



Journal Homepage: - www.journalijar.com
**INTERNATIONAL JOURNAL OF
ADVANCED RESEARCH (IJAR)**

Article DOI: 10.21474/IJAR01/23413
DOI URL: <http://dx.doi.org/10.21474/IJAR01/23413>



RESEARCH ARTICLE

**PREMATURE WITHDRAWAL FROM PHILIPPINE NATIONAL POLICE (PNP)
SERVICE: PHENOMENOLOGICAL ANALYSIS ON THE COMPELLING
FORCES FOR A STRATEGIC ACTION PLAN**

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Manuscript Info

Manuscript History

Received: 4 March 2026
Final Accepted: 8 April 2026
Published: May 2026

Key words:-

Police Non-Commissioned Officers,
Philippine National Police, premature
withdrawal, police retention, work-life
balance, phenomenological study

Abstract

Police Non-Commissioned Officers (PNCOs) serve as the backbone of the Philippine National Police (PNP), performing frontline duties such as law enforcement, patrolling, investigation, and community policing. However, premature resignation and early withdrawal from service have become growing concerns affecting organizational effectiveness, morale, and public service delivery. This study aimed to determine the compelling forces that influence PNCO personnel to leave the PNP prematurely and to propose a strategic action plan to address fast turnover within the organization. Qualitative-phenomenological research design was used, and purposive sampling was employed to select 10 former PNP personnel who voluntarily left or prematurely withdrew from service. Data were gathered through in-depth interviews and analyzed using Colaizzi's seven-step phenomenological method. The majority of participants were female, married, and held the rank of Police Corporal with 4 to 9 years of service experience. Findings revealed eighteen (18) themes grouped into four major thematic clusters: Institutional and Organizational Dynamics, Occupational Health and Personal Well-being, Economic and Career Growth Drivers, and Ethical and Environmental Pressures. The most common factors influencing premature withdrawal included administrative cases, stressful working conditions, work life imbalance, lack of organizational support, limited career growth, financial instability, political interference, and corruption issues. The concern for family welfare and the desire for better opportunities abroad were also identified as major reasons for leaving the service. These findings highlight the need for stronger organizational support, mental health programs, leadership development, transparent policies, and career advancement opportunities to improve personnel retention and organizational integrity within the PNP.

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Introduction:-

Police personnel retention has become a growing concern among law enforcement agencies worldwide. In recent years, increasing numbers of police officers have resigned or retired early from service, creating what several organizations describe as a staffing “crisis” in policing (BJA, 2023; PERF, 2019). Studies show that officer turnover is influenced by organizational, economic, and personal factors, including stressful working conditions, poor leadership, lack of career advancement opportunities, and socio-political pressures (Adams et al., 2023; Mourtgos et al., 2022; Reynolds, 2024). In the United Kingdom and other parts of Europe, police agencies have also experienced increasing voluntary resignations due to financial constraints, occupational stress, and inadequate professional support systems (Home Office, 2019). These conditions have significantly affected organizational effectiveness, officer morale, and the delivery of public safety services. Among those greatly affected by this issue are Police Non-Commissioned Officers (PNCOs) of the Philippine National Police (PNP). PNCOs, whose ranks range from Patrolman to Police Executive Master Sergeant, are considered the backbone of the PNP because they perform front-line law enforcement duties such as patrolling, investigation, and community policing. However, the nature of police work exposes them to stressful conditions, occupational hazards, administrative pressures, and work-life imbalance, which may influence their decision to leave the service prematurely. Internal organizational issues and external environmental pressures may contribute to fast turnover among police personnel, resulting in reduced organizational stability and efficiency.

In the Philippines, police retention has also become a significant issue. Reports of resignations, early retirements, and personnel going absent without official leave (AWOL) have increased due to concerns regarding administrative cases, leadership issues, corruption, removal of incentives, pension uncertainties, and political interference (Pamintuan, 2023). These challenges have affected both the morale and trust of police personnel within the organization. Frequent turnover not only increases recruitment and training costs but also weakens institutional knowledge and disrupts teamwork within police agencies (Hilal & Litsey, 2020). High turnover likewise affects the quality of police services delivered to communities and creates additional pressure on remaining personnel (Lewis, 2022). Previous studies have discussed police turnover and occupational stress; however, limited studies have focused on the lived experiences of former PNCO personnel who voluntarily left the PNP service prematurely, particularly within the Laguna Provincial Police Office. Existing literature often emphasizes organizational and administrative factors but provides limited qualitative exploration regarding the personal, occupational, economic, and ethical forces influencing premature withdrawal from police service. Addressing these gaps, this study aims to determine the compelling forces that influence PNCO personnel to leave the PNP prematurely and to develop a Strategic Action Plan that may help improve personnel retention and organizational support within the PNP.

This study specifically focuses on former Police Non-Commissioned Officers who resigned, retired early, or left the service without authorization. Through a qualitative-phenomenological approach, the study seeks to understand their lived experiences and identify the internal and external factors influencing their decisions. By examining these experiences, the study hopes to contribute to policy improvement, organizational development, and personnel welfare programs within the Philippine National Police. The researcher himself experienced premature withdrawal from the PNP service, which motivated him to conduct this study. Through this research, the researcher hopes to contribute meaningful insights that may help strengthen organizational integrity, improve leadership practices, and reduce the increasing number of personnel leaving the police service prematurely.

With this premise, this study aimed to determine the compelling forces influencing Police Non-Commissioned Officers (PNCOs) to leave the Philippine National Police (PNP) service prematurely.

Specifically, it sought to answer the following questions:

1. What is the demographic and professional profile of the participants in terms of: age; sex; civil status; educational attainment; rank; and years in service?
2. What compelling forces influenced PNCO personnel to leave the PNP service prematurely?
3. What strategic action plan may be proposed to address the premature withdrawal of PNCO personnel from the PNP service?

Method:-

The study utilized a qualitative-phenomenological research design to determine the compelling forces influencing Police Non-Commissioned Officers (PNCOs) to leave the Philippine National Police (PNP) service prematurely. This approach focused on understanding the lived experiences and perceptions of former PNP personnel who

voluntarily resigned, retired early, or left the service without authorization. According to Creswell and Poth (2018), phenomenological research aims to describe the essence of participants' experiences regarding a particular phenomenon. The study also applied descriptive qualitative research to examine the essential structure of the participants' experiences and reasons for leaving the organization (Morrow, Rodriguez, & King, 2015). The participants consisted of ten (10) former PNCO personnel selected through purposive sampling. The inclusion criteria required participants to be former non-commissioned police personnel who had prematurely withdrawn from the PNP service and possessed relevant work experience and police operational training. Commissioned officers were excluded from the study due to the limited availability of data regarding their premature withdrawal from service.

The primary instrument used for data gathering was an in-depth interview guide composed of open-ended questions that explored the participants' experiences, perceptions, and reasons for leaving the PNP. Standardized interview procedures and neutral questioning techniques were used to maintain objectivity and consistency during data collection. The interviews focused on the textural "what" and structural "how" aspects of the participants lived experiences. To establish the validity of the research instrument, content validity and face validity were employed through the evaluation of a three-member panel of experts in research and the study topic. Their recommendations were incorporated to improve the clarity and relevance of the interview questions and research manuscript.

The study used Colaizzi's seven-step phenomenological method for data analysis. Interview responses were transcribed, organized, and analyzed through coding and thematic analysis to identify significant statements, patterns, and thematic clusters related to the participants lived experiences. The themes were further interpreted and supported by related literature. The study acknowledged certain limitations, including its focus on selected former PNCO personnel and its reliance on self-reported experiences, which may involve personal bias. However, these limitations were minimized through confidentiality, honest participant responses, thematic analysis, and expert validation. Ethical considerations such as informed consent, voluntary participation, anonymity, and confidentiality were strictly observed throughout the study to protect the participants and maintain the integrity of the research process.

Results and Discussion:-

Table 1 presents the demographic and professional profile of the ten (10) participants included in the study. Participants ranged from 29 to 38 years old, with 4 unmarried and 6 married respondents. Their years of service ranged from 5 to 9 years, reflecting experiences from both early-career and more experienced personnel. Most participants held the rank of Police Corporal, while one participant was a Patrolman. The findings indicate that the majority of participants were female and married, which supports the study of Peralta (2023) regarding the lived experiences of female police officers in the PNP. Peralta emphasized that married female officers commonly experience work-family conflict, gender-related challenges, and pressures associated with working in a male-dominated profession. The study also highlights the influence of family responsibilities, cultural expectations, and societal roles on police personnel. In terms of educational attainment, the findings support Octavio and Nitaflan (2025), who stated that educational background beyond the required bachelor's degree does not strongly predict job performance in the PNP. Instead, factors such as training, experience, age, and specific competencies are more significant predictors of effectiveness in police service.

Table 1. Demographic and Professional Profile of the Participants

Responder Code	Sex	Age	Civil Status	Educational Attainment	Rank	Years In Service
P1	Female	31	Single	Master's Degree	Police Corporal	8 yrs & 7/12 mos.
P2	Female	35	Married	BS Degree	Police Corporal	9 yrs & 6 mos.
P3	Female	37	Single	BS Degree	Police Corporal	9 yrs
P4	Male	32	Married	BS Degree	Police Corporal	6 yrs
P5	Female	33	Single	BS Degree	Police Corporal	7 yrs
P6	Male	32	Married	BS Degree	Police Corporal	9 yrs
P7	Male	31	Married	BS Degree	Police Corporal	7 yrs
P8	Female	33	Single	BS Degree	Police Corporal	9 yrs
P9	Male	38	Married	BS Nursing	Patrolman	4 yrs
P10	Female	31	Married	Master's Degree	Police Corporal	8 yrs

Compelling Forces of Premature Withdrawal:-

The analysis of the participants lived experiences regarding internal and external conditions resulted in the emergence of 18 culled themes. These themes represent the diverse yet interconnected forces that prompted premature withdrawal from the service.

Table 2. Thematic Mapping Matrix

Theme Cluster	Included Culled Themes
Institutional & Organizational Dynamics	Administrative cases, Inconsistent institutional policies, Lack of feedback mechanism, Lack of organizational support, non-recognition of accomplishment.
Occupational Health & Personal Well-being	Mental health issues, Stressful work conditions, Risky work, occupational hazards, Work-life balance, and extended working time.
Economic & Career Growth Drivers	Lack of professional development, High cost of living, Pension uncertainties, Work or study abroad.
Ethical & Environmental Pressures	Political interference, Corruption issues.

The four thematic clusters identified in the matrix above represent the fundamental structure of the participants' experiences. To provide a deep understanding of these compelling forces, each cluster is discussed in detail below, supported by verbatim accounts from the participants and validated by existing academic literature.

CLUSTER 1: Institutional and Organizational Dynamics:-

The first thematic cluster focuses on the internal structural forces of the Philippine National Police (PNP) that influence the decision to leave. These factors represent the "organizational climate" that participant navigated before their withdrawal. Five major themes emerged within this cluster: Administrative cases, Inconsistent institutional policies, Lack of feedback mechanism, Lack of organizational support, and non-recognition of accomplishment.

- **The Weight of Administrative Cases and Policy Inconsistency.** Administrative Cases (Theme 1) and Inconsistent Institutional Policies (Theme 5) emerge as primary drivers of attrition. Rather than corrective tools, administrative litigation is perceived as a "career-ender," fostering a paralyzing environment. This is compounded by shifting policies, which participants characterize as "organizational betrayal." Sudden changes in rules or promotion criteria lead to deep frustration and a loss of belonging; for instance, one participant cited a "neglect of duty" charge as the turning point that made her feel betrayed, ultimately making continued service in the PNP feel impossible.
- **Feedback Mechanisms and Organizational Support.** The analysis further identified a critical gap in Lack of Feedback Mechanisms (Theme 6) and Lack of Organizational Support (Theme 8). In a high-stakes environment like the PNP, the absence of a "bottom-up" feedback loop means that the grievances of lower-ranking personnel often go unheard. When officers feel they have no voice and no "backstop" (support) from the higher office during crises, the motivation to remain in service evaporates. As one former officer noted: "When you are in the field, you need to know the organization has your back. But when things get political or difficult, you feel like an island. No one checks in, and no one listens to the rank-and-file".
- **The Erosion of Morale through Non-Recognition.** The Non-recognition of Accomplishments (Theme 10) acts as a silent catalyst for PNP withdrawal. In a culture that prioritizes penalizing mistakes (Theme 1), the absence of rewards for successes creates "emotional labor" that violates the psychological contract, severely diminishing officer well-being. These findings highlight a critical failure in Organizational Justice; as Peralta (2023) notes, perceived unfairness is the primary driver of turnover. This breakdown is further explained by Leadership-Member Exchange (LMX) theory, which identifies consistent policy and formal recognition as essential for retention in paramilitary structures (Octavio & Nitafan, 2025). The severity of inconsistent policy is evidenced by over 9,000 dismissals recorded by NAPOLCOM (2025), leading to career stagnation and the erosion of an officer's Social Identity (Vinney, 2019). To mitigate this, the PNP promotes accountability through NAPOLCOM Memorandum Circular No. 95-03 and "citizen power" reforms (Caliwan, 2024). Ultimately, internal reforms and community participation are vital to preventing the attrition of officers alienated by institutional failures and systemic injustice.

CLUSTER 2: Occupational Health & Personal Well-being:-

The second cluster focuses on occupational health and personal well-being of PNP personnel that influence the decision to leave prematurely. These factors caused degradation to health and anxiety on the danger they have faced while performing their tasks as member of the PNP. Six major themes emerged within this cluster namely, mental health issues, Stressful work conditions, Risky work, occupational hazards, Work-life balance, and extended working time.

- **Mental health issues.** Under this cluster are the issues connected with personnel's health. In fact, weakening health condition almost always is contributory to the failure to perform well in the organization and reduced professional efficiency. Some of these issues are due to stress which cause burnout which commonly associated with unmanaged workplace stress, mental detachment. A participant said: "My high exposure to stressful experience in the workplace, proved to me that this is too much; hence I've decided to leave."
- **Stressful work conditions.** Leaving the profession by reason of retirement, forced resignation or even voluntary effects physical and mental health of the individuals, associated with reduced income, and changed social roles and entitlements afforded by the previous professional or work practices. Stress contributes to emotional exhaustion and prolonged exposure to stressful work conditions further contribute to feeling of depersonalization and eventually loss of self-identity. One participant said: "I was forced to resign because of the conditions I am exposed to, very stressful."
- **Risky work and Occupational Hazard.** Risky occupation is not just a personal issue but a response to organizational factors and can negatively impact both individual well-being and organizational outcomes. Organization, itself is a contributing factor for personnel leaving their work, not for other reasons but contributed only by the structure. Workplace risks are potential sources of harm, injury, or illness, including physical, chemical, biological, ergonomic, and psychosocial hazards and stress. That is why effective management control and prevention intervention involves identifying risk conditions and provision of intervention to ensure as much as possible that personnel could be assured that they are protected. This could be in the form of regularly reviewing safety procedures to prevent incidents involving law enforcement personnel. "There is also an imbalance between the occupational hazards inherent in law enforcement and the economic rewards provided. In the Philippine context, police work involves high physical risk and legal vulnerability."
- **Work-life balance.** Majority of the research participants expressed that they want balance in their life that they feel are not being afforded to them by the Organization. Work-life balance is the equilibrium between professional responsibilities and personal life, allowing individuals to manage work while maintaining health, family, and leisure. It means not overworking, reducing burnout, and fostering productivity through flexible hours, remote work, or setting boundaries. An inclusive workplace environment can be defined as one in which employees feel a sense of belonging and a level of comfort at work, as opposed to feeling uncomfortable in the workplace due to the ways they are treated in that space. As expressed by a participant: "I longed to have balance in my life and this I am not getting here, walanaakongpanahonsarili ko at sapamilya ko."
- **Extended working time.** Workweek schedules significantly affect employee well-being, as extended hours increase job demands, limit recovery, and disrupt work-life balance for employees. Overtime, prolonged workweeks often disrupt personal routines, increase stress, and diminish overall satisfaction. One participant expressed the following: "Irregular working time makes my life unbearable, walanaakongpanahon para saakingsarilalalunasaakingpamilya". A Female and single participants said: "One of the most compelling factors was the persistent imbalance between work demands and personal well-being. Extended duty hours, frequent last-minute deployments, and limited opportunities for rest and recovery gradually led to physical and mental exhaustion."

Research indicates that high-stress work environments significantly contribute to employee attrition by fostering emotional conflict and reduced social status (Kaplan & Berkman, 2021). Central to this phenomenon is Maslach's Burnout Theory, which identifies a triad of emotional exhaustion, depersonalization, and a diminished sense of personal accomplishment resulting from chronic workplace stress. These factors compel personnel to leave their organizations prematurely to escape the psychological toll of their roles. Furthermore, organizational culture and structure play critical roles in employee retention. Disparities in "belonging" often stem from discrimination related to identity—such as race, gender, and social class, which negatively impacts an individual's comfort level. Conversely, an inclusive environment provides measurable benefits for both the individual and the organization (Lovell et al., 2024). The Structural Theory further explains that the physical and systemic organization of job sites is inherently stress-producing. Factors such as rigid weekly work schedules significantly influence how employees

perceive their roles and maintain their well-being (Valsania et al., 2020; Kent et al., 2025). When workplace structures create unsatisfactory conditions, they force employees to employ various coping strategies. Ultimately, employers must prioritize a balance between personal and professional life to mitigate the risk of burnout syndrome and ensure a resilient, inclusive workforce (Gomez et al., 2022). Likewise, as mentioned by Falcatan, Sanchez, Magtaan, Dausan, & Dalugdog (2022), organization's personnel is one efficient and effective way of improving the quality of the products or services it offers.

CLUSTER 3: Economic & Career Growth Drivers:-

The third cluster is about the economic and career drivers. These factors directly affect their professional development goals which directly contribute to the feeling of lack in their financial capacity to sustain the needs of their family most importantly of their children. Four major themes emerged within this cluster such as: Lack of professional development, High cost of living, Pension uncertainties, and Work or study abroad. A female participant had expressed concern about her children: "The most triggering factor that made me decide to leave my work at PNP is my children wala mag-aalagasakanila". Another said: "I want to secure my marriage and help my husband for additional income because my present income does not suffice out needs"

- **Lack of Professional Development.** Several of the participants have pointed to the need for police to possess skills in implementation of guidelines. The common themes culled from their statements was the role of training and education. This means that due to their seemingly lack of skills and knowledge contributed by their training and education, some police officers were pushed to leave police practice. Other themes that emerged are lack of leadership training, transparency processes, and focus on personal wellness. A 34-year-old female participant said: "Based on my personal experience, one of the main disadvantages of being a non-commissioned officer was the limited opportunity for career advancement and slower promotion compared to commissioned officers. Despite fulfilling my duties and gaining experience, there were constraints in terms of professional growth, authority, and access to leadership roles."
- **High Cost of Living and Concern for Family's Welfare.** The lack of preparation in facing transition from being gainfully employed to being separated from the service is dependent on the condition by which one leaves his or her workplace; either as mandated due to reaching retirement age or was driven by unforeseen events, for example, poor health condition that inhibits further working or work dissatisfaction. More so, separation from service effects physical and mental health of the retirees, associated with reduced income, and changed social roles and entitlements afforded by the previous professional or work practices. "My personal experiences as a police officer suggest that internal conditions, specifically the lag between salary and the rising cost of living, significantly influenced my decision."
- **Work or Study Abroad.** They key motivators on why some Filipino works abroad are mostly for seeking higher income, better career opportunities, and improved quality of life. The same prompted some participants to leave their post under the PNP. It could be noted that more than half of the participants opted to work or migrate to other countries. They said that doing so, has elevated the family's financial status, and provided them peace of mind because of the assurance that their family, especially their children have opportunity to grow well and healthy in a much conducive environment. "The changes and uncertainties it brought regarding retirement benefits and long-term financial security caused me significant concern, especially as a family man. Over time, this made me reflect deeply on my future in the service, and I realized that continuing under these conditions no longer aligned with my personal responsibilities and long-term plans."

In order for an organization to sustain its progress and development, continuous training is important (Kleygrewe, Oudejas, Koejk and Hutter, 2022; Shipton, 2019); police personnel must have competencies along, legal knowledge, law enforcement awareness, oral communication and skills at negotiating are important scopes in police are lacking (Magtaan, Remotin&Dalugdog, 2022; Agunos, 2019); and these competencies must start from the training curricula and should align with the current development in the field of policing(Koerner & Staller, 2021; Staller et al., 2021); competencies.The issues on jurisdiction and Organized Crime Groups were also included (Visser, Markus and Weggeman, 2023; Campana, 2024; Ojo, Olaidejo, Afolabi, et al., 2023).More so, these individuals in turn may experience sadness or emotional conflict due decrease social interaction and social status; they have persistent thoughts of resignation from their work. (Kaplan, D. and Berkman, B. (2021; Salama et al. 2022). However, despite work spilling over to family life there is currently little research on police officers' role-balancing; while many contemplate to seek other job opportunities (Valmari, Nggren, Ghazinour and Glenstam, K., 2023; Kinnard, 2019; and Tufano, S. ,2018).

CLUSTER 4: Ethical & Environmental Pressures:-

The fourth cluster is about ethical and environmental pressures that significantly pushed them to leave the PNP. These factors choked the participants directly affect their professional development goals which directly contribute to the feeling of lack in their financial capacity to sustain the needs of their family most importantly of their children. Two major themes emerged within this cluster such as: Political interference and Corruption issues.

- **Political Interference.** Political interference is repeatedly said by the participants as one of the reasons why they leave the serve in the PNP prematurely. What is this? Political interference is the deliberate intrusions of politicians in the independent operations of the PNP police operatives. These politicians want to gain personal advantages through their intrusions. "Based on my personal experience, there were numerous instances where decisions that should have been guided strictly by law, standard operating procedures, and professional judgment were instead heavily influenced by politicians."
- **Corruption issues.** The Philippine National Police as an organization has long faced allegations to systemic corruption, frequently ranking among the most corrupt institution in the country. Corruption within the PNP is generally categorized into petty extortion and systemic mismanagement. "Some PNP officers abuse their position and especially in matters involving political allies, local power holders, or sensitive cases. This created ethical dilemmas for police officers who were committed to professionalism and the rule of law. The constant conflict between following lawful procedures and accommodating political demands resulted in frustration, moral stress, and declining morale." Another participant said:"In my personal experiences as a police officer, that prompted me to leave the PNP service prematurely are the PNP system itself and corruption."

There are manifested issues concerning the leadership of the PNP and political interference namely, contribution of centralized policing system (Chester and Maizland, 2021); crime prevention and control through collaborated system (Tupas, 2021); regular patrolling, routine checkpoints and crime prevention seminars are most effective, however challenged by lack of police personnel, inadequate crime prevention equipment and instances of unreported cases (Vicente, Ammayao et al, 2020); however few empirical studies deal with the correlation of crime and justice policy transfer (Brainbridge, 2021). It would appear to suggest challenging times for policing services, requiring the knowledge and expertise of experienced staff (Home Office, 2019; Channan, S. and Bennet, S, 2021)

Proposed Strategic Action Plan to Prevent Premature Withdrawal of Personnel from the PNP:-

Having established the four major thematic clusters of compelling forces that drive premature withdrawal from the PNP service, it becomes imperative to address these issues through a structured organizational intervention through a strategic action plan. The Strategic plan is the plan "synthesis of the lived experiences" of 10 Police Non-Commissioned personnel who prematurely withdraw from working at the PNP. Based from the in-depth interview conducted, applying the thematic analysis approach, 18 themes emerged which constitute the focus of this plan of action. These themes were arranged into 4 clusters; described in the strategic action plan matrix below:

Table 3. Strategic Action Plan Matrix

Thematic Cluster (The Problem)	Strategic Goal	Proposed Action/Program	Key Performance Indicator (Success)
Institutional Dynamics	To enhance organizational justice and policy transparency.	Establishment of a "Grievance and Policy Feedback Portal" and review of administrative case timelines.	Reduction in perceived policy inconsistency.
Occupational Health	To mitigate burnout and address mental health stressors.	Implementation of a "Mandatory Mental Health Recharge" program and flexible scheduling for high-risk units.	Improved mental health baseline scores.
Economic/Career Growth	To provide clear professional trajectories and financial security.	Enhanced career counselling for NCOs and localized cost-of-living allowance adjustments.	Increased intent-to-stay among mid-career officers.
Ethical/External Forces	To shield personnel from external political pressures.	Strengthening of the Internal Affairs Service (IAS) autonomy and "Whistleblower Protection" protocols.	Decrease in reports of political interference.

Policy of Raising Institution Integrity:-

This first component of the Strategic Action Plan is a direct response to the findings in Cluster 1 (Institutional and Organizational Dynamics). The goal is to repair the "Systemic Friction" those participants identified as a primary reason for their premature departure.

Rationale: The Thematic analysis of SOP 1 revealed a sense of fear due to administrative case, with inconsistent institutional policies to address them, and lack of support coupled with lack of feedback mechanism; and failure of the organization to recognize accomplishment, created a sense of mistrust in the Organization to protect its personnel. In these conditions, change in policies is necessary to raise the integrity of the PNP.

Key Strategic Activities:-

1. Policy on handling Personnel with Administrative Cases- PNP and the NAPOLCOM must recognize that all personnel deserve due process; thus, preventing arbitrary government action.
2. Policy Guidelines on awards and recognition- wherein personnel are recognizing for their achievement based from their competence
3. Policy on Transparency and Accountability- PNP should institutionalize a digital "Transparency Hub." This is not just a repository of memos, but a platform where every new directive is accompanied by an "Impact Analysis" and a "Frequently Asked Questions (FAQ)" section. This ensures that every officer, regardless of rank or location, has the same interpretation of the rules, eliminating the confusion caused by inconsistent policies.
4. Formal Feedback Policy which establishes a structured transparent process for giving, receiving and acting on feedback to promote continuous improvement, trust and employee's growth.

Implementation Strategy: This component shall be spearheaded by the Directorate for Personnel and Records Management (DPRM) in coordination with the Internal Affairs Service (IAS). Implementation begins with a 6-month "Policy Audit" to identify and harmonize conflicting directives, followed by the rollout of the digital transparency portal.

Expected Outcome: By addressing these institutional gaps, the PNP can expect a significant increase in Organizational Commitment. When an officer perceives that the system is fair, consistent, and supportive, the internal pressure to leave is mitigated, allowing them to focus on their mission rather than their administrative survival.

Occupational Health & Personal Well-being Programs:-

This second component of this strategic planning is a direct response to the themes culled in SOP 1 lumped under Occupational Health & Personal Well-being. These themes are mental health issues, Stressful work conditions, Risky work, occupational hazards, Work-life balance, and extended working time.

Rationale: Police officers face high level of stress, anxiety, depression and burnout due to the nature of their work which often than not pose danger as they are expose to hazardous and risky work environment. Many of these police officers struggle with balancing intense, long duration duties and even lack of sleep, their frequent exposure to high-pressure situations affects their physical, mental and psychological stability.

Key Strategic Activities:-

1. Mental Health Support Program- the PNP should strengthened the mental health programs including increasing counselling sessions for officers suffering from burnout
2. Employee Support Program should target the improvement of work life balance and providing counselling for personnel and family issues as advocacy measures to improve the overall quality of life for the officers.

Implementation Strategy: This component shall be spearheaded by the Philippine National Police (PNP) Health Service which is primarily responsible for providing health service functions to police personnel and their dependents.

Expected Outcome: By addressing the health needs and concern of the personnel could provide quality healthcare to personnel and their dependents; in order to create a well performing police force.

Economic Growth and Professional Development Program:-

The third component of this strategic plan is a direct response to the themes culled in SOP 1 lumped under Economic and Career Growth. These themes are Lack of professional development, High cost of living, Pension uncertainties, Work or study abroad.

Rationale:Financial concern is true to majority of employees who may suffer from instability of source of income. Insufficiency of income are felt by most of the participants who attribute this condition to the high cost of living; that could barely suffice the need of the family. Thus, their desire to have increase income which could only be attain if they seek professional development in their present post or work abroad.

Key Strategic Activities:-

1. Financial Wellness Program which are employee sponsored initiatives designed to improve employees' financial health through professional advancement, and other financial support or non -monetary incentives that could benefit employees and their dependent such as emergency assistance, early wage access that could allow personnel to access wages before payday, and student loan assistance.
2. Professional Development Program is a structured actionable roadmap designed to achieved career goals, improve skills and foster continuous growth through skills enhancement, leadership development and increase efficiency in the performing daily task.

Implementation Strategy: This component shall be spearheaded by the Philippine National Police (PNP) Finance Service; this unit of the PNP shall conduct financial literary seminars and initiatives aimed at improving the financial stability and well-being of personnel such as promoting responsible budgeting, savings and debt management. On the other hand, for career development of personnel, PNP Directorate for Human Resource and Doctrine Development will be responsible for formulating training programs, career development policies and overseeing the education of PNP uniformed and non-uniformed personnel; whereas, the PNP training service acts as the implementing arm for in-service.

Expected Outcome: By addressing the financial wellness as well as uplifting career development of personnel could help address premature leaving of personnel particularly the non- uniformed personnel of the PNP.

Ethical/External Forces:-

The fourth component of this strategic plan is a direct response to the themes culled in SOP 1 lumped under Ethical and External Forces These themes are Political Interference and Corruption issues.

Rationale:Political interference destroys the rule of law, fostering corruption and enabling impunity of officials. It commonly involves manipulating appointments, threats and bribery. If these practices of those elected officials and those of whom they ruled over, it will create feeling of helplessness to those who oppose the power; hence the desire to leave prematurely.

Key Strategic Activities:-

1. Revitalized Internal Cleansing Policy which will establish the Integrity Monitoring and Enforcement Group who will investigate police officers who act as private armies or carry out illegal orders from politicians, and swiftly dismissed erring officers who allow personal ties to compromise their duty.
2. Merit Based Promotion and Assignment in order to prevent patronage politics with implementation of a panel-based selected processes for key positions rather than through lobbying or recommendations by politicians.

Implementation Strategy: This component shall be spearheaded by The Internal Affairs Service who have independence authority under RA 8551 to conduct motu-proprio (on its own initiative) investigations. **Expected Outcome:** Through AIS the PNP is enhancing merit-based recognition system and in turn address problems of fast turnover of personnel.

Conclusion and Recommendations:-

This study revealed the compelling forces influencing Police Non-Commissioned Officers (PNCOs) to leave the Philippine National Police (PNP) service prematurely. Through thematic analysis, the findings showed that

administrative cases, lack of professional growth opportunities, inconsistent organizational policies, stressful working conditions, insufficient salary, corruption, and unhealthy work environments significantly contributed to premature withdrawal from service. The most common reasons identified by the participants were concern for family welfare, work-related risks, low morale, leadership issues, and the desire for better career and training opportunities. Many participants emphasized that concern for their children and the aspiration for improved financial stability motivated them to seek employment abroad or pursue alternative careers. Despite the challenges they encountered after leaving the PNP, such as adjusting to new work environments and applying previous skills to different professions, most participants expressed that they did not regret their decision to leave the service. The findings also highlighted the importance of resiliency, work-life balance, capability building, and sound leadership in improving personnel retention and well-being within the organization.

The results of the study imply the need for policy innovations and organizational reforms within the PNP. Recommended measures include strengthening policies on handling administrative cases, implementing fair awards and recognition systems, improving transparency and accountability mechanisms, and establishing formal feedback systems for personnel. In addition, the study emphasizes the importance of occupational health and mental wellness programs to address stress, burnout, and work-life imbalance among police personnel. Leadership development programs, professional growth opportunities, and family-centered support initiatives should also be strengthened to improve morale and organizational commitment among PNCOs. These interventions may help reduce premature withdrawal and enhance the overall welfare of police personnel. Future studies should further examine the experiences of other PNP personnel using broader samples and evaluation research approaches. Researchers may also explore additional organizational, psychological, and socio-economic factors influencing police retention and turnover. By addressing these concerns, the PNP may strengthen institutional integrity, improve personnel welfare, and enhance the effectiveness and stability of police service in the Philippines.

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