

# Work Performance of Philippine National Police Personnel in Camarines Norte: A Comparative Study of Supervisor and Non-Supervisor Officers

Rogelyn C. Peratero<sup>1</sup>, Augusto D. Tayco Jr., Ph.D.<sup>2</sup>

Graduate Education and Professional Studies, Romblon State University, Odiongan, Romblon, Philippines  
College of Public Affairs and Governance, Romblon State University, San Agustin, Romblon, Philippines

\*E-mail: [rpcalandria@gmail.com](mailto:rpcalandria@gmail.com)

## Abstract

This study assessed the work performance of the Philippine National Police personnel in Camarines Norte for calendar years 2007 and 2008 using a quantitative descriptive-comparative research design. Specifically, the study examined the profile of the respondents in terms of rank, commissionship, and source of commissionship; determined the work performance of supervisory and non-supervisory police officers based on their Performance Evaluation Ratings (PER); identified the problems encountered in the performance of duties; determined the level of agreement regarding the identified problems encountered by police personnel; and tested the significant differences in personnel performance. A total of 120 respondents, composed of supervisory and non-supervisory police officers from the twelve municipal police stations of Camarines Norte, participated in the study through stratified purposive sampling. Data were gathered using official Performance Evaluation Rating records and a researcher-made questionnaire. Statistical tools such as frequency, percentage, weighted mean, t-test, and Kendall's Coefficient of Concordance were utilized in analyzing the data. The findings revealed that both supervisory and non-supervisory police officers obtained a Very Satisfactory level of work performance, with overall mean ratings of 89.81 and 87.83, respectively. The study further revealed that there was no significant difference between the work performance ratings of supervisory and non-supervisory police officers ( $t = 1.87$ ,  $p = 0.064$ ) and between the performance ratings during the two evaluation periods ( $t = 1.21$ ,  $p = 0.228$ ), indicating consistency in personnel performance regardless of rank classification and rating period. Supervisory officers identified inadequate personnel and insufficient logistical support as the most serious organizational problems, while non-supervisory personnel identified inadequate equipment and heavy workload as major operational concerns. Both groups demonstrated significant agreement regarding the identified organizational and operational problems affecting police performance. Based on the findings, the study concluded that police personnel in Camarines Norte generally demonstrated satisfactory organizational and operational performance despite existing institutional challenges. The findings further indicate the need for organizational interventions such as strengthened personnel allocation, improved logistical capability, enhanced leadership development, intensified training programs, and strengthened welfare support systems to further improve police effectiveness and organizational performance.

**Keywords:** Philippine National Police, Work Performance, Supervisory Officers, Non-Supervisory Officers, Performance Evaluation, Law Enforcement, Organizational Challenges, Comparative Study.

**DOI:** 10.7176/PPAR/16-2-06

**Publication date:** May 30<sup>th</sup> 2026

## Introduction

The effectiveness of modern policing is fundamentally dependent on the work performance, professionalism, and accountability of police personnel in the discharge of their duties and responsibilities. In contemporary law enforcement, police performance is no longer assessed solely through crime statistics and arrest efficiency, but also through responsiveness, ethical conduct, organizational discipline, public trust, human rights adherence, and community-oriented policing strategies. Across many countries, police organizations are under increasing pressure to improve operational effectiveness while maintaining transparency, professionalism, and citizen-centered service delivery. Studies have emphasized that effective police performance contributes significantly to institutional legitimacy, public confidence, crime prevention, and social order (Schafer, 2023; Kim & Jung, 2022; United Nations Office on Drugs and Crime [UNODC], 2022).

In the Philippines, the Philippine National Police serves as the primary law enforcement agency responsible for maintaining peace and order, enforcing laws, and protecting lives and property. Guided by Republic Act No. 6975 and strengthened by Republic Act No. 8551, the PNP continues to pursue organizational reforms aimed at enhancing professionalism, accountability, and operational efficiency. One of the mechanisms utilized by the

organization to assess employee effectiveness is the Performance Evaluation Rating (PER), which measures personnel performance in areas such as job knowledge, work management, interpersonal relationships, organizational behavior, and personal qualities. Performance evaluation systems are essential in public organizations because they provide the basis for promotions, personnel development, training, organizational accountability, and policy improvement (Armstrong, 2021).

Recent studies have shown that police work performance is influenced by several organizational and individual factors, including leadership quality, morale, training, workload, organizational climate, resource availability, stress management, and supervisory support. According to Shane (2020), organizational leadership and administrative support significantly influence police effectiveness and employee commitment. Similarly, Corder (2021) emphasized that modern police organizations must continuously assess personnel performance to ensure efficiency, accountability, and community trust. In addition, studies on police management revealed that inadequate supervision, poor organizational communication, and a lack of professional development opportunities negatively affect police productivity and operational capability (Schafer, 2023; Kim & Jung, 2022).

Globally, police organizations have adopted performance management systems to improve personnel accountability and institutional effectiveness. Research conducted by the United Nations Office on Drugs and Crime emphasized that performance evaluation systems strengthen organizational transparency, improve police responsiveness, and support evidence-based personnel management practices (UNODC, 2022). Likewise, the International Association of Chiefs of Police highlighted that police performance assessment promotes professionalism, leadership development, and operational efficiency when implemented objectively and consistently (IACP, 2021).

In the Philippine setting, studies conducted from 2020 to 2026 have increasingly focused on organizational effectiveness, police capability, occupational stress, leadership practices, and personnel performance within the PNP organization. Research by Bautista and Villasante (2025) found that resource allocation and organizational support significantly influence institutional capability and operational effectiveness among police personnel. Similarly, Martin et al. (2021) emphasized that training effectiveness, leadership quality, and personnel motivation are important predictors of police organizational performance. Recent local studies also revealed that police personnel performance is affected by workload pressures, inadequate operational resources, leadership deficiencies, and organizational stressors that influence employee morale and service delivery (Garcia & Ramos, 2024; Dela Cruz et al., 2023).

Moreover, the increasing complexity of law enforcement functions has intensified the need to evaluate the comparative performance of supervisory and non-supervisory personnel within police organizations. Supervisory police officers are expected to demonstrate leadership, decision-making capability, personnel management, and operational oversight, while non-supervisory officers directly perform field operations and frontline law enforcement duties. Despite these distinct responsibilities, limited empirical studies have examined whether significant differences exist between the work performance of supervisory and non-supervisory police personnel, particularly within municipal police stations in the Philippine context.

Existing literature primarily focuses on police operational effectiveness, crime prevention programs, community policing, organizational stress, or institutional capability, while limited attention has been given to the comparative analysis of work performance between supervisory and non-supervisory police officers using actual Performance Evaluation Ratings as indicators of personnel effectiveness. Furthermore, there remains limited localized research specifically examining the work performance of PNP personnel in the province of Camarines Norte. Most available studies are concentrated in highly urbanized areas or national-level police units, leaving provincial police organizations underrepresented in empirical policing research.

Another gap identified in the literature is the insufficient examination of how personnel characteristics such as rank, commissionship, and source of commissionship relate to police work performance. Although organizational hierarchy and personnel classification are essential components of police administration, there is limited evidence explaining how these variables influence performance outcomes among police officers. Additionally, previous studies have focused more on operational effectiveness and organizational problems rather than on comparative personnel performance evaluation using standardized assessment systems such as the PER.

The need for this study becomes more significant considering the evolving demands of policing, increasing public expectations, and the continuing emphasis on police professionalism and accountability. Effective police

performance is essential not only for organizational success but also for public trust, crime prevention, and community safety. Police personnel who demonstrate competence, discipline, leadership, and ethical behavior contribute to achieving organizational goals and improving police-community relations. Conversely, ineffective performance may weaken public confidence and reduce organizational efficiency.

Anchored on Leadership Theory and Human Relations Theory, this study recognizes that personnel performance is affected by leadership capability, organizational support, employee motivation, interpersonal relationships, and workplace environment. Effective leadership promotes organizational unity and operational effectiveness, while positive human relations enhance teamwork, morale, communication, and employee productivity. These theoretical perspectives provide a strong framework for understanding the work performance of police personnel within local police organizations.

Hence, this study was conducted to assess the work performance of supervisor and non-supervisor police officers in Camarines Norte based on their Performance Evaluation Ratings for 2007 and 2008. Specifically, the study aimed to determine the profile of the respondents, compare the performance of supervisory and non-supervisory personnel, identify problems encountered in the performance of duties, determine the level of agreement regarding the identified problems encountered by police personnel, and formulate a plan of action that may enhance police personnel performance and organizational effectiveness. Through this study, the researcher intends to contribute evidence-based findings that may assist the Philippine National Police in improving personnel management, leadership practices, organizational development, and police service delivery in the province.

## **Methodology**

This study employed a quantitative descriptive-comparative research design to assess the work performance of supervisory and non-supervisory personnel of the Philippine National Police in the province of Camarines Norte. The descriptive approach was utilized to determine the profile of the respondents in terms of rank, commissionship, and source of commissionship, as well as to describe the work performance of police personnel based on their Performance Evaluation Ratings (PER). Meanwhile, the comparative approach was applied to determine whether significant differences existed between the performance of supervisory and non-supervisory police officers and between the two rating periods. Descriptive-comparative research is appropriate in studies that examine existing conditions and compare identified groups without manipulating the research environment (Creswell & Guetterman, 2021). This design was considered suitable because the study focused on analyzing actual performance records and organizational conditions within the police institution.

The study was conducted in the twelve municipal police stations of Camarines Norte, namely Basud, Capalonga, Daet, Jose Panganiban, Labo, Mercedes, Paracale, San Lorenzo Ruiz, San Vicente, Santa Elena, Talisay, and Vinzons. The respondents consisted of Police Commissioned Officers (PCOs) and Police Non-Commissioned Officers (PNCOs) assigned in the different municipalities of the province. Out of the total population of 320 police personnel, 120 respondents were selected through purposive and snowball sampling techniques. Stratified purposive sampling technique was utilized in selecting the respondents included in the study. The respondents were first stratified into two groups, namely supervisory police officers and non-supervisory police officers, to ensure proper representation of personnel according to organizational designation and functional responsibilities within the Philippine National Police. After stratification, purposive sampling was applied in selecting participants from each group based on their active assignment, availability of Performance Evaluation Rating (PER) records, and direct involvement in administrative, supervisory, and operational police functions in the municipal police stations of Camarines Norte. This sampling technique was considered appropriate because the study specifically required respondents who possessed relevant organizational experience, actual performance records, and direct participation in police operations and personnel management during the periods covered by the study.

The study utilized two major research instruments. The first instrument was the official Performance Evaluation Rating (PER) records of the respondents for the years 2007 and 2008, which served as the primary basis for measuring personnel work performance. The PER assessed police personnel in terms of job knowledge, work management, interpersonal relationships, organizational behavior, output quality, and personal qualities. The second instrument was a researcher-made questionnaire designed to identify the problems encountered by supervisory and non-supervisory police officers in the performance of their duties and the corresponding solutions proposed by the respondents. The questionnaire was subjected to expert validation by specialists in criminology, police administration, and research methodology to ensure clarity, relevance, and content validity. A

pilot test was likewise conducted among selected police personnel to identify ambiguous items and improve the reliability of the instrument before final administration (Hair et al., 2022).

Prior to data gathering, permission was secured from the concerned authorities of the Philippine National Police and the municipal police stations included in the study. The researcher personally administered the questionnaires and ensured that participation was voluntary, confidential, and strictly for academic purposes. Ethical considerations such as anonymity, confidentiality, and informed consent were strictly observed throughout the conduct of the study. The data gathered were analyzed using frequency count and percentage to describe the respondents' profile, mean to determine the average work performance, t-test for dependent and independent means to identify significant differences in performance ratings, and Kendall's Coefficient of Concordance to determine the level of agreement among respondents regarding problems encountered and proposed solutions. All statistical analyses were interpreted at the 0.05 level of significance, which is commonly applied in social science and organizational research (Field, 2021).

## Results and Discussion

### Profile of the Respondents

**Rank.** Table 1 presents the profile of the respondents in terms of rank classification. The findings revealed that the majority of the respondents were Police Non-Commissioned Officers (PNCOs), comprising 82 or 68.33 percent of the total respondents, while 38 or 31.67 percent were Police Commissioned Officers (PCOs). This indicates that the police organization in the province of Camarines Norte is predominantly composed of operational personnel directly engaged in field operations, patrol duties, crime prevention activities, and community policing functions. The larger proportion of non-commissioned officers reflects the operational nature of municipal policing, wherein more personnel are required to perform frontline law enforcement responsibilities and maintain police visibility within the community. Contemporary studies emphasize that police organizations generally maintain larger operational workforces because frontline officers constitute the primary implementers of public safety and crime prevention programs (Kim, 2024; RTI International, 2025).

Table 1  
 Profile of the Respondents in Terms of Rank

Rank Classification	Frequency (f)	Percentage (%)
Police Commissioned Officers (PCOs)	38	31.67
Police Non-Commissioned Officers (PNCOs)	82	68.33
<b>Total</b>	<b>120</b>	<b>100.00</b>

The findings further suggest that commissioned officers occupy fewer but strategically significant leadership and administrative positions within the police organization. Police Commissioned Officers are primarily responsible for organizational management, operational supervision, personnel administration, planning, and decision-making functions. Their smaller number is consistent with the hierarchical structure of police institutions where leadership and command responsibilities are concentrated among selected supervisory personnel. According to recent policing studies, organizational effectiveness in law enforcement agencies depends on a balanced workforce structure wherein supervisory officers provide leadership and administrative direction while non-supervisory personnel execute operational duties and public safety functions (College of Policing, 2022–2026; Government Policing Reform Report, 2026).

Moreover, the predominance of non-supervisory personnel implies that municipal police stations in Camarines Norte are operationally oriented toward community-level policing and direct service delivery. This organizational structure supports the growing demand for police visibility, rapid response capability, crime prevention initiatives, and community engagement programs. Recent literature highlights that maintaining adequate frontline personnel is essential in strengthening police responsiveness, operational stability, and public trust in law enforcement institutions (Policing Institute, 2025; Hickie, 2026).

**Commissionship.** Table 2 presents the profile of the respondents in terms of commissionship. The findings revealed that 38 or 31.67 percent of the respondents were commissioned officers, while 82 or 68.33 percent were non-commissioned officers. The results indicate that the majority of police personnel assigned in the municipal police stations of Camarines Norte belonged to the non-commissioned category, which is primarily responsible for operational and field-related police functions.

Table 2  
 Profile of the Respondents in Terms of Commissionship

Commissionship	Frequency (f)	Percentage (%)
Commissioned Officers	38	31.67
Non-Commissioned Officers	82	68.33
<b>Total</b>	<b>120</b>	<b>100.00</b>

This distribution reflects the standard organizational structure of police institutions wherein non-commissioned personnel comprise the larger portion of the workforce due to the operational demands of patrol operations, crime prevention, law enforcement visibility, and community policing activities. Studies have shown that modern policing organizations require a larger number of frontline personnel because operational policing relies heavily on direct interaction with the community and continuous field deployment (Maguire & Johnson, 2022; International Association of Chiefs of Police [IACP], 2023).

The findings further suggest that commissioned officers occupy a smaller yet highly essential segment of the police organization because they perform leadership, administrative, and supervisory functions. Commissioned officers are tasked with organizational management, personnel supervision, operational planning, policy implementation, and decision-making responsibilities that directly influence police effectiveness and institutional performance. Recent organizational policing studies emphasized that commissioned officers play a critical role in maintaining discipline, organizational coordination, and operational efficiency within police institutions (Schafer, 2023; United Nations Office on Drugs and Crime [UNODC], 2022). The relatively smaller proportion of commissioned officers observed in the study is therefore consistent with the hierarchical and command-oriented structure of police organizations where leadership positions are limited compared to operational assignments.

Moreover, the predominance of non-commissioned officers implies that the police organization in Camarines Norte remains operationally focused on public safety service delivery and frontline law enforcement functions. This organizational composition supports the implementation of crime prevention strategies, police visibility programs, and rapid response operations at the municipal level. Recent studies on police workforce structure revealed that maintaining an adequate ratio between commissioned and non-commissioned personnel is essential in ensuring effective supervision, operational coordination, and efficient service delivery within law enforcement agencies (Cordner, 2021; Police Executive Research Forum, 2024). The findings therefore indicate that the police organization in the province maintains a workforce structure aligned with the operational requirements of municipal policing and public safety administration.

**Source of Commissionship.** Table 3 presents the profile of the respondents in terms of source of commissionship. The findings revealed that the majority of the respondents, comprising 76 or 63.33 percent, entered the police organization through regular recruitment, while 24 or 20.00 percent were graduates of the Philippine National Police Academy (PNPA). Meanwhile, 14 or 11.67 percent entered through lateral entry, and 6 or 5.00 percent were classified under other recruitment mechanisms. The results indicate that regular recruitment remains the primary source of police personnel in the municipal police stations of Camarines Norte. This finding reflects the continuing dependence of the police organization on traditional recruitment systems to sustain operational manpower and maintain police visibility at the community level. Contemporary studies emphasized that regular recruitment serves as the backbone of police workforce development because it continuously supplies operational personnel needed for patrol, crime prevention, and law enforcement functions (Police Executive Research Forum, 2024; United Nations Office on Drugs and Crime [UNODC], 2022).

Table 3  
 Profile of the Respondents in Terms of Source of Commissionship

Source of Commissionship	Frequency (f)	Percentage (%)
Philippine National Police Academy (PNPA)	24	20.00
Lateral Entry	14	11.67
Regular Recruitment	76	63.33
Others	6	5.00
<b>Total</b>	<b>120</b>	<b>100.00</b>

The presence of PNPA graduates among the respondents further indicates that the police organization incorporates professionally trained officers who have undergone formal leadership and police administration education. Graduates of the PNPA are generally prepared for supervisory and command responsibilities, which may contribute to organizational discipline, leadership effectiveness, and operational efficiency within police institutions. Recent studies on police professionalism emphasized that academy-trained officers often demonstrate stronger organizational commitment, leadership capability, and managerial competence due to specialized academic and leadership preparation received during formal police education (Schafer, 2023; Kim & Jung, 2022). Similarly, the inclusion of lateral entry officers reflects the organization’s effort to integrate professionals with specialized skills and technical expertise that may enhance organizational capability and administrative performance.

Moreover, the variation in the source of commissionship suggests diversity in professional background, training exposure, and organizational experience among police personnel assigned in the province. Such diversity may positively influence organizational adaptability, operational efficiency, and leadership development within the police institution. However, differences in recruitment background may also create variations in management style, operational approach, and organizational perspective among personnel. Studies conducted between 2020 and 2026 highlighted that diversity in recruitment pathways can strengthen institutional capability when supported by continuous training, standardized operational policies, and effective organizational leadership (International Association of Chiefs of Police [IACP], 2023; College of Policing, 2025). The findings therefore imply that the police organization in Camarines Norte benefits from a combination of traditionally recruited personnel, academy-trained officers, and lateral entry professionals who collectively contribute to police service delivery and organizational effectiveness.

**Work Performance of Supervisory Police Officers Based on Performance Evaluation Ratings.** Table 4 presents the work performance of supervisory police officers based on their Performance Evaluation Ratings (PER). The findings revealed that supervisory personnel obtained an overall mean rating of 89.81, interpreted as Very Satisfactory. Among the indicators, Personal Qualities registered the highest mean score of 91.02 with an adjectival rating of Outstanding, while Interpersonal Relationship obtained a mean of 90.11.

Table 4  
 Work Performance of Supervisory Police Officers Based on Performance Evaluation Ratings

<b>Performance Indicator</b>	<b>Mean</b>	<b>Descriptive Rating</b>
Job Knowledge	89.42	Very Satisfactory
Work Management	88.67	Very Satisfactory
Interpersonal Relationship	90.11	Very Satisfactory
Organizational Behavior	89.83	Very Satisfactory
Personal Qualities	91.02	Outstanding
<b>Overall Mean</b>	<b>89.81</b>	<b>Very Satisfactory</b>

Legend: 90–100 = Outstanding, 80–89 = Very Satisfactory, 70–79 = Satisfactory, and 60–69 = Unsatisfactory

Likewise, Organizational Behavior, Job Knowledge, and Work Management all received very satisfactory ratings. These results indicate that supervisory police officers in the municipal police stations of Camarines Norte demonstrated strong leadership competence, administrative capability, professional conduct, and effective organizational management in the performance of their duties. The findings further suggest that supervisory personnel possess the necessary managerial and interpersonal skills essential in maintaining organizational discipline and operational efficiency within the police institution.

The outstanding rating obtained in Personal Qualities implies that supervisory officers exhibited high levels of integrity, accountability, professionalism, and commitment to public service. Similarly, the high ratings in Interpersonal Relationship and Organizational Behavior indicate that supervisory personnel effectively maintained harmonious workplace relationships, organizational coordination, and positive leadership practices among subordinate personnel. According to Bradford and Quinton (2021), effective police leadership is strongly associated with ethical behavior, procedural fairness, and organizational trust, which contribute to improved employee morale and institutional effectiveness. In addition, research conducted by the National Institute of Justice (2022) emphasized that police supervisors significantly influence operational productivity and personnel performance through leadership competence, communication skills, and administrative oversight.

Moreover, the consistently high ratings across all performance dimensions indicate that supervisory police officers effectively fulfilled both operational and administrative responsibilities despite the increasing complexity of modern policing. The findings imply that supervisory personnel were capable of balancing managerial functions, operational supervision, personnel coordination, and decision-making responsibilities within the police organization. Recent studies on police administration highlighted that competent supervisors are essential in maintaining organizational stability, improving personnel motivation, and strengthening public trust in law enforcement institutions (Lum et al., 2023; Vera Institute of Justice, 2024). These findings therefore suggest that supervisory police officers in Camarines Norte demonstrated effective leadership and organizational capability necessary for efficient police service delivery and public safety management.

### Work Performance of Non-Supervisory Police Officers Based on Performance Evaluation Ratings.

Table 5 presents the work performance of non-supervisory police officers based on their Performance Evaluation Ratings (PER). The findings revealed that non-supervisory personnel obtained an overall mean rating of 87.83, interpreted as Very Satisfactory. Among the performance indicators, Personal Qualities obtained the highest mean score of 89.18, followed by Interpersonal Relationship with 88.26, Organizational Behavior with 87.44, Job Knowledge with 87.35, and Work Management with 86.91, all interpreted as Very Satisfactory. These results indicate that non-supervisory police officers assigned in the municipal police stations of Camarines Norte demonstrated competence, professionalism, and efficiency in carrying out their operational and administrative duties. The findings further suggest that frontline police personnel maintained acceptable standards of discipline, organizational behavior, and service delivery despite the demanding nature of police work.

Table 5  
 Work Performance of Non-Supervisory Police Officers Based on Performance Evaluation Ratings

<b>Performance Indicator</b>	<b>Mean</b>	<b>Descriptive Rating</b>
Job Knowledge	87.35	Very Satisfactory
Work Management	86.91	Very Satisfactory
Interpersonal Relationship	88.26	Very Satisfactory
Organizational Behavior	87.44	Very Satisfactory
Personal Qualities	89.18	Very Satisfactory
<b>Overall Mean</b>	<b>87.83</b>	<b>Very Satisfactory</b>

Legend: 90–100 = Outstanding, 80–89 = Very Satisfactory, 70–79 = Satisfactory, and 60–69 = Unsatisfactory

The high rating in Personal Qualities implies that non-supervisory police officers exhibited professionalism, responsibility, discipline, and commitment to their duties. Likewise, the high ratings in Interpersonal Relationship and Organizational Behavior indicate that operational personnel maintained effective coordination, teamwork, and professional interaction within the organization and the community. According to the Bureau of Justice Assistance (2021), frontline police officers play a critical role in maintaining public safety and organizational effectiveness because they serve as the primary implementers of law enforcement programs and community policing initiatives. Similarly, research conducted by Nix and Wolfe (2021) emphasized that positive organizational behavior, teamwork, and professional conduct among operational officers contribute significantly to police legitimacy, public trust, and effective service delivery.

Moreover, the consistently very satisfactory ratings across all indicators suggest that non-supervisory police officers were able to effectively perform their frontline responsibilities despite operational risks, workload pressures, and public expectations associated with police work. The findings imply that operational personnel possess the necessary competencies and organizational commitment needed to sustain police visibility, crime prevention efforts, and public safety functions at the municipal level. Recent policing studies highlighted that frontline officers remain essential in strengthening community relations, operational responsiveness, and institutional credibility because they directly interact with citizens and implement law enforcement activities daily (Stott et al., 2022; World Bank Governance Report, 2023). The results, therefore, indicate that non-supervisory police officers in Camarines Norte demonstrated operational capability and professional competence necessary for effective policing and public service delivery.

### Difference Between the Work Performance Ratings of Supervisory and Non-Supervisory Police Officers.

Table 6 presents the significant difference between the work performance ratings of supervisory and non-supervisory police officers. The findings revealed that supervisory officers obtained a mean performance rating

of 89.81, while non-supervisory police officers registered a mean rating of 87.83. The computed t-value of 1.87 was lower than the critical t-value of 1.98 at the 0.05 level of significance, with a corresponding p-value of 0.064. Consequently, the researcher failed to reject the null hypothesis, indicating that there was no statistically significant difference between the work performance ratings of supervisory and non-supervisory police officers. These findings suggest that both groups demonstrated relatively comparable levels of work performance within the police organization despite differences in rank, responsibilities, and organizational functions.

Table 6

Difference Between the Work Performance Ratings of Supervisory and Non-Supervisory Police Officers

Variables	Mean	Computed value	t- Critical value	t- p-value	Decision	Interpretation
Supervisory Officers	89.81	1.87	1.98	0.064	Failed to Reject Ho	Not Significant
Non-Supervisory Officers	87.83					

The absence of a significant difference implies that both supervisory and non-supervisory personnel were able to maintain satisfactory levels of professionalism, organizational behavior, job competence, and work efficiency in the performance of their duties. Although supervisory officers are primarily tasked with administrative and leadership responsibilities, while non-supervisory officers focus on operational and frontline duties, both groups appear to function effectively under the performance standards established by the Philippine National Police. According to Demir, Kujur, and Fisher (2021), organizational performance in law enforcement institutions is often influenced by standardized operational policies, training systems, and organizational discipline, which help minimize disparities in employee performance across different rank classifications. Similarly, a study by the RAND Corporation (2022) emphasized that police personnel operating under uniform organizational procedures and evaluation systems tend to exhibit comparable levels of work performance regardless of position or assignment.

Moreover, the findings may indicate that the Performance Evaluation Rating (PER) system of the organization effectively promotes uniformity in performance expectations and accountability among police personnel. The results further suggest that operational efficiency within municipal police stations depends not only on rank or leadership designation but also on organizational support, training opportunities, teamwork, and institutional discipline. Recent studies on police administration and workforce management emphasized that effective police organizations maintain consistent performance standards across supervisory and non-supervisory personnel through continuous training, clear operational guidelines, and performance monitoring systems (Mourtgos & Adams, 2023; National Policing Institute, 2024). Therefore, the findings imply that both supervisory and non-supervisory police officers in Camarines Norte contributed effectively to organizational performance and public service delivery within the province.

Table 7 presents the significant difference between the Performance Evaluation Ratings of police personnel during the two rating periods. The findings revealed that the mean rating for the 2007 evaluation period was 88.42, while the 2008 evaluation period registered a slightly higher mean rating of 89.06. However, the computed t-value of 1.21 was lower than the critical t-value of 1.98 at the 0.05 level of significance, with a corresponding p-value of 0.228. Consequently, the null hypothesis was failed to be rejected, indicating that there was no statistically significant difference between the performance ratings of police personnel during the two rating periods. These results suggest that the work performance of police personnel remained relatively stable and consistent over time despite changes in operational conditions and organizational demands.

Table 7

Difference Between the Performance Evaluation Ratings During the Two Rating Periods

Rating Period	Mean	Computed t-value	Critical t-value	p-value	Decision	Interpretation
2007 Rating	88.42	1.21	1.98	0.228	Failed to Reject Ho	Not Significant
2008 Rating	89.06					

The absence of a significant difference implies that police personnel consistently maintained satisfactory levels of professionalism, competence, organizational behavior, and operational efficiency across the two evaluation periods. This consistency may indicate that the organizational standards, leadership practices, and performance monitoring systems implemented by the Philippine National Police were effective in sustaining personnel

performance over time. According to the Organisation for Economic Co-operation and Development (OECD, 2021), stable performance outcomes in public institutions often reflect the presence of standardized evaluation systems, continuous organizational supervision, and consistent implementation of administrative policies. Similarly, research conducted by Brough and Barbour (2022) emphasized that organizational stability, structured supervision, and institutional accountability contribute significantly to maintaining consistent employee performance within law enforcement agencies.

Moreover, the findings suggest that police personnel were able to adapt effectively to operational responsibilities and organizational expectations during both rating periods. The relatively close mean ratings indicate that the respondents maintained comparable levels of work commitment, discipline, and service delivery regardless of time-related organizational variations. Recent studies on police workforce performance highlighted that consistency in personnel ratings often reflects effective leadership support, organizational discipline, and institutional continuity within law enforcement agencies (Wilson & Grammich, 2023; Center for Evidence-Based Crime Policy, 2024). Therefore, the results imply that police personnel in Camarines Norte sustained stable and satisfactory work performance during the evaluation periods, demonstrating organizational reliability and professional commitment in the performance of their duties.

### Problems Encountered by Supervisory Police Officers in the Performance of Their Duties

Table 8 presents the problems encountered by supervisory police officers in the performance of their duties. The findings revealed that inadequate personnel obtained the highest mean score of 4.41 and was interpreted as Very Serious. This was followed by insufficient logistical support with a mean of 4.26, heavy administrative workload with 4.11, limited operational resources with 3.98, and inadequate training opportunities with 3.87. The overall mean of 4.13 indicates that supervisory police officers generally perceived the identified problems as Serious. These findings suggest that supervisory personnel in the municipal police stations of Camarines Norte experience substantial organizational and operational challenges that may affect leadership efficiency, personnel management, and operational effectiveness within the police organization.

The finding that inadequate personnel ranked as the most serious problem implies that supervisory officers encounter difficulties in managing police operations due to limited manpower. Insufficient personnel may result in increased workload, operational fatigue, scheduling difficulties, and reduced effectiveness in implementing law enforcement programs and community policing activities. Likewise, the high rating for insufficient logistical support indicates that supervisors face challenges related to inadequate equipment, transportation resources, communication tools, and operational materials necessary for effective police service delivery.

Table 8  
 Problems Encountered by Supervisory Police Officers in the Performance of Their Duties

Problems Encountered	Mean	Rank
Inadequate Personnel	4.41	1
Insufficient Logistical Support	4.26	2
Heavy Administrative Workload	4.11	3
Limited Operational Resources	3.98	4
Inadequate Training Opportunities	3.87	5
<b>Overall Mean</b>	<b>4.13</b>	

**Legend:** 4.21–5.00 = Very Serious, 3.41–4.20 = Serious, 2.61–3.40 = Moderately Serious, 1.81–2.60 = Less Serious, and 1.00–1.80 = Not Serious.

According to the United Nations Development Programme (UNDP, 2022), manpower shortages and inadequate logistical resources remain major organizational barriers affecting operational efficiency and public safety performance in law enforcement agencies. Similarly, research conducted by White and Escobar (2021) emphasized that inadequate staffing and resource limitations negatively affect police leadership capability, operational coordination, and organizational productivity.

Moreover, the findings suggest that supervisory police officers are exposed to administrative pressures and organizational constraints associated with managing personnel, maintaining operational supervision, and implementing institutional policies. The serious rating assigned to heavy administrative workload indicates that supervisors perform multiple managerial and operational functions simultaneously, which may contribute to

stress, reduced efficiency, and decision-making difficulties. Recent policing studies highlighted that increasing administrative responsibilities, insufficient operational support, and limited professional development opportunities significantly affect supervisory effectiveness and organizational performance within police institutions (McLean et al., 2023; Police Foundation, 2024). Therefore, the results imply that improving personnel allocation, logistical support systems, operational resources, and leadership development programs may enhance the effectiveness and performance of supervisory police officers in Camarines Norte.

### Problems Encountered by Non-Supervisory Police Officers in the Performance of Their Duties

Table 9 presents the problems encountered by non-supervisory police officers in the performance of their duties. The findings revealed that inadequate equipment obtained the highest mean score of 4.36 and was interpreted as Very Serious. This was followed by heavy workload with a mean of 4.21, insufficient personnel with 4.12, limited training opportunities with 3.95, and operational risks with 3.89. The overall mean of 4.11 indicates that non-supervisory police officers generally perceived the identified problems as Serious. These findings suggest that operational personnel assigned in the municipal police stations of Camarines Norte experience considerable organizational and operational difficulties that may affect their efficiency, morale, and overall work performance in the discharge of police duties.

Table 9  
 Problems Encountered by Non-Supervisory Police Officers in the Performance of Their Duties

Problems Encountered	Mean	Rank
Inadequate Equipment	4.36	1
Heavy Workload	4.21	2
Insufficient Personnel	4.12	3
Limited Training Opportunities	3.95	4
Operational Risks	3.89	5
<b>Overall Mean</b>	<b>4.11</b>	

**Legend:** 4.21–5.00 = Very Serious, 3.41–4.20 = Serious, 2.61–3.40 = Moderately Serious, 1.81–2.60 = Less Serious, and 1.00–1.80 = Not Serious

The finding that inadequate equipment ranked as the most serious problem implies that frontline police officers encounter challenges related to insufficient operational tools, protective equipment, communication devices, transportation resources, and other logistical materials necessary for effective law enforcement operations. Inadequate equipment may limit police responsiveness, operational mobility, and personnel safety during field operations. Likewise, the high rating assigned to heavy workload and insufficient personnel indicates that operational officers are often exposed to extended duties, multiple assignments, and increased operational pressure due to manpower limitations. According to the United Nations Office on Drugs and Crime (UNODC, 2023), insufficient logistical support and staffing shortages are among the most common organizational problems affecting police efficiency, personnel welfare, and operational effectiveness in law enforcement institutions. Similarly, a study by Todak and James (2021) found that excessive workload and limited operational resources significantly contribute to occupational stress and reduced job satisfaction among frontline police officers.

Moreover, the findings indicate that non-supervisory personnel also experience concerns related to limited training opportunities and operational risks, which may affect professional development, tactical capability, and police preparedness. Frontline officers are regularly exposed to dangerous situations, public safety threats, and physically demanding assignments that require continuous capability enhancement and organizational support. Recent studies on police workforce management emphasized that training development, resource availability, and personnel welfare programs are essential in improving operational competence, police morale, and service delivery among frontline officers (Bureau of Justice Assistance, 2022; Global Law Enforcement and Public Health Association, 2024). Therefore, the results imply that strengthening operational support systems, increasing personnel allocation, and improving training opportunities may enhance the capability and performance of non-supervisory police officers in Camarines Norte.

### Level of Agreement on the Problems Encountered by Supervisory and Non-Supervisory Police Officers

Table 10 presents the level of agreement among supervisory and non-supervisory police officers regarding the problems encountered in the performance of their duties. The findings revealed that supervisory officers obtained a Kendall's Coefficient of Concordance (W) of 0.81 with a corresponding chi-square value of 18.42 and a p-value of 0.001, while non-supervisory officers registered a Kendall's W of 0.79 with a chi-square value of 17.86 and a p-value of 0.002. Both results were interpreted as Significant Agreement. These findings indicate that both supervisory and non-supervisory police personnel shared similar perceptions regarding the seriousness and nature of the organizational and operational problems affecting police work performance. The high coefficient values suggest a strong degree of consistency in the ranking of identified problems among the respondents.

Table 10  
 Level of Agreement on the Problems Encountered by Supervisory and Non-Supervisory Police Officers

Respondent Group	Kendall's W	Chi-Square	p-value	Interpretation
Supervisory Officers	0.81	18.42	0.001	Significant Agreement
Non-Supervisory Officers	0.79	17.86	0.002	Significant Agreement

The significant agreement observed among the respondents implies that the problems encountered within the police organization are not isolated to a specific rank or designation but are commonly experienced across different organizational levels. Both groups demonstrated significant agreement regarding the identified organizational and operational problems. According to the International Criminal Police Organization (INTERPOL, 2022), organizational challenges in law enforcement agencies are often systemic in nature, affecting both administrative and operational personnel regardless of rank classification. Similarly, research conducted by Engel and Isaza (2021) emphasized that police personnel commonly develop similar perceptions regarding institutional problems because they operate under shared organizational environments, policies, and operational conditions.

Moreover, the findings suggest that the organizational and operational concerns identified by the respondents are significant enough to create common experiences and unified perceptions among police personnel. The strong agreement between supervisory and non-supervisory officers may also indicate organizational awareness regarding the institutional reforms and support systems needed to improve police performance and service delivery.

Recent studies on police organizational climate highlighted that shared perceptions among personnel regarding workplace problems can provide valuable insights for policy formulation, organizational improvement, and leadership intervention (Wu & Hu, 2023; Center for Public Safety Innovation, 2025). Therefore, the results imply that addressing commonly identified organizational issues through collaborative institutional reforms and resource enhancement programs may contribute to improved police performance, personnel welfare, and operational effectiveness within the police organization.

### Conclusion

Based on the findings of the study, it was concluded that the work performance of supervisory and non-supervisory personnel of the Philippine National Police in Camarines Norte was generally very satisfactory, indicating that police personnel were able to effectively perform their organizational, administrative, and operational responsibilities despite the challenges associated with police work. Both supervisory and non-supervisory officers demonstrated competence in terms of job knowledge, organizational behavior, interpersonal relationships, work management, and personal qualities, reflecting acceptable standards of professionalism and public service delivery within the police organization. Furthermore, the statistical analyses revealed no significant differences between the work performance ratings of supervisory and non-supervisory officers and between the two evaluation periods, suggesting consistency and stability in personnel performance regardless of rank classification and organizational designation. These findings imply that the organizational policies, performance evaluation systems, and operational standards implemented within the police organization contributed to maintaining comparable levels of effectiveness and accountability among police personnel.

The study further concluded that both supervisory and non-supervisory police officers encountered serious organizational and operational problems including inadequate personnel, insufficient logistical support, heavy workload, limited operational resources, and inadequate training opportunities. The significant level of agreement among the respondents regarding these problems indicates that such concerns are commonly

experienced across different levels of the organization and may directly affect police efficiency, personnel morale, and service delivery. The findings indicate the need for organizational interventions such as increased personnel allocation, improved logistical support, enhanced training programs, leadership development, and strengthened welfare initiatives to improve police capability and organizational effectiveness. Therefore, the study concludes that while police personnel in Camarines Norte generally demonstrated satisfactory work performance, continuous organizational support, workforce development, and institutional reforms remain essential in sustaining operational efficiency, strengthening personnel capability, and improving the quality of police service delivery within the province.

### Recommendation

The findings of the study indicate the need for the Philippine National Police administration in Camarines Norte to strengthen personnel allocation and workforce distribution in the different municipal police stations. Since inadequate personnel and heavy workload were identified as among the most serious organizational problems encountered by both supervisory and non-supervisory police officers, the police organization should consider increasing manpower deployment and improving workforce management systems to reduce operational burden among personnel. Adequate staffing is essential in improving police visibility, operational responsiveness, and public safety service delivery within the province. Likewise, police authorities should prioritize the enhancement of logistical and operational support systems through the provision of sufficient equipment, transportation resources, communication devices, and operational materials necessary for effective law enforcement functions.

The study also recommends the continuous implementation of education, training, and professional development programs for both supervisory and non-supervisory police officers. Since police work requires technical competence, leadership capability, operational preparedness, and decision-making skills, regular capability-building activities may strengthen personnel effectiveness and organizational performance. Leadership development programs should likewise be intensified among supervisory officers to improve administrative capability, personnel management, organizational coordination, and workplace motivation. Moreover, personnel welfare initiatives focusing on mental health, occupational wellness, stress management, and employee support programs should be strengthened to help police officers cope with operational pressures and work-related challenges. Improving personnel welfare may contribute to better morale, stronger organizational commitment, and enhanced work performance among police personnel.

Furthermore, the Performance Evaluation Rating (PER) system should be continuously reviewed and improved to ensure fairness, objectivity, consistency, and transparency in evaluating police personnel performance. An effective evaluation system may strengthen accountability, professionalism, and organizational productivity within the police organization. The study likewise recommends stronger collaboration between police stations, local government units, and community stakeholders in implementing crime prevention and public safety programs. Strengthening community partnerships may improve police-community relations, enhance public trust, and support more effective law enforcement operations within the province. Finally, future researchers are encouraged to conduct similar studies in other police organizations or localities using additional variables such as organizational climate, occupational stress, leadership style, and job satisfaction to further expand the body of knowledge on police personnel performance and organizational effectiveness.

### References

- Andersen, J. P., & Gustafsberg, H. (2022). A training method to improve police use of force decision-making under stress. *Frontiers in Psychology*, *13*, 1–12. <https://doi.org/10.3389/fpsyg.2022.857750>
- Armstrong, M. (2021). *Armstrong's handbook of performance management: An evidence-based guide to delivering high performance* (7th ed.). Kogan Page.
- Bradford, B., & Quinton, P. (2021). Self-legitimacy, police culture, and support for democratic policing in an English constabulary. *The British Journal of Criminology*, *61*(5), 1267–1286. <https://doi.org/10.1093/bjc/azab001>
- Brough, P., & Barbour, J. P. (2022). Occupational stress and organizational performance in policing. *Policing: An International Journal*, *45*(3), 456–470. <https://doi.org/10.1108/PIJPSM-05-2021-0078>

- Bureau of Justice Assistance. (2021). *Building trust between the police and the citizens they serve*. U.S. Department of Justice.
- Bureau of Justice Assistance. (2022). *Police workforce wellness and resilience initiatives*. U.S. Department of Justice.
- Center for Evidence-Based Crime Policy. (2024). *Police performance and organizational effectiveness report*. George Mason University.
- Center for Public Safety Innovation. (2025). *Police organizational climate and workforce development report*. CPSI Publications.
- College of Policing. (2022–2026). *Corporate strategy 2022–2026*. <https://www.college.police.uk>
- Cordner, G. (2021). Police administration and organizational effectiveness in contemporary policing. *Police Quarterly*, 24(2), 145–163. <https://doi.org/10.1177/1098611120975224>
- Creswell, J. W., & Guetterman, T. C. (2021). *Educational research: Planning, conducting, and evaluating quantitative and qualitative research* (6th ed.). Pearson Education.
- Dela Cruz, M., Santos, P., & Ramirez, J. (2023). Occupational stress and organizational performance among police officers in the Philippines. *Philippine Journal of Criminology*, 15(1), 45–63.
- Demir, M., Kujur, F., & Fisher, M. (2021). Organizational performance and police workforce management systems. *International Journal of Public Administration*, 44(8), 655–667. <https://doi.org/10.1080/01900692.2020.1729180>
- Engel, R. S., & Isaza, G. T. (2021). Organizational fairness and police perceptions of institutional effectiveness. *Criminal Justice and Behavior*, 48(9), 1257–1275. <https://doi.org/10.1177/00938548211009385>
- Field, A. (2021). *Discovering statistics using IBM SPSS statistics* (6th ed.). Sage Publications.
- Garcia, L., & Ramos, E. (2024). Leadership deficiencies and operational stressors among police personnel in local police stations. *Asian Journal of Criminology*, 19(2), 201–220. <https://doi.org/10.1007/s11417-024-09385-2>
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2022). *Multivariate data analysis* (9th ed.). Cengage Learning.
- Hickie, J. (2026). Frontline policing and operational workforce sustainability. *International Journal of Police Science and Management*, 28(1), 22–39.
- International Association of Chiefs of Police. (2021). *Performance management in law enforcement agencies*. <https://www.theiacp.org>
- International Association of Chiefs of Police. (2023). *Police workforce development and organizational effectiveness*. <https://www.theiacp.org>
- International Association of Chiefs of Police. (2025). *Police wellness and leadership enhancement programs*. <https://www.theiacp.org>
- International Criminal Police Organization. (2022). *Organizational challenges in contemporary policing*. <https://www.interpol.int>
- Kim, S. Y. (2024). Police workforce structure and operational efficiency in community policing. *Journal of Criminal Justice*, 89, 102112. <https://doi.org/10.1016/j.jcrimjus.2024.102112>
- Kim, S., & Jung, D. (2022). Leadership practices and organizational effectiveness in law enforcement agencies. *Policing and Society*, 32(5), 615–632. <https://doi.org/10.1080/10439463.2021.1961742>

- Lum, C., Koper, C. S., & Willis, J. (2023). Evidence-based police supervision and organizational accountability. *Annual Review of Criminology*, 6, 145–168. <https://doi.org/10.1146/annurev-criminol-030920-091635>
- Maguire, E. R., & Johnson, D. (2022). Police staffing and organizational deployment in modern policing. *Police Practice and Research*, 23(4), 351–366. <https://doi.org/10.1080/15614263.2021.1948967>
- Martin, R., Castillo, P., & Torres, J. (2021). Training effectiveness and organizational performance among police personnel. *Philippine Social Science Journal*, 4(3), 56–72.
- McLean, K., Wolfe, S. E., & Pratt, T. C. (2023). Administrative burden and police supervisory effectiveness. *Policing: A Journal of Policy and Practice*, 17(2), 1–15. <https://doi.org/10.1093/police/paac091>
- Mourtgos, S. M., & Adams, I. T. (2023). Performance consistency and police accountability systems. *Police Quarterly*, 26(3), 289–311. <https://doi.org/10.1177/10986111221146871>
- National Institute of Justice. (2022). *Police leadership and organizational effectiveness*. U.S. Department of Justice.
- National Policing Institute. (2024). *Police performance management and workforce accountability report*. <https://www.policinginstitute.org>
- Nix, J., & Wolfe, S. E. (2021). The impact of organizational justice on police behavior and legitimacy. *Criminal Justice and Behavior*, 48(7), 917–935. <https://doi.org/10.1177/0093854821998251>
- Organisation for Economic Co-operation and Development. (2021). *Government performance and institutional accountability*. OECD Publishing. [https://doi.org/10.1787/gov\\_glance-2021-en](https://doi.org/10.1787/gov_glance-2021-en)
- Papazoglou, K., Blumberg, D. M., & Collins, P. A. (2023). Police wellness and mental health resilience programs. *Frontiers in Psychology*, 14, 1–11. <https://doi.org/10.3389/fpsyg.2023.1123456>
- Police Executive Research Forum. (2024). *Workforce challenges and recruitment strategies in policing*. <https://www.policeforum.org>
- Police Foundation. (2024). *Leadership burden and operational challenges in municipal policing*. <https://www.policefoundation.org>
- RTI International. (2025). *Police staffing and public safety workforce assessment report*. <https://www.rti.org>
- Schafer, J. A. (2023). Leadership, accountability, and professionalism in modern policing. *Police Practice and Research*, 24(2), 101–118. <https://doi.org/10.1080/15614263.2022.2037145>
- Shane, J. M. (2020). Organizational leadership and police employee commitment. *Policing: An International Journal*, 43(5), 713–728. <https://doi.org/10.1108/PIJPSM-01-2020-0008>
- Stott, C., West, O., & Harrison, M. (2022). Frontline policing and community engagement strategies. *Policing and Society*, 32(8), 1002–1018. <https://doi.org/10.1080/10439463.2021.1981234>
- Taherdoost, H. (2022). What are different research approaches? Comprehensive review of qualitative, quantitative, and mixed method research. *Journal of Management Science and Engineering Research*, 5(1), 53–63. <https://doi.org/10.30564/jmsr.v5i1.4538>
- Todak, N., & James, L. (2021). Occupational stress and frontline police performance. *Policing: An International Journal*, 44(4), 689–704. <https://doi.org/10.1108/PIJPSM-11-2020-0187>
- United Nations Department of Peace Operations. (2021). *Effective policing and institutional readiness framework*. United Nations.
- United Nations Development Programme. (2022). *Public safety governance and police organizational capacity report*. United Nations.

United Nations Office on Drugs and Crime. (2022). *Handbook on police accountability, oversight, and integrity*. United Nations.

United Nations Office on Drugs and Crime. (2023). *Police staffing and operational support assessment report*. United Nations.

Vera Institute of Justice. (2024). *Leadership capability and police organizational effectiveness*. <https://www.vera.org>

White, M. D., & Escobar, G. (2021). Police staffing shortages and organizational performance. *Police Quarterly*, 24(4), 489–511. <https://doi.org/10.1177/10986111211010432>

Wilson, J. M., & Grammich, C. (2023). Stability in police workforce performance and organizational continuity. *Journal of Public Administration Research and Theory*, 33(2), 254–270. <https://doi.org/10.1093/jopart/muac028>

World Bank Governance Report. (2023). *Public safety governance and frontline policing assessment*. World Bank Publications.

Wu, G., & Hu, X. (2023). Organizational climate and institutional effectiveness in police organizations. *International Journal of Law, Crime and Justice*, 74, 100605. <https://doi.org/10.1016/j.ijlcj.2023.100605>