Variation in well-being across Law Enforcement Agencies

Queen Heneylour S. Relatorres
Jonalyn G. Nalzaro
Jerome P. Napao
Ian O. Lavares
College of Criminal Justice Education
University of the Visayas
rqueenheneyhour@yahoo.com

ABSTRACT

The study looks into the difference in the well-being of officers in various Law-Enforcement Agencies in terms of salary, workplace, opportunities and recruitment processes. The Law-Enforcement Agencies are: the Philippine National Police, the Bureau of Jail Management and Penology, and the Bureau of Fire Protection in Cebu City. The rationale for this study is motivated by the observation that more aspirants want to be accommodated in the PNP, then in the other terms of agencies. More over because of the overwhelming number of aspirants to the PNP who cannot be accommodated in terms of the quota, many Criminology graduates end up becoming security guard. Results revealed that the attraction of the Philippine National Police (PNP) as a job destination for graduates of Criminology stems from the better well-being perceptions for the agency. In particular, there are better opportunities for promotion and benefits at PNP than at the BFP and the BJMP and, likewise, for the number and frequency of recruitment in the agency. These positive well-being dimensions are reinforced by the fact that in terms of workload and work pressure, the three agencies have equally high ratings. In other words, for the same level of work and stress, the PNP offers better opportunities for the growth and development than the other two agencies.

Keywords: *law enforcement agency, promotion, opportunities, well-being*

I. INTRODUCTION

The study looks into the difference in the **well-being** of officers in various Law-Enforcement Agencies in terms of salary, workplace, opportunities and recruitment processes. The Law-Enforcement Agencies are: the Philippine National Police, the Bureau of Jail Management and Penology, and the Bureau of Fire Protection in Cebu City. The rationale for this study is motivated by the observation that more aspirants want to

be accommodated in the PNP, then in the other terms of agencies. Moreover, the overwhelming number of aspirants to the PNP who cannot be accommodated in terms of the quota displaced, many Criminology graduates and some end up becoming security guard.

Gupton et al. (2011) claimed that being a police officer can be an incredibly stressful job. In the different Law Enforcement Agencies, the levels of stress experienced by the officers are
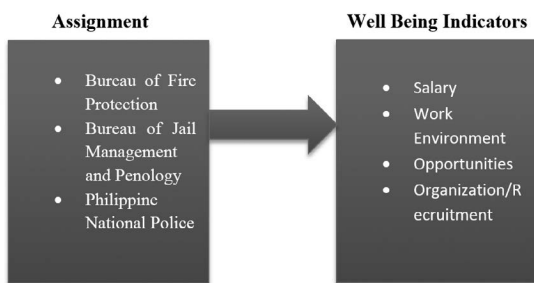
distinctly differentiated which may account for the differential levels of aspirants to the different service units. However, Axelrod (2011) averred that while stress is certainly a factor, other considerations such as promotion benefits and turn-over are also appropriate consideration. A preponderance of papers have dealt with salaries received by Law Enforcement Agencies with different objectives. Standardization of salaries to minimize/eliminate criminal activities in the rows, have been studied and implemented in the Philippines (National Security Policy, 2011-2016); to improve the **well-being** of Law enforcement Officer (Axelrod, 2011).

While these studies have identified critical factors to the well-being of Law Enforcement Officers, it is not clear which ones tend to differentiate across the various agencies. In this paper, we refer to **well-being** as a combination of the factors salary, workplace, opportunities and recruitment processes (Chiu, 2013; Ciaran, 2013).

II. CONCEPTUAL FRAMEWORK

The study is anchored on the premise that variations in the Well-Being of Law-Enforcers are predicated on their work-place assignments. This is illustrated below:

Assignment
- Bureau of Fire Protection
- Bureau of Jail Management and Penology
- Philippine National Police

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Well Being Indicators
- Salary
- Work Environment
- Opportunities
- Organization/Recruitment

The place of assignment of the individual Law-Enforcement officers determines his/her **well-being.** For the reason, we surmise that this accounts for the observations that most aspirants prefer the Philippine National Police over the other two agencies of the Bureau of Fire Protection and the Bureau of Jail Management and Penology.

Police officers are first–line emergency workers who investigate crime, patrol communities and respond to accidents. Working condition vary greatly based on factors such as location, staffing levels and the number of incident reports. Police work often proves to be both physically and mentally demanding, especially compared to most other jobs.

Police officers typically work on full-time basis, and schedule often included long daily shifts. Accidents and crimes can occur at any hour of the day or night, and officers at poorly staffed departments often have to work overtime. Many departments assign overtime based on seniority, which means rookie officers often have to work overnight shifts and weekend. According to FBI (2010), 15.5 percent of assaults on police officers occur during the night shift hours between midnight and 2am. Long working hours also can prove disruptive to a police officer's personal life.

Some police officers are assigned to patrol certain districts of a city while others are office-based but investigate specific types of crime such as homicide or sexual assaults. Border patrol agents are required to patrol deserts, mountains and coastal areas. Natural hazards such as rock falls, avalanches and storms can make this type of work particularly treacherous. Additionally, detectives and border agents often are required to travel long distances at short notice to investigate crime.

III. FUNCTIONS

Philippine National Police (Plaza, 2013):
1. Enforce all laws and ordinance relative to the protection of lives and properties;
2. Maintain peace and order and take all necessary steps to ensure public safety;
3. Investigate and prevent crimes, affect the arrest of criminal offenders, bring offenders to justice and assist in their prosecution;
4. Exercise the general powers to make arrest, search and seizure in accordance with the Constitution and pertinent laws;
5. Detain an arrested person for a period not

beyond what is prescribed by law, informing the person so detained of all his rights under the Constitution;

6. Issue licenses for the possession of firearms and explosives in accordance with law;

7. Supervise and control the training and operations of security agencies and issue licenses to operate security agencies, and to security guards and private detectives for the practice of their professions; and

8. Perform such other duties and exercise all other functions as may be provided by law.

Bureau of Jail Management and Penology (2010):

1. Formulate policies and guidelines in the administration of all district, city, and municipal jails nationwide;

2. Implement strong security measures for the control of inmates;

3. Provide for the basic needs of inmates;

4. Conduct activities for the development of inmates;

5. Improve jail facilities; and

6. Promote the general welfare and development of personnel.

BJMP is mandated to direct, supervise and control the administration and operation of all district, city and municipal jails nationwide with pronged tasks of safekeeping and development of inmates.

Bureau of Fire Protection (RA 6975):

1. Enforcement of the fire Code of   the Philippines;
   o Process and review of buildings plans, and
   o Strictly implement fire safety inspection of buildings, establishments, structures and facilities covered by the governing law.

2. Fire Safety Awareness Campaigned; and

3. Enhancement of Fire safety Inspection

o Conduct Fire safety and prevention seminar workshops, and

o Attend programs organized by fire safety inspectors in different seminars and lectures related to fire safety and prevention.

IV. RESEARCH DESIGN AND METHODOLOGY

The study made use of the descriptive-comparative research design. Twenty-five (25) randomly chosen respondents from each of the Law-Enforcement agencies in Cebu City were requested and provide information on the dimension of well-Being considered.

Well-Being Instrument. The well-being instrument was constructed by the researcher and pilot tested earlier prior to the actual conduct of the survey. Each item in the instrument can be answered on a three-point scale: (1) none, (2) low, and (3) high.

Data Treatment. The data generated were treated using the analysis of variance (ANOVA) for comparative purposes.

V. RESULTS

The summarized information are provided for in that appendix of this study.

Work Place/Environment. Workplace was perceived to be neither high nor low by the respondents in terms of both workloads and work pressure.

Opportunities. Opportunities for promotion and benefits were, however, uniformly rated as low by the respondents as a group.

Recruitment Process. In terms of the recruitment process, respondents averred that both the number and frequency are low.

Comparison across Agencies. Analysis of variance revealed that significant differences in the well-being dimensions across agencies are noted for the following: opportunities for promotion ($f = 21.00$); benefits ($f = 21.00$); recruitment in terms of numbers ($f = 91.00$) and recruitment in terms of frequency ($f = 91.00$).

VI. DISCUSSION

- In the well-being dimensions where significant differences are noted, those in the Philippine National Police have consistently rated the specific items as high in sharp contrast with those coming from the Bureau of Fire Protection and Bureau of Jail Management and Penology who rated the items low.

- From these observations, we surmise that the opportunities for promotion and benefits are significantly better at the Philippine National Police than in the Bureau of Fire Protection and the Bureau of Jail Management and Penology together.

- The same could be said of the status of recruitment where the number of new recruits is higher at the PNP than in both BJMP and BFP. Moreover, recruitment at the PNP occurs significantly more frequently in former agency.

- All these information provide a decent picture for the Philippine National Police as an employment destination: same work load and pressure with the BJMP and BFP but with better opportunities for promotion and benefits and better recruitment in terms of both number and frequency.

VII. CONCLUSION

The attraction of the Philippine National Police (PNP) as a job destination for graduates of Criminology stems from the better well-being perceptions for the agency. In particular, there are better opportunities for promotion and benefits at PNP than at the BFP and the BJMP and, likewise, for the number and frequency of recruitment in the agency. These positive well-being dimensions are reinforced by the fact that in terms of workload and work pressure, the three agencies have equally high ratings. In other words, for the same level of work and stress, the PNP offers better opportunities for the growth and development than the other two agencies.

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Table 1. Opportunities

Opportunity Binefits	Count	Percent
2	9	60.00
3	6	40.00
N=	15	100.00

Table 2. Organization/Recruitment Numbers

Recruitment Numbers	Count	Percent
2.0	9	60.00
2.5	1	6.67
3.0	5	33.33
N=	15	100

Table 3. Organization/ Recruitment Frequency

Recruitment Frequency	Count	Percent
2.0	9	60.00
2.5	1	6.67
3.0	5	33.33
N=	15	100

Table 4. Mean Salary

Variable	N	Mean	Median	TrMean	StDev	SE Mean	Minimum	Maximum
Salary	15	16585	17000	16251	2803	724	14000	23513

Table 5. Work Loads

Source	Degrees of Freedom	Sum of Squares	Mean Square	F	P
Agency	2	0.133	0.067	0.22	0.804
Error	12	3.600	0.300		
Total	14	3.733	0.367		

Table 6. Work Hours

Source	Degrees of Freedom	Sum of Squares	Mean Square	F	P
Agency	2	0.533	0.267	1.00	0.397
Error	12	3.200	0.267		
Total	14	3.733	0.534		

Table 7. Opportunity/Promotion

Source	Degrees of Freedom	Sum of Squares	Mean Square	F	P
Agency	2	2.8000	1.4000	21.00	0.000
Error	12	0.8000	0.0667		
Total	14	3.6000			

Table 8. Opportunity/Benefits

Source	Degrees of Freedom	Sum of Squares	Mean Square	F	P
Agency	2	2.8000	1.4000	21.00	0.000
Error	12	0.8000	0.0667	`	
Total	14	3.6000			

Table 9. Recruitment Numbers

Source	Degrees of Freedom	Sum of Squares	Mean Squares	F	P
Agency	2	3.0333	1.5167	91.00	0.000
Error	12	0.2000	0.0167		
Total	14	3.2333			

Table 10. Recruitment Frequency

Source	Degrees of Freedom	Sum of Squares	Mean Squares	F	P
Agency	2	3.0333	1.5167	91.00	0.000
Error	12	0.2000	0.0167		
Total	14	3.2333			

Table 11. Work Load

Agency	2	3	All
1	3	2	5
	3	2	5
2	3	2	5
	3	2	5
3	2	3	5
	2	3	5
All	8	7	15
	8	7	15

Chi-Square =0.536 , Degrees of Freedom =2, P-Value =0.765
6 cells with expected counts less than 5.0

Table 12. Work Place

Agency	2	3	All
1	4	1	5
	4	1	5
2	2	3	5
	2	3	5
3	2	3	5
	2	3	5
All	8	7	15
	8	7	15

Chi-Square = 2.143, Degrees of Freedom = 2, P-Value= 0.343
6 cells with expected counts less than 5.0

Table 13. Opportunity/Promotion

	2	3	All
1	4	1	5
	4	1	5
2	5	0	5
	5	0	5
3	0	5	5
	0	5	5
All	9	6	15
	9	6	15

Chi-Square = 11.667, Degrees of Freedom = P-Value = 0.003
6 cells with expected counts less than 5.0

Table 14. Opportunity/ Benefit

	2	3	All
1	5	0	5
	5	0	5
2	4	1	5
	4	1	5
3	0	5	5
	0	5	5
All	9	6	15
	9	6	15

Chi-Square =11.667, Degrees of freedom = 2, P-Value = 0.003
6 cells with expected counts less than 5.0

Table 15. Recruitment Numbers

	2.0	**2.5**	**3.0**	**All**
1	5	0	0	5
	5	0	0	5
2	4	1	0	5
	4	1	0	5
3	0	0	5	5
	0	0	5	5
All	9	1	5	15
	9	1	5	15

Chi-Square = 16.667, Degrees of Freedom = 4
3 cells with expected counts less than 1.0
Chi-Square approximation probably invalid
9 cells with expected counts less than 5.0

Table 16. Recruitment Frequency

	2.0	2.5	3.0	All
1	5	0	0	5
	5	0	0	5
2	4	1	0	5
	4	1	0	5
3	0	0	5	5
	0	0	5	5
All	9	1	5	15
	9	1	5	15

Chi-Square = 16.667, Degrees of Freedom = 4
3 cells with expected counts less than 1.0
Chi-Square approximation probably invalid
9 cells with counts less than 5.0