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EXPERIENCE OF THE NON-UNIFORMED PERSONNEL ON DISCIPLINARY ACTIONS IMPOSED BY THE ORIENTAL MINDORO POLICE PROVINCIAL OFFICE: INPUTS FOR A PROPOSED WORKPLACE REENGINEERING FRAMEWORK

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ABSTRACT

This phenomenological study investigates how Non-Uniformed Personnel of the PNP, specifically within the Oriental Mindoro Police Provincial Office, perceive and experience disciplinary processes. The research focuses on understanding how these procedures impact their professional identity, emotional well-being, and trust in organizational fairness. A total of eight participants, comprising administrative, technical, and support personnel were selected using purposive sampling. Data were collected through semi-structured interviews and focus group discussions, then analyzed thematically using MAXQDA to code and identify patterns following descriptive phenomenological method.

While many participants acknowledged the necessity of discipline to maintain institutional order, they also expressed concerns regarding fairness, communication gaps, and emotional strain. Importantly, participants offered specific suggestions for improvement, including clearer procedural guidelines, timely feedback mechanisms, and enhanced support for affected personnel.

The study concludes by proposing a Workplace Reengineering Framework aimed at promoting procedural justice, emotional resilience, and personnel development. The findings contribute to the broader discourse on fair disciplinary practices in law enforcement institutions and may inform policy enhancements in similar organizational settings.

KEYWORDS: *Disciplinary Actions; Non-Uniformed Personnel; Phenomenology; PNP; MAXQDA; Workplace Reengineering.*

INTRODUCTION

Disciplinary actions within law enforcement institutions are critical processes designed to uphold ethical standards, institutional discipline, and public trust. However, these procedures often have profound implications on the employees involved, especially Non-Uniformed Personnel (NUP) who may not enjoy the same procedural safeguards and institutional recognition afforded to uniformed staff. In the Philippine National Police (PNP), particularly within the Oriental Mindoro Police Provincial Office (OrMin PPO), NUP serve indispensable administrative and support roles yet remain underrepresented in internal policy discourse. This creates a gap in understanding how disciplinary measures affect their morale, job performance, and perceptions of institutional fairness.

Studies in organizational behavior and human resource management emphasize the importance of justice in disciplinary procedures. Greenberg's (1990) Organizational Justice Theory highlights that employees' reactions to organizational decisions are shaped not just by outcomes (distributive justice), but by the fairness of the processes (procedural justice) and the interpersonal treatment they receive (interactional justice). Procedural Justice Theory, as expanded by Tyler (2006), further asserts that employees are more likely to accept sanctions—even unfavorable ones—when they believe the process was impartial and consistently applied. In similar public service contexts, research by Cropanzano, Bowen, and Gilliland (2007) found that perceptions of procedural justice significantly affect employee attitudes, job satisfaction, and commitment to the organization.

However, in many law enforcement agencies, especially in Southeast Asia, the disciplinary frameworks tend to center on uniformed personnel, often overlooking the experiences and needs of civilian staff. In the Philippine setting, Republic Act No. 8551, or the "PNP Reform and Reorganization Act of 1998," and PNP Memorandum Circular No. 2020-020 outline procedures for administrative cases, yet they do not differentiate in terms of procedural support between NUP and uniformed personnel. This lack of nuance may result in disproportionate effects on NUP, who often lack access to legal representation, peer support, or structured guidance during disciplinary proceedings (Caballero et al., 2024). As a result, inconsistencies and perceived inequities may not only diminish morale but also discourage active participation in organizational improvement efforts.

Globally, best practices in disciplinary systems increasingly include independent oversight bodies, transparent grievance mechanisms, and employee-centered approaches (Miller & Davis, 2019). These practices are grounded in the idea that procedural consistency and respect for due process are key to organizational legitimacy and internal cohesion. Comparative studies from countries such as Australia and Canada have shown that civilian employees in policing institutions benefit from inclusive disciplinary models that recognize their distinct roles and vulnerabilities (Brough & Brown, 2016). In the Philippines, however, the bureaucratic culture within law enforcement remains heavily hierarchical, which can marginalize NUP and

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limit their access to procedural justice (Lao & Bautista, 2020).

Given this context, the current study seeks to explore the lived experiences of NUP under the disciplinary system of the PNP–Oriental Mindoro Police Provincial Office. Through qualitative inquiry, it aims to capture how NUP perceive the fairness, consistency, and effectiveness of disciplinary actions imposed upon them. It also seeks to understand the emotional and professional impacts of these experiences and the coping mechanisms NUP employ. By capturing their voices, the study hopes to propose a Workplace Reengineering Framework that enhances procedural transparency, accountability, and institutional support for civilian personnel.

The objectives of this study are as follows: (1) to explore how NUP perceive the fairness and consistency of disciplinary procedures within the OrMin PPO; (2) to examine the emotional, psychological, and professional effects of these disciplinary actions on NUP; (3) to determine how these experiences influence their workplace motivation and behavior; (4) to identify NUP recommendations for improving the disciplinary system; and (5) to use these insights in formulating a Workplace Reengineering Framework that strengthens internal disciplinary processes and organizational culture.

METHODOLOGIES/MATERIALS AND METHODS

This study employed a qualitative, phenomenological research design to explore the lived experiences of Non-Uniformed Personnel (NUP) regarding disciplinary measures within the Philippine National Police in Oriental Mindoro. By focusing on emotional and interpretive aspects of NUP's encounters with disciplinary actions, the approach aimed to capture their authentic voices in a highly structured, hierarchical institution. Phenomenology was selected for its strength in revealing how individuals make sense of complex, often personal institutional processes (Bogdan & Biklen, 2007; Ary et al., 2007). Given the context of the OrMin PPO, where NUP occupy vital but often undervalued administrative roles, this method allowed for in-depth, context-sensitive insights into how perceptions of fairness and procedural justice vary across workplace experiences (Leech & Onwuegbuzie, 2007).

Phenomenological Research

According to Ary et al. (2007), a phenomenological study aims to describe and interpret lived experiences by uncovering the meaning of those experiences as perceived by individuals directly involved—in this case, the Non-Uniformed Personnel (NUP) subjected to disciplinary actions. This research sought to illuminate the often-unseen personal dimensions of disciplinary experiences that are typically absent from formal administrative reports. Guided by Van Manen's (1990) emphasis on capturing the essence of a phenomenon, the study prioritized the emotional and psychological realities of NUP over bureaucratic documentation. Through interviews and focus group discussions, participants expressed how disciplinary actions influenced their morale and sense of fairness in the workplace. Consistent with the principle of bracketing (Bogdan & Biklen, 2007), the researcher consciously set aside personal biases, allowing participants to authentically narrate their own experiences and ensuring the findings were grounded in their lived realities.

Participants and Sampling

The study involved eight Non-Uniformed Personnel (NUP) from the PNP Provincial Headquarters in Oriental Mindoro, all of whom had firsthand experience with disciplinary procedures. Using purposeful stratified sampling, participants were selected from diverse departments—including Finance, Administration, Logistics, and Records—to reflect the organizational breadth and capture varying perspectives shaped by departmental subcultures. Ethical considerations were prioritized by ensuring participants were emotionally and cognitively capable of providing informed consent, while individuals with known mental health conditions were excluded to safeguard their well-being. The narratives shared by participants highlighted not only the procedural shortcomings in the disciplinary system but also the lack of adequate support mechanisms. These accounts underscored how different organizational environments influence the way disciplinary actions are experienced, revealing critical gaps that point to the need for institutional reform.

Data Collection Procedures

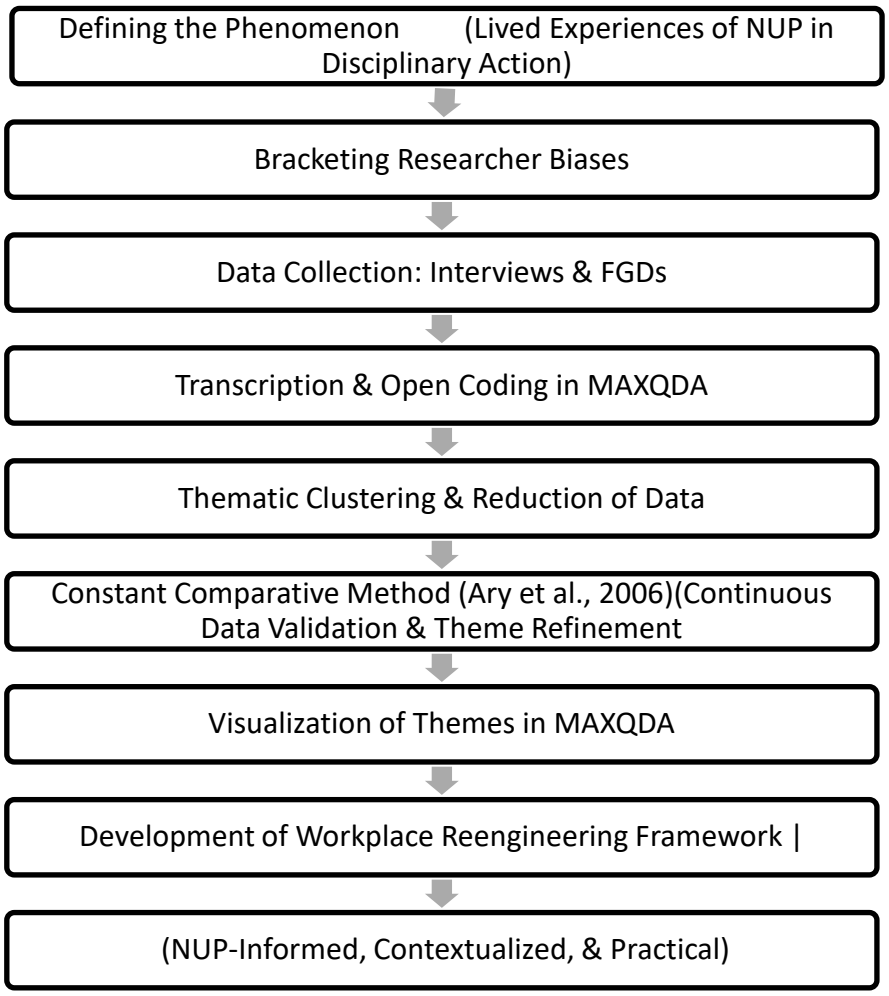
The study employed semi-structured interviews and focus group discussions to collect comprehensive and reliable data on the disciplinary experiences of Non-Uniformed Personnel (NUP). Interviews offered a confidential setting for personal reflection, while focus groups facilitated dynamic interactions that revealed collective views, enhancing the study's credibility through methodological triangulation, as recommended by Shenton (2004). The data collection environment promoted open dialogue, with small groups of 6–8 participants to ensure manageable and inclusive discussions. All sessions were audio-recorded with consent, transcribed verbatim, and verified for accuracy. Consistent with Cheng's (2007) findings, well-designed focus groups effectively elicited shared narratives that might not surface in individual interviews.

Data Analysis and Software Application

The study utilized Moustakas' (2004) phenomenological analysis to examine the lived experiences of Non-Uniformed Personnel (NUP) facing disciplinary action, beginning with the definition of the phenomenon and applying bracketing to remove researcher bias. Through interviews and focus group discussions, significant statements were identified and thematically analyzed using MAXQDA software, starting with open coding and progressing to thematic clustering. The constant comparative method (Ary et al., 2006) ensured the credibility of emerging themes by continuously comparing new and existing data. Visual tools in MAXQDA further revealed thematic intersections, contributing to the creation of a NUP-informed Workplace Reengineering Framework aimed at enhancing fairness and institutional support

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Figure 1. Moustakas' (2004) phenomenological analysis process



Ethical Considerations

This study was conducted in full compliance with all applicable ethical standards to safeguard the rights and well-being of the participants. Ethical approval was obtained from relevant authorities, including Mindoro State University, NUP Edna P. Baclayo (Superior, NUP Affairs Section), and PBGEN Roger L. Quesada (Regional Director, Police Regional Office MIMAROPA). These approvals were granted following the evaluation of the research proposal.

The research strictly adhered to PNP Code of Professional Conduct and Ethical Standards (PNP COPCES), which mandates respect for the rights of all Personnel. This standard promotes professionalism in all official actions, including NUP . The study also complied with the National Ethical Guidelines for Research Involving Human Participants (NEGRIHP, 2022) issued by the Philippine Health Research Ethics Board (PHREB) under Republic Act No. 10532. This is also known as the Philippine National Health Research System Act of 2013.

These ethical standards emphasize core principle such as confidentiality. The right to withdraw at any point without penalty is also permitted. Participants were briefed about the study's objectives and the voluntary nature of their involvement. Only those who provided written informed consent were included in the research.

To further ensure participant privacy, the study followed the Implementing Rules and Regulations of the Data Privacy Act of 2012 (Republic Act No. 10173). This law governs the responsible handling of Personal data. All collected data were limited to what was necessary for meeting the study's objectives. To keep their identities secret, each participant was given a coded number. No one could get to the information except NUP who were allowed to.

The researcher said that not taking part would not be bad. Health risks were reduced by excluding NUP with verified severe psychological disorders. This only makes sure that being a part of it won't make things worse.

The study upheld a high standard of integrity by following these ethical rules. This made sure that NUP's real-life experiences with discipline in PNP Oriental Mindoro were taken seriously.

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RESULTS AND DISCUSSION

Perceptions of Fairness, Consistency, and Effectiveness of the Disciplinary Procedure Among NUP in OrMin PPO

To make NUP trust and hold law enforcement accountable, it's important to know what they think about how fair, consistent, and effective disciplinary procedures are. These ideas affect how NUP at OrMin PPO feel about their jobs and how much they care about following the rules of the organization. NUP are the first NUP to help with administrative and support work. They have to follow the same rules as their co employees who wear uniforms, but they are usually lower in the chain of command. This part talks about how NUP have dealt with and understood punishments. It also looks at how fair, consistently enforced, and effective these processes are at getting NUP to change their behavior instead of punishing them.

Perception of Disciplinary Procedures in Terms of Fairness, Consistency, and Effectiveness

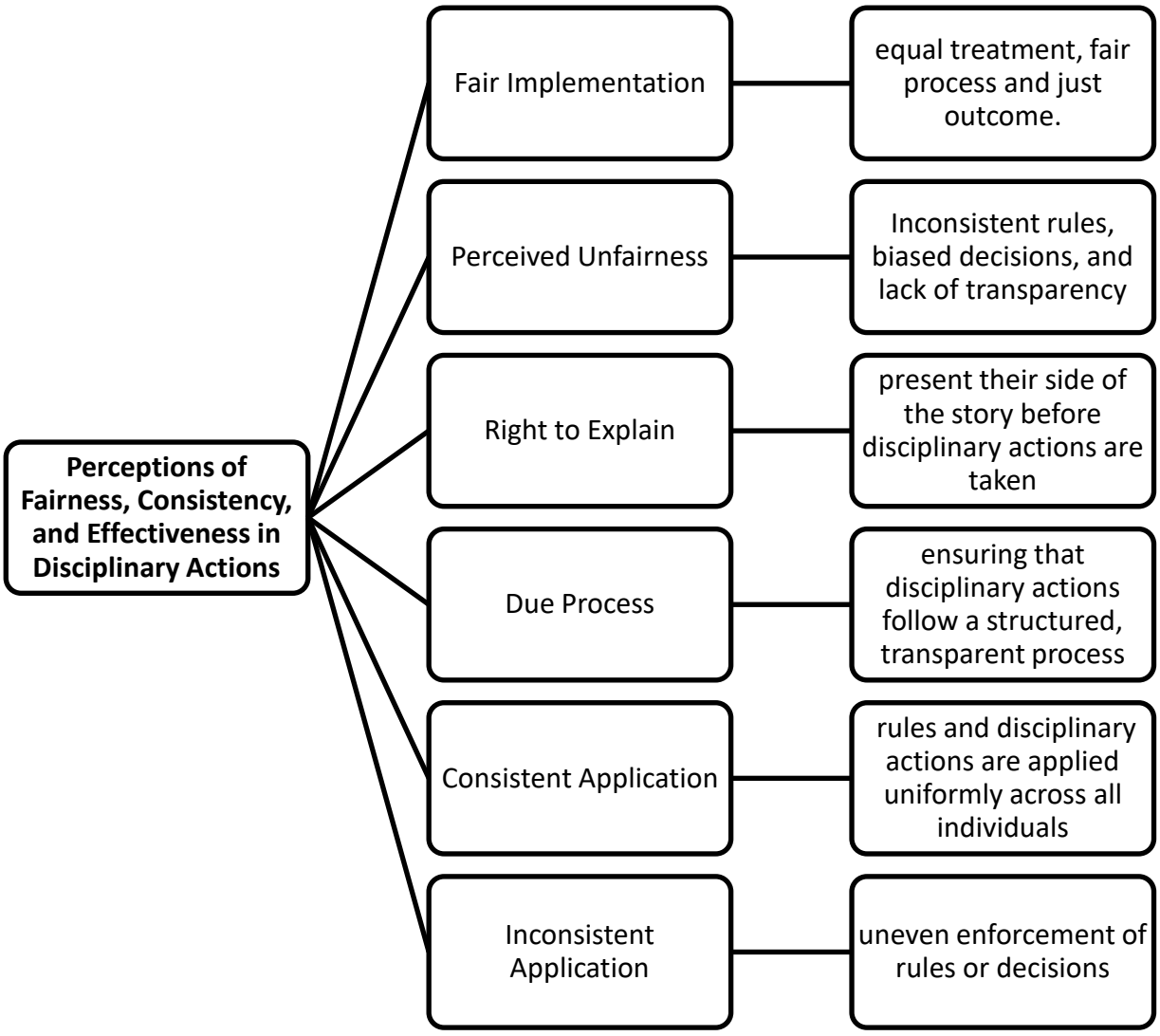


Figure 2. Perceptions of Fairness, Consistency, and Effectiveness in Disciplinary Actions

Theme 1: Fair Implementation of Disciplinary Actions

Organizations need to be fair when they discipline NUP. This is especially true in systems with strict hierarchies, like law enforcement. Everyone who took part in the interviews and FGDs agreed that clear, consistent, and well-organized procedures are important for making sure that the disciplinary process is fair. Several respondents articulated positive perspectives regarding the fairness of the disciplinary measures, underscoring that the implementation process was primarily perceived as just. "Fair naman ang pag implement nila ng disciplinary action," said one

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participant. This shows that most NUP agree that the rules are fair. Someone else said, "Pantay-pantay ang pagtrato," which backs up the idea that everyone gets the same punishment.

These answers were mostly good, but some NUP said they were worried that rules weren't always followed. One NUP said, "Hindi maiiwasan na feeling natin unfair na," which means that even though there were rules, there were times when punishments seemed unfair. This shows that NUP are worried that when rules aren't followed consistently, it can make NUP unhappy and make them question how fair the process is. Someone said, "It seems like some NUP are treated differently sometimes." It looks like the rules only apply to some NUP, which suggests that favoritism might affect how discipline is handled. These answers show that NUP might think rules are unfair if they aren't always followed, even when they are clear. This shows how important it is to always follow the rules.

NUP often talked about how important it was to be clear about why disciplinary decisions were made and to be consistent. One NUP said, "I can accept the decision better if I know why it was made, even if I don't agree with it." This shows how important it is to be honest about decisions, which is important for getting NUP to accept punishments, even if they aren't fair. Colquitt and Zipay (2015) say that procedural justice means that employees feel like they are treated fairly, even if the outcome isn't what they wanted.

Applying disciplinary measures fairly is essential to preserving stability and confidence inside a company. Most NUP think that the rules for discipline are fair as long as they are properly followed, based on the interviews and focus group discussions. However, if the rules aren't always followed and there isn't enough information, these feelings might not be as strong. Always impose penalties and give concise justifications for your decisions. This will maintain trust and a positive attitude at work. These findings support previous research on procedural fairness and highlight the importance of an equitable process in preserving employee engagement and organizational commitment (Colquitt et al., 2019).

Theme 2: Perceived Injustice

In law enforcement and other hierarchical organizations with substantial authority, employee engagement, trust, and morale can all be significantly impacted by perceptions of unfair disciplinary actions. NUP believe they are treated unfairly when there is perceived partiality, ambiguous options, and unclear decision-making, according to data from focus group discussions (FGD) and interviews.

Many NUP who responded said that while the process was generally fair, it wasn't always that way. Even though the system was generally fair, NUP occasionally felt that it was unfair; one participant said, "Hindi maiiwasan na feeling natin unfair na." This is consistent with research showing that employees are less likely to trust and participate in the disciplinary process when they believe it is unfair (Tyler & Lind, 2016).

The difficulty of observing the decision-making process was another significant concern raised. "Yang sa transparency na lang, dapat alam ng concerned Personnel or pinapaliwanag sa concerned Personnel yang mg procedures na pagdadaanan in case magtuloy tuloy yung investigation," stated one respondent.This is similar to what organizational justice theory says: employees are more likely to accept disciplinary outcomes when they understand why the decisions were made (Tyler & Lind, 2016). Employees are more likely to feel alienated and distrustful of the process when decisions are made behind closed doors or without enough explanation.

Some respondents also said they were worried about favoritism in the disciplinary process. One participant said, "Tamang pagkakataon lamang na mapaliwanag ang sarili kapag ka may nagawang kasalanan." This means that how NUP think they are being treated, especially if they think they are being treated better than others, can make them unhappy. When employees think that favoritism affects decisions, it makes the system less fair and lowers morale (Ambrose & Schminke, 2017).

Another common theme was how NUP felt about things they thought were unfair. One NUP said, "Sumama po ang loob ko, nalungkot ako, naistress," which shows that unfairness can make NUP feel bad. These feelings of anger, frustration, and resentment can greatly affect how happy you are with your job, how well you do it, and your overall health (Greenberg, 2017). If these feelings aren't dealt with, they can lead to burnout and disengagement, which will make things even worse for the organization.

Theme 3: Right to Explain

In any organization, but especially in hierarchical ones like law enforcement, being able to explain why you did something or defend yourself during the disciplinary process is a key part of fairness. It was very clear what this theme was about from the data. Participants emphasized the significance of articulating their perspective. Before taking disciplinary action, letting employees tell their side of the story makes them feel like they are being treated fairly and that their opinions matter.

The answers from the interviews and FGDs show that most of NUP who took part liked being able to share their thoughts. One NUP said, "Binigyan siya ng pagkakataon makapagpaliwanag and explain," which means that being able to explain and defend oneself is an important part of the process. Another participant said, "May karapatan naman siguro tayo na magsalita o umapela at sabihin kung anong gustong sabihin," which backs up the idea that employees should be able to speak up during disciplinary proceedings. These responses align with the concept of interactional justice, which posits that NUP should receive equitable treatment throughout the disciplinary procedure (Tyler, 2017).

Some of the other NUP who answered were worried about how long they would have to explain.. One NUP said, "Hindi naman magpapa explain kung talagang wala akong nagawang mali," which means that in some cases, employees might think they don't really get a chance to explain what they did if the decision to punish them has already been made. This shows a possible flaw in the disciplinary process: the right to explain

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may not always seem important or have an effect, especially if employees think that their explanations won't change the outcome.

Another NUP said, "Lahat naman ay napapa explain," which means that most of the time, the process is open to everyone, so everyone can tell their side of the story. Most NUP know that the right to explain is a normal part of the disciplinary process, as this answer shows. But it's still very important to make sure that this right is always respected in practice in order to keep employees' trust and fairness in the system.

In short, the right to explain is a key part of making sure that punishments are fair. The information from interviews and FGDs shows that most employees like being able to explain what they do because it makes them feel fair and respected. But NUP are worried that this right isn't very useful when it looks like choices have already been made. This shows how important it is to have a process that is really open and friendly. Organizations need to make sure that employees can really be heard and that their explanations can change the outcome in order to keep trust and morale high.

Theme 4: Due Process

Due process is a key part of fair discipline because it gives everyone a chance to say what they think. Groups need to be honest and accountable, especially in systems with many levels, such as the police. The interviews andFGDs showed that NUP who took part really liked how things were done. A lot of them said that it was very important to make sure that punishments were not random or unfair.

Most of NUP who answered said they thought OrMin PPO usually does the right thing when it comes to punishment. Someone said, "Dumadaan talaga sa due process," which showed that they agreed with how things were set up. "Dumaan siya sa due process kung baga," someone else said. This means that disciplinary actions aren't taken lightly and have to follow a set process. These answers show that employees like it when discipline isn't immediate. Instead, they follow rules that make sure everyone is treated fairly and is responsible for their actions.

NUP who took part in the study also thought that due process should be clear and easy to follow. One NUP who answered said, "They go through a series of investigations," which shows that disciplinary actions are only taken after careful thought, giving employees a chance to be heard and tell their side of the story. This fits with the bigger idea that due process protects employees from being treated unfairly and gives them a fair chance to respond to claims or violations (Tyler & Lind, 2016).

Most of NUP who answered thought due process was important, but some were worried about how it was being used in some cases. Someone said, "You should explain after the first time, the second time, and when you're really mad." This means that the process might not always work, especially if someone has done something wrong more than once. This answer makes it sound like employees might think that their ability to explain their actions wasn't taken into account enough at the start of the disciplinary process. This could make them feel like things aren't fair or make them mad.

In the end, the idea of due process came up as a key part of making sure that punishments are fair. Most of NUP who answered said they were sure that the way the discipline was set up was good. Many of them also said that there are a lot of investigations and clear steps that are taken. But NUP is worried about how due process works for NUP who have never done anything wrong before. Most NUP think the system is fair, but this shows that it could still use some work. This is especially true when it comes to making sure that everyone feels like their voice is being heard and that the process is always clear. To be fair and build trust, disciplinary actions must follow due process in every case and give employees a clear chance to explain what they did.

Theme 5: Consistent Application

Organizations must consistently employ disciplinary measures to ensure fairness. This is especially true for police, where rules and authority are important to how things work. How reliable the system is affects how much employees trust it and how willing they are to follow the rules of the organization. NUP who participated in the interviews andFGDs had different opinions about how fair the punishments were at OrMin PPO. Some NUP had good experiences, but others were worried that things might not always be the same.

Many of NUP who answered said that the disciplinary actions were always followed. This backs up the idea that NUP usually followed the rules and procedures without fail. "Consistent naman po sila," as someone put it, indicates that the rules were consistently adhered to and applied in the same manner. "Consistent and fair," as someone else put it, indicated that the acts were regarded as just and fair in addition to being consistent. These responses demonstrate that, even if they disagree with the outcomes of disciplinary actions, employees are more likely to accept them when they are applied consistently.

Not all respondents, though, had the same opinions regarding consistency. Some NUP believed that certain NUP were receiving unfair treatment, so they were concerned about the way disciplinary actions were applied. "Walang nagyaring ganun na hindi consistent," stated one NUP, indicating that they supported justice but acknowledged that consistency was occasionally questioned. According to another NUP, "Hindi naging malinaw ung pagdedesiminate ng message," which indicates that the rules and penalties were not always obvious, making it difficult to comprehend how they were being applied.

These worries show how hard it is for organizations to keep things in order. If employees see that the rules aren't being followed fairly, they might get upset, lose faith in their leaders, and be less fair about the whole organization. "NUP who are NUP don't get in trouble for the same things as me," one NUP said. "It's hard to accept punishment." This shows how annoying it is when NUP don't always or fairly follow the rules. If NUP thinks the rules are unfair or biased, they may not care as much about their work. NUP may feel bad about this idea of unfairness.

In conclusion, it is very important to use discipline consistently in order to keep trust and fairness in the workplace. A lot of NUP said that the disciplinary process at OrMin PPO was mostly fair. However, worries about perceived inconsistencies

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show how important it is to make sure that all NUP follow the same rules. Organizations need to fix these issues by making sure that punishments are fair and always happen. This will help employees feel good about their jobs and trust each other. This will make the system more open and accountable, which will make employees feel better about it because they know it's fair.

Theme 6: Inconsistent Application

If disciplinary actions aren't always the same, they can make an organization less fair and honest. This is especially true for police, where everyone has to follow the same rules and do things the same way. If employees think things aren't fair, they might get mad, lose trust, and stop caring about their jobs. Several interviewees andFGDs expressed concerns about the uneven implementation of disciplinary actions, suggesting that these discrepancies could foster feelings of unfairness.

Someone expressed their displeasure by saying, "Hindi naging malinaw ung pagdedesiminate ng message," which indicates that NUP was perplexed by the way disciplinary actions were explained because it was not always clear. Because of this lack of clarity, it's hard to tell if rules are being followed. This can make employees unsure of what they should do and what will happen if they don't. Someone said, "Walang nagyaring ganun na hindi consistent," which means "There was nothing that wasn't consistent." But the fact that these situations weren't always the same made this good feeling about consistency less strong. This suggests that it was sometimes hard to keep standards consistent. If employees see that different punishments are given for the same offense, they may think the punishments are unfair. One participant voiced this apprehension, articulating, “It’s difficult to accept discipline when I observe others not being held accountable for identical errors.” This statement shows how frustrated many employees are when they think favoritism or bias affects disciplinary decisions. If NUP don't always follow the rules, it hurts the integrity of the disciplinary system and can make NUP less trusting of the organization.

Not only can inconsistent discipline make NUP unhappy, but it can also hurt team morale and cooperation. If employees think that some NUP or groups are getting special treatment, it can make them mad and break up the team. One NUP who answered said, "It seems like some NUP are treated differently sometimes." "It's like the rules only apply to some NUP." This shows how hard it is for organizations to make sure that all of their employees follow the same rules.

In conclusion, using disciplinary actions in an inconsistent way makes it very hard to keep an organization fair, trustworthy, and high in morale. The interviews and FGDs show that most NUP thought the disciplinary actions were mostly fair. However, some NUP were worried about times when the rules didn't seem to be followed. Organizations must ensure that their disciplinary policies are transparent and equitable for all employees, regardless of their position or status, to allay these concerns. This consistency is crucial for reducing NUP's ire, maintaining the organization's integrity, and giving them a sense of justice.

Emotional, Psychological, and Professional Impacts of Disciplinary Actions on NUP in Oriental Mindoro PPO

In law enforcement agencies, disciplinary actions are ways to deal with problems and have a big influence on staff members' professional, emotional, and mental health. The impact of PNP OrMin PPO on NUP varies greatly depending on how it is discussed, implemented, and experienced. This section discusses NUP's actual experiences during their discipline. It demonstrates how behavioral improvement, fear-based compliance, and effectiveness work together to transform their motivation, emotional resilience, and professional identities. The study, which is based on focus groups and interviews, demonstrates that depending on how fair and advantageous disciplinary actions are perceived to be, they can either raise or lower morale.

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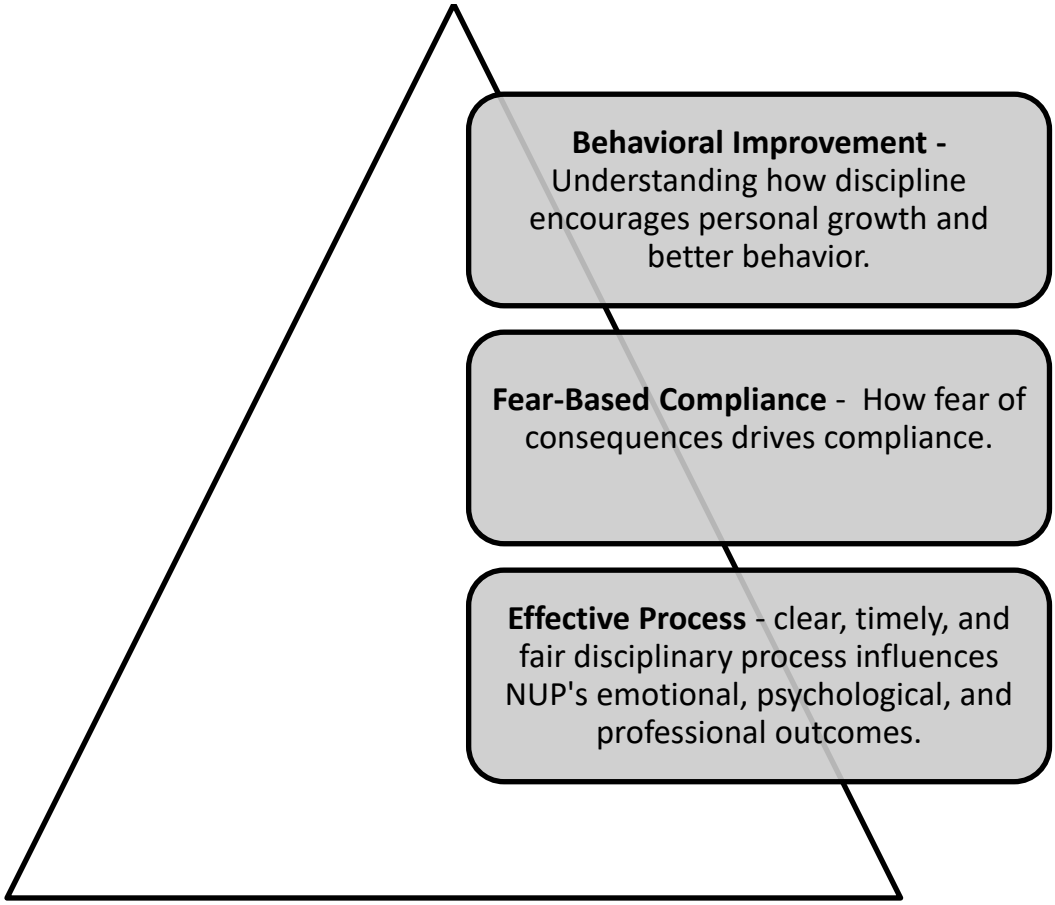


Figure 3
Emotional, Psychological, and Professional Impacts of Disciplinary Actions

Theme 1: Effective Process

There must be a practical plan for disciplining NUP in order to maintain high standards, hold NUP accountable, and promote equity in the workplace. The promptness and clarity of police penalties may have a substantial impact on NUP's mental, emotional, and professional well-being. Many NUP who took part in focus groups and interviews said that prompt discipline enforcement with clear guidelines is well received and promotes progress, even if the results aren't what they were hoping for.

"I think the process works," someone said. This illustrates how crucial it is to follow a systematic and open procedure. "I'm doing my best, and I can see that it's working," said another participant, implying that disciplined workers are more likely to perform better and assume greater responsibility. This is in line with studies showing that clear and organized rules for discipline lead to better behavior and greater group commitment (Cropanzano et al., 2016).

The interviews indicate that NUP also talked about how effective the disciplinary procedures are. Numerous NUP members who replied voiced their displeasure with the disciplinary procedure, saying it was either overly harsh or time-consuming. "Sa kabuuan sa palagay ko'y hindi," or "when things don't go as planned, NUP get angry and lose their motivation," said one NUP member. Research indicates that NUP may lose interest and motivation if they are forced to wait for a long time or if they believe their punishment is too harsh (Ambrose & Schminke, 2017). This lends legitimacy to the idea.

The numbers also demonstrated how important it is to be straightforward and honest. Even if they don't like it, employees are more likely to accept punishment if they know why they are getting it. "Even if I disagree with the decision, I can accept it better if I know why it was made," stated one NUP. This illustrates how important it is to be clear when speaking with NUP about discipline. Tyler and Lind (2016) say that employees are more likely to agree with and trust decisions when they are made known to everyone. This is in line with what they found.

In the end, a good disciplinary process is a key part of making the workplace a good place to work and keeping employees interested in their work. The data from the interviews and FGDs indicates that prompt, transparent, and equitable disciplinary measures enhance behavior and performance. But when employees think that punishments are unfair or don't work,

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it hurts their morale and trust in the organization. To make sure their disciplinary systems work, organizations need to make sure their rules are clear, up-to-date, and open (Colquitt et al., 2019).

Theme 2: Fear-Based Compliance

Fear-based compliance is when employees follow the rules or change their behavior because they are afraid of what will happen if they don't. But they don't believe in what the organization stands for. In hierarchical systems such as law enforcement, the fear of punishment frequently drives compliance, yet it may also result in adverse emotional and psychological effects. According to numerous NUP who took part in focus groups or interviews, they followed the rules because they were worried about the possible repercussions of doing otherwise.

As someone once said, "Lagi na lang panakot ay explanation," it illustrates how punishments were often perceived as threats rather than as chances for development and education. This viewpoint is consistent with research showing that fear-induced compliance may result in temporary adherence, which would be harmful to employee morale and engagement. (Waddington and Mawby, 2019). Another NUP added, "I follow the rules because I know what will happen if I don't." This means that they are obeying the rules to avoid getting in trouble again, not because they want to or agree with the organization's principles.

If NUP is afraid, they will do what you say immediately away, but they probably won't do it for long. The workplace may feel stressful when NUP follows the rules because they are worried about what can happen. This is because they don't care about the rules or don't believe in them. One NUP commented, "I follow the rules because I don't want to get in trouble." This supports the argument that NUP observes the regulations because they are afraid, not because they believe in them.

Studies show that using fear to get employees to do what you want might hurt their health and make them less confident at work, even though it works. Greenberg (2017) contends that compliance induced by fear generally leads to emotional turmoil, disengagement, and unhappiness, all of which diminish morale and overall job satisfaction. "It feels like I'm just doing it to avoid problems, not because I want to," stated one participant, which shows how fear-based compliance can hurt employees' mental health.

In conclusion, compliance based on fear may ensure immediate conformity with rules, but it does not encourage long-term involvement or a healthy work environment. The information gathered from the focus groups and interviews shows that organizations should promote intrinsic motivation and commitment through open communication, understanding, and fair procedures instead of just using fear of punishment. It's important to keep employees interested and trusting in the organization by making sure they believe in its rules and think they are fair (Tyler & Lind, 2016).

Theme 3: Behavioral Improvement

NUP ought to conduct themselves more appropriately within a stringent disciplinary framework, especially in prominent institutions such as law enforcement agencies. Fair, clear, and helpful disciplinary actions can help employees behave better, do better work, and make NUP more responsible. Several participants in the interviews andFGDs reported that disciplinary actions had an impact on their behavior and career advancement.

"That will have a big effect on our career growth," someone said. This demonstrates how discipline can improve NUP's performance at work. This claim demonstrates how discipline, when applied correctly, can promote employees' development and productivity. "Ayun natuto naman na akong magpicture," said another NUP, illustrating how the discipline improved their performance and allowed them to grow from their errors.

According to the results, some NUP felt that the penalties caused them to reflect on their actions and alter their behavior. "Hindi ka na dapat maka-commit again ng same offense," stated one NUP, indicating that the penalty prevented them from committing the same offense once more. This is in line with the concept of corrective reflection, which holds that workers should view discipline as a means of achieving future improvement (Colquitt et al., 2019)..

However, not all of the answers were accurate. Some NUP assert that sanctions often demotivated or discouraged them, even though they were meant to improve their behavior. "Naging example ung experience na yun sakin," as someone once put it, indicates that although the process improved things, the emotional toll of the encounter occasionally outweighed the advantages of altering behavior. This shows how important it is to give both punishment and helpful feedback so that the process is seen as helpful instead of punishing (Tyler & Lind, 2016).

One of the main reasons to punish NUP is to make them behave better. Interviews and focus groups show that when disciplinary actions are seen as fair and open, they can help employees do their jobs better, which can help them get ahead in their careers. But organizations need to make sure that the punishment process is fair and includes both corrective reflection and helpful advice to help NUP grow in the long term while minimizing negative emotional effects.

Influence of Disciplinary Experiences on Motivation, Performance, and Workplace Behavior

In organizations, especially in law enforcement, disciplinary actions are more than just enforcing rules; they also change how employees feel, how well they do their jobs, and how they get along with others. Discipline has been shown to affect NUP's job satisfaction at PNP OrMin PPO. The numerous ways that disciplinary actions can affect motivation, professional behavior, and job performance are covered in this section, showing that these actions can have both beneficial and detrimental effects. According to NUP participants, professional development, emotional neutrality, emotional distress, resilience, and embarrassment are all important indicators of how discipline influences behavior in the workplace. These insights are crucial for understanding how to enhance disciplinary procedures to satisfy organizational needs while maintaining employee welfare

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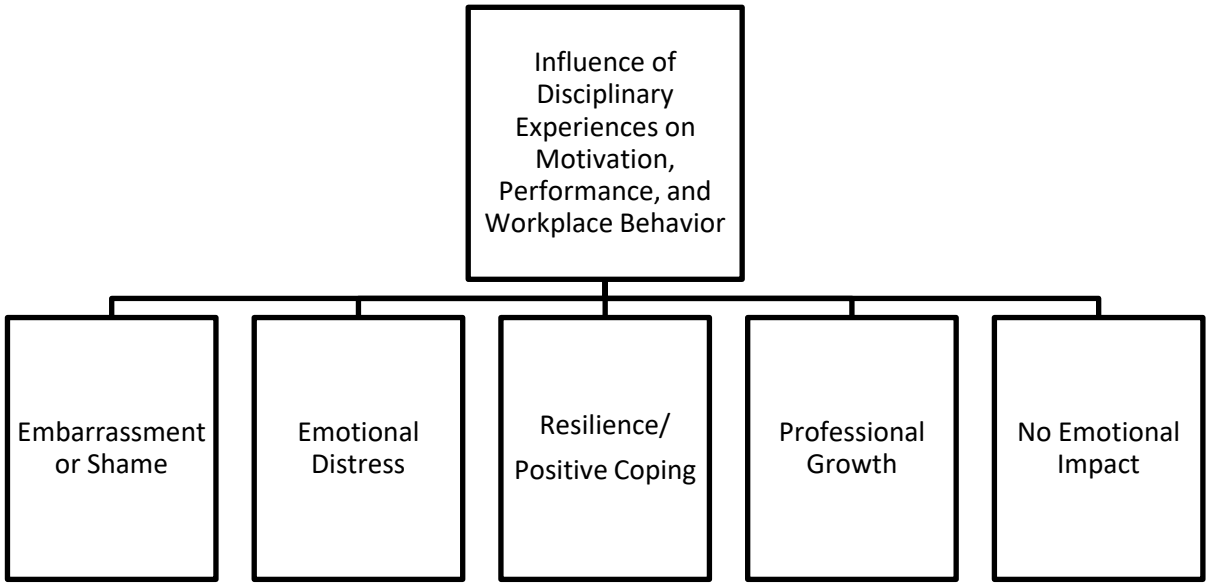


Figure 4
Influence of Disciplinary Experiences on Motivation, Performance, and Workplace Behavior

Theme 1: Embarrassment or Shame

NUP may feel extremely ashamed or embarrassed after being disciplined. This is especially true for occupations like law enforcement, where upholding a good reputation and reacting to the public are essential. Participants in the focus groups and interviews reported that the emotional fallout from disciplinary actions often left them feeling ashamed, which had a detrimental effect on their self-esteem and morale.

"Napahiya ako nun" means that the punishment caused them harm. This response illustrates how NUP may find punishment distressing, especially if they feel publicly shamed or reprimanded for their behavior. Embarrassed NUP may lack confidence, which could reduce their level of engagement and output.

Responses that talked about how the situation affected their interactions with their coworkers added to feelings of embarrassment or shame. "Medyo nahiya ako sa mga kasamahan ko," or "I was a little embarrassed in front of my coemployees," was a statement made by one participant. This demonstrates how their interactions with their coworkers were altered by punishment. This emotion demonstrates the social impact that shame can have on NUP. NUP feels embarrassed after noticing a shift in their interactions with other NUP members within the organization. According to Hirschfield and Bowers (2020), these kinds of feelings can impede teamwork, create divisions, and reduce employee connectedness.

Some NUP who answered said that being embarrassed can hurt a lot at first, but it can also help NUP learn more about themselves and get better. One NUP said, "Lesson for me para hindi na maulit," which means that the embarrassing experience helped them grow and made them want to avoid making the same mistake again. This answer shows how hard it can be to deal with emotions at work. For example, feeling embarrassed can sometimes help NUP learn and grow (Greenberg, 2017).

In conclusion, embarrassment or shame is a common emotional reaction to disciplinary actions, and its effects can extend beyond Personal feelings, influencing colleague relationships and the overall dynamics of the workplace. The interviews and FGDs show that most of the time, these feelings are bad, but they can also help NUP grow and do their jobs better. Organizations should think about how punishment affects NUP and try to find a balance between punishment and support that will make the bad effects less severe and encourage NUP to change their behavior for the better.

Theme 2: Emotional Distress

Numerous NUP who took part in the FGDs and interviews expressed their ire at being disciplined. This illustrates how these elements could be detrimental to NUP's mental health.

"Sumama po ang loob ko, nalungkot ako, naistress," someone said, indicating that they were depressed and anxious following their run-in. "Nagtampo," which translates to "I was angry," was added by another, and others concurred. This demonstrates that you can become enraged if you believe you were subjected to unfair treatment or punishment. These responses demonstrate how NUP's mental health could be harmed by punishment.

Employees who experience emotional distress are also less content and driven at work. "I was affected," someone said. This demonstrates how punishment had emotional repercussions that went beyond the initial response and damaged their self-esteem and enthusiasm for their work. Long-term effects of emotional stress include lowering NUP's motivation and happiness at work, which may have an impact on their dedication to the company and performance (Greenberg, 2017).

The emotional effects of discipline can also lead to

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burnout, as seen in the response "Hirap tanggapin," which shows how hard it is for NUP to accept the punishment. If you can't accept the punishment, you might feel like you can't do anything, which can make things worse emotionally and change how you act at home and at work (Hirschfield & Bowers, 2020).

Some NUP said that even though it hurt, going through the emotional pain made them rethink what they did and want to do better. "Nabalewala lang lahat" means that they were able to get over their emotional pain and work on getting better over time. This means that even though it can be hard to deal with at first, emotional pain can help you grow and become a better NUP.

To sum up, emotional distress is a typical and significant response to punishment, particularly when the procedure seems unjust or the penalty is severe. The results of the focus groups and interviews showed that although emotional distress can have an impact on workers' morale and health, it can also inspire them to reflect on their lives and make constructive changes. To lessen the negative effects and encourage NUP to behave better, organizations should think about how punishment affects NUP and try to find a balance between support and punishment.

Theme 3: Resilience/Positive Coping

Resilience and positive coping are important emotional responses to disciplinary actions that have a significant impact on how law enforcement officers handle challenges and disappointments. NUP's capacity to handle the psychological effects of disciplinary actions while preserving high performance depends on these coping mechanisms. Focus group and interview participants described how they used resilience and adaptive coping mechanisms to lessen the emotional toll of discipline.

As they say, "magiging open-minded ka," strength is the ability to learn from your mistakes. Seeing difficult situations as opportunities for personal development is one of the best strategies to manage stress. "Emotionally, a nachallenge ako," said one participant, indicating that although the penalties were difficult for them, they also inspired them to keep improving.

It showed the staff's strength because they challenged themselves by applying the lessons they had learned from discipline. The statement, "It challenges me to strive harder," demonstrates how someone's fear of punishment increased their motivation to perform better. This aligns with resilience research indicating that individuals who perceive adversity as a challenge rather than a threat are more inclined to exhibit perseverance and surmount obstacles (Greenberg, 2017).

Positive coping strategies were frequently associated with the existing support systems at work, as well as individual resilience. NUP who thought their superiores or coemployees cared about them were more likely to be strong. One NUP said, "Nagkaroon ng sense of security," which means that support systems helped them deal with the emotional stress of being punished.

In general, it's important to be strong and have a good way of dealing with things to stay motivated and act professionally after being punished. The interviews and FGDs show that even though discipline made NUP feel bad at first, many of them were able to learn from those experiences and become better NUP and employees. Organizations can help their employees be more resilient by making the workplace a supportive place, giving them time to think about themselves, and making learning and improvement the main goals of disciplinary actions.

Theme 4: Professional Growth

One of the main goals of disciplinary actions is to help NUP do better at work. This is especially true for police officers, who need to uphold high standards of behavior for their own and their organization's success. Many of NUP who took part in the interviews andFGDs said that even though the punishments were hard on them emotionally, they helped them grow as NUP and in their jobs.

"May point din naman nga sila," said one NUP. This shows that even though punishments were hard, they taught them important lessons that helped them do better at their jobs. This feeling shows that discipline can help NUP learn more about themselves and want to get better at what they do. Another participant said, "Lesson for me para hindi na maulit," which means that going through punishment helped them understand their mistakes better and made them more determined to avoid making the same ones again. This fits with the idea of professional growth, which means learning from your mistakes, thinking about what you did, and always trying to get better.

One NUP also said that punishments made them think about how they did their jobs and what they were supposed to do. Someone said, "You'll figure out what you need to do." This means that they learned how to do better next time and how to deal with similar situations better by getting feedback and being strict.

Many NUP said that when they were punished, they wanted to do better at their jobs and be better NUP. "Someone said, "Ginawa ko na lang lahat ng makakaya ko," which means that the experience made them want to do their jobs better. This shows that knowing that your actions have consequences and that changing how you work can help you avoid problems in the future can help you get ahead in your career.

In conclusion, disciplinary measures can facilitate significant and advantageous professional development, particularly when individuals perceive these experiences as opportunities for learning and Personal enhancement. The interviews and focus groups showed that discipline made NUP feel bad, but many of them were able to use those feelings to improve their work and grow in their careers. Disciplinary actions can teach NUP, and organizations can help them grow in their careers by giving them ongoing support to help them get better at their jobs and move up in their careers.

Theme 5: No Emotional Impact

Not all disciplinary actions result in emotional distress or adverse mental health consequences. NUP reported that in some cases, there were little or no emotional effects after disciplinary actions, which showed that organizational protocols were strong and stable. The interviews andFGDs showed that some NUP thought disciplinary actions were normal and didn't

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think they were bad for their health or stressful.

Someone said, "That's normal." Hindi naman ako nasaktan o ano suggests that some NUP did not view the disciplinary procedure as an emotional setback, but rather as a necessary part of their job. Another NUP's response, "Wala namang nagbago," suggests that the punishment had no impact on their emotions or actions at work.

You may not feel anything for a variety of reasons, such as feeling left out or not knowing why you are being disciplined. Some NUP who responded said they agreed that the penalty was necessary and crucial to maintaining the work's standards"Wala naman as sa tingin ko ay okay naman ang ating mga rules and regulation," indicates that NUP accepted the regulations and acknowledged their need for strict enforcement.This theme suggests that some employees' emotions are not significantly affected by punishment. This might be because they employ coping mechanisms that make them feel better about the punishment or because they believe it was just. If workers are aware of organizational expectations and feel like they are mature professionals, they might also be able to watch the process without getting upset.Lastly, it appears that different employees respond to disciplinary actions differently, as evidenced by the fact that many NUP members showed little concern for them. Some NUP might not appreciate the discipline, but others might be able to handle it without it having a detrimental effect on their feelings or their capacity to do their jobs well. This illustrates how workers' ability to handle discipline is influenced by their emotional resilience and familiarity with workplace policies.

Insights and Suggestions on Enhancing Disciplinary Procedures

PNP's very successful disciplinary system has an effect on NUP's conduct at work, attitudes toward their jobs, and interpersonal relationships. This section provides a concise summary of the various opinions and recommendations made by NUP participants regarding the current discipline structure. Focus groups and in-depth interviews provided these concepts and recommendations. According to their theories, depending on how fair, how it is applied, and how it is perceived, punishment can either make NUP feel bad or increase their motivation. These practical experiences offer valuable perspectives for improving existing practices and establishing a more upbeat, just, and encouraging work environment. We need a disciplinary system that not only holds NUP accountable but also promotes equity, personal development, and harmony, as evidenced by the issues that surfaced, including shifts in motivation, methods for completing tasks, and other elements of the workplace.

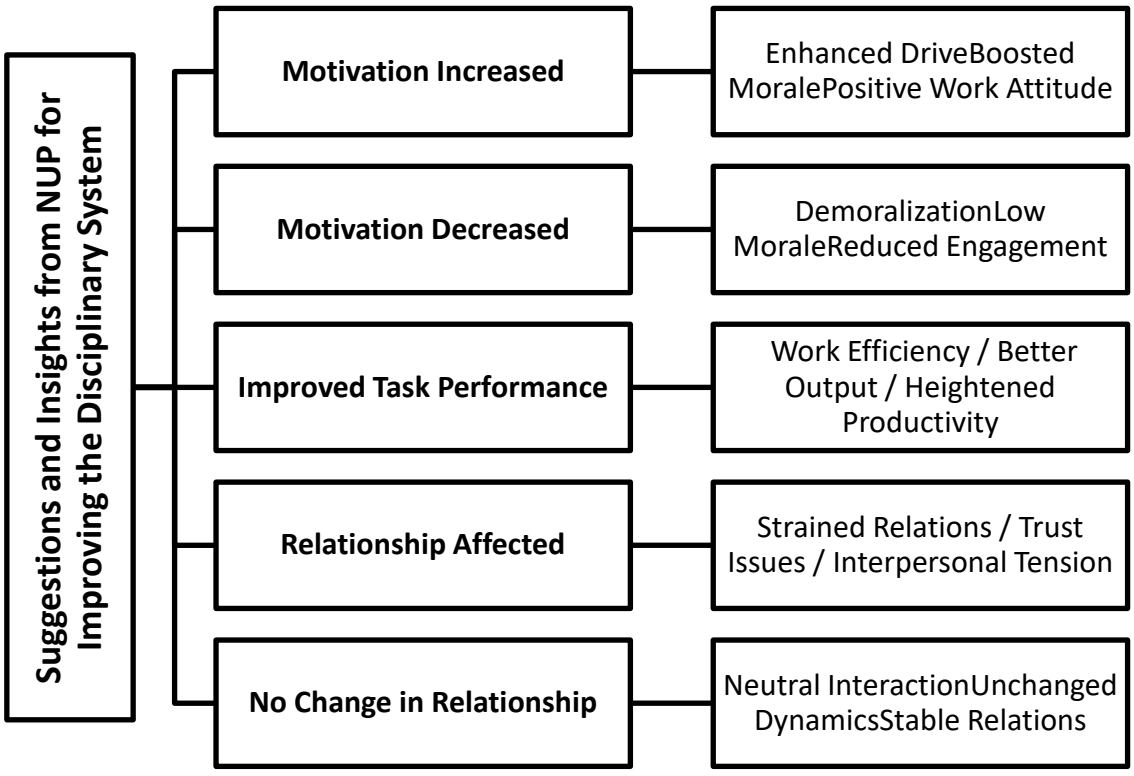


Figure 5
Suggestions and Insights from NUP for Improving the Disciplinary System

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Theme 1: Motivation Increased

NUP think of disciplinary actions as punishments, but for some NUP, they can be what drives them to do better and grow as professionals. Some police officers see disciplinary actions as a chance to grow and do their jobs better. This is important because it helps the organization follow the rules and hold NUP accountable. The interviews and FGDs revealed that certain NUP aspired to enhance their job performance following disciplinary actions.

Someone said, "Namotivate ako dahil positive naman yung aking nakita kaya nakakamotivate," which means that good results, like learning from mistakes, made them want to do better. This aligns with the theory of motivation via positive reinforcement, which asserts that individuals are compelled to enhance their performance when faced with obstacles (Deci & Ryan, 2017).

Another participant said, "Mas gusto ko yung mga istrikto dahil doon nadidisiplina ako," which means that a strict, structured approach to discipline helped them stay focused and motivated to meet the expectations of the organization. Kuvaas (2016) says that having clear rules and punishments for discipline and motivation is very important. This feeling is similar to that.

Some of NUP who took the survey said that being punished made them more responsible and committed to their jobs. "Lalo akong ginanahan sa trabaho," said one NUP. The proverb "Tsaka naging mas maganda yung pinapakita" states that discipline can inspire NUP to work harder and perform better.

In conclusion, NUP's increased motivation following discipline demonstrates their ability to manage challenging circumstances. Some NUP were able to develop and assume greater responsibility through discipline. According to focus groups and interviews, when punishment is applied properly, it can increase NUP's dedication and aid in the growth of both the organization and NUP. To encourage responsibility and diligence, employers should discuss with their staff the benefits of discipline.

Theme 2: Motivation Decreased

Even though disciplinary actions are necessary to maintain standards, some NUP may become demotivated by them, particularly if they are perceived as being excessively severe, unjust, or emotionally draining. Interviews and focus groups revealed that several employees' job satisfaction and morale drastically decreased following reprimands.

One NUP remarked, "Nakaka low morale siya," implying that the punishment made them less likely to report for duty. This corroborates the results of earlier research that demonstrated that harsh or unfair sanctions may lower employee motivation, especially if they are thought to be unfair or incorrectly assessed (Ambrose & Schminke, 2017). The phrase "Akaka low morale," which was created by another participant, lends credence to the idea that NUP may become demotivated in reaction to discipline if they feel it is unfair or diminishes their worth.

The participants also discussed how punishment affects one's emotional and mental well-being. Someone added, "Sobrang naapektuhan ang well-being ko," implying that they resigned from their position as a result of the stress of the disciplinary process. "It's sad and tiring," said another NUP, meaning "It's sad and tiring." This illustrates how the emotional toll that punishment takes may reduce NUP's drive and passion for their work (Greenberg, 2017).

Some NUP may react negatively to punishment, particularly if they believe it to be unjust or excessively severe. Employees who are upset and anxious might not put forth their best effort, particularly if they believe that the actions against them are unjust.

To sum up, while disciplinary actions might occasionally enhance NUP behavior, they can also demotivate and dissatisfy NUP. The focus group discussions and interviews show how important it is for NUP to think that disciplinary actions are necessary, fair, and acceptable. Lack of these elements may cause employees to lose interest in, motivation for, and job satisfaction, which may ultimately affect their performance.

Theme 3: Improved Task Performance

If done correctly, disciplinary actions can have a big impact on how well NUP does their jobs. Discipline is a way for NUP to grow as a NUP, and those who see it this way often do better at their jobs in law enforcement, where it is very important to follow rules and procedures. Interviews andFGDs showed that a lot of NUP respondents thought that discipline was a good way to solve problems and make NUP work better.

Someone said, "Tumataas naman yung IPCR rating natin," which means that the discipline helped them do their jobs better and raised their performance ratings. This shows that punishment works because NUP tries harder after it gets punished (Latham & Pinder, 2019).

"Mas ginalingan ko pa," remarked another Which means that punishment made them work harder. This idea is similar to the idea that you can get better at something by noticing what needs to be fixed, which makes you more committed to doing the work (Aguinis, 2019).

Some NUP who were punished by NUP said that they became more focused and worked harder at their jobs. Someone said, "Lalo akong ginanahan sa trabaho." The show got better too, which shows that punishment can make NUP work harder and do better. This shows that having a plan for how to deal with bad performance can help NUP get better all the time.

In conclusion, the information we got from the interviews and focus group discussions shows that disciplinary measures can help some NUP do their jobs better. Discipline made NUP want to change how they worked, which made them do a better job and be more dedicated to the goals of the group. So, organizations should try to make NUP see discipline as a way to learn and grow.

Theme 4: Relationship Affected

Disciplinary actions can have a big effect on work relationships, especially in jobs where there is a clear chain of command, like police work. Disciplinary actions can change how NUP get along with their coemployees, superiores, and the whole team. Discipline can have effects on your emotions and mind that change how you get along with other NUP, either making them

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stronger or weaker.

Some NUP said that when NUP were punished, it sometimes made things tense between coemployees. Someone said, "Medyo nahiya ako sa mga kasamahan ko," which means "I was a little embarrassed in front of my coemployees." This shows that NUP can feel bad or ashamed when they find out about the punishment. This feeling shows how hard it can be to get along with coemployees when you are strict. Disciplinary actions that are made public or seem unfair can make employees feel alone and angry (Bies & Moag, 2021).

Some NUP, on the other hand, thought that disciplinary actions didn't affect their relationships with coemployees or even made them better. One NUP said, "Wala naman nagbago, hindi ko na lang pinansin," which means that the punishment didn't hurt their relationships in the long run. "Naging lesson learn na po namin siya ng mga katrabaho ko," stated another NUP, indicating that the discipline assisted coemployees in avoiding repeating their mistakes. The responses demonstrate how discipline can foster team cohesion and development (Colquitt et al., 2019). NUP who responded, however, occasionally claimed that discipline exacerbated the conflict between them and their superiors. Someone said, "Affected po," which means that the disciplinary process made things tense between them and their superior. This means that sometimes, punishing someone can make things worse between a superior and an employee, especially if the punishment seems unfair or too harsh (Tyler, 2017).

In conclusion, the interview and focus group data demonstrate that discipline can significantly alter the dynamics of NUP's workplace relationships in various ways. Some employees may find it difficult to communicate with their superiors or colleagues due to feelings of embarrassment or perceived unfair treatment.

Some NUP might see this as a chance to grow and share knowledge. Organizations should make sure that sanctions don't harm their relationships with customers. Instead, they should encourage a helpful and constructive criticism culture.

Theme 5: No Change in Relationship

Discipline does not always improve NUP's relationships with their coemployees and superiors. They are more likely to get along if NUP members think that everyone is treated fairly when it comes to discipline. According to focus groups and interviews, some NUP believed that disciplinary measures were normal at work and had no lasting detrimental effects on relationships.

"Nothing changed," or "Wala namang nagbago," was said. This implies that their relationships with their coworkers were unaffected by the punishment. This suggests that they talked to other NUP and believed the procedure was standard. Another person added, "Bonding o relasyon ay okay naman," implying that despite having to cope with discipline, their bonds remained strong. This suggests that some NUP think disciplinary measures are necessary and don't negatively impact working relationships in the long run (Colquitt et al., 2019).

Several NUP survey participants claimed that the penalty had no impact on their interactions with other NUP. "Wala naman, hindi ko na lang din pinansin," another person said, implying that they decided to move on from the punishment without allowing it to harm their professional connections. This implies that the detrimental effects of discipline on relationships may be mitigated by emotional resilience and a focus on work-related obligations (Tyler & Lind, 2016).

Some NUP claim that they viewed discipline as a chance to strengthen their bonds with their coworkers. "Naging lesson learn na po namin siya ng mga katrabaho ko," one individual stated. This means that team members were better able to understand each other and make the workplace better. NUP can work together better and get along better if they are disciplined (Greenberg, 2017).In short, the interview and FGD data show that punishing NUP doesn't always help them get along better. NUP said that discipline didn't always make their relationships with employees or superiores worse; in fact, it sometimes made them better. This shows that how disciplinary actions are talked about, understood, and dealt with can have a big effect on how they affect relationships at work.

Elements Derived from Experiences to Inform a Proposed Workplace Reengineering Framework

The experiences of NUP at OrMin PPO have provided essential insights into the strengths and deficiencies of the current disciplinary system. In-depth interviews and FGDs uncovered several recurring themes that highlight the particular areas requiring procedural and structural reforms. These components, extracted from phenomenological data, constitute the basis for a proposed workplace reengineering framework designed to improve fairness, transparency, accountability, and overall employee morale. Each thematic insight embodies the perspectives of impacted Personnel and is congruent with modern principles of organizational justice and human resource management, rendering them indispensable for informed institutional reform.

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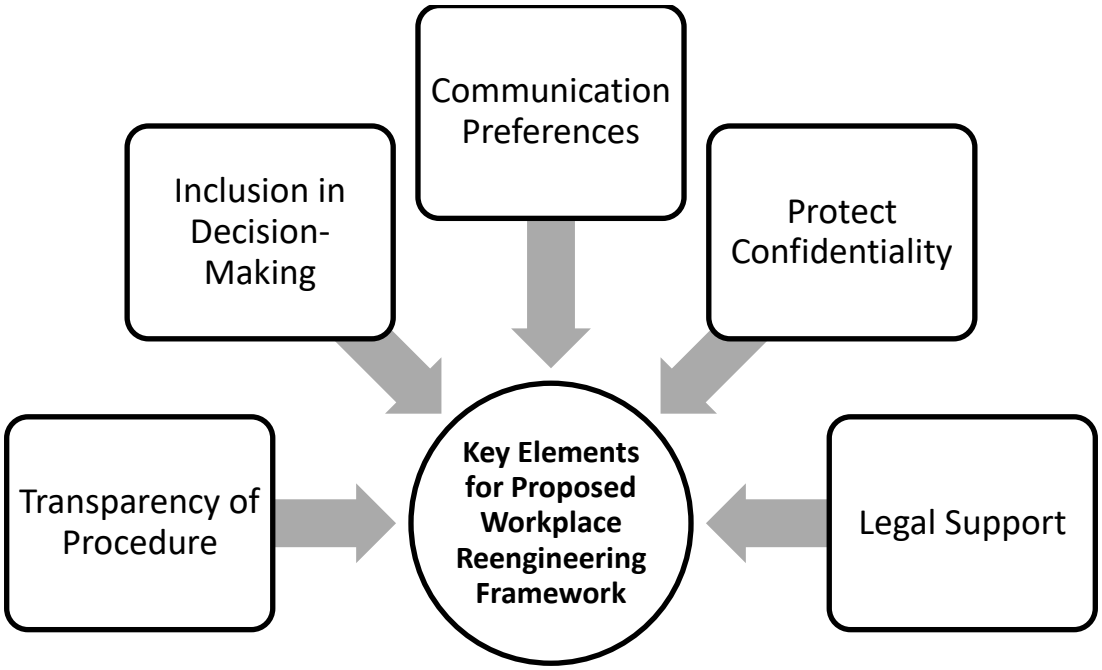


Figure 6
Key Elements for Proposed Workplace Reengineering Framework

Theme 1: Transparency of Procedure

For organizations, especially law enforcement, to keep trust and fairness, it is very important that they be open about the disciplinary process. It is very important for the police to be responsible. Employees should know the rules, what is expected of them, and why disciplinary actions are taken so they know the process is fair and legal. The interviews andFGDs showed that employees who know a lot about the disciplinary process are more likely to accept the results and see the organization as fair and trustworthy. Someone who answered said that it is important to be open and honest by saying, "May karapatang maabisuhan sa kanilang kasalanan at mabigyan ng katarungan at pagkakataong magpaliwanag," which means that employees should know what they are being accused of and have a chance to explain their side. This answer is based on the idea of procedural justice. It says that giving employees clear and easy-to-understand information lets them understand and take part in the decision-making process (Tyler, 2017).

Another NUP said that being honest about things can help clear up confusion. They said, "Yung sa transparency na lang, dapat alam ng concerned Personnel or pinapaliwanag sa concerned Personnel yung mga procedures na pagdadaanan in case magtuloy-tuloy yung investigation." This shows that being open about the steps in the process can help NUP feel less anxious and confused, and it makes sure that employees feel respected and heard throughout the process. NUP feel less wronged and can trust that the process is fair when they know what steps to take (Bies & Moag, 2021).

NUP also feel safe and fair when you are open about the process. One participant said, "Maassure na mailahad lahat ang reasons or kung bakit may DA, as well as yung mga proseso," which means that employees are more likely to accept the disciplinary process when they know why the decisions were made and what steps were taken. When organizations make sure that everyone knows the rules, there is less chance of misunderstandings and the disciplinary system is more credible (Colquitt & Zipay, 2015).

To sum up, the interviews and FGDs show that being honest about the disciplinary process is very important for making sure the organization is fair and trustworthy. When employees know the rules and why disciplinary actions are taken, the workplace is more accepting and cooperative, there is less chance of conflict, and the organization stays honest.

Theme 2: Inclusion in Decision-Making

Being part of the decision-making process is a key part of organizational justice that makes employees feel like they have power and are being treated fairly. When NUP participate in the processes that affect them, they are more likely to have faith in the organization and put forth the effort necessary to achieve the desired outcomes. Participants in theFGDs and interviews with NUP at OrMin PPO raised this topic frequently, expressing a desire for increased involvement in the disciplinary procedure, particularly during discussions and investigations.

One NUP said, "Sana mayron ding kasama sa atin na yung sa panel deliberation na NUP para mayroon namang titimbang ba," which means that NUP should be on the panels that make decisions so that their points of view are taken into account. This feeling shows that you want to be a part of things and share the responsibility. It means that NUP thinks their thoughts and ideas are important in decisions that affect them directly (Greenberg, 2017). NUP can also help make the process more fair and balanced when it is involved in these kinds of decisions. NUP

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may think the organization is doing the right thing because of this.

"Sana, mula preliminary investigation, NUP na din sana ang nag tatake action," which means they wanted NUP to be involved from the start of the disciplinary actions. This answer shows that NUP recommends being more involved in the investigation, which could help ease fears of bias or unfair treatment. When employees have a say in decisions, they are more likely to trust the process and accept the results, even if they don't like them (Tyler & Lind, 2016).

The FGDs' data show that including NUP in decision-making makes them feel like they own the organization and that it is fair. Additionally, it creates a more open and friendly culture within the company. Colquitt et al. (2019) assert that when employees believe they have a voice in decision-making, they are more likely to participate, exhibit greater morale, and demonstrate dedication to the organization.

To sum up, incorporating NUP into decision-making can improve organizational equity, productivity, and clarity, particularly in the area of discipline. The focus group discussion and interview results demonstrate that including NUP in decision-making fosters accountability and trust. As a result, NUP feels less isolated and the workplace is more equitable. Organizations should consider adopting more inclusive practices to ensure that each worker feels valued and heard during decision-making.

Theme 3: Communication Preferences

Effective communication is essential to maintaining discipline because it makes employees feel included and updates them on developments. The preferred communication style of NUP at the Oriental Mindoro Police Provincial Office was investigated through a series of focus groups and interviews. All of the participants agreed that the message should be concise, courteous, and clear, even though they had different opinions about how to handle discipline-related issues. A lot of NUP members said they would rather talk to other NUP members. Speaking with a NUP member is the most efficient way to express your point in an open and direct way, as indicated by the statement "I would prefer face-to-face po.". This selection shows that NUP recommends being involved and can quickly fix any problems or misunderstandings that come up during the debate. Talking to someone in NUP might also help them get to know and trust each other better. This is very important for keeping NUP's spirits and excitement up, especially in places where there are strict rules, like law enforcement (Greenberg, 2017).

Someone once stated, "Written explanation na lang to avoid unnecessary emotions," which means that writing might be better in some cases. NUP has time to think about what they hear before they answer, unlike when they talk to someone in NUP. This choice shows how important it is to be able to perceive things clearly and at your speed. This way, employees will be able to understand the punishment without having to meet in NUP right away.

Some NUP also said that they would rather talk to each other utilizing a mix of written and face-to-face communication. One NUP said, "I understand the written explanation of the ginagawa's karaniwan, and if they are not happy with it, I will be happy to talk to them in NUP." This choice shows that written communication can be clear at first, but if NUP needs additional information, they should be able to talk to them in NUP. The mixed-method approach makes sure that everyone can talk to each other, no matter how they choose to. It also helps clear up any confusion that can come from using only one way to talk.

The FGDs show that NUP like to talk to each other in different ways. A personalized plan that includes both spoken and written communication makes sure that employees get the information they need in a way that works for them and their mood. By giving NUP more ways to talk to one other, organizations can make things more open, trustworthy, and involved. NUP may be more likely to understand and accept disciplinary actions if they know why they are being taken (Tyler & Lind, 2016).

Employee's communication styles have a big effect on how they feel about and accept punishment. The FGDs and interviews show that NUP like talking to each other since it is more direct and Personal. They also like writing since it helps them comprehend things better and deal with their feelings. A mixed-method approach may be the best way to find the right balance between fulfilling the requirements of employees and making sure that disciplinary actions are communicated fairly and effectively.

Theme 4: Protect Confidentiality

It is very important for police to keep things private during the disciplinary process to keep the trust, respect, and integrity of the organization. Confidentiality keeps sensitive information from getting out to other NUP. This keeps NUP safe and builds trust at work. When confidentiality is not maintained, employees may experience emotional distress, embarrassment, and potential damage to their reputations, which can diminish morale and commitment (Tyler, 2017; Greenberg, 2017).

NUP who took part in the interviews and FGDs always stressed how important it was to keep things private. One NUP said, "Let's focus on the secrecy of data or information," which shows how important it is to keep Personal and disciplinary information private. This is in line with the organization's overall values of fairness, which means that punishments shouldn't hurt employees' professional reputations. Keeping things private helps protect the dignity of employees who are being punished, which in turn helps them feel less bad (Bies & Moag, 2015). One NUP said, "Dapat magkaroon ng confidentiality," which means that it is important to keep private information safe to avoid unnecessary emotional stress and to protect NUP's dignity.

To keep NUP safe, it's important to keep things private, but employees should still be told why they were punished. While keeping things private, transparency makes sure that employees know why decisions were made. One NUP said, "Kailangan mailahad lahat ang reasons o kung bakit may DA," which means that while privacy is important, being open about communication is just as important to make the disciplinary process fairer and more acceptable (Colquitt et al., 2019). If you explain things clearly, employees are more likely to trust the system and less likely to be hurt by the choice.

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It's also very important to keep things private so that employees can tell someone about problems or bad behavior without being afraid of getting in trouble. One NUP said, "We need a safe place to report problems without being afraid of getting in trouble." This shows that keeping the names of NUP who report bad behavior secret makes the organization more responsible and trustworthy. When employees know that their names will be kept secret, they are more likely to report wrongdoings and help create a culture of honesty (Lind & Tyler, 2017).

In conclusion, confidentiality is not just about keeping NUP from being embarrassed; it is also an important part of making sure that everyone in an organization is treated fairly, with respect, and with trust. The interviews and focus groups show that keeping things private during the disciplinary process helps the organization stay stable and successful. When done right, keeping things private makes the disciplinary process better, promotes a culture of responsibility, and keeps employees happy (Bies & Moag, 2015; Greenberg, 2017).

Theme 5: Legal Support

Legal help is very important to make sure that punishments are fair and follow the rules and laws that are already in place. In hierarchical organizations like law enforcement, where employees could face serious consequences for their actions, having access to legal resources can help make sure that their rights are protected during the disciplinary process. A lawyer can assist NUP in understanding the regulations, ensuring that decisions are just, and handling the challenging legal and procedural aspects of disciplinary actions.

Many of NUP who participated in interviews andFGDs stated that having access to legal assistance in the event that they committed a transgression was crucial. According to one participant, "legal support kasi ang mahal mag pa affidavit," which implies that some NUP might not be able to receive fair treatment because legal assistance can be prohibitively costly. This is only one aspect of a larger issue with seeking legal counsel, which may lead NUP to believe that the disciplinary procedure is unfair. If workers cannot access legal aid, they may feel they are not getting enough help or that they are not being treated fairly, which could cause them to lose faith in the system (Bies & Moag, 2015).

Getting legal advice, according to NUP study participants, could also help them understand the punishment process, which would allow them to appeal decisions and better understand their rights. "Mas ayusin pa pagpapatupad," which means "even though the process is clear," makes the case that the system would be more equitable for everyone if there were more lawyers. Your employees may feel more at ease knowing that someone is watching out for them and making sure the rules are followed (Colquitt et al., 2019).Additionally, legal aid can help make penalties more transparent and equitable. According to one NUP, it's critical to clarify the reasons behind disciplinary actions as well as the legal challenges to them. The phrase "dapat magkaroon ng transparency" refers to this. This demonstrates how important it is for superiors and staff to be truthful with one another to build trust. It also demonstrates how important it is to get legal counsel in order to ensure that any fines are reasonable and compliant with the law (Tyler, 2017).

To put it briefly, legal assistance is required to ensure that the disciplinary process is just, transparent, and accountable. Employees who have access to legal resources are more likely to be satisfied with the process and have faith in the results, according to the focus group discussions and interviews. Everyone in the criminal justice system is treated equally, fairly, and publicly thanks to legal aid. As a result, the group remains cohesive. To make the workplace more equitable and reasonable, organizations should consider providing legal assistance to their staff members or ensuring that they can obtain legal assistance at a reasonable cost.

CONCLUSIONS AND RECOMMENDATIONS

Based on the findings of the study, several key conclusions were drawn regarding the experiences of Non-Uniformed Personnel (NUP) in the Oriental Mindoro Police Provincial Office with regard to disciplinary actions. Overall, NUPs perceive the current disciplinary system as generally fair, consistent, and effective, which contributes to their trust in institutional processes and reinforces the legitimacy of the organization. However, despite these positive perceptions, the presence of communication gaps—such as unclear procedures or inconsistent dissemination of information—suggests that procedural fairness alone is not sufficient. To maximize the effectiveness and credibility of disciplinary systems,
these communication barriers must be addressed through clearer and more consistent information-sharing practices.

Moreover, the study found that disciplinary actions significantly affect the mental, emotional, and professional well-being of NUPs. These impacts extend beyond the immediate consequences of sanctions, emphasizing that discipline involves not only the enforcement of rules but also the need for empathy and support. Institutions must therefore be mindful of the psychosocial effects of disciplinary measures and provide mechanisms that promote emotional resilience and workplace morale. The effectiveness of disciplinary actions also appears to be influenced by contextual factors such as leadership style, organizational culture, and the manner in which sanctions are carried out. This variability shows that discipline is not a one-size-fits-all process and must be implemented with sensitivity to the specific work environment and employee circumstances.

Additionally, NUPs strongly advocate for a disciplinary process that is grounded in fairness, transparency, and open communication. They believe that justice, mutual respect, and understanding should be prioritized over mere punishment. While compliance with organizational rules is expected, such compliance must be matched by equitable and transparent enforcement practices to sustain institutional trust and employee cooperation. Finally, the study highlights the importance of reforming existing disciplinary structures. NUPs recommend the development of a reengineered disciplinary framework that integrates systems of support, restorative justice, and participatory governance. Such reforms are necessary to create a safer, more dependable, and more inclusive workplace

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environment. A supportive disciplinary system—one that balances accountability with empathy—can enhance employee morale, encourage shared responsibility, and strengthen the perceived legitimacy of the organization.

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