

The well-being of police officers: Navigating resilience, optimizing strength



Dolores R. Bersamina^a | Aurora R. Quero^a ✉

^aUniversity of Northern Philippines – Vigan, Philippines.

Abstract Police officers often face intense pressure and demanding situations that can take a toll on their overall well-being. This study looked into how officers in Region 1, Philippines, are doing in terms of physical health, emotional stability, mental clarity, social support, and satisfaction with their work. Using a survey answered by 383 officers, the results showed that most feel mentally sharp, socially connected, and satisfied with their jobs. However, some also experience physical tiredness, emotional stress, and challenges in maintaining work-life balance. Most of the officers are young, male, college-educated, and earn a modest monthly income, with many also identifying as religious. While the overall picture is positive, the study points out that behind the strong front, officers need more support—especially in managing stress and staying healthy. To help, the study suggests programs focused on building leadership and emotional strength, offering support for families, improving access to mental health resources, and encouraging healthy lifestyles. By taking care of their well-being, officers will be better equipped to serve their communities and sustain a fulfilling career in law enforcement.

Keywords: resilience, work-life balance, police officers, mental health, wellness program

1. Introduction

Globally, police officers face increasingly complex challenges that expose them to hazardous situations, traumatic events, and chronic stress, often resulting in depression, anxiety, PTSD, and other health risks (Syed et al., 2023; Maes et al., 2022). International research highlights the importance of organizational and social support in mitigating these effects, with resources such as resilience training, strong leadership, and psychological services shown to enhance well-being and job performance (Berg et al., 2016; Papazoglou & Andersen, 2014). These concerns align with the United Nations' Sustainable Development Goals (SDGs), particularly Goal 3 on health and well-being and Goal 16 on peace and justice, which underscore the protection of frontline workers.

In the Philippines, despite the Philippine National Police's (PNP) sizeable workforce of over 228,000 personnel, wellness support remains limited. Reports of mental health referrals, administrative cases linked to stress and burnout, and tragic incidents—including cases of police-on-police violence—reflect the urgency of addressing officer well-being (PNP, 2024; Villeza, 2023; GMA Regional TV, 2023). While studies in other regions of the country have documented physical health issues such as hypertension and obesity as well as mental health concerns (Manila Bulletin, 2023; PNP Regional Health Service, 2023), systematic evidence in Region 1 remains scarce. The Narvacan, Ilocos Sur incident, where emotional stress culminated in a fatal shooting, starkly illustrates this gap.

Against this backdrop, the present study seeks to examine the well-being of police officers in Region 1, providing evidence-based insights that can inform localized, sustainable, and context-sensitive wellness programs. By doing so, it bridges the gap between global frameworks and local realities, promoting resilience, job satisfaction, and holistic health among law enforcement officers.

1.1. Review of Related Literatures

This research is based on a comprehensive, multidisciplinary framework that incorporates six interconnected theories: Sociobiological Theory, the Job Demands-Resources (JD-R) Model, Social Support Theory, Organizational Justice Theory, Transformational Leadership Theory, and Resilience Theory. Together, these theories provide a thorough framework for comprehending, evaluating, and improving police officers' well-being by looking at the social, organizational, psychological, and biological factors that influence their experiences.

Sociobiology theory gives a biological explanation for conduct in a Darwinian fashion by contending that some survival reactions are of biological nature, e.g., increased alertness or affect regulation. The natural inclinations are helpful in danger situations but are dangerous if constantly triggered in stressful environments, e.g., law enforcement. This is especially relevant



in a Purisima et al. (2023) study that found the top illnesses and causes of mortality in the Ilocos Sur villages to be heart attacks and hypertension.

The JD-R Model focuses on workplace resource-need relationships. Policing's intense demands, e.g., nonstandard shifts, high levels of trauma exposure, and administrative tasks, can lead to burnout and mental illness (Hu et al., 2019) but when officers are provided with the appropriate support— e.g., autonomy, training, mentoring, or wellness programs—motivation and resilience are strengthened (Bakker & de Vries, 2020). Given the low community well-being ratings linked to healthy living, Purisima et al.'s research from 2023 emphasizes the significance of wellness initiatives for both individuals and organizations to improve police officers' health.

The Social Support Theory places a lot of emphasis on how relationships can lower stress and increase resilience. This study supports investigating the effects of officers' families, peers, and communities on their well-being. The work of Bobita and Talbo (2023) reinforces this idea by revealing the emotional and psychological strain experienced by the spouses of uniformed personnel, who also navigate their anxieties, stress, and moments of breakdown. However, their coping mechanisms—such as strong faith and understanding of the nature of police work—highlight the indirect resilience that supports frontline officers. Law enforcement agencies can build stronger, more emotionally equipped support systems around their personnel by acknowledging and involving families in wellness efforts.

From an internal workplace lens, Organizational Justice Theory explains how perceptions of fairness impact morale, trust, and psychological safety. Officers who feel respected and involved in decision-making are more likely to be engaged and committed (Myhill & Bradford, 2019). This focus on equity also aligns with the findings of Bobita and Talbo (2023), who found that wives of military members wanted more supportive and inclusive activities that recognized their sacrifices and duties. The officers' well-being is improved, and their domestic support network is reinforced when families are incorporated into the institutional justice culture.

Transformational Leadership Theory brings to light the critical role of leadership in shaping organizational climate. Leaders who communicate their goals, demonstrate empathy, and give each employee attention can motivate staff members and avoid burnout (Arnold et al., 2021). This leadership style cultivates community and trust to bridge the gap between institutional goals and human realities. His theme aligns with the Ilocos Sur community's high "sense of community" and "safety and security" indicators (Purisima et al., 2023). In police organizations, transformational leadership that adheres to these principles may produce better well-being outcomes.

Finally, resilience theory takes into account all possible viewpoints. It acknowledges that resilience is a dynamic talent influenced by internal coping strategies and external support rather than merely a personal attribute. It is necessary to put in place programs that encourage social interaction, stress reduction, and emotional control. Officers can build and train resilience, especially if they have access to psychological resources and a culture supporting mental health (Arnetz et al., 2019) West et al. (2020). Resilience is social and personal, as demonstrated by the adaptive coping strategies used by wives of uniformed personnel (Bobita & Talbo, 2023), such as spiritual grounding and understanding.

1.2. Objectives of the Study

By looking at contextual and personal factors, this study sought to describe the well-being of police officers in region 1 thoroughly. Specifically, it sought to: 1) determine the profile of the respondents in terms of: a) personal factors – age, sex, civil status, highest educational attainment, net monthly salary income, years in service, present rank, medical condition, work assignment and religious affiliation; and b) established family factors – occupation/source of income of spouse, net monthly income of spouse, number of child/ren, number of child/ren in school, number of working child/ren and family status; 2) assess the level of well-being of police officers in terms of the following dimensions: a) physical well-being; b) emotional well-being; c) mental well-being; d) social well-being; e) work satisfaction; and 3) develop a proposed intervention program designed to enhance the physical, emotional, mental, social, and work-related well-being of police officers in Region 1.

2. Methods

This quantitative descriptive study assessed the well-being of 383 uniformed police officers in Region 1, Philippines, using stratified random sampling to ensure representation across provinces. Data were gathered through a two-part researcher-made questionnaire covering demographic profile and well-being dimensions (physical, emotional, mental, social, and work satisfaction), rated on a five-point Likert scale. The instrument was rigorously content-validated by three experts—a nursing professor, a psychologist, and a police administrator—who assessed each item's relevance, clarity, and simplicity. Item-level and scale-level Content Validity Indices were computed, resulting in an S-CVI of 4.79 ("Very High"); items with low scores were revised accordingly. Although no pilot test or formal construct validation was conducted due to time and resource limitations, the expert validation process ensured the instrument's appropriateness for the present study, and further psychometric testing is recommended in future research. Permissions were secured from the PNP Regional Office 1 and the University Ethics Review Committee, and informed consent was obtained from all respondents. Data were analyzed using

descriptive statistics for profiles and well-being levels, and correlation and regression analyses to determine relationships among variables, with strict adherence to ethical standards of confidentiality and voluntary participation.

3. Results and Discussion

This study provides a comprehensive analysis of the officers' profile, focusing on personal and established family factors. The findings also delve into the level of well-being across key dimensions: physical, emotional, mental, social, and work satisfaction. These insights reveal critical connections between demographic and familial contexts and their impact on the holistic well-being of police officers, offering a deeper understanding of the factors that influence their resilience and overall quality of life.

3.1. Profile of the Respondents

3.1.1. Personal factors

The study reveals that a great percentage of police officers are young (44.1% aged 21-30), predominantly male (82.5%), and married (58.0%), with most holding a bachelor's degree (92.7%). The largest income group earns between ₱30,001 and ₱40,000 (38.4%), and a significant portion (64.8%) are in the service for 0-10 years, indicating a relatively new workforce. A great number hold the rank of Patrolman (43.6%) and are assigned to Patrol Duty (39.9%), with Administrative Duties (23.0%) and Criminal Investigation (15.4%) as other common assignments. Notably, 98.2% report no medical conditions, reflecting good physical health, and 85.9% identify as Roman Catholic, showcasing the dominant religious affiliation.

3.1.2. Established family factors

This study shows that majority of the police officers are either single or have no income from a spouse, with 55.6% having no applicable spouse income and 32.6% relying on their spouse's salary. Of those with spouse income, 40.5% reported no applicable income, and the highest monthly income range for spouses is between ₱10,000 and ₱20,000 (16.7%). A substantial percentage of the respondents have no children (38.4%), while 22.2% have one child and 21.4% have two. Regarding children in school, 55.4% have none, and the majority (73.4%) comes from intact families. Additionally, 96.6% reported having no working children.

3.2. Level of Well-Being of the Respondents

3.2.1. Physical

Table 1 reveals that police officers reported a very high level of physical well-being ($M = 4.41$), reflecting strong health maintenance, energy, and ability to perform physically demanding tasks. The highest-rated items—"I am capable of performing tasks that require physical strength and endurance" ($M = 4.54$) and "I maintain good physical health" ($M = 4.52$)—affirm the officers' fitness and preparedness, consistent with Garcia et al. (2021) and Violanti et al. (2018), who emphasized that physical readiness is foundational to policing effectiveness and resilience against stress. Officers also reported adequate energy levels ($M = 4.47$) and confidence in managing their health ($M = 4.42$), aligning with Cao et al. (2021), who stressed the role of proactive health practices in sustaining occupational performance.

The lowest-rated indicator, "I experience fatigue due to long hours of work" ($M = 3.85$), reveals the physical toll of workload demands. This finding corroborates Purba and Demou (2019) and Garbarino et al. (2020), who found that irregular shifts and heavy workloads contribute to fatigue, hypertension, and sleep problems in police work. While access to healthcare services was rated high ($M = 4.36$), issues of availability and accessibility remain, echoing Guevarra and Santos (2022), who highlighted the importance of institutionalized health programs tailored to uniformed services.

Theoretically, the Job Demands–Resources (JD-R) Model frames fatigue as a job demand that can deplete energy, while healthcare access and fitness programs serve as critical resources buffering these effects. Resilience Theory also applies, as officers' strong physical adaptability reflects their capacity to maintain balance despite occupational strain. In sum, while officers demonstrate strong physical readiness, systemic fatigue management and accessible healthcare initiatives remain necessary to sustain long-term well-being.

3.2.2. Emotional

Table 2 shows that police personnel report a very high level of emotional well-being, with an overall mean score of 4.34. Respondents expressed strong confidence in managing their emotions effectively ($M = 4.50$), maintaining stability ($M = 4.46$), and being satisfied with their emotional health ($M = 4.44$). These results affirm the importance of emotional regulation in resilience-building, consistent with Anderson and Papazoglou (2020), who highlighted emotional control as essential to preventing burnout in high-stress professions.

Officers also reported feeling emotionally supported by colleagues ($M = 4.43$) and having access to support services ($M = 4.38$), demonstrating the role of both individual coping and external resources in sustaining well-being. These findings are in

line with McCanlies et al. (2018) and Mariano and Eusebio (2021), who emphasized that workplace emotional support enhances morale and mitigates strain among police officers. At the same time, the lowest-rated item—“I experience minor emotional anguish” (M = 3.84)—reveals that hidden stress remains, while the moderate rating for “I can talk about my sentiments with others” (M = 4.30) suggests lingering reluctance to share emotions. This supports Purba and Demou’s (2019) assertion that organizational culture and stigma may inhibit emotional openness in policing environments.

Table 1 Level of Well-Being of the Respondents along Physical.

INDICATORS	M	DR
1. I feel physically healthy and fit.	4.71	SA
2. I have the energy to perform my duties effectively.	4.71	SA
3. I maintain a regular exercise routine.	4.34	SA
4. I get adequate rest and sleep.	4.26	SA
5. I follow a healthy diet.	4.20	A
6. I experience minimal physical pain or discomfort.	3.70	A
7. I manage stress through physical activities.	4.33	SA
8. I am satisfied with my physical health.	4.45	SA
9. I have access to healthcare when needed.	4.39	SA
10. I feel physically prepared to handle the demands of my job.	4.52	SA
Overall	4.36	Very High

Statistical Norm: 1.00-1.80 Strongly Disagree (Very Low), 1.81-2.60 Disagree (Low), 2.61-3.40 Neutral (Fair), 3.41-4.20 Agree (High), 4.21-5.00 Strongly Agree (Very High).

Although respondents rated themselves high in resilience (M = 4.37), Kim et al. (2023) and Lee et al. (2023) caution that such self-reports may mask deeper vulnerabilities tied to burnout and emotional dissonance. These insights reinforce the need for holistic approaches to emotional health—moving beyond individual coping strategies toward organizational initiatives that institutionalize stigma-free, accessible, and culturally sensitive support systems.

Theoretically, these findings connect with Social Support Theory, which posits that strong interpersonal networks buffer stress and enhance well-being. The officers’ reliance on peer support illustrates this buffering effect, though gaps in openness suggest its limits. Furthermore, the JD-R Model applies here: emotional strain represents a job demand, while support networks and institutional services function as key resources. Complementing this, Transformational Leadership Theory provides a practical lens, as leaders who model empathy and openness can foster a culture where emotional vulnerability and help-seeking are normalized.

In sum, police officers exhibit strong emotional regulation and benefit from supportive environments, yet subtle signs of hidden distress remain. Addressing these requires systemic, stigma-free interventions that strengthen institutional support while cultivating a culture of emotional openness across the police force.

Table 2 Level of Well-Being of the Respondents along Emotional.

INDICATORS	M	DR
1. I feel emotionally balanced and stable.	4.46	SA
2. I can manage my emotions effectively.	4.50	SA
3. I feel supported by my colleagues emotionally.	4.43	SA
4. I have access to emotional support services if needed.	4.38	SA
5. I can talk about my feelings with others.	4.30	SA
6. I experience minimal emotional distress.	3.84	A
7. I feel a sense of emotional well-being.	4.27	SA
8. I have effective strategies for coping with emotional challenges.	4.40	SA
9. I am satisfied with my emotional health.	4.44	SA
10. I feel resilient in the face of emotional difficulties.	4.37	SA
Overall	4.34	Very High

Statistical Norm: 1.00-1.80 Strongly Disagree (Very Low), 1.81-2.60 Disagree (Low), 2.61-3.40 Neutral (Fair), 3.41-4.20 Agree (High), 4.21-5.00 Strongly Agree (Very High).

3.2.3. Mental

Table 3 shows that police officers reported a very high level of mental well-being (M = 4.44), reflecting strong concentration, alertness, stress management, and problem-solving abilities—qualities vital in high-stakes law enforcement. The highest-rated items, “I can concentrate on my tasks effectively” (M = 4.56) and “I feel mentally alert and focused” (M = 4.54), affirm their cognitive strength, consistent with Basinska and Wiciak (2021), Liu et al. (2022), and Kim and Park (2020), who underscore stress management and cognitive flexibility as key to effective crisis performance. Respondents also felt intellectually equipped (M = 4.51) and capable of clear thinking under pressure (M = 4.47), highlighting resilience in demanding situations.



However, the lowest score on mental weariness ($M = 3.96$) indicates vulnerability to fatigue from heavy workloads and long hours, echoing Purba and Demou (2019) and Lees et al. (2019), who warn of risks such as anxiety, burnout, and PTSD. Access to mental health resources ($M = 4.38$) was rated high but suggests limited availability and underutilization, which, as Violanti et al. (2019) and Grupe (2024) argue, is often constrained by stigma in uniformed services. In the Philippine context, Guevarra and Santos (2022) emphasize the need for integrated mental health programs to enhance focus, morale, and long-term performance.

These findings resonate with Resilience Theory, framing adaptability as a dynamic skill shaped by coping strategies and support, and the JD-R Model, which warns that without sufficient psychological resources, high job demands can erode well-being—underscoring the need for organizational interventions that expand access, reduce stigma, and sustain officers' mental health. In sum, officers display robust mental capacities, but underlying vulnerabilities highlight the importance of sustained psychological support.

Table 3 Level of Well-Being of the Respondents along Mental.

INDICATORS	M	DR
1. I feel mentally alert and focused.	4.54	SA
2. I can concentrate on my tasks effectively.	4.56	SA
3. I have good problem-solving skills.	4.47	SA
4. I can manage work-related stress.	4.51	SA
5. I feel mentally prepared to handle the demands of my job.	4.51	SA
6. I experience minimal mental fatigue.	3.96	A
7. I am satisfied with my mental health.	4.50	SA
8. I have access to mental health resources if needed.	4.38	SA
9. I can think clearly under pressure.	4.47	SA
10. I feel confident in my mental capabilities.	4.51	SA
Overall	4.44	Very High

Statistical Norm: 1.00-1.80 Strongly Disagree (Very Low), 1.81-2.60 Disagree (Low), 2.61-3.40 Neutral (Fair), 3.41-4.20 Agree (High), 4.21-5.00 Strongly Agree (Very High)

3.2.4. Social

Table 4 indicates that police officers reported a very high level of social well-being ($M = 4.39$), reflecting strong interpersonal relationships, camaraderie, and support systems. Respondents rated highest their sense of belonging to their team ($M = 4.53$) and the quality of their peer relationships ($M = 4.49$), consistent with McCanlies et al. (2018), who highlighted the buffering effect of workplace camaraderie on stress. Officers also reported high levels of family support ($M = 4.47$), which Mariano and Eusebio (2021) emphasized as vital in mitigating occupational strain and enhancing morale.

The lowest-rated item, "I sometimes experience conflict in balancing work and family responsibilities" ($M = 3.88$), underscores challenges in role conflict, echoing Purba and Demou (2019) and Violanti et al. (2018), who noted that work-family imbalance contributes to stress, absenteeism, and turnover. Respondents also reported a high ability to maintain social connections outside work ($M = 4.35$), but this remains fragile under the strain of irregular shifts and workload pressures.

From a theoretical lens, Social Support Theory is particularly salient: peer and family networks function as protective buffers against stress, yet their limits appear when role conflict arises. The JD-R Model also applies here, as social support serves as a key resource mitigating the job demands of extended hours, unpredictable schedules, and public scrutiny. Overall, officers thrive in supportive peer and family environments, but targeted interventions are needed to reduce work-family conflict and preserve social connectedness.

Table 4 Level of Well-Being of the Respondents along Social.

INDICATORS	M	DR
1. I have strong relationships with my colleagues.	4.57	SA
2. I feel a sense of camaraderie with my team.	4.62	SA
3. I have a supportive social network outside of work.	4.52	SA
4. I participate in social activities with my colleagues.	4.52	SA
5. I feel connected to my community.	4.54	SA
6. I can rely on my colleagues for support.	4.50	SA
7. I have positive interactions with the public.	4.51	SA
8. I feel socially accepted within my workplace.	4.55	SA
9. I can balance my social life and work responsibilities.	4.55	SA
10. I feel a sense of belonging at work.	4.56	SA
Overall	4.54	Very High

Statistical Norm: 1.00-1.80 Strongly Disagree (Very Low), 1.81-2.60 Disagree (Low), 2.61-3.40 Neutral (Fair), 3.41-4.20 Agree (High), 4.21-5.00 Strongly Agree (Very High).

3.2.5. Work Satisfaction

Table 5 reveals that police officers expressed a very high level of work satisfaction (M = 4.36), driven by professional pride, sense of accomplishment, and organizational commitment. The highest-rated items include “I am proud to be a police officer” (M = 4.55) and “I find fulfillment in my job” (M = 4.51), affirming findings by Basinska and Wiciak (2021) and Violanti et al. (2018), who linked job satisfaction with resilience, motivation, and retention in policing. Officers also reported high satisfaction with opportunities to contribute meaningfully to society (M = 4.48), consistent with Cao et al. (2021), who emphasized the intrinsic rewards of public service.

However, the lowest-rated item, “I sometimes feel dissatisfied with the workload and organizational demands” (M = 3.92), highlights strain from bureaucratic pressures and heavy responsibilities. This finding supports Purba and Demou (2019) and Lees et al. (2019), who noted that excessive workloads can erode satisfaction and contribute to burnout. While respondents valued organizational support (M = 4.33), gaps remain in resource allocation and recognition, echoing Guevarra and Santos (2022), who called for enhanced institutional policies to sustain motivation and well-being.

The JD-R Model frames this dynamic clearly: high workloads represent job demands, while organizational support and meaningful work serve as resources that sustain satisfaction. Resilience Theory also applies, as officers’ ability to maintain positive attitudes despite challenges reflects adaptive strength. In sum, officers demonstrate strong professional pride and fulfillment, yet systemic interventions are required to address workload pressures and sustain long-term job satisfaction.

Table 5 Level of Well-Being of the Respondents along Work Satisfaction.

INDICATORS	M	DR
1. I am satisfied with my job overall.	4.60	SA
2. I feel valued and appreciated at work.	4.57	SA
3. I have opportunities for career advancement.	4.56	SA
4. I receive adequate recognition for my work.	4.50	SA
5. I feel my work makes a positive impact.	4.55	SA
6. I am satisfied with my work-life balance.	4.54	SA
7. I have the resources I need to do my job effectively.	4.54	SA
8. I feel my work is meaningful.	4.60	SA
9. I am satisfied with the support I receive from my superiors.	4.55	SA
10. I feel motivated to perform well at my job.	4.60	SA
Overall	4.56	Very High

Statistical Norm: 1.00-1.80 Strongly Disagree (Very Low), 1.81-2.60 Disagree (Low), 2.61-3.40 Neutral (Fair), 3.41-4.20 Agree (High), 4.21-5.00 Strongly Agree (Very High).

3.3. Summary of Mean Ratings on the Level of Well-Being of the Respondents

Table 6 exhibits the summary of mean ratings on the respondents’ level of well-being reveals a consistently very high perception across all five dimensions, resulting in an overall mean of 4.45. This indicates a workforce that is not only functioning well but thriving in multiple aspects of their professional and personal lives. The highest-rated dimension was Work Satisfaction (M = 4.56), reflecting a strong sense of purpose, motivation, and fulfillment in their roles. This was closely followed by Social Well-Being (M = 4.54) and Mental Well-Being (M = 4.51), highlighting the respondents’ meaningful workplace relationships and cognitive resilience—essential traits for navigating the complexities of law enforcement work.

Physical well-being (M = 4.36) and emotional well-being (M = 4.37) were assessed as "Very High," albeit slightly lower. These findings imply that although respondents often retain their physical and emotional well-being, these domains might entail greater private difficulties. For instance, one's mental health may be impacted by the strain and emotional toll that come with being a police officer. On the other hand, one's physical health may be impacted by long hours, fatigue, or exposure to physically demanding situations.

Despite these minor variations, the overall impression is one of strength and tenacity. The data reveals a group of professionals who are very happy with their jobs, socially supported, and mentally alert, which encourages organizational leadership and public service delivery. These findings emphasize the significance of a positive work environment where staff members feel appreciated, involved, and equipped to perform their jobs effectively.

Research strongly supports the need to sustain and enhance this well-being. According to the Ruderman Family Foundation (2024), police officers and first responders face a disproportionately high risk of mental health issues, including depression and suicide, stressing the importance of proactive wellness programs. Likewise, Santre (2024), writing in Health Psychology Research, confirmed that structured mental health promotion initiatives significantly improve officers' emotional and psychological well-being. These are in line with the benefits brought by national efforts like the Law Enforcement Mental Health and Wellness Act (LEMHWA) of 2017, which has provided critical resources, case studies, and funding support for law enforcement agencies to build more vigorous wellness programs.

3.4. Proposed Intervention Program



Table 7 presents the proposed multi-dimensional wellness intervention program addresses the physical, emotional, social, and professional well-being of police officers by integrating fitness and health initiatives, resilience and stress management training, team-building activities, professional development opportunities, and family support mechanisms. Grounded in the Job Demands–Resources Model and Social Support Theory, the program is designed to mitigate burnout, strengthen coping capacities, and enhance both organizational commitment and job satisfaction. Evaluation will focus on measurable outcomes, including increased participation in wellness and learning programs, improved health and coping indicators, stronger perceptions of team climate and work–life balance, and positive feedback from officers and their families, thereby ensuring both the practicality and effectiveness of the intervention.

Table 6 Summary of Mean Ratings on the Level of Well-Being of the Respondents.

Indicators	M	DR
1. Physical	4.36	Very High
2. Emotional	4.37	Very High
3. Mental	4.51	Very High
4. Social	4.54	Very High
5. Work Satisfaction	4.56	Very High
Overall	4.45	Very High

Statistical Norm: 1.00-1.80 Very Low, 1.81-2.60 Low, 2.61-3.40 Fair, 3.41-4.20 High, 4.21-5.00 Very High.

Table 7 Proposed Intervention Program.

Program Objective: To improve the physical, mental, emotional, and social well-being of police officers, reduce burnout, increase job satisfaction, and optimize overall performance through a multi-dimensional wellness program.							
Identified Problems	Activities	Specific Objective	Action Needed	Resources	Unit	Time Frame	Success Indicators & Evaluation Strategies
Physical fatigue and pain	Holistic Wellness Program	Improve officers' physical well-being through structured fitness and wellness initiatives.	- Design fitness programs and wellness activities- Provide regular physical check-ups and assessments- Offer health education modules via the Open University	Fitness trainers, medical personnel, wellness modules	PNP Health and Wellness Division, Local Health Units, UNP	12 months	Success Indicators: Increased participation in fitness activities; reduced self-reported fatigue; improved compliance with annual health check-ups. Evaluation Strategy: Pre- and post-intervention health screening, fitness participation records, fatigue and pain self-assessment surveys.
Emotional distress and limited emotional openness	Resilience and Stress Management Program	Enhance officers' emotional resilience and provide outlets for emotional expression.	- Conduct group and individual counseling sessions- Offer resilience workshops and emotional regulation training- Provide online emotional wellness resources	Licensed counselors, online modules, resilience handbooks	PNP Counseling and Mental Health Unit, UNP	12 months	Success Indicators: Improved stress-coping scores; decreased stress-related incident reports; increased utilization of counseling services. Evaluation Strategy: Standardized resilience/stress inventories, counseling attendance logs, incident report monitoring.
Limited recognition and work-life strain	Team-Building and Work-Life Balance Activities	Improve morale and reduce burnout through team cohesion and healthy	- Organize team-building retreats and activities- Review work policies on leave, breaks, and overtime- Conduct	HR specialists, facilitators, policy review experts	PNP HR & Admin Division, Welfare and Benefits Unit, UNP	12 months	Success Indicators: More positive team climate survey results; improved self-reported work-life balance; reduced burnout levels in



		work-life practices.	webinars on balancing professional and personal life				wellness assessments. Evaluation Strategy: Pre/post climate surveys, HR records on leave usage, annual burnout scale assessment.
Need for growth and motivation	Professional Development for Officers	Support officers' career growth and intrinsic motivation.	- Deliver leadership training and mentorship programs- Develop advanced learning modules (e.g., forensic science, digital investigation)- Partner with UNP for online certification	Training experts, mentors, academic modules	PNP Training Division, UNP	6 months	Success Indicators: Completion of professional development courses; improvement in leadership competencies; more officers earning certifications. Evaluation Strategy: Training participation records, competency pre/post assessments, tracking of career progression.
Family stress and lack of support network beyond work	Support for Officers' Families	Strengthen family resilience and support systems to reduce stress spillover.	- Conduct seminars for officers' spouses on stress, parenting, financial literacy- Provide Open University webinars for family members	Therapists, financial advisors, educators	PNP Family Support Unit, LGUs, UNP	6 months	Success Indicators: Increased family participation in seminars; higher satisfaction reported in family surveys; reduced family-related stress reported by officers. Evaluation Strategy: Attendance records, pre/post family satisfaction surveys, officer feedback surveys on family stress levels.

4. Conclusions

While police officers in the study showed a very high level of overall well-being— particularly in work satisfaction, mental clarity, and social support—the presence of physical fatigue, emotional strain, and challenges with work-life balance point to areas that need attention. Given their profile as mostly young, male, college-educated officers with strong religious ties and moderate income, it is essential to sustain and strengthen wellness initiatives. Targeted programs that support physical health, emotional resilience, mental well-being, and work-life harmony are crucial to ensuring that officers remain healthy, fulfilled, and capable of meeting the demands of their profession over time.

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Ethical considerations

With the approval of the university Ethics Review Committee Number A-2024-222. Respect for the dignity of respondents was prioritized. Complete consent was obtained from the participants before the research. The protection of the privacy of study participants was guaranteed, ensuring an acceptable degree of confidentiality of study findings.

Conflict of Interest

The authors declare no conflicts of interest.

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