions drawn, the following are hereby recommended:

1. The Puerto Princesa City Police Office (PPCPO) may strengthen workload management systems by streamlining documentation processes, adopting digital record-management systems, and ensuring equitable distribution of administrative and

operational tasks to reduce stress associated with heavy workloads, strict deadlines, and overtime duties.

2. PPCPO leadership may establish clearer communication and role clarification mechanisms through regular briefings, updated standard operating procedures, and clearly defined responsibilities to minimize role ambiguity, conflicting directives, and overlapping duties.

3. The organization may enhance interpersonal and organizational support systems by promoting open communication, strengthening supervisory support, implementing mentorship programs, and ensuring transparency in assignments, promotions, and personnel-related decisions to improve workplace relationships and morale.

4. The PNP and PPCPO administration may improve the physical work environment by upgrading office facilities, improving workspace arrangements, enhancing ventilation and lighting, providing adequate privacy for confidential transactions, and investing in modern equipment and information technology resources.

5. A comprehensive stress management and wellness program may be institutionalized to address stress arising from workload, critical incident exposure, and personal factors. The program may include resilience training, stress awareness seminars, psychological first aid, mental health education, and regular wellness activities.

6. Professional psychological support services may be made more accessible by providing counseling services, peer-support programs, post-incident debriefing sessions, and referrals to mental health professionals for personnel experiencing high levels of stress.

7. Programs promoting work-life balance may be strengthened through flexible scheduling where feasible, adequate rest periods, family-oriented activities, and initiatives that address sleep health, physical fitness, and overall well-being.

8. Career development opportunities may be enhanced by ensuring transparent promotion policies, expanding access to specialized training and seminars, and implementing mentoring programs to support professional growth and reduce stress related to career advancement concerns.

9. Existing effective coping strategies should be sustained and reinforced, particularly time management, physical exercise, relaxation techniques, training and skill development, social support, and healthy lifestyle practices, as these were found to be effective in managing work-related stress.

10. Future researchers may conduct similar studies in other police offices or operational units to validate the findings, examine additional stress-related variables, and develop more localized and evidence-based stress management interventions for police personnel.

11. The adoption of the proposed output of the study is highly recommended.

Acknowledgement

This research is the result of the collective support, guidance, and encouragement of many individuals and institutions to whom the researcher is sincerely and profoundly



grateful. Their contributions, whether academic, professional, or personal, played a vital role in the successful completion of this scholarly work.

First and foremost, heartfelt appreciation is extended to the thesis adviser, **Dr. Marlyn P. Wacnag**, and the panel members, for their patience, dedication, and unwavering guidance throughout the entire research process. Their extensive knowledge, insightful feedback, and consistent encouragement provided direction and clarity at every stage of the study. The adviser's belief in the value of this research and their commitment to academic excellence were instrumental in bringing this thesis to completion.

The researcher would also like to express sincere gratitude to the Dean of the Graduate School for the support and for fostering an academic environment that promotes research, critical inquiry, and scholarly growth. Deep appreciation is likewise extended to the panel members and thesis professors for their time, expertise, and constructive suggestions. Their valuable insights, thoughtful critiques, and professional guidance significantly strengthened the quality, relevance, and rigor of this research.

Grateful acknowledgment is given to the office heads and concerned authorities who approved and supported the conduct of the study. Their cooperation, assistance, and willingness to grant access to the necessary resources and venues made the data-gathering process possible, organized, and efficient. The researcher sincerely appreciates their trust and support in allowing this study to be conducted.

The researcher is especially thankful to the participants of the study for their willingness to share their time, experiences, and perspectives. Their honest and meaningful responses served as the foundation of this research and greatly contributed to the credibility and significance of the findings. Without their cooperation, this study would not have been possible.

Finally, the researcher wishes to express heartfelt thanks to friends and relatives for their constant encouragement, understanding, and moral support throughout this academic journey. Their patience, motivation, and belief in the researcher provided strength and inspiration, especially during the most challenging and demanding moments of the research process.

To everyone who contributed, directly or indirectly, to the completion of this thesis, the researcher extends deepest gratitude and sincere appreciation.

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Research Instrument

Part I. Respondent's Classification

Please check: ☐ Police Commissioned Officer
☐ Police Non-Commissioned Officer

Part II. Level of Stress of PPCPO Personnel

Kindly indicate the level of stress you experience in terms of job demands, role ambiguity and role conflict, interpersonal relationships, organizational factors, physical work environment, and career development, using the legend as follows:

- 4 – Highly Stressful (HS)
- 3 – Stressful (S)
- 2 – Slightly Stressful (SS)
- 1 – Not Stressful (NS)

A. Job Demands	4 HS	3 S	2 SS	1 NS
1. Managing heavy volumes of personnel documents and multiple urgent requests within a limited time				
2. Meeting strict reporting, compliance, and audit deadlines from higher headquarters				
3. Rendering overtime work during inspections, audits, and peak workload periods				
4. Ensuring the accuracy of confidential and sensitive police records under pressure				
5. Responding to sudden directives, policy changes, and additional assignments				
6. Experiencing mental and physical fatigue due to sustained administrative and operational support duties				
B. Role Ambiguity and Role Conflict				
1. Receiving unclear instructions regarding personnel responsibilities				
2. Getting conflicting directives from different superior officers				
3. Performing duties beyond officially assigned functions				
4. Unclear authority in approving or endorsing personnel actions				
5. Inconsistent guidelines and unclear performance evaluation standards				
6. Pressure from various units due to overlapping responsibilities and priority demands				
C. Interpersonal Relationships				
1. Conflict or tension with fellow police personnel				
2. Lack of support from immediate superiors				
3. Difficulty communicating and coordinating with other units				
4. Tension when handling disciplinary or complaint cases involving colleagues				
5. Perceived favoritism affecting morale and fairness				
6. Hesitation to raise concerns due to rank hierarchy or fear of criticism				
D. Organizational Factors				
1. Frequent changes in administrative policies and procedures				
2. Bureaucratic processes delaying personnel actions and decisions				
3. Limited autonomy in decision-making within the personnel office				
4. Insufficient staffing and workload imbalance				
5. Pressure from inspections, audits, and performance evaluations				
6. Job insecurity, unclear promotion systems, and a lack of leadership feedback or recognition				
E. Physical Work Environment				
1. Overcrowded or poorly arranged office workspace				
2. Inadequate computer systems and record-management tools				
3. Poor ventilation, lighting, temperature, or general office conditions				



4. Lack of privacy when handling confidential personnel documents				
5. Excessive noise and environmental distractions from adjacent units				
6. Physical discomfort, safety concerns, or technical failures affecting workflow				
F. Career Development				
Limited opportunities for promotion within the police organization				
Unclear criteria and inconsistent policies for rank advancement.				
Delays in promotion, reassignment, or career progression processes.				
Limited access to specialized training, seminars, or skill development.				
Lack of mentoring and professional guidance from senior officers.				
Perceived favoritism and concerns about long-term career growth in personnel service assignments.				

Part III. Level of Contribution of Factors to the Professional Stress Experienced by PPCPO Personnel

Kindly indicate the level of contribution of factors to the professional stress you experience in terms of workload and job demands, work environment, interpersonal/organizational, role-related, exposure to critical incidents, and personal factors, using the legend as follows:

- 4 – Highly Contributed (HC)
- 3 – Stressful (C)
- 2 – Slightly Contributed (SC)
- 1 – No Contribution (NC)

A. Workload and Job Demands	4 HC	3 C	2 SC	1 NC
1. Heavy caseloads, documentation, and report preparation requirements				
2. Strict deadlines for reports, court submissions, or compliance requirements				
3. Overtime duties due to manpower shortages				
4. Simultaneous administrative and operational responsibilities				
5. Accountability for decisions that may lead to legal or administrative consequences				
6. Physical and mental fatigue from prolonged duty hours or shifting schedules				
B. Work Environment Factors				
1. Inadequate office or station facilities				
2. Lack of modern equipment, vehicles, or technology				
3. Poor lighting, ventilation, or workspace arrangement in stations				
4. Exposure to unsafe or high-crime environments				
5. Lack of privacy when handling sensitive cases				
6. Noise and distractions within police stations or operational areas				
C. Interpersonal/Organizational Factors				
1. Conflict with fellow officers or units				
2. Lack of support from immediate superiors				
3. A strict hierarchical command structure limiting communication				
4. Perceived favoritism in assignments or promotions				
5. Poor communication from leadership during operations or policy changes				
6. Pressure from superiors to meet performance targets				
D. Role-related Factors				
1. Unclear job responsibilities during operations or administrative tasks				
2. Conflicting orders from different superior officers				
3. Performing tasks beyond assigned specialization				
4. Unclear authority in making field decisions				
5. Inconsistent evaluation criteria for performance appraisal				
6. Balancing enforcement duties with community relations responsibilities				
E. Exposure to Critical Incidents				
1. Exposure to violent crime scenes				



2. Responding to accidents involving serious injury or death				
3. Participation in high-risk operations				
4. Witnessing traumatic events during duty				
5. Fear of personal harm or attack				
6. Emotional impact after handling distressing incidents				
F. Personal Factors				
1. Difficulty balancing police duties and family responsibilities				
2. Financial pressures related to family obligations				
3. Health issues aggravated by duty schedules				
4. Sleep disturbances due to shifting or extended hours				
5. Personal expectations of high performance and discipline				
6. Limited coping mechanisms for managing occupational stress				

Part IV. Level of Effectiveness of the Coping Strategies Used by PPCPO Personnel in Managing their Stress

Kindly indicate the level of effectiveness of the coping strategies used by the PPCPO personnel in managing their stress, using the legend as follows:

- 4 – Very Effective (VE)
- 3 – Effective (E)
- 2 – Slightly Effective (SE)
- 1 – Not Effective (NE)

Indicators	4 VE	3 E	2 SE	1 NE
1. Time management (Planning and prioritizing tasks to reduce workload stress)				
2. Physical exercise (Engaging in regular workouts, running, or sports to relieve tension)				
3. Deep breathing/relaxation techniques (Using breathing exercises or mindfulness during stressful situations)				
4. Seeking social support (Talking with colleagues, friends, or family about stressors)				
5. Peer support groups (Participating in police-specific debriefings or counseling groups)				
6. Professional counseling (Consulting psychologists, counselors, or EAP services)				
7. Problem-solving (Developing concrete solutions to administrative or operational challenges)				
8. Defusing after critical incidents (Using debriefings or relaxation after traumatic events)				
9. Humor/positive reframing (Using humor or seeing situations positively to manage stress)				
10. Work-life balance strategies (Taking time off, engaging in hobbies, or maintaining personal routines)				
11. Spiritual or religious practices (Prayer, meditation, or spiritual reflection to cope with stress)				
12. Limiting exposure to non-critical stressors (Avoiding unnecessary conflicts or stressful situations when possible)				
13. Setting realistic expectations (Adjusting personal or professional standards to reduce pressure)				
14. Healthy lifestyle choices (Proper diet, sleep, and avoiding alcohol or substance abuse as coping mechanisms)				
15. Training and skill development (Improving competence through seminars, workshops, or skill courses to handle job demands more effectively)				