

Service Beyond the Line of Duty: A Phenomenological Inquiry into Police Work

Richard B. Osumo, Philner P. Salindo*

Negros Oriental State University-Guihulngan Campus, Negros Oriental, Philippines

*Corresponding Author Email: philner.salindo@norsu.edu.ph

Date received: June 30, 2025

Date revised: July 4, 2025

Date accepted: July 23, 2025

Originality: 99%

Grammarly Score: 99%

Similarity: 1%

Recommended citation:

Osumo, R., & Salindo, P. (2025). Service beyond the line of duty: A phenomenological inquiry into police work. *Journal of Interdisciplinary Perspectives*, 3(8), 796-807-B. <https://doi.org/10.69569/jip.2025.542>

Abstract. This study explored the lived experiences of police officers in areas with worsening peace and order conditions, which modify their normative law enforcement behavior. Knowing their experiences, organizational plights, and aspirations is imperative to prevent them from the preventable law enforcement perils. The study is qualitative phenomenological research. Ten police officers from the Provincial Mobile Force Company in the first congressional district of Negros Oriental served as informants. Six of them were assigned to participate in a focused group discussion, while the remaining four were individually engaged in in-depth interviews using an open-ended interview guide. The method used in analyzing the data was Colaizzi's phenomenological analysis. The study revealed nine themes: Service to Country and People, From Zero to Hero, Unsupportive Relationships, Forsaken Responsibility, Scarcity at the Middle of Abundance, Fighting to Survive, We Got it Covered, Invincible and Unbroken, and Leading from the Front. The study supported major theoretical frameworks—behaviorist learning theory, Maslow's Hierarchy of Needs, and General Strain Theory—showing how institutional strain affected coping styles and behaviors. The study filled the gaps in existing studies using qualitative information on the experiences of PMFC officers working in high-crime areas. It emphasized the need for reforms in procurement, psychological counseling, and collaboration among the police, local government, and the academic community to reduce operational difficulties and improve morale in the Philippines and the ASEAN region.

Keywords: Aspirations; Lived experiences; Qualitative phenomenological; Organizational challenges; Police officers.

1.0 Introduction

The effort to counter insurgency in the Philippines is a daunting challenge that continues to strain government institutions and the ordinary civilian way of life. Despite the government's substantial annual fiscal investments in the pursuit of peace and order, lasting solutions remain elusive for the country (Zech & Eastin, 2021). Dismaying national records indicate a worsening state of instability, characterized by extrajudicial killings, rampant local violence, and deteriorating effectiveness of peacekeeping efforts. This crisis is most intense in the first congressional district of Negros Oriental, where Guihulngan City has gained a dark reputation as the most violent municipality in the region (Kadioglu & Jalkebro, 2023).

Such dramatic events have also elicited strong responses from the government, including Memorandum Order No. 32 and increased coordination between police and military forces. However, these actions also raise ethical and constitutional questions, as the Philippine Constitution clearly states that war cannot be used as a tool of policy. Amidst furious hostilities, a significant gap exists in the existing data: there is no account from those who

maintain the peace, the frontline peace enforcers. Their on-the-ground realities, often overlooked in favor of statistics and state reports, are crucial in understanding the actual state of conflict and peace in the area (Hall, 2022).

This study examines the lived experiences of members of the Provincial Mobile Force Company (PMFC) in Negros Oriental's 1st district. The objective is to shed some light on the psychological, social, and occupational consequences of enduring conflict on these officers whose perspectives remain underrepresented in peace and order studies (Bangaysiso et al., 2024; Goormans et al., 2023). Specifically, the research aims to: (1) Describe the lived experiences of officers assigned to the PMFC. (2) Identify and examine the organizational issues encountered by PMFC personnel. (3) Explore the self-perceptions and projected roles of PMFC officers in the context of conflict and law enforcement. By pursuing these objectives, the research aims to promote local governance further, enhance criminology education, and help create university-initiated extension programs that promote community-based alternatives to violence. Further, the research aligns with Sustainable Development Goal 16, which promotes peace, justice, and strong institutions, by examining how law enforcement officers experience and respond to challenges in maintaining public order and safety (Reynolds & Hicks, 2015).

In documenting lived experiences, this research presents a counter-narrative to statistical records, highlighting the human cost of prolonged conflict. Previous studies on Philippine peace and order have hitherto focused on crime records, policy effects, and political discussions, leaving out the personal stories and struggles of police officers. This study aims to fill this gap by examining the experiences of PMFC officers in hotspot communities through qualitative data analysis. The results aim to enhance academic discussion and inform the development of effective policies for promoting peace and order through comprehensive and sympathetic measures.

This research is based primarily on Robert Agnew's General Strain Theory (GST), as well as other theoretical frameworks from Abraham H. Maslow's Hierarchy of Needs and John B. Watson's Behaviorism, because they collectively provide a foundation for researching police officer behavior under stressful circumstances.

Agnew's GST describes how strains, or aversive events, generate negative affect, such as frustration and anger, and subsequent deviant action (Jang & Agnew, 2015). Unlike Merton's original strain theory, Agnew places more emphasis on subjective emotional reactions to objective and subjective strains (Kabiri et al., 2023). In policing, GST occurs due to the stressful situations police officers are subjected to, which have the potential to lead to perceived injustices and the expression of antisocial coping behaviors in cases where legal action is not available (Jaređić & Radović, 2024). This assumption forms the foundation of the study's argument: chronic exposure to occupational stress negatively impacts police behavior (Bishopp et al., 2018).

Maslow's motivational theory posits that human behavior is influenced by a hierarchy of needs ranging from physiological to transcendental. Security needs emerge as the need for them is fulfilled after physiological needs (Mustofa, 2022). For police officers, the dilemma is balancing the need to protect public safety with the responsibility to ensure private security and personal safety (Upadhyaya, 2015). Maslow identifies security as an essential requirement for psychological well-being. Dangers to these requirements lead to anxiety, stress, and poor decision-making (Conn, 2016). The theory suggests that unmet safety and psychological needs among law enforcement agents can lead to chronic stress, resulting in maladaptive behavior (Ricciardelli & Johnston, 2022). The stress effect on the pursuit of higher-order desires, such as self-actualization, is directly proportional to the policing realities in which police officers prioritize addressing issues of survival over concerns about personal growth (Zheng et al., 2016).

Watson's behaviorist theory offers a psychosocial perspective on the long-term effects of stress-evoked stimuli on observable behavior, with a focus on stimulus-response processes. Behaviorism posits that behaviors are learned through repeated exposure to the environment and reinforced by outcomes (Anggriani, 2023). Police work entails regular exposure to hazards and trauma that condition behavioral reactions, and emotional reactions, such as fear or anxiety, could result in conditioned responses that condition behavior (Kameda-Madar, 2022). Classical work conducted by Watson, Pavlov, and Rescorla provides empirical evidence that environmental stimuli can condition emotional and behavioral reactions, often subconsciously (Faulkner et al., 2020). The same leads to the argument that policing behavior stems from conditioned emotional learning due to chronic stressors, not just rational choice.

Together, these three theories form a robust model for understanding the interrelationship between environmental stressors, unmet psychological needs, and learned behavior in police officers. GST explains where negative emotional states originate under stress. Maslow's theory places the psychological needs that motivate individuals under stress within the hierarchy. Behaviorism, on the other hand, explains how behavioral patterns are embedded through repeated exposure to stressors.

Extensive literature validates these theoretical assertions. Research indicates that stress in law enforcement begins at shift commencement, stemming from anticipatory anxiety and potential life-threatening scenarios (Khakonova & Shadzhe, 2023). Chronic stress detrimentally affects cognitive abilities, decision-making, and emotional regulation (Jaređić & Radović, 2024), potentially leading to deviant behavior when legal coping mechanisms are deemed insufficient (Jang & Agnew, 2015). Underserved security requirements exacerbate psychological distress, manifesting as burnout, loneliness, and suicide among justice personnel (Turgoose et al., 2020).

The integration of these theories substantiates the study's principal argument: that the occupational stress experienced by police officers significantly influences their conduct, often in maladaptive manners, through a complex interaction of emotional turmoil, motivational disruption, and learned responses. The results contribute to criminological discourse by underscoring the necessity of both institutional and psychological interventions to concurrently address structural and psychosocial factors associated with police stress to avert behavioral maladaptation.

Police officers who work in mobile force units face special operational demands, including high-risk tasks and mobility requirements. Studies reveal that the jobs entail heavy tactical operations and anti-crime activities (Almeida & Chaves, 2020). The experiences are physically demanding and emotionally taxing for officers, who must quickly adapt to unstable situations. The emotional burden is a prominent topic in the literature. Syed et al. (2020) found that officers in high-mobility units experience greater trauma exposure, fatigue, and emotional numbing than their stationary counterparts. The requirement for constant vigilance in unstable environments cultivates resilience but also heightens susceptibility to mental health disorders like burnout and PTSD (Faulkner et al., 2020). Additionally, PMFC officers often sacrifice family and personal time due to extended postings and irregular schedules (Pedersen, 2024). Such interplay between personal goals and professional duty produces a compound feeling of responsibility and emotional distance, as indicated through qualitative studies (Sousa et al., 2023).

Organizational issues for PMFC officers are multifaceted, resulting from structural and resource constraints. One of the significant issues is poor logistical support. Shortfalls in mobility, communications, and resupply impede operational effectiveness (Bondarenko, 2023). Such shortfalls are risks during tactical operations, compromising safety and response capacity. Police organizations often face common interpersonal and bureaucratic challenges. Simmons-Beauchamp and Sharpe (2022) add that hierarchical systems and poor leadership contribute to feelings of helplessness among lower-level officers. PMFC units could have exacerbated issues from mission-focused and dispersed deployments, leading to disconnection from direct command. Also, the dominant culture of silence in paramilitary policing suppresses open conversation about well-being or grievances (Paterson, 2021). It makes officers feel unsupported while addressing job-related stress, interpersonal issues, or professional development challenges.

Many PMFC officers exhibit strong professional aspirations rooted in public service, stability, and personal growth despite their challenging assignments. Research indicates that officers often join the police force with idealistic motivations, such as a desire to protect the community and uphold justice (Prysmakova & Vandenabeele, 2020; Tang et al., 2024). These values persist among mobile force officers, who view their careers as opportunities to enhance tactical competencies and foster professional growth. Expectations go beyond simple career development. Aalders (2023) confirms that officers desire recognition, transparency about their operations, and improved working conditions. In the PMFC model, these aspirations are expressed as calls for improved training, equitable deployment strategies, and leadership support. Others want safer deployments, scholarships, and a return to their families. These career and personal aspirations point to a quest for an extensive care system that addresses officers' psychological, social, and development-related needs alongside their work.

The literature under analysis presents a complex picture of the reality of PMFC officers. Their life experiences are shaped by operational exposure, emotional toll, and sacrifices as well. Although their objectives clearly show a

strong will for institutional reform, security, and development, organizational problems further test their capacity to operate successfully. These problems underscore the need for multidimensional support systems within law enforcement departments to align tactical needs with human needs.

2.0 Methodology

2.1 Research Design

The study examines the lived experiences of members of the Provincial Mobile Force Company in the first congressional district of Negros Oriental, employing a qualitative phenomenological design. This approach is grounded in the philosophical tradition of phenomenology, which seeks to understand individuals' shared experiences and the essence of a particular phenomenon (Guillen, 2019).

2.2 Research Locale

This paper examines the first congressional district of Negros Oriental, Philippines, which comprises two cities and seven municipalities, home to more than 422,000 inhabitants and significant forest cover (Sorongon & Madrigal, 2024). Guihulngan City, being the largest locality, serves as the operational hub of the Provincial Mobile Force Company (PMFC), a tactical force specifically tasked for counterinsurgency under NHQ-PNP Memorandum Circular No. 2017-063. The PMFC embodies the preservation of peace in the affected areas, thereby aligning the study with SDG 16: Peace, Justice, and Strong Institutions. Originating from the Regional Special Action Company of the Philippine Constabulary, the PMFC has evolved in response to policy changes since the establishment of the Philippine National Police in 1990 (United Nations Department of Economic and Social Affairs, 2022). Thus, understanding experiences within paramilitary policing models in local government depends critically on the security context of the district.

2.3 Research Respondents

Table 1 lists two informant groups: first congressional district members of the Provincial Mobile Force Company (PMFC) from Negros Oriental. The first group consisted of four officers, while the second group comprised six focus group attendees. All ten informants were deliberately chosen to complement the study's objectives.

Participants were required to have directly engaged in counter-insurgency operations—including reconnaissance, surveillance, and target acquisition—having served a minimum of two years in the PMFC. This deliberate and practical sampling approach helped gather rich, experience-based insights from individuals with operational awareness of regional security concerns. The choice was deliberately made to ensure the provision of in-depth and contextually relevant perspectives, making them suitable informants for a phenomenological study, despite the small participant count.

Table 1. *List of Informant Groups (n = 10)*

Group	Number of Informants	Method of Participation	Selection Criteria
Group 1 - individual interviews	4	One-on-One In-Depth Interview	At least 2 years in PMFC and active involvement in counter-insurgency operations
Group 2 - focus group discussion	6	Focus Group Discussion	At least 2 years in PMFC and active involvement in counter-insurgency operations
Total	10	Mixed Qualitative Methods	Purposive sampling based on relevance and operational experience

Source: Data derived from field interviews and focus group discussions conducted by the researcher in 2024.

2.4 Instrumentation

The study utilized a semi-structured interview guide specifically designed for collecting data from PMFC members. A literature review, expert consultation, and faculty feedback were used to establish the validity of this instrument. Through a pilot test, the level of applicability of the questions was assessed based on the answers.

The interview guide consists of three main sections. The first section examined actual field assignment experiences of PMFC officials. The second addressed organizational and operational concerns Negros Oriental's first congressional district faces. For rich insights, the last section asked participants to share their professional goals and aspirations using both individual interviews and a focus group discussion.

2.5 Data Gathering Procedure

Before the actual data collection, the interview guide was validated to ensure content relevance and clarity of understanding. A written request was subsequently made to the commanding officer of the PMFC requesting permission to interview sample personnel. Once authorization was secured, the researchers liaised with assigned staff members to prepare and schedule the sessions. Subjects were given informed consent forms defining the nature, purpose, and voluntary participation. They were invited to ask questions for clarification, and data collection was only done after all the participants had declared their informed consent and comprehension.

Data gathering involved one-to-one personal interviews and a focus group discussion (FGD) to capture everyday experiences and views. Four of the ten were personally interviewed, while six participated in an FGD scheduled at the PMFC camp in Guihulngan City. The researchers provided an orientation on objectives, structure, and confidentiality procedures prior to each session. To ensure accuracy and facilitate transcription, all the sessions were audio-recorded after taking permission from the participants. FGD was conducted as a group interview to facilitate thematic coherence, as recommended by Dil et al. (2024). The same proven interview guide and uniform technique were used in all interviews to ensure consistency in data collection.

At the end of each session, audio recordings were securely stored in archives and backed up to facilitate future transcription and analysis. Preliminary field notes and observational remarks were recorded immediately by the researcher to complement the existing materials. Preliminary data cleaning and coding were initiated shortly after, thus preparing the dataset for thematic analysis. Any emergent clarifications required from participants were obtained through follow-up communication after the interviews to ensure the completeness and accuracy of the data collected.

2.6 Data Analysis

The researcher analyzed qualitative data using Colaizzi's seven-step method to provide an exact portrayal of participant experiences. Every focus group discussion and interview was exactly transcribed and subsequently translated into English. Significant statements were identified through content analysis, guided by frequency and relevance. These quotes were arranged into formulated meanings and then categorized thematically, aligning with the central questions of the study. The identified themes provided a basis for clarifying participants' experiences about the phenomenon under investigation. Participants validated results to improve credibility, per Lindheim (2022). The researcher visited the informants once more to review the tabulated data, allowing them to confirm the results and validate the accurate portrayal of their points of view.

Colaizzi's process was of vital significance to this study for several reasons. First, the process introduced a designated method for dealing with dense, subjective data without compromising lived realities. Second, re-contacting informants during the verification process minimized researcher bias and ensured maximum ethical integrity. Thirdly, the procedure's systemic focus enabled the identification of evidence-based themes that directly linked to the study objectives, thereby informing practical recommendations for criminology education, local authorities, and community-based interventions. Through the use of Colaizzi's approach in situating the analysis, the voices of frontline PMFC officers were not only heard but also interpreted in detail with depth, coherence, and respect for their lived worlds.

2.7 Ethical Considerations

This study demonstrated research integrity through adherence to ethical considerations and precision. Real-life records of events passed among Negros Oriental's officials strengthened credibility. The life experiences of the informants offered a common viewpoint. Seeking participant validation and showing their signatures helped one to attain confirmability. Transparency and a methodical approach helped to preserve dependability by allowing replication. Under like contextual conditions, transferability is relevant. Driven by strong methodology and verifiable evidence, the research adhered to ethical norms and legal requirements.

3.0 Results and Discussion

This section presents the insight into the structural, psychological, and operational challenges faced by members of the Provincial Mobile Force Company (PMFC) in Negros Oriental.

3.1 Experiences of the Informants as Police Officers of the PMFC

Table 2 presents key themes derived from interviews and focus group discussions with officers of the Provincial

Mobile Force Company (PMFC) assigned in the first congressional district of Negros Oriental. Each theme reflects a recurring sentiment expressed by participants and is illustrated with a representative sample response.

Table 2. *Emerging Themes from the Experiences of PMFC Officers in Negros Oriental*

Themes	Sample responses
Service to Country and People	<i>When I was assigned to the PMFC, I felt that this group was not about “pogi points” in the Tagalog sense, but rather about being a member of the combatant I used to be. I am also enjoying what I have been working on, primarily giving aid to the constituents of Negros Oriental, especially in ensuring the supreme goal of individual persons, namely, the security of life and property (IDI 4- SS: 37-43). When I was assigned to the PMFC, I felt that this was not all about impressing and alluring women. I am enjoying the work because of providing security to the people of Negros Oriental.</i>
From Zero to Hero	<i>Well, my positive experience as a police officer with the PMFC, ah, first in my civilian career...before I entered the police service, na police nako , narespetuhan nako tapos nakasulod ko sa police office sir, mas nirespeto na sila nako (IDI 1-SS: 21-24). (Well, my positive experience as a police officer of the PMFC is that, when I joined the police service, people became more respectful.)</i>
Unsupportive Relationship	<i>It is a known fact that politicians are supporting the Communist Party of the Philippines because they also belong to the people, considered as the political party itself. Then, as a police officer, if a proposed plan or course of action were to be implemented, there would also be instances where it would become compromised by some politicians (IDI 4-SS: 62-68). (Actually, it is a known fact that politicians are supporting the communist group; we all know that members of the Communist Party of the Philippines are also members of political parties. In that case, police operations are compromised.</i>
Forsaken Responsibility	<i>Ang holidays sa mga civilian, red alert sa amo kay dako kayo negative kay bisag ganahan kang makig-bonding sa pamilya pero dili pwede kay tungod nag duty ka (FGD 5-SS 47-49). (Holidays are for the civilians only because we are on red alert. It is significantly negative on our part if you want to spend time with your family because you are on duty.</i>

Note: IDI = In-Depth Interview; FGD = Focus Group Discussion; SS = Significant Statement.

Source: Field data from Focus Group Discussions (FGDs) and In-Depth Interviews (IDIs), 2024.

Four themes have been formulated to describe the experiences of the informants as members of the PMFC, representing both the positive and negative aspects of their experiences. The first two themes are positive, while the last two are negative: Service to Country and People, from Zero to Hero, Unsupportive Relationship, and Forsaken Responsibility.

Service to Country and People

Abad et al. (2024) claimed that the participants' stories in this theme unequivocally showed a great degree of public service dedication and patriotism, thus confirming their loyalty to the Republic of the Philippines. Interviews revealed that informants felt a strong sense of responsibility to prioritize the needs of others over their own families. However, their slow emergency responses drew public criticism; informants, however, showed an uncompromising dedication to service. In line with Elgin's (2020) work on preserving patriotism in the face of war, some informants demonstrated this dedication by completing their assignments despite knowing they were in the face of insurgent threats.

Although the pressures law enforcement deals with could lead to disinterest, a theoretical study using General Strain Theory suggests that adaptive resilience can be achieved through continuous service (Bishopp et al., 2018). On the other hand, Maslow's (1943) hierarchy emphasizes the importance of financial issues, particularly about physiological and safety needs, as well as the time and money required for family support and career changes (Resurreccion, 2024). Furthermore, this behavioral resilience aligns with behaviorism, emphasizing adaptive learning and reinforcement (Kuntz et al., 2017). Informants exhibited the ability to manage occupational stress through learned behaviors, indicating a form of psychological adaptation influenced by practical constraints and internalized norms.

From Zero to Hero

Another theme shows the variations in the informants' community views and social status. One participant expressed happiness in helping his family financially, so reflecting social progress (Kelter et al., 2022). Participants reported that their community interactions shifted from ridicule to respect. This shift aligns with Rahmatulah et al.'s (2025) perspective on how external impressions shape reputation and influence both personal development and shifts in community values. The informants' dedication to education led to consistent work and awareness of family and personal goals, despite limited resources. This story supports Abdi Jama's (2023) claim that individuals with an excellent reputation demonstrate integrity and respect for civil ties, even in challenging conditions. Since they also reflect these values, the actions of the informants emphasize the moral side of public service.

General Strain Theory clarifies the personal tensions resulting from the financial problems and community contempt of the informants (Kabiri et al., 2023). These difficulties inspired them to keep on their professional and educational activities in order to overcome such constraints (Jurczyk, 2022). Maslow's hierarchy of needs is relevant since their will to fulfill basic needs drove their will to satisfy family security (LU, n.d.). At last, their constant, goal-oriented behavior reflects ideas from behaviorist theory. Internal motivation, combined with the clear benefits of steady work, enabled the respondents to maintain their consistent efforts to overcome obstacles and achieve socioeconomic development (Ulum & Fauzi, 2023).

Unsupportive Relationship

A recurring theme in the stories of the informants emphasizes their perceived lack of support from key players, which influences their morale and dedication. According to van Gelderen and Bik (2016), personal impressions significantly influence behavior; hence, insufficient social and organizational support can negatively impact officers' commitment. In focus group sessions, informants revealed community criticism of response times, which undermined their sense of legitimacy and belonging. This difference between public opinion and adherence to criteria affects psychological resilience and job satisfaction (Pervan & Bove, 2016; Ueda et al., 2017).

Political dynamics exacerbate this pressure, as informants have voiced concerns about politically motivated actors interfering with law enforcement activities. The military studies of Masiya et al. (2024) confirm their assertions that such interferences compromise operational effectiveness and officers' psychological readiness, so undermining decision-making and cohesiveness. Respondents also reveal that insufficient peer support and internal corruption are two other primary sources of stress. The conviction that some police abuse resources drives resentment and alienation, in line with the work of Wirawan et al. (2024), which says that motivation is related to ethical surroundings. Without such settings, informants report feeling excluded from their institution and experiencing a lack of vitality.

This theme aligns with General Strain Theory, which posits that the apparent lack of institutional integrity and community validation reflects subjective strain, potentially compromising psychological stability and professional efficiency (Peck, 2015). Maslow's hierarchy of needs helps explain simultaneously the fact that informants' commitment to their roles is mainly motivated by financial obligations to their families, reflecting a prioritization of basic and security needs over psychological or self-actualizing needs (Ştefan et al., 2020).

Forsaken Responsibility

Most of all, for men who are sole caregivers and experience emotional conflict regarding family absences, a theme concerning the conflict between parental responsibilities and work obligations emerges. High emotional turmoil experienced by informants was caused by extended separations at critical phases of child development (Bocknek, 2020).

Developmental psychology literature confirms these findings. According to Marwa et al. (2024), a complete family background is crucial for optimal child development, and no single parent can provide all the required moral and emotional guidance. Zuliani et al. (2024) argue that the absence of a paternal role compromises the socialization and moral internalization processes. TenEyck et al. (2021) suggest that early-life paternal absence is linked to increased aggressive behavior in children. While Knutson et al. (2004) link parental neglect to antisocial behaviors, Joshi and Bansal (2024) emphasize the exceptional contributions that every parent makes to their child's development.

General strain theory offers a framework for understanding the emotional and moral strain that police, conscious of their neglect of family obligations, experience (Bishopp et al., 2018). The cognitive dissonance arises from the contradictory demands of professional roles and the natural need to be present during critical periods of childrearing. Maslow's hierarchy of needs further underscores this conflict. Although informants want to ensure that their families have their basic needs met through regular employment, their employment sometimes makes it difficult for them to meet their psychological and emotional needs (Griffin & Sun, 2022). This complexity highlights the occupational stress law enforcement officials deal with and the great demand for psychological support systems within police agencies.

3.2 Organizational Challenges Encountered by the Informants

Table 3 presents selected sample responses from focus group discussions (FGDs) and in-depth interviews (IDIs),

illustrating the lived experiences of police personnel facing logistical, financial, and institutional challenges. These responses were coded and analyzed to identify recurring themes related to occupational strain, resource scarcity, and adaptive resilience. The narratives provide critical insight into how officers navigate systemic deficiencies while fulfilling their professional duties.

Table 3. *Emergent Themes on Operational Challenges and Personal Sacrifices of Police Personnel*

Themes	Sample responses
Scarcity at the Middle of Abundance	<i>In our unit, sir, PMFC, we are focusing on iso, sir – so kailangan jud mi na fully equipped mi. Kailangan unta mi ug kumpleto na equipment sir pero ang problema namo sir...mao ni nga even magazine sa among m16 sir...kami personal.. Brand new..mupalit ka 2000 kada usa (FGD 3-SS: 73-77). In our unit, sir, the PMFC, we are focusing on ISO (Internal Security Operations), and we need to be fully equipped. We indeed need to have complete complements of armaments, but even the magazines [bullet receptacle] of our M16, we provided them personally. The cost of a brand-new one is 2,000 pesos.</i>
Fighting to Survive	<i>That is why, sir, as a member, I have said that we need to adapt to the changing times and cope with the changes that've occurred. As a member of this force, you need to remain dynamic to adapt to current trends and recent developments (IDI 4-SS: 123-127). (That is why, sir, being a member, we need to cope with the changing times and present condition. We need to be dynamic in order to adapt to the current situation.</i>
We Got it Covered	<i>Lisod gyud siya sir kay niaabot man na sa point na kami nay magpagawas ug kwarta para kami magprovide . Ang amo kwarta na intended sa laing kuan ba sa pamilya kung walay pamilya sa manghod or ginikanan na gasalig. Government man unta ni siya (FGD 4-SS: 90- 93). (it is tough sir for it reached a point that i have to use my money to provide. That money was for my family, siblings, and parents. Sadly, the government failed to provide).</i>

Note: IDI = In-Depth Interview; FGD = Focus Group Discussion; SS = Significant Statement.

Source: Field data from Focus Group Discussions (FGDs) and In-Depth Interviews (IDIs), 2024.

These themes—Scarcity at the Middle of Abundance, Fighting to Survive, and We Got it Covered—illustrate the resource constraints, adaptive strategies, and professional commitment exhibited by the informants. Each theme is contextualized within theoretical frameworks such as General Strain Theory, Behaviorism, and Maslow's Hierarchy of Needs, offering deeper psychological and sociological insight into the officers' lived experiences.

Scarcity at the Middle of Abundance

This theme underscores the irony of police struggling with logistical issues within a resource-rich national system. Informants exposed systematic supply chain failure due to a lack of basic equipment, which necessitated personal buyouts (Morris & Walley, 2021). These flaws underscore the disparity between policy objectives and on-the-job actuality. Informants also mentioned receiving unsuitable supplies, which highlighted poor communication between field units and central command (Jang & Agnew, 2015). These organizational flaws cause officers significant psychological stress, which aligns with Agnew's General Strain Theory. Psychologically speaking, constant exposure to such stresses can lead to maladaptive actions, including directed frustration (Virlan & Diĵa, 2024). Stoll (2018) confirms this by showing that unresolved stress can aggravate behavior deviant from the norm. Therefore, the lack of logistical support extends beyond administrative problems and serves as a trigger for occupational and social issues.

Fighting to Survive

This theme refers to the unofficial adjustment mechanisms individuals employ to remain effective and overcome institutional neglect. Police asserted that they had acted in a flexible manner, in accordance with organizational culture and requirements, even deploying personal assets in the face of an ongoing shortage (Charman & Tyson, 2024). Making statements such as "bear with it" and "adjust to what is occurring" indicates a typical survival mentality within a limited system. The observed behavioral patterns align with behaviorism, as people tend to react with responses that offer quick fixes for recurring stimuli (Langenhof & Komdeur, 2018). The longevity of these coping mechanisms suggests a learned adaptation supported by the organizational setting and peer standards.

Among other cultural values, respect for authority and seniority significantly shapes this behavior in organizational hierarchies. Ideally, solving issues at their level, informants hesitated to approach higher-ranking authorities. As Hu (2022) contends, group dynamics and interactions with the natural surroundings affect social behavior. Bistis-Nadala (2024) also notes the Filipino concept of hope and resiliency, which helps explain the informants' ability to withstand systematic error without public protest.

We Got it Covered

This theme captures the proactive way informants approach institutional inertia. Rather than escalating logistical

and operational problems, officers independently resolved them. Some participants attended local peace and order council meetings to gain acceptance from local government agencies (Meini, 2024). Relatively few informants cited their national organization as a source of responsibility or support.

This level of autonomy demonstrates a great professional dedication that may mask institutional flaws. According to Santhiapillai and Ratnayake (2020), insufficient resources can impede organizational goals; yet officials reduced this by taking action on their own initiative. On the other hand, Zhao (2024) emphasized the importance of institutional incentives in maintaining staff motivation. Conway (2015) also argued that improving long-term commitment and morale requires apparent organizational support. The officers' will to public protection is evident even in the absence of material and emotional support. These encounters are motivated by the need to fulfill security and familial obligations as advised by Maslow's hierarchy and coincide with the subjective strain described in General Strain Theory (Apaza, 2017; Shim et al., 2015). The resulting behavior, characterized by constant service under pressure, reveals an ingrained value system that prioritizes duty over personal benefit.

3.3 Aspirations of the Informants as Members of the PMFC

Table 4 presents selected narratives that reflect the aspirational goals and ethical commitments of police personnel as revealed through in-depth interviews. These responses were thematically coded to highlight how officers envision their roles within the organization and how they interpret professionalism about internal reforms and personal integrity. The themes underscore the informants' desire to contribute positively to institutional culture while maintaining an unblemished personal record throughout their careers.

Table 4. Aspirational and Ethical Perspectives among Police Officers	
Themes	Sample responses
Invincible and Unbroken	<i>Firstly, within the organization, my goal is to have a positive impact. On a personal level, my dream is to retire from service without any outstanding cases to face before or after my retirement (IDI 3-SS: 124-127). (Firstly, for the organization, my dream is to have an excellent reputation. I dreamed of retiring from police service without being charged.</i>
Leading From The Front	<i>Perhaps... being in this noble profession, in the police service, will make it a pleasant career when all the personnel involved in this organization, or those around it, will be... a... I should say that there will be no more scalawags. Even now that we are under the Duterte administration, for example, we have regular drug testing, which is one of our internal cleansings (IDI 3- SS: 138-144). (This profession, police service, will become a pleasant career when there are no more scalawags. Under the Duterte administration, there is a regular drug testing conducted as one of the means of internal cleansing.</i>
Note: IDI = In-Depth Interview; FGD = Focus Group Discussion; SS = Significant Statement. Source: Field data from Focus Group Discussions (FGDs) and In-Depth Interviews (IDIs), 2024.	

The aspirations of police personnel in this study coalesced around two interrelated themes: Invincible and Unbroken and Leading from the Front. These themes represent both individual and collective hopes for professional fulfillment, institutional respect, and ethical leadership within the Philippine National Police (PNP), particularly among members of the Provincial Mobile Force Company (PMFC). The interplay of personal values, organizational experiences, and structural limitations shaped these aspirations.

Invincible and Unbroken

This theme captures the hope of informants for a police force recognized for its moral standards and efficiency. Here, "invincible" describes being free from scandal, as well as possessing moral and operational resilience (Blumberg et al., 2020). One of the key elements of this objective is the PMFC's need for sufficient resources. Informants claim that operational problems and public criticism follow from logistical inadequacies—especially about equipment—that compromise operations.

Fegley (2019) holds that shared institutional rules create social order. The absence of institutional support compromises normative coherence. The lack of tools makes it more difficult for police to build community trust, thereby fostering public cynicism.

Informants stated that they wished to conclude their public service career without any legal or administrative concerns. This hope sets out a search for moral closure and personal vindication. In line with Maslow's hierarchy of needs, it emphasizes self-actualization and esteem (Singh & Behera, 2016). Their definition of an "unbroken" career catches both professional aspiration and moral obligation to responsibility.

These goals develop as a psychological response to ongoing occupational stress described in previous chapters.

As Kameda-Madar (2022) pointed out, institutional shortcomings, rather than personal mistakes, sometimes have adverse effects on police impressions in different countries. Thus, the accounts of informants underscore the need for structural changes that support, rather than hinder, moral and professional integrity.

Leading from the Front

The second theme, *Leading from the Front*, reflects the informants' desire for action and moral leadership. The desire to purge the staff of corrupt members and initiate internal cleansing programs demonstrates the organization's commitment to discipline and transparency (Malik et al., 2022). These desires are consistent with those of a responsible, well-organized organization.

To create that vision a reality, a change in the system is a must. Informants agreed that systemic changes require a multitude of people and resources, including improved hiring practices, higher compensation, and adequate equipment. Organizational theory is that without resources, the best plans will fail (Trinidad, 2024).

Feuerstein's member-oriented philosophy focuses on enhancing members' welfare to improve organizational functioning (Daud et al., 2017). That is what this vision is founded upon. Employees will be much more dedicated to organizational objectives when they are valued and cared for.

Additionally, the disciplinary power theory, as described by Michel Foucault and further examined by Manokha (2018), comes into action. To encourage internal responsibility, informants tacitly supported a "panoptic" regime in which police are continuously monitored. Bentham's original conception of the panopticon as a tool for behavioral control is applicable to the regime, which promotes good behavior through internal discipline rather than merely external coercion (Huihang, 2022).

4.0 Conclusion

The structural, psychological, and operational issues identified by the Provincial Mobile Force Company (PMFC) in Negros Oriental are the subject of this paper. Highlighting the professionalism and resilience of the officials, it sheds light on institutional problems and the scarcity of resources. Policy and operational reform rely heavily on these findings. The outcomes underscore the need for methodical changes that encompass improved procurement, psychological support, and collaboration among police, local government, and academia. Such improvements should address operational issues and enhance institutional morale and confidence. The study primarily supports significant theoretical models, including behaviorist learning theory, Maslow's Hierarchy of Needs, and General Strain Theory, which demonstrate how subjective strain and institutional constraints influence coping mechanisms and organizational behavior. Typically, by utilizing personal resourcefulness to compensate for institutional flaws, police demonstrate adaptation through both compliance and creativity. Future research will help to extend these insights to other mobile units and areas prone to conflict. Comparative, trauma-informed, multidisciplinary studies will help to simplify the complexity of law enforcement in contested environments, guiding responsive policies and enhancing police-community dynamics. This paper enhances scholarly debate and informs practical policy by capturing the experiences of frontline security personnel, providing an evidence-based foundation for institutional resilience and strengthening law enforcement.

5.0 Contributions of Authors

Richard B. Osumo - conception of research, conduct of research, supervising, data analysis, writing of research manuscript
Philner P Salindo - editing of manuscript for publication.

6.0 Funding

This research was personally funded.

7.0 Conflict of Interests

The authors declare no conflicts of interest regarding the publication of this paper.

8.0 Acknowledgment

The researchers sincerely thank the Lord God for bestowing upon them the knowledge and health required to complete this study. Also, thanks to the Commission on Higher Education (CHED), especially Chairman J. Prospero E. De Vera III, for the financial support, and Education Program Specialist Adele Tercia for her assistance. Thank you to the academic leaders from Negros Oriental State University and the University of Cebu Graduate School, including Dean Yolanda C. Sayson and Dr. Paulino V. Pioquinto, whose guidance is highly sought after. Finally, I would like to extend my sincere appreciation to the family for their unwavering love and understanding.

9.0 References

- Aalders, A.F. (2023). Reward and Recognition. In: *Cultivating Organizational Excellence. Management for Professionals*. Springer, Cham. https://doi.org/10.1007/978-3-031-26289-0_6
- Abad, M. A. T., Acacio, M. J. M., Lampitoc, A. M., Bosito, R. R., Corpuz, J. C., & Galumba, J. B. K. (2024). The defender of the nation: Experiences of the Philippine Army personnel in armed conflicts. *International Journal of Research and Innovation in Social Science*, 8(35), 3541–3557. <https://doi.org/10.47772/ijriss.2024.803255s>
- Abdi Jama, S. (2023). Personal public service ethics as a public servant. *Journal of Public Policy and Administration*, 7(2), 36. <https://doi.org/10.11648/jppa.20230702.11>
- Almeida, N. F., E. Chaves, A. B. P. (2020). Estresse policial: Uma revisão integrativa sobre o estresse ocupacional em policiais. *Brazilian Journal of Development*, 6(7), 52693–52706. <https://doi.org/10.34117/BIDV6N7-788>
- Anggriani, N. (2023). Behaviorism category of individual behavior profile. *Indonesian Journal of Education*, 2(3), 70–74. <https://doi.org/10.56495/ije.v2i3.375>
- Apaza, C. E. (2017). Perceptions on police use of force: A general strain theory approach to explicate use of force incidents (Master's thesis). Bridgewater State University. <https://tinyurl.com/9kv3anjt>
- Bangaysiso, J. K. V., Sabijon, D. F., Sayson, Y. C., Sagayno, R. C., & Nillama, V. R. A. (2024). Lives beyond the badge: Exploring the work-life balance of Special Weapons and Tactics (SWAT) operatives. *International Journal of Law and Politics Studies*, 6(3), 193–217. <https://doi.org/10.32996/ijlps.2024.6.3.16>
- Bishopp, S. A., Piquero, N. L., Worrall, J. L., & Piquero, A. R. (2018). Negative affective responses to stress among urban police officers: A general strain theory approach. *Deviant Behavior*, 40(6), 635–654. <https://doi.org/10.1080/01639625.2018.1438069>
- Bistis-Nadala, C. R. (2024). Nurturing resilience: The tapestry of Filipino values in communal strength. *Mental Health & Human Resilience International Journal*, 8(1), 1–4. <https://doi.org/10.23880/mhrj-16000238>
- Blumberg, D. M., Papazoglou, K., & Schlosser, M. D. (2020). Organizational solutions to the moral risks of policing. *International Journal of Environmental Research and Public Health*, 17(20), 7461. <https://doi.org/10.3390/ijerph17207461>
- Bocknek, E. L. (2020). A family systems perspective on father absence, presence, and engagement (pp. 105–120). In *Handbook of Father Involvement*. Springer, Cham. https://doi.org/10.1007/978-3-030-51027-5_7
- Bondarenko, O. O. (2023). Features of the planning of logistics support of multinational operations of the armed forces of the countries by NATO. *Честь і Закон*, 2(85), 72–79. <https://doi.org/10.33405/2078-7480/2023/2/85/282546>
- Charman, S., & Tyson, J. (2024). In the “too difficult” box? Organizational inflexibility as a driver of voluntary resignations of police officers in England and Wales. *Policing: A Journal of Policy and Practice*, 18. <https://doi.org/10.1093/polic/paad104>
- Conn, S. M. (2016). Stress in policing (pp. 393–399). In *Encyclopedia of Mental Health*. Academic Press. <https://doi.org/10.1016/B978-0-12-800951-2.00050-9>
- Conway, E. (2015). Perceived organizational support (pp. 1–2). In *International Encyclopedia of Organizational Behavior*. <https://doi.org/10.1002/9781118785317.wcom110285>
- Daud, Z., Husin, F. M., & Bakar, M. S. (2017). Improving employees' welfare (Working paper). Universiti Utara Malaysia Institutional Repository. <http://repo.uum.edu.my/23447/>
- Dil, N., Castiglioni, A., Kim, K., Aravind, N., & Torre, D. (2024). Use and implementation of focus groups. *Medical Teacher*, 46(3), 317–319. <https://doi.org/10.1080/0142159X.2024.2304451>
- Elgin, C. Z. (2020). The mark of a good informant. *Episteme*, 35(3), 319–331. <https://doi.org/10.1007/s12136-019-00418-9>
- Faulkner, B., Fuss, S., & Couperthwaite, L. M. Z. (2020). PTSD and other operational stress injuries among police officers: Empirical findings and reflections from clinical practice (pp. 129–168). In *Mental Health and Well-being in the Police Force*. Academic Press. <https://doi.org/10.1016/B978-0-12-817872-0.00009-4>
- Fegley, T. (2019). Institutional incentives and community policing. *SSRN Electronic Journal*. <https://doi.org/10.2139/ssrn.3503111>
- Goormans, I., Verbouw, A., & Vandeviver, C. (2024). More than just a scratch: A scoping review on physical and psychological consequences of violence against police. *Trauma, Violence, & Abuse*, 25(3), 2535–2551. <https://doi.org/10.1177/15248380231218290>
- Griffin, J., & Sun, I. (2022). A qualitative study of the impacts of work-family conflict on police officer stress (pp. 347–357). In *Police Work and Well-being*. Routledge. <https://doi.org/10.4324/9781003136965-32>
- Guillen, D. E. (2019). Investigación cualitativa: Método fenomenológico hermenéutico. *Propósitos y Representaciones*, 7(1), 201–229. <https://doi.org/10.20511/pyr2019.v7n1.267>
- Hall, R. A. (2022). Camouflage in the streets: Emergency powers, the military, and the Philippines' COVID-19 pandemic response. *Philippine Political Science Journal*, 43(2), 168–191. <https://doi.org/10.1163/2165025x-bja10036>
- Hu, H. (2022). Respect for authority (pp. 174–185). In *Respect and Responsibility*. Oxford University Press. <https://doi.org/10.1093/oso/9780197629482.003.0013>
- Huihuang, L. (2022). Policing supervision and panopticism. In L. Huihuang, *Petition Against the Police* (pp. 67–81). Springer Nature Singapore. https://doi.org/10.1007/978-981-19-0268-0_4
- Jang, S. J., & Agnew, R. (2015). Strain theories and crime (pp. 495–500). In *The Encyclopedia of Criminology and Criminal Justice*. <https://doi.org/10.1016/B978-0-08-097086-8.45088-9>
- Jarečić, B., & Radović, O. (2024). Work stressors and burnout syndrome among police officers. *Zbornik Radova Filozofskog Fakulteta*, 54(4), 319–336. <https://doi.org/10.5937/zrffp54-54747>
- Joshi, S., & Bansal, S. K. (2024). Effects of family dynamics on psychopathic traits and criminal tendencies among non-criminal people. *ShodhKosh: Journal of Visual and Performing Arts*, 5(1). <https://doi.org/10.29121/shodhkoshy.v5.i1.2024.1734>
- Kabiri, S., Donner, C. M., Maddahi, J., Shadmanfaat, S. M. (Shamila), & Hardyns, W. (2024). How general is general strain theory? An inquiry of workplace deviance in Iran. *International Criminal Justice Review*, 34(2), 147–164. <https://doi.org/10.1177/10575677231172833>
- Kadioglu, P., & Jalkebro, R. (2023). The Bangsamoro impasse: Islamic extremism, state violence, and other spoilers to the peace process. *Journal of Terrorism and Radicalization Studies*, 1(1), 74–110. <https://doi.org/10.29228/trad.20>
- Kameda-Madar, K. (2022). Policing and stress (pp. 78–89). In *Critical Issues in Policing*. Policy Press. <https://doi.org/10.1332/policypress/9781447360834.003.0006>
- Kelter, B. M., Shepler, L. J., Ni, P., Kazis, L. E., Stewart, B. T., Ryan, C. M., & Schneider, J. C. (2022). 125 Community socioeconomic status is associated with social participation outcomes. *Journal of Burn Care & Research*, 43(Supplement_1), S82. <https://doi.org/10.1093/jbcr/irac012.127>
- Meretukova, M. A., Khakonova, I. B., & Shadzhe, M. G. (2023). Psychological features and individual-personal factors of behavior of law enforcement staff in stress situations. *Human Capital*, 3(171), 238–245. <https://doi.org/10.25629/HIC.2023.03.26>
- Knutson, J. F., DeGarmo, D. S., & Reid, J. B. (2004). Social disadvantage and neglectful parenting as precursors to the development of antisocial and aggressive child behavior: Testing a theoretical model. *Aggressive Behavior*, 30(3), 187–205. <https://doi.org/10.1002/ab.20016>
- Kuntz, J., Malinen, S., & Näswall, K. (2017). Employee resilience: Directions for resilience development. *Consulting Psychology Journal: Practice and Research*, 69(3), 223–242. <https://doi.org/10.1037/cpb0000097>
- Langenhof, M. R., & Komdeur, J. (2018). Why and how the early-life environment affects development of coping behaviours. *Behavioral Ecology and Sociobiology*, 72(3), 34. <https://doi.org/10.1007/s00265-018-2452-3>
- Lindheim, T. (2022). Participant validation: A strategy to strengthen the trustworthiness of your study and address ethical concerns (pp. 225–239). In *Ethical Considerations in Qualitative Research*. https://doi.org/10.1007/978-3-030-90769-3_13
- Lu, G. (n.d.). Psychological conflicts of impoverished university students: A perspective from Maslow's need hierarchy theory. *Xinli Xueue*. <https://doi.org/10.3969/j.issn.1004-5856.2006.12.027>
- Malik, S. A., Nawab, S., & Shafi, K. (2023). Saving the moral self: Unethical leadership and employee behaviors – a moral cleansing perspective. *European Journal of Management and Business Economics*, 32(3), 370–387. <https://doi.org/10.1108/EJMBE-03-2021-0085>
- Manokha, I. (2018). Surveillance, panopticism, and self-discipline in the digital age. *Surveillance & Society*, 16(2), 219–237. <https://doi.org/10.24908/ss.v16i2.8346>
- Marwa, M., Utami, W., & Azzahra, W. (2024). Pengaruh fatherless terhadap perilaku agresif verbal dan nonverbal siswa kelas XI di SMK X Kediri. *JTIPIGC*, 1(2), 64–74. <https://doi.org/10.33367/jtipgc.v1i2.6232>
- Masiya, T., Makhabane, M., & Lubinga, S. (2024). Consequences of political interference on the professionalism of the Lesotho Defence Force: Military professionalism. *International Journal of Humanities Education and Social Sciences (IJHES)*, 4(2). <https://doi.org/10.55227/ijhess.v4i2.1247>
- Meini, B. (2024). Community policing philosophy. *The Journal of Contemporary Sociological Issues*, 4(2), 184. <https://doi.org/10.19184/csi.v4i2.47676>
- Morris, G., & Walley, P. (2021). Implementing failure demand reduction as part of a demand management strategy. *Public Money & Management*, 1–10. <https://doi.org/10.1080/09540962.2021.1978163>
- Mustofa, A. Z. (2022). Hierarchy of human needs: A humanistic psychology approach of Abraham Maslow. *Kawanua International Journal of Multicultural Studies*, 3(2), 30–35. <https://doi.org/10.30984/kijms.v3i2.282>
- Paterson, A. (2021). Keeping well. *Coping*. In A. Paterson, *Trauma and Resilience in Contemporary Australian Policing* (pp. 83–113). Springer Singapore. https://doi.org/10.1007/978-981-16-4416-0_5
- Peck, J. H. (2015). General Strain Theory. <https://doi.org/10.1002/9781118519639.wbecpx042>
- Peck, J. H. (2015). General strain theory. In W. G. Jennings (Ed.), *The Encyclopedia of Crime and Punishment* (1st ed., pp. 1–5). Wiley. <https://doi.org/10.1002/9781118519639.wbecpx042>
- Pervan, S. J., & Bove, L. L. (2016). Examining the public's desire to punish socially stigmatized service workers in crisis: Can empathy buffer anger? In *Marketing at the Confluence between Entertainment and Analytics* (pp. 293–297). Springer. https://doi.org/10.1007/978-3-319-19428-8_75
- Prysmakova, P., & Vandenebelee, W. (2020). Enjoying police duties: Public service motivation and job satisfaction. *Journal of Police and Criminal Psychology*, 35(3), 304–317. <https://doi.org/10.1007/s11896-019-09324-7>
- Rahmatulah, D., Sununtari, M., & Kliček, T. (2025). Impression management in building personal branding Marco Randy. *INJECT: Interdisciplinary Journal of Communication*, 9(2), 315–328. <https://doi.org/10.18326/inject.v9i2.2165>
- Resurrección, N. M. (2024). Quality of life and resilience as predictors of mental health among police officers. *International Journal of Research and Innovation in Social Science*, 8(8), 4598–4646. <https://doi.org/10.47772/ijriss.2024.8080353>
- Reynolds, P. D., & Hicks, J. (2015). 'There is no justice in a police department': A phenomenological study of police experiences. *Police Practice and Research*, 16(6), 469–484. <https://doi.org/10.1080/15614263.2014.931229>

- Ricciardelli, R., & Johnston, M. S. (2022). Police mental health and wellness. In R. Ricciardelli & M. S. Johnston, Oxford Research Encyclopedia of Criminology and Criminal Justice. Oxford University Press. <https://doi.org/10.1093/acrefore/9780190264079.013.752>
- Santhiapillai, F. P., & Ratnayake, R. M. C. (2020). On the need of functional priority and failure risk assessment to optimize human resource allocation in public service organizations. In *Advances in Production Management Systems* (pp. 379–386). Springer. https://doi.org/10.1007/978-3-030-57997-5_44
- Shim, H. S., Jo, Y., & Hoover, L. T. (2015). A test of general strain theory on police officers' turnover intention. *Asian Journal of Criminology*, 10(1), 43–62. <https://doi.org/10.1007/s11417-015-9208-z>
- Simmons-Beauchamp, B., & Sharpe, H. (2022). The moral injury of ineffective police leadership: A perspective. *Frontiers in Psychology*, 13. <https://doi.org/10.3389/fpsyg.2022.766237>
- Singh, T., & Behera, M. P. (2016). Application of the Maslow's hierarchy of need theory: Impacts and implications on employee's career stages. *Training and Development Journal*, 7(2), 43–52. <https://doi.org/10.5958/2231-069X.2016.00007.X>
- Sorongon, C. G., & Madrigal, D. (2024). Socio-economic demographics and health status of the residents of a hinterland community in Negros Island, Philippines. *Technium Social Sciences Journal*, 60, 309–329. <https://doi.org/10.47577/tssj.v60i1.11540>
- Sousa, B., Mendes, G., Gonçalves, T., Oliveira, C., Figueiredo, M. J., Costa, P., & Maia, Â. (2023). Bringing a uniform home: A qualitative study on police officer's work-family balance perspective! *Journal of Police and Criminal Psychology*, 38(4), 1025–1043. <https://doi.org/10.1007/s11896-023-09619-w>
- Ștefan, S. C., Popa, Ștefan C., & Albu, C. F. (2020). Implications of Maslow's hierarchy of needs theory on healthcare employees' performance. *Transylvanian Review of Administrative Sciences*, 16(59), 124–143. <https://doi.org/10.24193/tras.59e.7>
- Stoll, O. (2018). Maladaptive Bewältigungsstrategien im Sport. In *Sportpsychologie* (pp. 467–487). Springer. https://doi.org/10.1007/978-3-662-49322-9_23
- Syed, S., Ashwick, R., Schlosser, M., Jones, R. M., Rowe, S., & Billings, J. (2020). Global prevalence and risk factors for mental health problems in police personnel: A systematic review and meta-analysis. *Occupational and Environmental Medicine*, 77(11), 737–747. <https://doi.org/10.1136/oemed-2020-106498>
- Tang, H., An, S., Zhang, L., Xiao, Y., & Li, X. (2024). The antecedents and outcomes of public service motivation: A meta-analysis using the job demands-resources model. *Behavioral Sciences*, 14(10), 861. <https://doi.org/10.3390/bs14100861>
- TenEyck, M., Knox, K. N., & El Sayed, S. A. (2021). Absent father timing and its impact on adolescent and adult criminal behavior. *American Journal of Criminal Justice*, 1–25. <https://doi.org/10.1007/s12103-021-09640-x>
- Trinidad, J. E. (2024). Organizing organizational theory: Current foundations, future directions (Preprint). SocArXiv. <https://doi.org/10.31235/osf.io/93rdf>
- Turgoose, D., Glover, N., & Maddox, L. (2020). Burnout and the psychological impact of policing: Trends and coping strategies. In *Police Psychology* (pp. 63–86). Academic Press. <https://doi.org/10.1016/b978-0-12-816544-7.00004-8>
- Ueda, I., Sakuma, A., Takahashi, Y., Shoji, W., Nagao, A., Abe, M., Suzuki, Y., Matsuoka, H., & Matsumoto, K. (2017). Criticism by community people and poor workplace communication as risk factors for the mental health of local welfare workers after the Great East Japan Earthquake: A cross-sectional study. *PLOS ONE*, 12(11). <https://doi.org/10.1371/journal.pone.0185930>
- Ulum, M., & Fauzi, A. (2023). Behaviorism theory and its implications for learning. *Journal of Insan Mulia Education*, 1(2), 53–57. <https://doi.org/10.59923/joinme.v1i2.41>
- United Nations Department of Economic and Social Affairs. (2022). The Sustainable Development Goals Report 2022. United Nations. <https://doi.org/10.18356/9789210018098>
- Upadhyaya, C. (2015). Application of the Maslow's hierarchy of need theory: impacts and implications on organizational culture, human resource and employee's performance. *International Journal of Education and Management Studies*, 4(4), 353–356. <https://tinyurl.com/3v2bmxtb>
- van Gelderen, B. R., & Bik, L. W. (2016). Affective organizational commitment, work engagement and service performance among police officers. *Policing: An International Journal of Police Strategies & Management*, 39(1), 206–221. <https://doi.org/10.1108/pijpsm-10-2015-0123>
- Jurczyk, M. (2022). Relation between the sense of strain, social control, differential associations and juvenile delinquency amongst adolescents: An empirical test of Robert Agnew's general strain theory (Preprint). Research Square. <https://doi.org/10.21203/rs.3.rs-1252590/v1>
- Virlan, M., & Dița, M. (2024). Maladaptive behavior and psychological safety at the workplace. *Vector European: Revistă Științifico-Practică*, 2, 241–244. <https://doi.org/10.52507/2345-1106.2024-2.42>
- Wirawan, H., Koesbardiati, T., & Sutinah, S. (2024). Institutional and social pressure in violating the police code of ethics. *Jurnal Ilmu Kepolisian*, 18(3), 331–352. <https://doi.org/10.35879/jik.v18i3.470>
- Zech, S. T., & Eastin, J. (2021). The household economics of counterinsurgency. *Defence and Peace Economics*, 32(2), 220–239. <https://doi.org/10.1080/10242694.2019.1688591>
- Zhao, M. (2024). Strategies for improving performance and motivation among academic staff in higher education. *Pacific International Journal*, 7(1), 73–80. <https://doi.org/10.55014/pij.v7i1.522>
- Zheng, Z., Gu, S., Lei, Y., Lu, S., Wang, W., Li, Y., & Wang, F. (2016). Safety needs mediate stressful events induced mental disorders. *Neural Plasticity*, 2016, 8058093. <https://doi.org/10.1155/2016/8058093>
- Zuliani, S., Triyuliasari, A., & Iswinarti, I. (2024). Differences in the impact of fatherlessness based on developmental age stages: A systematic review. *Jurnal Psikologi dan Konseling West Science*, 2(04), 346–354. <https://doi.org/10.58812/jpkws.v2i04.1770>