

## The Motivation in Becoming and Remaining in the Police Service and Gender – Related Problems of Policewomen in Western Batangas

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**Abstract** - As the police force performs important functions in society, men and women alike are attracted to enter this job. However, it can be noted that there is a preponderance of male over female in the police service which is true in the Philippines. With this scenario, female police officers may have experienced difficulties in performing their duties and responsibilities.

The study surveyed the profile, motivation to enter the police service, work motivation, gender – related problems and its perceived effect to the job performance of policewomen from five municipalities in Western Batangas, Philippines. It used descriptive research method with questionnaire as data – gathering instrument back –up with interviews.

There were only 14 female police officers mostly young, married, bachelor's degree holder, had been in the service for 1-5 years and were PO1. They were motivated to enter and remain in the police service because of the police uniform, service to country men, and implementation of law and justice. Gender – related problems they experienced were perceived to be affecting their performance to the least extent as they received very satisfactory job performance rating. Conclusions reached were that female police officers were motivated to enter and remain in the service for different reasons and most did not feel discriminated.

**Keywords** - gender equality, gender sensitivity, employees' motivation, policewoman, descriptive study, Philippines

### I. INTRODUCTION

The law enforcers make up the first pillar of the criminal justice system in the Philippines. They perform many functions vital to promoting peace and order. In cognizant of these very important functions, the 1987 Constitution of the Philippines mandated the creation of a police agency and thus, Republic Act No. 6975 was enacted creating the Philippine National Police. Among the important functions of the PNP are to enforce laws and ordinances, maintain peace and order, ensure public safety and investigate and prevent crimes.

It is because of these functions that men and women alike are attracted to enter the Philippine National Police. However, it can be noted that there is a preponderance of male over female in the police service in the Philippines. Policewomen may be outnumbered by policemen but their capabilities should not be doubted. In addition, there are many sensitive cases and police services that require the capabilities of policewomen, thus they are needed in the PNP to enhance the delivery of quality service. This was underscored in Republic Act 8551 which was passed amending R.A. 6975. With the mandated improvement in PNP structure to establish women's desks in all police stations throughout the country, R.A. 8551 required all municipalities and cities to prioritize the recruitment of policewomen in the PNP. These policewomen will attend to cases involving crimes against chastity, sexual harassment, abuses committed against women and children and other similar offenses. With this provision, it can be expected that more female will enter the police service.

It is along this line of thought that this study was conducted. The study aimed to gather data about the motivation of female in entering the police service and

what made them stay. Likewise, as part of the organization in which there are more male than female, police women may have experienced difficulties in performing their duties and responsibilities. These data would provide better insights on policewomen which may be used in encouraging more female to become policewomen and promote quality service.

### II. FRAMEWORK

People entered a profession for different reasons. For the police profession, research shows that the motivations include opportunity to serve women and children (Moradian, 2012), help others, job benefits, and security (Raganella & White, 2004). Once in a specific profession or job, a very significant factor in the performance and retention of employees is their work motivation and its strength. Work motivation refers to the set of internal energy and external forces that cause an employee to choose a course of action and engage in certain behaviours (Newstrom, 2007). Internal factors include among others physiological needs, personal drives, and abilities whereas external factors include organizational culture and environment. This means that there are factors both internal and external which can be used to direct the action of employee towards increased productivity and the attainment of organizational goals.

Along with work motivation, diversity has an impact on employee's performance. Diversity means the presence of differences in the work place and is manifested in the daily work challenges faced by minorities and women which can range from misunderstandings, lack of sensitivity, limited professional advancement to even outright sexual harassment and discrimination (Schermerhorn, 2010).

Relevant to this, the study of de Guzman and Frank (2004) indicated that the greatest problems faced by women officers involved perceptions of their stereotypical roles, wherein they believed that their physical capabilities were underestimated and assigned less challenging assignments or positions.

According to Schermerhorn (2010), organizational subcultures also affect the employees' job performance. Subcultures are cultures common to groups of people with similar values and beliefs based on shared work responsibilities and personal characteristics. One of these subcultures relevant to the study is the gender subcultures. This gender subculture, , is composed of either a male group working together forming their own group culture and a competitive atmosphere, or women working together also forming a different culture, both can complicate the work place.

## II. OBJECTIVES OF THE STUDY

This study investigated the motivations and gender – related problems of policewomen in select municipalities of Western Batangas, Philippines. Specifically, the study attempted to describe the respondents profile in terms of age, civil status, highest educational attainment, length of service and police rank. Further, it collected and examined the respondents' motivations of becoming a police officer. The study also gathered their reasons in remaining in the Philippine National Police service. As an important part of the research, the self – reported gender – related problems experienced by the respondents in the discharge of their duties and responsibilities were presented, and their perceptions on the effect of these gender-related problems on their job performance were investigated.

## III. METHODOLOGY

This study used the descriptive survey method as this method was deemed appropriate to accomplish the objectives of the study of describing the demographic profile of the policewomen, their motivations of becoming a police officer, their reasons in remaining in the Philippine National Police service, the gender – related problems they experienced and their perceived effect in the discharge of their duties and responsibilities. The respondents were composed of 14 policewomen from the municipalities of Balayan (4), Calatagan (3), Lian (2), Nasugbu (3) and Tuy (2). There was a total 110 police officers in these towns at the time of the study and only 15 were female but only 14 of them participated in the study.

Data needed in the study were gathered through the administration of a researcher – made questionnaire and interviews. The questionnaire is composed of four parts. The first part aimed to gather the profile of the respondents. The second part dealt with the survey of the respondents' motivations in becoming a police officer and there were 8 items to which respondents gave the intensity of their responses. The third part is about their reasons in staying in the police service which was composed of 10 items. The fourth part surveyed the gender – related problems respondents encountered in the discharge of their police duties and

responsibilities and their perceptions on the effect of these problems. For the interpretation of the responses of the respondents, the intensity of their responses was interpreted following the mean ranges with their corresponding verbal interpretations as follows:

Options	Scale Ratings	Verbal Interpretations
5	4.60 – 5.49	To a very great extent
4	3.70 – 4.59	To a great extent
3	2.80 – 3.69	To a moderate extent
2	1.90 – 2.79	To some extent
1	1.00 – 1.89	To the least extent

The questionnaire was distributed to the respondents who were chosen purposively after the request to conduct the study was approved. It took two months to retrieve the survey questionnaire taking into consideration the relative distance of each municipality and the fact that the police officers were on duty on different shift. After the questionnaires were retrieved, data collected were tallied, analyzed and interpreted. Frequency, percentage, ranking, and weighted mean were the statistical tools used to answer the problems raised in the study.

## IV. RESULTS AND DISCUSSION

### A. Demographic Profile of the Respondents

This study included a description of the profile of the respondents. In terms of age, it was found that six or 40 percent belonged to 26 – 30 years old age bracket, five or 33.33 percent were 31 – 35 years old, three or 20 percent were 21- 25 years old and one was aged 36 – 40 years old. The data reveals that majority of the respondents are relatively young. This could be attributed to the fact that being a police officer is not a common career option of Filipina women and that the profession is dominated by male hence it was only in the latter years of the 20th century that a few women were interested in joining the police force.

Data on civil status showed that ten female police officers were married and five were still single. For their highest educational attainment, all respondents were noted to be holder of bachelor's degree and were not enrolled in post graduate degree for some reasons, one of which was the remoteness of their station from any college or university offering degree relevant to their undergraduate degree and their present job as gathered through interview.

For the length of service, 10 or 66.66 percent had 1-5 years of service as police officers, three or 20 percent had 6 -10 years of service while two or 13.33 percent had 11 -15 years of service which showed that majority of them had been employed in the police service for relatively short period of time. With respect to police rank, 9 respondents or 60 percent were Police Officer 1; three or 20 percent were Police Officer 3; two or 13.33 percent were police officer 2 and one had a rank of SPO1.

### B. Motivation in Becoming a Police Officer

Table 1 presents the motivations of respondents in becoming a police officer.

Table 1. Motivations for Becoming Police Officers

Motivation	WM	VI	Rank
1. Becoming a police officer is my dream	3.93	GE	5
2. Wearing the police uniform and badge	4.86	VGE	1.5
3. Serving my countrymen	4.86	VGE	1.5
4. Fulfilling my parents' dream	3.10	ME	7
5. Job vacancy for police officers in the PNP	3.20	ME	6
6. Having authority and power	3.00	ME	8
7. Implementing the law	4.13	GE	4
8. Seeing justice is done	4.60	VGE	3

WM – Weighted Mean; VI – Verbal Interpretation  
Scale: To a very great extent (VGE): 4.60 – 5.49; To a great extent (GE): 3.70 – 4.59; To a moderate extent (ME): 2.80 – 3.69; To some extent (SE): 1.90 – 2.79; To the least extent (LE): 1.00 – 1.89

The study disclosed 8 items perceived by the respondents as their motivation in becoming a police officer. The table shows that respondents were motivated to a very great extent to become police officers because they like wearing the police uniform. This item is one of the two items that obtained the highest weighted mean of 4.86. This means that the respondents recognized the effect and the image of projection of wearing the police uniform. People would be expected to admire police officers wearing the police uniform because of the authority and dignity the uniform projects which is enhanced by the officers good bearing and poise as a result of their training thus they carry themselves well in uniform.

Sharing the highest weighted mean of 4.86, respondents disclosed that they were also motivated to a great extent by their desire to serve their countrymen which shows respondents sense of responsibility as citizen of this country. Mindful of the peace and order situation in their locality and the whole country, the respondents may view that being a police officer would enable them to help other people and contribute to the aspirations of peaceful society.

Respondents divulged that they were also motivated to a very great extent because they want to see justice done which garnered a weighted mean of 4.60 and in second rank among the 8 items. This motivation reflected their strong desire of promoting peace and order through the implementation of justice in society which is closely associated with the other motivation of serving their countrymen.

The respondents were also motivated to a great extent to enter the police service as being a police officer is their dream which was rated with a weighted mean of 3.93. This motivation stressed that being a police officer was the respondents' personal choice and decisions. Being so, it could be expected that they would be discharging their duties and responsibilities as police officers with commitment and dedication no matter what the odds are.

Following next in the ranking was that the respondents were motivated to become police officers because they would like to implement the law. By entering the police service, this goal could be attained as police officers are mandated to implement the law and promote peace and order.

Other items like the perceived job vacancy for police officers in the PNP, fulfilling their parents' dream, and having authority and power were perceived as having motivated them to a moderate extent to have a police career. These items obtained a rating of 3.20, 3.10 and 3.0 respectively. With respect to the job vacancy in the PNP, female police officers are needed in the women's desk/section and other police office works accentuating the consideration given by the PNP on the condition of the victims finding solace in the police system. As for fulfilling their parent's dream, this implies that their parent's have high regard for the police profession and maybe former police officers hence giving them a push to become police officers also. Having authority and power was perceived the least that motivated the respondents which may apparently show that they have noble purpose for being a police officer.

### C. Motivations for Staying in the Philippine National Police Service

After investigating the respondents' motivation of becoming police officers, the study vertically examined their motivations for staying in the service which are discussed as follows.

Table 2. Motivations for Staying in the PNP Service

Reasons	WM	VI	Rank
1. I enjoy what I am doing as a police officer	4.86	VGE	3
2. I like wearing the police uniform and badge	5.00	VGE	1
3. I like to serve my countrymen	4.93	VGE	2
4. I am fulfilling my parents' dream	3.26	ME	9
5. I am satisfied with the police compensation package	4.06	GE	8
6. I like having authority and power	2.80	ME	10
7. I like to implement the law	4.73	VGE	4
8. I want to see justice done.	4.66	VGE	5
9. I am challenged by the demands of the job	4.33	GE	7
10. I like the respect/courtesy accorded to me as police officer.	4.40	GE	6

WM – Weighted Mean; VI – Verbal Interpretation  
Scale: To a very great extent (VGE): 4.60 – 5.49; To a great extent (GE): 3.70 – 4.59; To a moderate extent (ME): 2.80 – 3.69; To some extent (SE): 1.90 – 2.79; To the least extent (LE): 1.00 – 1.89

All respondents revealed that they were motivated to a very great extent to stay in the service because of the police uniform they wear. This item was rated 5 by all respondents resulting to a weighted mean of 5.0 also which is in first rank. This rating implies pride and satisfaction in wearing the police uniform among the respondents which could be taken as a consequence of the respect accorded to them by virtue of the authority and power emanated by the uniform. In second rank, serving their countrymen served not only as motivation but also as one of their main reasons in staying in the police service. This item stressed further the respondents' sense of responsibility towards their

countrymen and their understanding of the rationale of the PNP.

Likewise, all respondents revealed that were motivated to stay as policewomen because they enjoyed to a very great extent what they were doing as police officer. This item which is in third rank was rated with a weighted mean of 4.86. This rating denotes that job satisfaction among the respondents which is important in doing the job effectively and efficiently.

Following in fourth rank, respondents claimed the desire to implement the law as one of the motivations in staying in the service. This obtained a weighted mean of 7.73 verbally interpreted to a very great extent. Implementing the law may mean that they have felt their influence over other people and the peace and order situation and this becomes one of the reasons for continuing in the police service. Trailing in fifth rank, respondents divulged that seeing justice done also influenced them to a very great extent to stay in the service. This connotes that seeing justice done gives them personal job satisfaction and pride in being a police officer hence considered as a compelling reason for continuing in the police service.

In sixth rank, respondents made it known that the respect and courtesy accorded to them as police officer likewise motivated them to a very great extent to remain in the police service. Respect from other people might lead to job satisfaction especially if one perceives that the respect is due to a job well.

The reason occupying the seventh rank with a weighted mean of 4.33 verbally interpreted to a great extent was that respondents were challenged by the demand of the job. This means that the respondents faced up challenging situation in the discharge of their duties and responsibilities as police officer and they found them invigorating.

In the eighth rank, respondents indicated that they stayed in the service to a great extent because they were satisfied with the police compensation package as indicated by the rating of 4.06. This means that they perceived their compensation package as appropriate and satisfactory.

The motivation for staying in the service perceived to a moderate extent only was fulfilling their parents' dream which was rated 3.26 and occupying the second to the last rank. In the last rank was the item that they liked having authority and power which was rated 2.80 and interpreted to a moderate extent also. It would seem that their parents' influence on their decision to stay in the police service diminished consequently as they experienced the challenging environment of being a police officer. Further, the appeal of having authority and power was overcome by the sense of responsibility as revealed by the respondents' main reasons for staying in the service.

#### **D. Gender – Related Problems and Performance Rating**

The study also tried to identify the gender-related problems that might be experienced by the respondents. These problems were perceived as affecting them and their discharge of their duties and responsibilities

minimally as they were rated 1.2 – 2.13 interpreted in the range of “*to the least extent – to some extent*”.

One of these problems was related to the wearing of a skirt instead of pants. Interviewed revealed that they experienced difficulty in movement when wearing skirts hence this was perceived as a problem. Another gender – related problem revealed by the respondents was being delegated to do simple or light tasks. As they have the self confidence that they possess the skills needed to become police officers, they believe that they can contribute better to the service if they would be given or would were assigned heavy or complicated tasks. Through exposure to various police works, respondents disclosed that they would be able to take advantage of their education and training.

A few respondents also indicated that they felt that were pressured by their male peers to remain subordinates through a variety of verbal and non-verbal cues. Some respondents also felt that they are not treated as equal by policemen and that their superior and colleague had serious reservation about their ability to perform well in a violent situation. They also perceived that they are not trusted to do heavy or difficult task with weighted mean. Likewise, a few said that some citizens involved in crimes and other related cases seemed to treat them with lower level of respect compared to male officers. In addition, they felt that were frequently denied information, and alliances protection necessary for their success in the department. Finally, they claimed that they were expected to perform below that a policeman and some of them were not accepted as police officers by their colleagues.

In spite of the perceived gender-related problems, it was noted that all of the respondents received a very satisfactory job performance rating ranging from 81% to 89% in the past 3 years (2007-2010). Although there were gender – related problems, it can be said that these policewomen tried hard to perform their duties and responsibilities as policewomen.

#### **V. CONCLUSIONS**

The findings of the study culminated in the following conclusions. With respect to profile, it was deduced that majority of the respondents were in their late twenties as they belong to the age bracket of 26-30 years old, married, had Bachelor's degree, had been in the service for 1-5 years and with a rank of Police Officer 1.

With respect to motivation in becoming a police officer, it was concluded that they were primarily motivated because of the appeal and authority projected by the police uniform and for the service of their countrymen. With reference to reasons for staying in the service, the findings of the study showed that the same reasons motivated the respondents to stay in the service.

The findings of the study reveal some gender-related problems experienced by the respondents which were all perceived to be affecting their job performance to the least extent only as their performance were all very satisfactory.

#### **VI. RECOMMENDATIONS**

Based on the findings of the study, the following recommendations were hereby advanced. Female

policewoman should be empowered by encouraging them to pursue relevant post graduate degree and involving them more extensively in police works. These initiatives may help them earn more credits for promotion and improve their police rank which may encourage more female to enter the police service. Likewise, qualified female should be encouraged to consider a career as a policewoman as there are many who recognize their role in promoting peace and order. Further, more seminars on gender sensitivity and gender equality should be conducted to instil its awareness which may promote better performance among policeman, male and female alike. This gender sensitivity program may also encourage more female to join the police service and likewise stay in the service and be active partners in providing quality service.

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