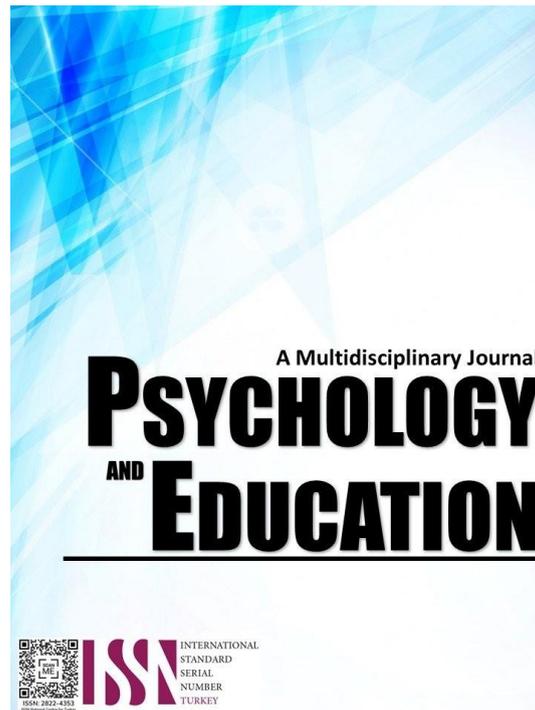


**WORK-LIFE BALANCE OF THE PERSONNEL OF
THE PHILIPPINE NATIONAL POLICE DURING THE
COVID-19 PANDEMIC AND ITS RELATIONSHIP
WITH THEIR SOCIO-DEMOGRAPHIC PROFILES:
BASIS OF AN INTERVENTION PROGRAM**



PSYCHOLOGY AND EDUCATION: A MULTIDISCIPLINARY JOURNAL

Volume: 14

Pages: 1076-1088

Document ID: 2023PEMJ1318

DOI: 10.5281/zenodo.10068533

Manuscript Accepted: 2023-3-11



Work-Life Balance of the Personnel of the Philippine National Police During the COVID-19 Pandemic and Its Relationship with Their Socio-Demographic Profiles: Basis of an Intervention Program

Olivia V. Gabriel*

For affiliations and correspondence, see the last page.

Abstract

This research determined the level of work-life balance of the uniformed personnel in the PNP National Headquarters (NHQ) during the COVID-19 pandemic and its relationship with their socio-demographic profiles. The researcher utilized mixed methods sequential explanatory design using the survey questionnaire and interviews conducted to uniformed personnel. Respondents were between the ages of 21-30, male, married, with 1-2 children, with nuclear family, with the rank of Patrolman/Patrolwoman, on a day shift, with eight-hour duty daily, within 1-5 years length of service, and with 81-90 (Very Satisfactory) rating. The level of work-life balance of the uniformed personnel in terms of the three dimensions showed low interference of work to personal life, low interference of personal life to work and low interference of work and personal life with work-life balance. Sex, civil status, and job performance have significant relationship with work-life balance. The age, number of hours of work, and length of service showed no significant relationship with work-life balance. The number of dependents, type of family, rank, and work shift cannot be correlated with work-life balance. The researcher proposed an intervention program entitled “Implementation of a Four-day (Compressed) Work Week for the Uniformed Personnel of the PNP” to enhance the work-life balance of the uniformed personnel.

Keywords: *personal life, police service, work-life balance, work-life enhancement, work interference*

Introduction

The challenges to organizations in the 21st century are productivity, efficiency, morale, and competitiveness. In this era of hyper competition, focus on human resources, competitive workforce, and employee dedication for achieving the goals of the organization are of paramount importance. It is very critical for the organizations to attract and retain their best human capital to remain operational or competitive. The best way to do so is to consider what employees want. The list of possible answers to the question of what they want is as complex and diverse as workers are: a challenging job, the opportunity for advancement, job security, more money, and more time off. According to Herman Miller (2006), the answer may lie in providing ways to help workers achieve a “work-life balance”, which majority of workers, regardless of gender, job type, nationality, or age, say they want.

Work and life balance is an expectation of today’s working industry. Organizations are cultivating a culture that supports work-life balance programs to help employees keep equilibrium in their professional and non-professional lives. Due to the constantly changing economic conditions and demands of the society, work has changed its role all over the world. Previously, “survival” and “necessity” were related as the subjects of work. However today, in addition to be

a necessity, work is seen as an important contributor to the “personal satisfaction” as well. Today, work is one of the most important tools to provide personal and professional satisfaction as well as goal attainment which creates the need for work-life programs and benefits in an organization (Joshi et al., 2002).

In the Philippines, there are various laws that provide working hours that allow the employees to achieve some level of work-life balance. There is Republic Act No. 11165, known as the Telecommuting Act, an Alternative Work Arrangement for Employees in the Private Sector, which was approved on December 20, 2018. Senator Joel Villanueva, the principal author and sponsor of the law said that the law will promote the worker’s right to work-life balance and flexible work arrangement. The law has enough safeguards to ensure that the rights of home-based workers are protected by giving them equal pay, leave benefits and promotion as their counterparts in the office (Senate of the Philippines, 2019).

For workers in the government, the Civil Service Commission has released rules for “alternative work arrangements” – including a shortened work week – that government offices may observe in connection with the 2019 Coronavirus disease (Covid-19) menace. The guidelines were listed under CSC Memorandum Circular (MC) No. 10, s.2020, signed by Chairperson Alicia de la Rosa-Bala. Pursuant to CSC Resolution



No. 2000540 promulgated on May 7, 2020, after the World Health Organization (WHO) declared the outbreak a Public Health Emergency of International Concern and a pandemic. The Commission adopted the Revised Interim Guidelines for Alternative Work Arrangements and Support Mechanisms for Workers in the Government During the Period of State of National Emergency Due to COVID-19 Pandemic. The alternative work arrangements include work-from-home, skeleton (skeletal) work force, four-day compressed workweek, staggered working hours, and other alternative work arrangements (Quismorio, 2020).

The Philippine National Police (PNP) is currently manned by a total of 221,047 active uniformed and non-uniformed personnel as of September 2021. Aside from performing the already tedious duty of law enforcement operations, the PNP has faced an extra battle against an unseen enemy, the Covid-19 pandemic.

The uniformed personnel of the PNP play a significant contribution in the containment of the disease in the Philippines aside from its critical job of maintaining national security and peace and order in the entire Philippines. However, taking into consideration their exposure to high-risk environments in the performance of their duties and considered as one of the vital frontliners of the country, the personal life of a police gets vulnerable to imminent danger while providing these services to the public amid this pandemic crisis.

The occupation of the uniformed personnel of the PNP is generally perceived as highly stressful, caught between the increasing threat of danger and violence in the streets, with high public demand for instantaneous response as frontliners in this time of global pandemic and mounting focus on police efficiency and probity. The PNP organization on the other hand, has implemented relentless programs and activities to ingrain every uniformed personnel with the positive attitude and moral values befitting his role as law enforcer, public servant, and now as top frontliner in this time of pandemic.

The PNP has programs with objectives focused on character development and positive attitude formation of the uniformed personnel for the delivery of better safety services to the public. PNP has conducted ethics and values formation programs aside from the existing Moral Recovery programs, in the belief that for the PNP to rise from its predicament of moral and ethical deterioration, all uniformed personnel have to be changed from within, to be “transformed”. His or her

values must be regenerated on the ethical, professional, and spiritual approach, which is the very foundation for self- development.

With all these efforts from both the uniformed personnel and the PNP organization, the researcher would like to examine the level of work-life balance of the uniformed personnel in the PNP NHQ during the Covid-19 pandemic, to study the correlation of work-life balance with the socio-demographic profiles of the uniformed personnel which are age, sex, civil status, number of dependents, type of family, rank, work shift, number of hours of work, length of service, and job performance, and lastly, to recommend an intervention program to the PNP organization to enhance the work-life balance of the uniformed personnel which could help in the effective delivery of police services to the people and a tool in the attainment of the PNP’s vision of becoming a highly capable, effective and credible police service working in partnership with a responsive community towards the attainment of a safer place to live, work and do business.

Research Objectives

This research was primarily designed to assess the level of work-life balance of the uniformed personnel in the PNP NHQ and its relationship with their socio-demographic profiles. Specifically, the research sought answers to determine the following:

1. The socio-demographic profiles that generally describe the uniformed personnel in terms of age, sex, civil status, number of dependents, type of family, rank, work shift, number of hours of work, length of service, and job performance;
2. The levels of work-life balance of the uniformed personnel in terms of work interference to personal life (WIPL), personal life interference to work (PLIW), and work-life enhancement (WLE);
3. If there is a significant relationship between the socio-demographic profiles and the levels of work-life balance of the uniformed personnel in terms of WIPL, PLIW, and WLE; and
4. An intervention program recommended by the researcher to the PNP organization which will promote better police services in the PNP.

Methodology

The study adopted mixed methods sequential explanatory design. Under this design, the researcher first collected and analyzed the quantitative data from the survey. After which, the qualitative data from the interviews were collected and analyzed next to the sequence to help explain or validate the quantitative results in the first phase.

Out of 221,047 active uniformed and non-uniformed personnel as of September 2021, the sample for the study is 395 respondents using the Slovin's formula with a confidence level of 95% or a margin of error of 5%.

The researcher also conducted a follow up interview to 12 uniformed personnel from different units who were either undergoing orientation in the Audit and Control Division, FS or availing a financial service in the FS on the day of the interview.

Data generated from the survey was considered the primary source of data. The survey instrument used in the research is composed of three parts: Part I for the socio-demographic profile of the respondent; Part II is the work-life balance survey; and Part III which asked for any recommendation from the respondent related to policies and strategies which can be proposed to the PNP organization to create a healthy work-life balance for the uniformed personnel and which served as a basis for an intervention program to be proposed by the researcher to the PNP organization for a healthy work-life balance and for a better police service.

Part II of the instrument examined the level of work-life balance of the uniformed personnel. The study used a 15-item scale adapted from a 19-item scale originally developed by Fisher-McAuley et al. (2003) and validated by Jeremy Hayman in 2005. According to Hayman (2005), the instrument was found to have acceptable validity and reliability, indicating the instrument has potential for providing managers with a useful tool for determining work life balance perceptions among employees. Fisher-McAuley et al. (2003) examined the relation between employees' beliefs about having a balance between work and personal life and the feeling of job stress, job satisfaction, and reasons why an employee would quit his or her job. They simplified the WLB by placing three measurable dimensions, namely: work interference with personal life; personal life interference with work; and work and personal life enhancement. The dimensions indicate that interference of work in personal life and on the

other hand the interference of life issues in work related matters are important to study while understanding work-life balance related issues. A study by Agha et al. (2017) validated the work-life balance scale by finding the validity and reliability of the three constructs of the scale namely WIPL, PLIW and WLE. It is indicative in the study that all the three constructs are reliable and valid and that they can be used by researchers throughout the world for research purposes.

Part III of the survey questionnaire asked for a recommendation from the respondent on how to enhance the work-life balance of the uniformed personnel. From the responses of the respondents, the researcher proposed an intervention program to create a healthy work-life balance for the uniformed personnel of the PNP and for a better police service. This part answered the objective number 4.

High score interprets high interference to work-life balance and low score interprets low interference, except for questions 7, 12, 13, 14 and 15 which were positively worded, thus reverse scored. The statements 1-7 refer to the WIPL dimension, the statements 8- 11 refer to the PLIW dimension, and the statements 12-15 refer to WLE dimension of WLB.

Part I and Part II answered the objective number 3 on the relationship of work-life balance with the socio-demographic profiles of the respondents which include age, sex, civil status, number of dependents, type of family, rank, work shift, number of hours of work, length of service, and their job performance.

The secondary instrument used by the researcher is Interview with 15 open-ended questions based on the objectives of the study. The interview was conducted randomly to 12 uniformed personnel for an in-depth analysis of the quantitative results of the study. Using the Narrative analysis, the responses of the respondents through their stories and experiences were carefully analyzed and related to answering the research objectives. Several statistical tools were utilized to analyze the data collected such as the Frequency and Percentage, Weighted Mean, Five-Point Likert Scale, Chi-Square Test, and Pearson Rank Test.

The Five-Point Likert Scale was used to get the scores for the responses to the 15 statements about work-life balance by the respondents ranging from 1 – 5 with 1 for Strongly disagree, 2 for Disagree, 3 for Neither Agree nor Disagree, 4 for Agree, and 5 for Strongly agree. In coding data, response categories of the Likert scale provided in the questionnaire were organized using Table 1 below. The obtained mean of each statement was categorized using the table below.



Table 1. Scores for Response Categories (Variables Measured on Interval Scales)

Response Category	Very Low Interference on WLB	Low Interference on WLB	Moderate Interference on WLB	High Interference on WLB	Very High Interference on WLB
Scores	1.00 – 1.80	1.81 – 2.60	2.61 – 3.40	3.41 – 4.20	4.21 – 5.00

Results and Discussion

Socio-Demographic Profile of the Uniformed Personnel in the PNP NHQ in Terms of Age, Sex, Civil Status, Number of Dependents, Type of Family, Rank, Work Shift, Number of Hours of Work, Length of Service, and Job Performance.

Age

Table 2. Demographic Profile According to Age

Age Group	Count	%
21-30	150	38%
41-50	115	29%
31-40	113	29%
over 50	17	4%
Grand Total	395	100%

Most of the respondents who answered the survey are between the ages of 21-30. The Recruitment and Selection Service (RSS) of PNP resumed the 1st Cycle 2020 Patrolman/Patrol Woman Regular Quota and continued until 2021. According to former PNP Chief Archie Francisco Gamboa, “We want the largest pool of applicants that we can muster from which to select only the best and most qualified candidates that will be recruited into the police service.” Further, he called on “able-bodied” Filipinos, aged to 21 to 30, to join the police force (Hallare, 2020). Several civilians have entered the police service and started with the rank of Patrolman/Patrol Woman and were assigned in the PNP NHQ.

According to Rook (2019), the salary, benefits and retirement packages are important to millennials, the generation who were born between 1980 and 2000. Millennials are more likely to seek jobs and employers that align with their personal beliefs and goals. New and young patrolmen and patrolwomen were recruited under the Unfilled/Attrition Quota Recruitment program.

Sex

Table 3. Demographic Profile According to Sex

Sex	Count	%
Male	231	58%
Female	164	42%
Grand Total	395	100%

Majority of the respondents are male. Under RA 8551, Sec. 58 entitled An Act Providing for the Reform and Reorganization of the Philippine National Police and for Other Purposes, Amending Certain Provisions of Republic Act No. 6975 entitled, "An Act Establishing the Philippine National Police Under a Re-organized Department of the Interior and Local Government, and for Other Purposes", the PNP reserves 10% of its annual recruitment, training, and education quota for women. Former Chief PNP and now Senator Ronald “Bato” Dela Rosa has filed Senate Bill 1562 or An Act Increasing the Recruitment Quota Requirement of Female Philippine National Police (PNP) Officers. The said bill seeks to increase from ten percent (10%) to fifteen percent (15%) the annual recruitment, training, and education for women and that the recruitment quota for women will be increased to 20 percent (20%) thereafter (The Life of Maharlika, 2020).

The PNP is long dominated by men or traditionally male-heavy hierarchy. This is a challenge for female uniformed personnel to pursue a career in a male-dominated profession.

Civil Status

Table 4. Demographic Profile According to Civil Status

Civil Status	Count	%
Married	231	58%
Unmarried	164	42%
Grand Total	395	100%

Most of the respondents are married. The police profession is a stable job with a compensation package



commensurate with their critical role in maintaining national security and peace and order and taking into consideration their exposure to high-risk environments in the performance of their duties. With the implementation of Congress Joint Resolution No. 01, which was approved on January 1, 2018 authorizing the increase in base pay of military and uniformed personnel in the government, and for other purposes, the salary of a uniformed personnel in the PNP takes into account prevailing economic realities and create professionalism, exemplary performance and commitment service. With these, the income of a PNP personnel can raise and support a family of their own.

Number of Dependents

Table 5. Demographic Profile According to Number of Dependents

Number of Dependents	Count	%
1-2	173	44%
3-4	131	33%
5 and above	51	13%
None	40	10%
Grand Total	395	100%

Most of the respondents have 1-2 children. The work assignments of the uniformed personnel are mostly far from their families because of the national scope of their jobs. The uniformed personnel have no fixed unit assignment which could be the reason why they are far from their families and have less children.

Former PNP Chief Gen. Camilo Cascolan said that “Prioritizing the welfare of every personnel of the PNP, one of my main thrusts is the localization of assignment.” He said the program will attain maximum efficiency and more effective law enforcement by prioritizing the welfare of every PNP personnel and reinforcing family solidarity (Caliwan, 2020).

Type of Family

Most of the respondents have a nuclear family (complete family). The majority are married, thus, their families include two married parents of opposite genders and their biological or adopted children living in the same residence.

Table 6. Demographic Profile According to Type of Family

Type of Family	Count	%
Nuclear Family (Complete family)	299	76%
Extended Family (Living with your parents, uncles or other immediate family)	61	15%
Single-Parent Family (Single Parent with Children)	35	9%
Grand Total	395	100%

Rank

Table 7. Demographic Profile According to Type of Family

Rank	Count	%
Patrolmen/ Patrolwoman	142	35.95%
Police Corporal	44	11.14%
Police Senior Master Sergeant	43	10.89%
Police Executive Master Sergeant	37	9.37%
Police Staff Sergeant	31	7.85%
Police Master Sergeant	28	7.09%
Police Chief Master Sergeant	20	5.06%
Police Major	18	4.56%
Police Lieutenant	17	4.30%
Police Lieutenant Colonel	6	1.52%
Police Captain	6	1.52%
Police Colonel	3	0.76%
Grand Total	395	100.00%

Majority of the respondents are Patrolman/Patrolwoman. The rank of Patrolman/Patrolwoman in the PNP comprises majority of the personnel in the PNP. The increased pay and allowances received by the uniformed personnel of the PNP which was implemented in January 2018 could be attributed to the increased number of civilians joining the police force.

Work Shift

Most of the respondents assigned in the PNP NHQ are on a day shift. The PNP NHQ offices are operational from 8:00 AM to 5:00 PM from Monday to Friday catering to active personnel, retired personnel, PNP dependents, civilians, private and government offices. The majority of the uniformed personnel are working on a day shift manning all the offices in the PNP NHQ according to its mandate.



Table 8. Demographic Profile According to Work Shift

Work Shift	Count	%
Day Shift	385	97%
Night Shift	2	1%
Others:		
1 Week Duty/1 Week Off	1	
24 Hours on Call	1	
3 Days Duty/2 Days Off	1	
3 Days Duty/3 Days Off	1	
Every Other Day	1	
Mixed	1	
Operatives	1	
Schooling	1	
Total	8	2%
Grand Total	395	100%

Number of Hours of Work

Table 9. Demographic Profile According to Number of Hours of Work

Number of Hours of Work	Count	%
8	310	78.48%
12	38	9.62%
9	24	6.08%
10	18	4.56%
24	3	0.76%
7	1	0.25%
15	1	0.25%
Grand Total	395	100%

The majority of the respondents are working eight hours in a day. The normal operation of offices in the PNP NHQ starts at 8:00 AM and ends at 5:00 PM from Monday to Friday. Thus, the majority of the respondents work on an eight-hour duty shift from Monday to Friday.

Length of Service

Table 10. Demographic Profile According to Length of Service

Length of Service (Years)	Count	%
1-5	168	42.53%
6-10	50	12.66%
11-15	59	14.94%
16-20	70	17.72%
21-25	40	10.13%
26-30	5	1.27%
31-35	2	0.51%
35 years and above	1	0.25%
Grand Total	395	100.00%

Most of the respondents are between 1–5 years in service. Majority of the respondents have just started their careers in the PNP organization with 1-5 years in service and this could be attributed to the newly hired Patrolman/Patrolwoman in every office in the PNP NHQ who are idealistic, energetic, and healthy at the start of their police service in the PNP organization.

Job Performance

Table 11. Demographic Profile According to Job Performance

Job Performance	Count	%
81-90 (Very Satisfactory)	267	68%
91-100 (Outstanding)	120	30%
71-80 (Satisfactory)	8	2%
Grand Total	395	100%

The job performance of the uniformed personnel is measured by the Performance Evaluation Rating on the first semester of Calendar Year 2021. The Performance Evaluation Rating of the PNP personnel is done every six (6) months.

The majority of the respondents have performance rating of 81-90 (Very Satisfactory). Section 29 of Republic Act No. 8551, An Act providing for the reform and reorganization of the Philippine National Police and for other purposes, amending certain provisions of Republic Act No. 6975 entitled, "An Act establishing the Philippine National Police under a re-organized Department of the Interior and Local Government, and for other purposes", which is Attrition by Other Means, states that a PNP member or officer with at least five (5) years of accumulated active service shall be separated based on any of the following factors: a) inefficiency based on poor performance during the last two (2) successive annual rating periods; b) inefficiency based on poor performance for three (3) cumulative annual rating periods; c) physical and/or mental incapacity to perform police functions and duties; or d) failure to pass the required entrance examinations twice and/or finish the required career courses except for justifiable reasons. It is important for every uniformed personnel to maintain a good rating in their Performance Evaluation Rating every six (6) months, of which failing to do so will cause retirement or separation from the PNP service.

Another motivating factor for the PNP personnel



contributory to maintaining at least a “Very Satisfactory” rating is the grant of the Performance Based Bonus (PBB) to all qualified PNP personnel. The PBB is a top-up bonus that is given to employees based on their performance and contributions to the accomplishment of their department’s overall targets and commitment (Official Gazette, 2022).

A study by Nadesan (2018) revealed that work-life balance has a positive and significant relationship with the overall job performance. Work-life balance, as an important element of human resource management, does influence employees’ performance. Other conditions being equal, the better the work-life balance in a given firm, leads to improve the job performance of employees. Naithani (2010) has stated that organizations which neglect issues related to employee work-life balance will end up with lower employee productivity and in turn will find it more difficult to improve the employee job performance.

Level of Work-Life Balance of the Uniformed Personnel in the PNP NHQ in Terms of Work Interference to Personal Life (WIPL), Personal Life Interference to Work (PLIW), and Work-Life Enhancement (WLE)

Work Interference to Personal Life (WIPL)

The WIPL dimension of WLB include WIPL Statements 1 to 7 of the Survey which measured work interference to personal life. Table 2 below presents Statements 1 to 7 with the obtained mean.

Table 12. *Level of Work-life Balance of the Uniformed Personnel in the PNP NHQ in Terms of Work Interference to Personal Life*

WIPL Items	Mean	SD	Verbal Interpretation
1. My personal life suffers because of work.	1.94	0.95	Low Interference on WLB
2. My job makes personal life difficult.	1.89	0.87	Low Interference on WLB
3. I neglect personal needs because of work.	2.00	0.90	Low Interference on WLB
4. I put personal life on hold for work.	2.44	1.11	Low Interference on WLB
5. I miss personal activities because of work.	2.57	1.11	Low Interference on WLB
6. I struggle to juggle work and non-work.	2.12	0.80	Low Interference on WLB
7. I'm happy with the amount of time for non-work activities.	2.69	1.04	Moderate Interference on WLB
Average Mean	2.24	0.97	Low Interference on WLB

The table above showed WIPL Statements 1, 2, 3, 4, 5, and 6 obtained ratings which showed that there is low interference of work on the personal life of the uniformed personnel. However, in Statement 7 “I’m happy with the amount of time for non-work activities”, there is moderate interference of work on personal life which means work has moderately affected the personal life of the uniformed personnel. The overall mean score for the level of work-life balance of the uniformed personnel showed low interference of work on personal life.

From the results of the interview conducted, seven (7) respondents out of 12 respondents confirmed that work does not interfere with their personal lives while the other five (5) respondents confirmed that work interfered with their personal lives. A male respondent said that work does not interfere with his personal life because the personnel knew very well that his job is his top priority. Another respondent said that his work is his “bread and butter” and so he ensures that his work is not in any way affected by his personal life and by other matters. On the other hand, the respondents who confirmed that their work interfered with their personal lives said that they are not able to attend some important events in the school of their children because of work. There are also family occasions which the uniformed personnel are not able to attend due to conflict with their work schedule. Despite this, the uniformed personnel make it a point to make up with their children when they find time after work.

Work is not only an indispensable means of discovering one’s usefulness and worthiness but also of providing financial means and security to one’s life. By earning salaries from work, an employee gains access to several essential and non-essential goods, services, and activities, which is passed on to his family or dependents.

The Spill over theory confirms the relatedness of work and family life that they both affect each other. According to Staines (1980), there is a similarity between what occurs in the work environment and what occurs in the family environment such that happiness at work leads to happiness at home. The positive outlook of a uniformed personnel to his work is carried over into the positive outlook to his personal life.

Personal Life Interference to Work (PLIW)

The PLIW dimension of WLB includes PLIW Statements 8 to 11 of the Survey. Table 3 below



presents PLIW Statements 8 to 11 with the obtained mean.

Table 13. *Level of Work-life balance of the Uniformed Personnel in the PNP NHQ in Terms of Personal Life Interference to Work*

<i>PLIW Items</i>	<i>Mean</i>	<i>SD</i>	<i>Verbal Interpretation</i>
8. My personal life drains me of energy for work.	2.07	0.81	Low Interference on WLB
9. I'm too tired to be effective at work.	1.90	0.76	Low Interference on WLB
10. My work suffers because of my personal life.	1.81	0.73	Low Interference on WLB
11. It's hard to work because of personal matters.	1.97	0.86	Low Interference on WLB
Average Mean	1.94	0.79	Low Interference on WLB

The obtained average mean of 1.94 or low interference on WLB for PLIW Statements 8 to 11 showed that the uniformed personnel can manage their time for their personal life so as not to interfere with their work. Personal life does not suffer because of work, and it does not make it hard for the uniformed personnel to spend time with their family or to attend to their personal needs.

From the results of the interview conducted, nine (9) respondents out of 12 confirmed that their personal lives do not interfere with their works while the other three (3) confirmed that their personal lives interfere with their works. A female respondent said that her personal life does not interfere with her work because she leaves her family matters at home while at work. Since the personnel is assigned to the Administrative Office in her unit which needs her focus, she does not distract herself with her personal matters while at work. A male respondent said that his personal life does not interfere with work as he is able to manage them both efficiently. However, personal life in terms of the health of the personnel does affect work when the personnel is unable to have enough rest or unable to cook a healthy meal because of lack of time. On the other hand, a respondent who answered that his personal life interferes with his work said that sickness and emergency situations in the family interfere with his work. When the uniformed personnel encounters health problems, the quality of his time with his family is affected as well as the quality of his work because of the needed time to recover from sickness. In times of sickness, the time spent recovering from sickness affects the continuity of his work in the PNP.

Work-Life Enhancement (WLE)

The WLE dimension of WLB include WLE Statements 12 to 15 of the Survey. Table 4 below presents the WLE Statements 12 to 15 with the obtained mean.

Table 14. *Level of Work-life balance of the Uniformed Personnel in the PNP NHQ in Terms of Work-Life Enhancement*

<i>WLE Items</i>	<i>Mean</i>	<i>SD</i>	<i>Verbal Interpretation</i>
12. My personal life gives me the energy for my job.	2.08	0.91	Low Interference on WLB
13. My job gives me energy to pursue personal activities.	2.19	0.88	Low Interference on WLB
14. I have better mood at work because of personal life.	2.23	0.92	Low Interference on WLB
15. I have better mood because of my job.	2.11	0.86	Low Interference on WLB
Average Mean	2.15	0.89	Low Interference on WLB

The overall mean score for the level of work-life balance in terms of WLE dimension is 2.15 or low interference on WLB which means that the uniformed personnels' work and personal lives have low interference in their WLB. The programs and policies currently implemented in the PNP bring low interference of work and personal life in having a WLB. Both the work and personal life of the uniformed personnel enhanced each other by giving energy and better mood for both the work and personal life of the uniformed personnel.

From the results of the interview conducted, all the 12 respondents confirmed that both work and personal life give energy to each other.

The PNP organization has a distinct unit, the Directorate for Personnel and Records Management (DPRM) which assists the PNP Chief in the exercise of control and supervision pertaining to personnel and records management with a specific division on Morale and Welfare. This division of the DPRM assists and services the PNP personnel to avail of programs and benefits related to their morale and welfare.

Relationship Between the Demographic Profiles and the Level of Work-Life Balance of the Uniformed Personnel in the PNP NHQ in Terms of Work Interference to Personal Life (WIPL), Personal Life Interference to Work (PLIW), and



Work-Life Enhancement (WLE)

Out of the 10 socio-demographic profiles of the respondents, only three (3) have significant relationship with WLB: sex; civil status; and job performance. The age, number of hours of work, and length of service showed no significant relationship with WLB. The other four (4) which are number of dependents, type of family, rank, and work shift cannot be correlated with WLB because Chi-square and Spearman's Rank Correlation tests are not applicable.

Sex

Table 15 below showed the correlation of sex with WLB in terms of WIPL, PLIW, and WLE dimensions. The Chi-square test which is commonly used to evaluate tests of independence when using a cross tabulation (also known as a bivariate table) was used to test the relationship of sex with WLB. Based on the table, WIPL Statements 1 to 6 have p-values greater than .05 which indicated no significant relationship between sex and WLB in terms of WIPL dimension while WIPL Statement 7 "I'm happy with the amount of time for non-work activities" showed a significant relationship between sex and WLB.

In terms of PLIW dimension, PLIW Statements 8 to 10 have p-values greater than .05 which indicated no significant relationship between sex and WLB while PLIW Statement 11 "It's hard to work because of personal matters" has a p-value =.016 or a p-value less than .05 which indicated a significant relationship between sex and WLB.

In terms of WLE dimension, WLE Statements 12 to 15 have p-values greater than .05 which indicated no significant relationship between sex and WLB.

Table 15: *Relationship of Socio-demographic Profile_Sex with Work-life Balance of the Respondents*

WLB Statement	Chi-Square	df	P Values	Remarks
WIPL Dimension				
1. My personal life suffers because of work.	1.08	4	.898	No significant relationship
2. My job makes personal life difficult.	0.53	4	.971	No significant relationship
3. I neglect personal needs because of work.	4.27	4	.371	No significant relationship
4. I put personal life on hold for work.	7.00	4	.136	No significant relationship
5. I miss personal activities because of work.	3.96	4	.412	No significant relationship
6. I struggle to juggle work and non-work.	2.22	4	.695	No significant relationship
7. I'm happy with the amount of time for non-work activities.	16.12	4	p <.05	Has a significant relationship

PLIW Dimension				
8. My personal life drains me of energy for my work.	2.75	4	.600	No significant relationship
9. I'm too tired to be effective at work.	2.93	4	.570	No significant relationship
10. My work suffers because of my personal life.	5.78	4	.217	No significant relationship
11. It's hard to work because of personal matters.	12.21	4	p <.05	Has a significant relationship
WLE Dimension				
12. My personal life gives me the energy for my job.	5.40	4	.249	No significant relationship
13. My job gives me energy to pursue personal activities.	2.49	4	.646	No significant relationship
14. I have better mood at work because of personal life.	5.84	4	.212	No significant relationship
15. I have better mood because of mv job.	1.79	4	.775	No significant relationship

From the results of the interview conducted, six (6) respondents confirmed that sex and WLB have significant relationship while six (6) respondents confirmed that sex and WLB have no significant relationship. A respondent said that sex has no correlation with WLB since there is now gender equality where people of all genders have equal rights, opportunities, responsibilities and the power to shape their own lives and contribute to the development of the society. What a man can do, a woman can do as well. Another respondent said that sex has no correlation with WLB because there is equal treatment accorded to men and women at work. On the other hand, respondents who answered that sex has a correlation with WLB said that the male personnel is tasked mainly to provide for the needs of his family while the female personnel aside from working to help support the needs of her family is also in charge in managing their household and taking care of their children. In other words, the female personnel are burdened with more responsibilities than the male personnel. Another respondent said that sex has a correlation with WLB because of the presence of gender sensitivity whereby people are made aware of how gender plays a role in life through their treatment of others. There are gender sensitivity trainings conducted to educate employees to become more aware of and sensitive to gender in the workplace. According to the study by Burke (2002), both women and men prefer working in organizations that support work-life balance. Men appeared to benefit more than women. Men feel more satisfied when they achieve more on the job even at the cost of ignoring the family. On the other hand, women emphasized that work and family are both equally important and both are the sources of their satisfaction.

Another study by Doble and Supriya (2000) pointed out that there are gender differences in coping with work-family issues. Women still primarily take care of domestic tasks, irrespective of their employment



status. So, many women employees continue to face difficulties in balancing these two forces (Hyman & Summers, 2004).

Civil Status

Table 16 below shows the correlation of civil status with WLB in terms of WIPL, PLIW, and WLE dimensions. The Chi-square test was used to test the relationship of civil status with WLB. WIPL Statement 1 “My personal life suffers because of work” has a p-value = .027 or a p-value < .05 which showed a significant relationship between civil status and WLB while WIPL Statements 2 to 7 have p-values greater than .05 which indicated no significant relationship between civil status and WLB.

In terms of PLIW dimension, PLIW Statements 8 to 11 have p-values greater than .05 which indicated no significant relationship between civil status and WLB. In terms of WLE dimension, WLE Statements 12 to 15 have p-values greater than .05 which indicated no significant relationship between civil status and WLB.

Table 16. *Relationship of Socio-demographic Profile_Civil Status with Work-life Balance of the Respondents*

WLB Statement	Chi-Square	df	P Values	Remarks
WIPL Dimension				
1. My personal life suffers because of work.	10.99	4	p < .05	Has a significant relationship
2. My job makes personal life difficult.	7.69	4	.104	No significant relationship
3. I neglect personal needs because of work.	3.83	4	.429	No significant relationship
4. I put personal life on hold for work.	5.42	4	.247	No significant relationship
5. I miss personal activities because of work.	2.54	4	.637	No significant relationship
6. I struggle to juggle work and non-work.	7.21	4	.125	No significant relationship
7. I'm happy with the amount of time for non-work activities.	2.41	4	.661	No significant relationship
PLIW Dimension				
8. My personal life drains me of energy for work.	2.14	4	.711	No significant relationship
9. I'm too tired to be effective at work.	1.19	4	.880	No significant relationship
10. My work suffers because of my personal life.	3.16	4	.532	No significant relationship
11. It's hard to work because of personal matters.	4.87	4	.301	No significant relationship
WLE Dimension				
12. My personal life gives me the energy for my job.	3.59	4	.465	No significant relationship
13. My job gives me energy to pursue personal activities.	1.06	4	.900	No significant relationship
14. I have better mood at work because of personal life.	2.84	4	.586	No significant relationship
15. I have better mood because of my job.	2.31	4	.679	No significant relationship

From the results of the interview conducted, eight (8) respondents confirmed that civil status and WLB have significant relationship while four (4) respondents confirmed that civil status and WLB have no significant relationship. A female respondent said that civil status and WLB have significant relationship with WLB. At the time when the respondent was still single or unmarried, her work does not affect her personal life in terms of the police work activities. However, when the female respondent got married, she must ask first for the permission of her husband and consider the risks in the conduct of assigned police work activities. When she had children in the family, the more that she felt fear for her life in the conduct of police work activities that she prefers to be assigned in the Administrative Office rather than in the operations or field work. A male respondent who confirmed that civil status and WLB have significant relationship with each other said that if the spouse of the uniformed personnel does not understand the work of a police officer, it causes arguments between the uniformed personnel and his spouse. Further, the work of the uniformed personnel interferes with his personal life when the spouse demands more quality time with the uniformed personnel. These responses from the interview confirmed the result of the survey that socio-demographic profile civil status and WLB have significant relationship in terms of WIPL dimension in WIPL Statement 1 only “My personal life suffers because of work.”

In a study by Lajtman (2016), it showed that work has more impact on life as compared to the impact of life on work. Marital status emerged as a significant predictor of work life conflict because married young professionals reported significantly higher levels of work life conflict compared to others.

A study by Panisoara and Serban (2013), showed that the four categories of employees included in the research (unmarried, married without children, married with children under 18, married with children over 18) do not have a significantly different level of work-life balance. These findings may be explained by the fact that the state of being a married employee, the presence or the age of the children as part of the marital system do not represent strong enough aspects so as to determine significant differences among these four samples concerning the level of work-life balance.

Job Performance

Table 17 below shows the correlation of job performance with WLB in terms of WIPL, PLIW, and WLE dimensions. The Spearman’s Rank Correlation



test was utilized as the appropriate test for relationship of non-bivariate variables. The table showed that WIPL Statements 1 to 6 have p-values greater than .05 which indicated no significant relationship between job performance and WLB in terms of WIPL dimension while WIPL Statement 7 “I’m happy with the amount of time for non-work activities” has a p-value < .05 or a p-value = .044 which indicated a significant relationship with WLB.

In terms of PLIW dimension, PLIW Statements 8 to 11 have p-values greater than .05 which indicated no significant relationship between job performance and WLB. In terms of WLE dimension, WLE Statements 12 to 15 have p-values greater than .05 which indicated no significant relationship between job performance and WLB.

Table 17: Relationship of Socio-demographic Profile Job Performance with Work-life Balance of the Respondents

WLB Statement	rho	P Values	Remarks
WIPL Dimension			
1. My personal life suffers because of work.	.07	.180	No significant relationship
2. My job makes personal life difficult.	.07	.167	No significant relationship
3. I neglect personal needs because of work.	.08	.133	No significant relationship
4. I put personal life on hold for work.	.04	.438	No significant relationship
5. I miss personal activities because of work.	.07	.147	No significant relationship
6. I struggle to juggle work and non-work.	.05	.335	No significant relationship
7. I’m happy with the amount of time for non-work activities.	-	p<.05	Has a significant relationship
PLIW Dimension			
8. My personal life drains me of energy for work.	.07	.205	No significant relationship
9. I’m too tired to be effective at work.	-	.528	No significant relationship
10. My work suffers because of my personal life.	.05	.277	No significant relationship
11. It’s hard to work because of personal matters.	.03	.600	No significant relationship
WLE Dimension			
12. My personal life gives me the energy for my job.	.08	.112	No significant relationship
13. My job gives me energy to pursue personal activities.	.04	.380	No significant relationship
14. I have better mood at work because of personal life.	.06	.233	No significant relationship
15. I have better mood because of my job.	.04	.422	No significant relationship

From the results of the interview conducted, ten (10)

respondents confirmed that job performance and WLB have a significant relationship while two (2) respondents confirmed that job performance and WLB have no correlation. Several researches revealed that work-life balance in the workplace has become a more important issue as it tends to exhibit positive results such as low turnover, work engagement, organizational citizenship behavior, in-role performance, increased employee productivity, job satisfaction, and organizational commitment (Konrad & Mangel 2000; Lambert 2000; Nawab & Iqbal 2013; Wang & Walumbwa 2007) which in turn lead to enhance the job performance of employee.

Discussion

From the findings of the study the following conclusions were derived: (1) The profile of the respondents in terms of age is generally between the ages of 21-30, majority are male, married, with 1-2 children, have a nuclear family (complete family), with the rank of Patrolmen/Patrolwoman, work on a day shift schedule, with an eight-hour duty in a day, within 1-5 years length of service, and with 81-90 (Very Satisfactory) rating. (2) The level of work-life balance of the uniformed personnel in terms of WIPL dimension showed that the uniformed personnel have low interference of work to personal life in WIPL Statements 1, 2, 3, 4, 5, and 6. There is moderate interference of work to personal life in WIPL Statement 7 “I’m happy with the amount of time for non-work activities”. Overall, the uniformed personnel have low interference of work to personal life. The level of work-life balance of the uniformed personnel in terms of PLIW dimension showed low interference of personal life to work in PLIW Statements 8, 9, 10, and 11. Overall, the uniformed personnel have low interference of personal life to work. The level of work-life balance of the uniformed personnel in terms of WLE dimension showed low interference of both work and personal life to WLB in WLE Statements 12, 13, 14, and 15. Overall, the uniformed personnel in the PNP NHQ have low interference of both work and personal life to WLB. (3) The test of correlation of sex with WLB in terms of WIPL dimension showed a significant relationship in WIPL Statement 7 only “I’m happy with the amount of time for non-work activities”. In terms of PLIW dimension, there is a significant relationship between sex and WLB in PLIW Statement 11 only “It’s hard to work because of personal matters”. In terms of WLE dimension, there is no significant relationship between sex and WLB in WLE Statements 12 to 15. The test of correlation of civil status with WLB in terms of WIPL dimension

showed a significant relationship in WIPL Statement 1 only “My personal life suffers because of work”. In terms of PLIW dimensions, there is no significant relationship between civil status and WLB in PLIW Statements 8 to 11. In terms of WLE dimension, there is no significant relationship between civil status and WLB in WLE Statements 12 to 15. The test of correlation of job performance with WLB in terms of WIPL dimension showed a significant relationship in WIPL Statement 7 only “I’m happy with the amount of time for non-work activities”. In terms of PLIW dimension, there is no significant relationship in PLIW Statements 8 to 11. In terms of WLE dimension, there is no significant relationship between job performance and WLB in WLE Statements 12 to 15. The test of correlation of age, number of hours of work, and length of service in the PNP with WLB in terms of WIPL, PLIW, and WLE dimensions showed no significant relationship with WLB. The number of dependents, type of family, rank, and work shift cannot be correlated with work-life balance. The number of dependents, type of family, and rank are categorized into groups where chi-square is not applicable. Lastly, work shift cannot also be correlated with WLB because it has more than two (2) groups and it has a skewed data where almost all data are concentrated in the day shift. (4) Based on the recommendations from the respondents, the researcher arrived with an intervention program to create a healthy work-life balance for the uniformed personnel of the PNP entitled “Implementation of a Four-day (Compressed) Work Week for the Uniformed Personnel of the Philippine National Police (PNP)” with the objective of setting forth an alternative work arrangement program to be implemented to all the uniformed personnel of the PNP to ensure safety and protection in the efficient delivery and management of police services, adaptation to the new normal observing the proactive safety measures and protocols in the daily performance of duty, and enhancement of the work-life balance of the uniformed personnel amidst the pandemic crisis which is not yet over for a better police service, organizational commitment and attainment of the PNP vision of becoming a highly capable, effective and credible police service working in partnership with a responsive community toward the attainment of a safer place to live, work and do business. The program will be on a pilot testing for three months to commence on the month following the approval date subject for evaluation after three months of implementation. The adoption of an alternative work arrangement program for the uniformed personnel includes a four-day (compressed) workweek scheme with 10-hours duty work in a day (a total of 40 hours work duty in a week) for all uniformed

personnel grouped into two, with the first group reporting from Monday to Thursday, and the second group reporting from Tuesday to Friday. The additional rest day of the two groups shall be Friday and Monday respectively with ten (10) hours of work per day for the four working days. For the uniformed personnel with duty on weekends, they can choose from either Monday or Friday for their additional rest day provided they conform with the prescribed 40 hours work duty in a week by the CSC.

Based on the conclusions, the following recommendations were drawn: (1) To gain the support of the PNP top level management on the proposed intervention program by the researcher pursuant to CSC Memorandum Circular (MC) No. 06, s. 2022 entitled, “Policies on Flexible Work Arrangements in the Government” dated June 6, 2022 on the “Implementation of a Four-day (Compressed) Work Week for the Uniformed Personnel of the Philippine National Police (PNP)” to further enhance the work-life balance of all the uniformed personnel. (2) To look into the other recommendations by the uniformed personnel to further enhance work-life balance such as: strengthening of the implementation of the Psychosocial Support Services to all uniformed personnel in every office such as stress debriefing, counselling, psychoeducation, psychotherapy, and mental health awareness program at least once a year or twice a year as deemed necessary; the Localization Program in the deployment of uniformed personnel; the reduction of the duty hours of the Staff Duty Officer (SDO) for the day which would have a significant impact on the health and well-being of the uniformed personnel and promote productivity; to continuously equip the uniformed personnel with moral and spiritual learnings as well as leadership development and anger management trainings, and to continue the attrition of inefficient uniformed personnel based on poor performance for replacement with energetic, healthy, and more eligible personnel.

(3) To escalate the research to a wider range of participants such as municipal, city, provincial, and regional offices of the PNP as the study initially focused only on one area which is the PNP NHQ. (4) To look further into the correlation of the other socio-demographic profiles with WLB which are number of dependents, type of family, rank, and work shift exploring on the most appropriate applicable test of correlation for future studies. (5) For future researchers to make a more in-depth study on the proposed intervention program for the uniformed personnel of the PNP if applicable also to other personnel of the PNP such as the Non-Uniformed Personnel as well as to all other units in the municipal, provincial, and



regional units of the PNP.

References

Agha, K., Azmi, F. T. & Khan, S. A. (2017). Work-Life Balance: Scale Development and Validation. In: Heras, M. L., Chinchilla, N. & Grau, M. (eds). *The Work-Family Balance in Light of Globalization and Technology* (pp. 109-130). Cambridge Scholars Publishing, Newcastle upon Tyne, UK.

Burke, R. J. (2002). Organizational values, job experiences and satisfaction among managerial and professional women and men: Advantage men? *Women in Management Review* 17 (5): 5-6.

Caliwan, C.L. (2020, September 8). Localization of cops' assignment pushed. *Philippine News Agency*. <https://www.pna.gov.ph/articles/1116805>

Doble N., Supriya, M. (2000). Gender Difference in the Perception of Work-life Balance. *Anna University, India*. http://www.fm-kp.si/en/zalozba/ISSN/18854-4231/5_331-%20342.pdf

Fisher-McAuley, Gwenith, J. Stanton, J. Jolton, and James Gavin (2003). "Modelling the Relationship between Work-Life Balance and Organizational Outcomes." In *Annual Conference of the Society for Industrial-Organizational Psychology*. Orlando, pp. 1-26.

Greenhaus, J. H., & Beutell, N. J. (1985). Sources of conflict between work and family roles. *Academy of Management Review*, 10, 76-88.

Hallare, K. (2020, January 3). PNP hiring 17k cops in 2020. *Inquirer.Net*. <https://newsinfo.inquirer.net/1208882/pnp-hiring-17k-cops-in-2020>

Hayman, Jeremy (2005). "Psychometric Assessment of an Instrument Designed to Measure Work- Life Balance." *Research and Practice in Human Resource Management* 13, no. 1: 85-91.

HermanMiller (2006). *When Work and Life Balance, Everyone Wins*. http://www.sof328.com/ResearchSummaries/wp_Work_Life_Balance.pdf

Joshi, S., Leichne, J., Melanson, K., Pruna, C., Sager, N., Story, C. J., et al. (2002). Work-life balance...A Case of Social Responsibility or Competitive Advantage? *worklifebalance.com, Inc.*

Konrad, A., & Mangel, R. 2000, „The impact of work-life programs on firm productivity“, *Strategic Management Journal*, vol. 21, pp. 1225-37.

Lajtman, M. K. (2016). Impact of personal factors on the work life conflict and its co- influence with organizational factors on employee commitment in Croatia, Dissertation no. 4529 Mate d.o.o., Zagreb.

Lambert., SJ 2000, Added benefits: The link between work-life benefits and organizational citizenship behavior, *Academy of management Journal*, vol.43, no.5, pp. 801-815.

Nawab, S. & Iqbal, S. 2013. Impact of Work-Family Conflict on Job Satisfaction and Life Satisfaction □, *Journal of Basic and Applied Scientific Research*, vol.3, no.7, pp.101-110.

Official Gazette (2022, June 27). Performance-Based Incentive System: Frequently Asked Questions. <https://www.officialgazette.gov.ph/pbb/faqs/>

Panisoara, G., & Serban, M. (2013). Marital Status and Work-life Balance. *Procedia- Social and Behavioral Sciences*. (pp. 21-25). <http://isiarticles.com/bundles/Article/pre/pdf/41387.pdf>

Quismorio, E. (2020, March 12). CSC suggests four-day work week in government. *Manila Bulletin*. https://mb.com.ph/2020/03/12/csc-suggests-four-day-work-week_in_government/

Rook, D. (2019, November 7). The Multi-Generational Definition of Work - Life Balance. <https://www.griffinbenefits.com/blog/changing-definition-work-life-balance>.

Senate of the Philippines. (2019, January 10). Villanueva's work-from-home bill signed into law [Press release]. http://legacy.senate.gov.ph/press_release/2019/0110_villanueva2.asp

Staines, G. L. (1980). Spillover versus compensation: A review of the literature on the relationship between work and nonwork. *Human Relations*, 33, 111-129.

The Life of Maharlika (2020, October 2). Senator Bato wants to increase the annual recruitment quota for women in the PNP. <https://thelifeofmaharlika.com/senator-bato-wants-to-increase-the-annual-recruitment-quota-for-women-in-the-pnp/>

Young, L. & Kleiner, B. H. (1992). Work and family: Issues for the 1990s. *Women in Management Review*, 7 (5), 24-28.

Wang, P., & Walumbwa, FO 2007, „Family □ friendly programs, organizational commitment, and work withdrawal: the moderating role of transformational leadership □, *Personnel Psychology*, vol. 60, no. 2, pp. 397-427.

Affiliations and Corresponding Information

Olivia V. Gabriel

- Polytechnic University of the Philippines
- Philippine National Police