

Work-life Balance, Self-Determination, and Psychological Well-being Among Police Personnel

Hernan M. Papagayo

Laguna College of Business and Arts, Calamba City, Laguna, Phillippines

Author Email: papagayohernan5@gmail.com

Date received: July 21, 2024

Date revised: August 17, 2024

Date accepted: August 22, 2024

Originality: 91%

Grammarly Score: 99%

Similarity: 9%

Recommended citation:

Papagayo, H. (2024). Work-life balance, self-determination, and psychological well-being among police personnel. *Journal of Interdisciplinary Perspectives*, 2(10), 6-23. <https://doi.org/10.69569/jip.2024.0362>

Abstract. Police personnel confronted a variety of challenges. This influenced their psychological well-being, which is crucial in their sound decision-making and judgment while fulfilling their duties. Aside from that, their imbalanced personal and professional lives, as well as compromised self-determination, also contributed to their psychological well-being negatively. This study sought to determine work-life balance, self-determination, and psychological well-being among police personnel in the Manila police district. The descriptive-correlational research design was used in the study, which involved stratified random sampling and g-power to 2,520 personnel designated as station commanders, patrol officers, investigators, and administrative staff, including males and females, to obtain 210 personnel who participated. The main data source for this study was a modified and validated questionnaire. Pearson product correlation coefficient was used to determine the significant relationship between the level of work-life balance to psychological well-being and self-determination to psychological well-being. Four- and six-point Likert scale, mean with interpretation, and linear regression analysis were used to obtain the study's findings. The findings showed that the level of work-life balance in stress management, self-management, and time management was high, and change management was very high. In contrast, the level of self-determination in terms of autonomy was high, including competence and relatedness, was very high. Lastly, the level of psychological well-being in self-acceptance, positive relations with others, environmental mastery, and personal growth was very high. In contrast, purpose in life and autonomy were high. There is a significant relationship between work-life balance, psychological well-being, self-determination, and psychological well-being among uniformed personnel in the Manila police district. Meanwhile, the impact of work-life balance on psychological well-being and self-determination to psychological well-being was significant. This study emphasized the need for an enhancement plan for PNP MC 2021-115: PNP Mental Health program "Bantay Kaisipan."

Keywords: Police personnel; PNP; Psychological well-being; Self-determination; Work-life balance.

1.0 Introduction

Achieving an equilibrium between personal and professional lives and fostering self-determination is crucial for enhancing psychological well-being and work motivation. This balance involves efficiently allocating time and energy, prioritizing tasks, and maintaining boundaries. Neglecting to attain this balance can result in burnout, decreased motivation, and compromised overall well-being. In communities, individuals encounter a variety of people and circumstances. Some individuals offer help, while some resort to crime to survive. Violence may break out, resulting in conflict. Acknowledging the unpredictability of such situations, the government supports communities by empowering law enforcement. This ensures that citizens are prepared to prevent and respond to criminal activity, investigate crimes, and enforce laws to protect citizens' rights and well-being.

As uniformed personnel of the PNP, they confront numerous challenges as part of law enforcement. These include balancing security and civil liberties, managing changing shifts, navigating a hierarchical structure and stringent rules, dealing with an inconsistent legal system, and keeping up with technological advancements that impact crime and policing. Police officers were often among the first responders to significant emergencies, such as terrorist attacks, natural disasters, and traumatic incidents, which pose substantial risks of physical and psychological injury (Drew & Martin, 2020). Given these challenges, police officers are impacted negatively by operational stress due to repeated exposure to tragic events and immense human suffering. This stress was compounded by external demands such as public scrutiny, constantly being on duty, missing important family gatherings, and struggling with work-family balance (Sousa et al., 2023). These factors can lead to physical, mental, and emotional fatigue, affecting their work-life balance, self-determination, and psychological well-being, which are crucial in their job as public servants.

Work-life balance refers to the equilibrium between an individual's professional and personal lives. When individuals prioritize one aspect over the other, it can disrupt this balance, negatively affecting their health, motivation, and well-being, which potentially leads to burnout and high turnover rates (Alqahtani (2020). This dispute is particularly relevant for PNP uniformed personnel, who may confront challenges in maintaining balance due to the demands of their job. Their commitment to serving the public often involves sacrificing personal health and family time, which can impact their happiness and well-being. Simultaneously, work-life balance requires significant inner strength to deal with challenges from both personal and professional lives, which in turn impacts performance (Guleria, 2023). Being self-determined by the PNP uniformed personnel was an essential factor in their acquisition of satisfying lives, improvement of mental health, and effective service and protection of the community.

Furthermore, police officers' stress, along with coping techniques and overall well-being, significantly affects their life satisfaction. Implementing job stress intervention was vital to reduce distress and support healthy coping mechanisms for handling both routine and critical situations in their roles as public servants (Ryu et al., 2020). Based on that, just as important as good physical health for police personnel, good mental health had to be considered, as it was crucial for attaining effective performance during emergency circumstances and high-stress incidents. As a result, the researcher aimed to determine the level of work-life balance, self-determination, and psychological well-being and examine the relationships of work-life balance to psychological well-being and self-determination to psychological well-being among PNP uniformed personnel in the Manila Police District. The findings from variables were used to propose enhancements to PNP MC 2021-115: PNP Mental Health Program "Bantay Kaisipan" to help improve the performance of police personnel.

2.0 Methodology

2.1 Research Design

The study utilized a quantitative research approach, particularly a descriptive-correlational research design. Cresswell and Cresswell (2023) define quantitative research design as a method for evaluating theories by closely investigating the relationship between numerous variables. Subsequently, IvyPanda (2023) defined descriptive-correlational design as expressing the relationship of two or more variables and producing an analyzed feature of the information used in the study.

2.2 Research Locale

The study was conducted in the Manila Police District, where crime rates were much higher than in provinces. It applied to the job of PNP uniformed personnel, such as the role of station commanders, patrol officers, investigators, and administrative staff, which were not classified as first responders. However, patrol officers were part of it; they were still included as respondents to gather information regarding their work-life balance and self-determination. This decision was influenced by the fact that patrol officers were the first personnel who responded most to highly stressful incidents and emergencies, which affected their psychological well-being. In Lopez's article (2023) in the "Manila Standard" of the PNP Crime Information Reporting and Analysis System (CIRAS), the police force recorded a total of 32 031 index crimes from January 1 to October 31, 2023.

2.3 Research Participants

The total population of the study was based on the recapitulation of personnel in MPD, which comprised 14 station commanders, 2 356 patrol officers, 111 investigators, and 39 administrative staff, including males and females, with a total of 2 520 respondents. Meanwhile, the study used G-power with a .95 power size and stratified random sampling to obtain a sample size of 210 personnel, consisting of 2 station commanders, 196 patrol officers, 9 investigators, and 3 administrative staff who participated in the study.

2.4 Research Instrument

This study used an adapted, modified, and validated survey questionnaire as the main instrument and primary data source to answer the research questions. The Work-Life Balance Scale (Abiog, 2022), and Cronbach's Alpha Reliability Test were utilized to test the reliability of the items through pilot testing, which proved its outstanding internal consistency in terms of managing change with a score of .91, managing time with a score of .91, managing self with a score of .94, and managing stress with a score of .94 by using it on the 20 agency hired employees in PAGIBIG Fund, Basic Psychological Need Satisfaction at Work Scale Esperanza (2021), in general, had a weighted mean of 3.32 which was verbally interpreted as neither satisfied nor dissatisfied. It yielded a computed p-value of 0.401, higher than the 0.05 significance level. For the 42-item Psychological Well-being scale, the Kaiser-Meyer Olkin Adequacy (KMO) was used also and obtained .874, indicating the sample was adequate, and factor analysis was significant ($k < 0.01$). Good KMO values were above 0.8 (Brace et al. 2006, as cited by Alias et al. 2020). This study adhered to ethical guidelines, and participation was voluntary. To ensure the validity of the instruments, several steps were taken. First, academic assessment experts reviewed the adapted and modified questionnaires to confirm the study objectives were met. Second, a pilot test with a small sample of respondents was conducted to identify any ambiguities in question-wording and assess the clarity and comprehensiveness of the instruments.

2.5 Data Gathering Procedure

This study used specific steps to obtain data. First, permission to conduct the study was sought from the chief administrative division on the recommendation of the District Director of MPD. Second, the researcher introduced himself and explained the study's rationale and their rights concerning withdrawal, privacy, confidentiality, anonymity, and informed consent to the personnel-respondents who would fill out the questionnaires. Personnel were asked to evaluate their work-life balance, self-determination, and psychological well-being. Third, the researcher briefly explained to the personnel how each research questionnaire was completed and returned using an online application called Google Forms. Fourth, once all the respondents had answered and completed the research questionnaires, the researcher meticulously ensured the relevance and appropriateness of all gathered information. Lastly, the data obtained were synced to an Excel sheet. The collected data was promptly sent to reliable and competent specialists for statistical analysis.

2.6 Ethical Considerations

This research study adhered to ethical guidelines. The respondents' participation was voluntary. They were to dismiss themselves from the study at any point they felt uncomfortable by clicking end or by not clicking "submit"; their data was automatically deleted, and the incomplete data could not be utilized in the study. Their participation was protected from harm: physical, social, psychological, and other forms of harm. Personal data collected were accessed solely for educational purposes, ensuring strict confidentiality and privacy measures were upheld. Additionally, proper procedures for communicating results were strictly followed to prevent plagiarism and research misconduct.

3.0 Results and Discussion

3.1 Work-life Balance of PNP Uniformed Personnel

In terms of Stress Management

The PNP uniformed personnel's Stress Management was High (Agree, 3.21), as shown in Table 1. Furthermore, the "I do not easily get irritated and frustrated" indicator yielded the highest mean score of 3.31 and was interpreted as Strongly Agree or Very High. In contrast, the indicator "My self-esteem is not affected even if I make mistakes most of the time" received the lowest mean score of 3.08 and was interpreted as Agree or High.

Table 1. Descriptive statistics of the level of work-life balance of PNP uniformed personnel in terms of stress management

Indicators	Mean	Interpretation
1. I do not easily get irritated and frustrated.	3.31	Very high
2. My self-esteem is not affected even if I mistake most of the time.	3.08	High
3. I can manage my work performance even when I am affected by stress and anxiety.	3.25	Very high
4. I perform my work properly even when I feel fatigued.	3.18	High
Overall assessment	3.21	High

Legend: 3.25 – 4.00 = Very High, 2.50 – 3.24 = High, 1.75 – 2.49 = Low, 1.00 – 1.74 = Very Low

This implies that training and continuous guidance within the PNP, particularly in the Manila Police District, helps personnel develop maximum tolerance, enabling them to remain composed and resilient in various situations. However, their self-esteem cannot be unshakeable when they make mistakes most of the time due to public scrutiny. According to Tuttle et al. (2019), through stress management training and community-oriented programs, police officers' unique challenges in the line of duty, which led to compassion fatigue, moral injury, and burnout, could be mitigated and improved. In addition, as deduced by Tang and Li (2021), role stress could lead to burnout by decreasing perceptions of workplace support among newly hired social workers. As a result, improving the workplace support system was beneficial in mitigating role stress and burnout and supporting and boosting workers' morale.

In terms of Self-Management

The PNP uniformed personnel's Self-Management was High (Agree, 3.22), as provided in Table 2. The indicator "I plan and schedule my day-to-day activities" yielded the highest mean score of 3.35 and was interpreted as Strongly Agree or Very High. Further, the indicator "I have sufficient time to rest and relax" had the lowest mean score of 3.01, interpreted as Agree or High.

Table 2. Descriptive statistics of the level of work-life balance of PNP uniformed personnel in terms of self-management

Indicators	Mean	Interpretation
1. I have allotted time for self-development (e.g., exercise, studying).	3.26	Very high
2. I plan and schedule my day-to-day activities.	3.35	Very high
3. I have sufficient time to rest and relax.	3.01	High
4. I can engage in any activities that make me enjoy (e.g., sports).	3.28	Very high
Overall assessment	3.22	High

This indicates the instinctive readiness and constant preparedness of every PNP uniformed personnel in the Manila Police District to ensure their security in various circumstances they may encounter. However, this dedication to their duty can sometimes impede their ability to find sufficient time to rest and relax to catch up to the burden and responsibility as guardians of our community. The study by Wheeler et al. (2020) mentioned that gaining insight into oneself enhanced individuals' ability to engage more meaningfully in their responsibilities and meet work demands more efficiently, improving overall workplace performance.

In terms of Time Management

The PNP uniformed personnel's Time Management was High (Agree, 3.03), as provided in Table 3. "I meet the requirements of my work without extending long hours" yielded the highest mean score of 3.13 and was interpreted as Agree or High. Meanwhile, the indicator "I can spend family and social life without worrying about job responsibility" sustained the lowest mean score of 2.95, interpreted as Agree or High.

Table 3. Descriptive statistics of the level of work-life balance of PNP uniformed personnel in terms of time management

Indicators	Mean	Interpretation
1. I meet the requirements of my work without extending long hours.	3.13	High
2. My family time has not suffered even if I spend long hours.	2.99	High
3. I can spend my family and social life without worrying about job responsibilities.	2.95	High
4. I am allowed to work flexible working hours.	3.07	High
Overall assessment	3.03	High

This result suggests that the PNP uniformed personnel in the Manila Police District prioritize effective time management to maintain a healthy balance between their personal and professional lives. This entails efficiently handling their obligations, tasks, family commitments, and social engagements without compromising their equilibrium with one another. However, given the unpredictable nature of their job, characterized by unreliable

shifting schedules and on-call duties amidst adverse circumstances, they may find it challenging to fully disconnect from their responsibilities and relax even during family time or social interactions with friends and colleagues. As inferred by Kashyap (2024), effective time management entailed planning and consciously controlling the allocation of various activities, enabling individuals to work smarter and achieve better performance with efficient strategies that reduce effort.

In terms of Change Management

The PNP uniformed personnel's Change Management was Very High (Strongly Agree, 3.27), as provided in Table 4. Moreover, the indicator "I support positive behavior with my co-workers whenever changes occur" yielded the highest mean score of 3.39, interpreted as Strongly Agree or Very High. On the contrary, the indicator "I can adapt to frequent changes in schedule and tasking and does not affect the time for my family" had the lowest mean score of 3.16, interpreted as Agree or High.

Table 4. Descriptive statistics of the level of work-life balance of PNP uniformed personnel in terms of change management

Indicators	Mean	Interpretation
1. I can keep my cool when required to make many decisions.	3.29	Very high
2. I can adapt to frequent changes in schedule and tasking, and it does not affect the time for my family.	3.16	High
3. I can quickly adapt if there is a change in the workplace's management (e.g., New Chief and Policies).	3.35	Very high
4. I can meet my family's needs even under pressure for new changes at work.	3.19	High
5. I support positive behavior with my co-workers whenever changes occur.	3.39	Very high
Overall assessment	3.27	Very high

The result of the study shows that the uniformed personnel in the Manila Police District exhibit a high level of adaptability to changes in command, rules, regulations, and organizational hierarchy and can step outside their stress-free situation to improve their effectiveness and efficiency in response to change initiatives. However, this adaptability can sometimes hamper the time spent with their family, posing a potential threat to their work-life balance. Ali and Anwar (2021) emphasized the significance of change management in enhancing enterprise performance through shifting from ordinary to extraordinary transformations, highlighting employees' adaptation to change as crucial for improving effectiveness and efficacy in organizational efforts.

3.2 Self-Determination of PNP Uniformed Personnel

In terms of Autonomy

The PNP uniformed personnel's Autonomy was High (Agree 3.23), as shown in Table 5. The indicator "When I am at work, I do what I am commanded to" yielded the highest mean score of 3.29, interpreted as Strongly Agree or Very High. Moreover, the indicator "I am free to express my ideas and opinions on my job" had the lowest mean score of 3.18, interpreted as Agree or High.

Table 5. Descriptive statistics of the level of self-determination of PNP uniformed personnel in terms of autonomy

Indicators	Mean	Interpretation
1. I feel like I can pretty much be myself at work.	3.24	High
2. When I am at work, I do what I am commanded to.	3.29	Very high
3. I can express my ideas and opinions on my job.	3.18	High
4. My immediate supervisor and even senior colleagues allow me to decide how to do my work.	3.20	High
Overall assessment	3.23	High

The study's findings indicate that granting self-governance to PNP uniformed personnel in the Manila Police District can potentially enhance their role as public servants. At the same time, it also presents a complying initiative of personnel to the directives from higher-ranking officers, who often provide valuable governance and experienced insights that profit the organization. As Al-Khouja et al. (2020) mentioned, autonomy support in the English police could reduce the diversity of animosity by instilling ethical values and encouraging motivation to overcome prejudice.

In terms of Competence

The PNP uniformed personnel's Competence was Very High (Strongly Agree 3.31), as provided in Table 6. The indicator "I have been able to learn interesting skills on my job" yielded the highest mean score of 3.36, interpreted

as Strongly Agree or Very High. Furthermore, “I do feel very competent when I am at work” received the lowest mean score of 3.25, interpreted as Strongly Agree or Very High.

Table 6. Descriptive statistics of the level of self-determination of PNP uniformed personnel in terms of competence

Indicators	Mean	Interpretation
1. I do feel very competent when I am at work.	3.25	Very high
2. People at work tell me I am good at what I do.	3.27	Very high
3. I have been able to learn interesting skills on my job.	3.36	Very high
4. Most days, I feel a sense of accomplishment from working.	3.34	Very high
Overall assessment	3.31	Very high

The PNP uniformed personnel’s Competence was Very High (Strongly Agree 3.31), as provided in Table 6. The indicator “I have been able to learn interesting skills on my job” yielded the highest mean score of 3.36, interpreted as Strongly Agree or Very High. Furthermore, “I do feel very competent when I am at work” received the lowest mean score of 3.25, interpreted as Strongly Agree or Very High. The result of the study reveals that through effective training commencing from the Basic Recruitment Course to the newly appointed personnel, uniformed personnel in Manila Police District improve their personal competencies and adaptability that they utilize in their profession in fulfilling their duties effectively as a purpose to serve and protect the citizens of our country. In the study by Bondarenko et al. (2020) they claimed that through training, future patrol police officers developed high competencies and professional skills that contributed to improving job efficiency as public servants.

In terms of Relatedness

The relatedness of the PNP uniformed personnel was very high (Strongly Agreed, 3.42), as shown in Table 7. Furthermore, the indicator “I get along with the people at work” yielded the highest mean score of 3.69, interpreted as Strongly Agree or Very High. However, the indicator “People at work care about me” sustained the lowest mean score of 3.20, interpreted as Agree or High.

Table 7. Descriptive statistics of the level of self-determination of PNP uniformed personnel in terms of relatedness

Indicators	Mean	Interpretation
1. I get along with the people at work.	3.69	Very high
2. I consider the people I work with to be my friends.	3.36	Very high
3. People at work care about me.	3.20	High
Overall assessment	3.42	Very high

This indicates that the PNP Uniformed personnel in Manila Police District can seamlessly integrate and apply their being approachable and kind to every person they encounter, especially to those they work with, accord them better work engagement and good relationships with the community and their loved ones. However, self-doubt may rise when they encounter a situation perceived as unnecessary to other people. Demirkol and Nalla (2019) asserted that a socially cohesive, loyal, and autonomous police positive force influenced officers' work motivation and job satisfaction. In contrast, alienation and cynicism negatively influenced their job as public servants.

3.3 Psychological Well-being of PNP Uniformed Personnel

In terms of Self-Acceptance

The PNP uniformed personnel’s Self-Acceptance was Very High (Strongly Agree 5.19), as provided in Table 8. The indicator “In general, I feel confident and positive about myself” yielded the highest mean score of 5.53, interpreted as Strongly Agree or Very High. Moreover, the indicator “I feel like many of the people I know have gotten more out of life than I have” had the lowest mean score of 4.51, interpreted as Agree or High.

Table 8. Descriptive statistics of the level of psychological well-being of PNP uniformed personnel in terms of self-acceptance

Indicators	Mean	Interpretation
1. When I look at the story of my life, I am pleased with how things have turned out.	5.37	Very high
2. In general, I feel confident and positive about myself.	5.53	Very high
3. many people I know have gotten more out of life than I have.	4.51	High
4. I like most aspects of my personality.	5.36	Very high
Overall assessment	5.19	Very high

The results imply that personnel in the Manila Police District cultivate confidence and a positive self-image as proud members of the PNP. Nevertheless, individuals in this profession may develop adverse perceptions of those with fewer responsibilities outside the organization. As Lozhkina (2023) mentioned, the positive self-image of traffic police officers firmly influences their professional training and official behavior while countering negative public opinions.

In terms of Positive Relations with Others

The PNP uniformed personnel's Positive Relations with Others were Very High (Strongly Agree 5.43), as displayed in Table 9. The indicator "I enjoy personal and mutual conversation with family members or friends" yielded the highest mean score of 5.54, interpreted as Strongly Agree or Very High. Meanwhile, the indicator "Maintaining close relationships to others has been easy and normal for me" had the lowest mean score of 5.32, interpreted as Strongly Agree or Very High.

Table 9. Descriptive statistics of the level of psychological well-being of PNP uniformed personnel in terms of positive relations to others

Indicators	Mean	Interpretation
1. Maintaining close relationships with others has been easy and normal.	5.32	Very high
2. I feel grateful because I have friends around me with whom to share my concerns.	5.45	Very high
3. I enjoy personal and mutual conversations with family members or friends.	5.54	Very high
4. People would describe me as giving and willing to share my time with others.	5.40	Very high
Overall assessment	5.43	Very high

Legend: 5.16 – 6.00 = Very High, 4.33 – 5.15 = High, 3.50 – 4.32 = Moderately High, 2.66 – 3.49 = Low, 1.83 – 2.65 = Moderately Low, 1.00 – 1.82 = Very Low

This implies that the strong family orientation of PNP uniformed personnel, especially in Manila Police District, enables them to value personal and meaningful conversations with their colleagues, friends, and loved ones, which significantly boosts their psychological well-being while maintaining close relationships with others may be challenged due to their constant vigilance. As mentioned by Alkhawaldeh and Alkrimeen (2021), police officers in Qatar who had high-quality social relationships and psychological well-being at work have a favorable association with their job commitment.

In terms of Autonomy

The PNP uniformed personnel's Autonomy was High (Agree 4.77), as shown in Table 10. The indicator "Being happy with myself is more important to me than having others approve of me" yielded the highest mean score of 5.12 and was interpreted as Agree or High. Meanwhile, the indicator "I am not afraid to voice my opinions, even when they are in opposition to the opinions of most people" had the lowest mean score of 4.56, interpreted as Agree or High.

Table 10. Descriptive statistics of the level of psychological well-being of PNP uniformed personnel in terms of autonomy

Indicators	Mean	Interpretation
1. I am not afraid to voice my opinions, even when they oppose most people's opinions.	4.56	High
2. I tend to be influenced by people with strong opinions.	4.61	High
3. I judge myself by what I think is important, not by the values of what others think is important.	4.79	High
4. Being happy with myself is more important than having others approve of me.	5.12	High
Overall assessment	4.77	High

It implies that the uniformed personnel in the Manila Police District prioritize contentment over seeking approval from others. However, their opinions are presented as challenges due to the organization's emphasis on stringent rules and hierarchical structure. The study's findings further suggest that while this inherent constraint may hinder them, it also alleviates work-related stress, empowers them to express their ideas, and strengthens morale, professional effectiveness, and psychological well-being through a sense of agency in the workplace. The study by Gierszewski and Pieczywok (2021) revealed that better well-being is an intrinsic element crucial for police officers to achieve mental and physical health. It also enhanced their professional effectiveness and reduced burnout in the workplace.

In terms of Environmental Mastery

The PNP uniformed personnel's Environmental Mastery was Very High (Strongly Agree 5.16), as provided in Table 11. The indicator "The demands of everyday life allow me to strive more" yielded the highest mean score

of 5.37, interpreted as Strongly Agree or Very High. Furthermore, the indicator “I often feel overwhelmed by my responsibilities” got the lowest mean score of 4.95, interpreted as Agree or High.

Table 11. Descriptive statistics of the level of psychological well-being of PNP uniformed personnel in terms of environmental mastery

Indicators	Mean	Interpretation
1. In general, I feel I am in charge of the situation in which I live.	5.15	High
2. The demands of everyday life allow me to strive more.	5.37	Very high
3. I feel comfortable and fit well with the people and community.	5.18	Very high
4. I often feel overwhelmed by my responsibilities.	4.95	High
Overall assessment	5.16	Very high

This implies that every adversity encountered by uniformed personnel in the Manila Police District empowers them to face the demands of their daily lives. However, heavy workloads and significant responsibilities can sometimes overwhelm them. The study’s findings further reveal that despite these challenges, uniformed personnel in the Manila Police District exhibit resilience by mastering every situation they encounter while performing their duties, ultimately enhancing their psychological well-being in their chosen profession. Based on the journal by Domysheva (2022), police officers’ moral readiness and understanding of potential problems were essential to performing their duties and keeping calm in stressful situations effectively.

In terms of Purpose in Life

The PNP Uniformed personnel in terms of Purpose in life was High (Agree 5.07), as displayed in Table 12. Furthermore, the indicator “I have a sense of direction and purpose in life” had the highest mean score of 5.56 and was interpreted as Strongly Agree or Very High. On the other hand, the indicator “I have live one day at a time and do not think about the future” sustained the lowest mean score of 3.78, interpreted as Agree Slightly or Moderately High.

Table 12. Descriptive statistics of the level of psychological well-being of PNP uniformed personnel in terms of purpose in life

Indicators	Mean	Interpretation
1. I have live one day at a time and do not think about the future.	3.78	Moderately high
2. I have a sense of direction and purpose in life.	5.56	Very high
3. I have a good sense of what I am trying to accomplish in life.	5.50	Very high
4. My daily activities seem a blessing in disguise, which helps me to excel in life and is important to me.	5.43	Very high
Overall assessment	5.07	High

This implies that the uniformed personnel in the Manila Police District constantly seek a sense of direction and purpose in life and navigate through their vigilant mindset as public servants. However, they also cherish moments of relaxation and enjoyment, especially with their loved ones, often living in the present without dwelling on the future. The study’s findings unveil that most uniformed personnel in the Manila Police District prioritize their sense of purpose and meaning, which motivates them to plan for a better future and enhance their psychological well-being. They also value living in the moment and enjoying the present. This balance allows them to make sound judgments and decisions while fulfilling their duties as public servants. Wikansari et al. (2023) state that a good mental condition can help individuals realize their meaning and goals. A person with a sense of direction, goals, and ideals made him/her feel that life had a purpose and meaning.

In terms of Personal Growth

The PNP Uniformed personnel’s Personal Growth was Very High (Strongly Agree 5.39), as shown in Table 13. The indicator “For me, life has been a continuous process of learning, changing, and growth” yielded the highest mean score of 5.60 and was interpreted as Strongly Agree or Very High. Moreover, the indicator “I do enjoy being in new situations that require me to change my old familiar ways of doing things” received the lowest mean score of 5.20, interpreted as Strongly Agree or Very High.

The results imply that the PNP organization, particularly in the Manila Police District, is committed to continuous learning, adaptation, and growth, aiming to achieve success and assist citizens in resolving conflicts constructively and safely. However, embracing new situations presents challenges, as it often requires personnel to step out of their old familiar ways, which have become comfortable for them. Burlakova et al. (2023) deduced that psychological training in law enforcement officers beneficially improved their psychological well-being. It reduced stress, emphasizing the need for special strategies and support programs to combat professional burnout.

Table 13. Descriptive statistics of the level of psychological well-being of PNP uniformed personnel in terms of personal growth

Indicators	Mean	Interpretation
1. I am interested in activities that will expand my horizons.	5.44	Very high
2. I sense that I have developed a lot over time.	5.33	Very high
3. I enjoy being in new situations that require me to change my old, familiar ways of doing things.	5.20	Very high
4. For me, life has been a continuous learning, change, and growth process.	5.60	Very high
Overall assessment	5.39	Very high

3.4 Relationship Between Work-Life Balance, Self-Determination, and Psychological Well-Being

Work-Life Balance and Psychological Well-Being

Work-life balance was significantly correlated to the psychological well-being of the uniformed personnel in the Manila Police District (see Table 14). The probability values were all .000, less than the significance level at .05. Thus, the null hypothesis was rejected.

Table 14. Analysis of the relationship between work-life balance and psychological well-being among PNP uniformed personnel

Work-life balance	Psychological well-being	r -value	p-value	Remarks	Decision
Stress Management	Self-acceptance	.354**	.000	Significant	Reject ho
	Positive relationships	.402**	.000	Significant	Reject ho
	Autonomy	.460**	.000	Significant	Reject ho
	Environmental Mastery	.435**	.000	Significant	Reject ho
	Purpose in life	.376**	.000	Significant	Reject ho
	Personal Growth	.427**	.000	Significant	Reject ho
Self-Management	Self-acceptance	.460**	.000	Significant	Reject ho
	Positive relationships	.415**	.000	Significant	Reject ho
	Autonomy	.539**	.000	Significant	Reject ho
	Environmental Mastery	.559**	.000	Significant	Reject ho
	Purpose in life	.428**	.000	Significant	Reject ho
	Personal Growth	.501**	.000	Significant	Reject ho
Time Management	Self-acceptance	.376**	.000	Significant	Reject ho
	Positive relationships	.317**	.000	Significant	Reject ho
	Autonomy	.535**	.000	Significant	Reject ho
	Environmental Mastery	.457**	.000	Significant	Reject ho
	Purpose in life	.404**	.000	Significant	Reject ho
	Personal Growth	.377**	.000	Significant	Reject ho
Change Management	Self-acceptance	.471**	.000	Significant	Reject ho
	Positive relationships	.511**	.000	Significant	Reject ho
	Autonomy	.532**	.000	Significant	Reject ho
	Environmental Mastery	.535**	.000	Significant	Reject ho
	Purpose in life	.470**	.000	Significant	Reject ho
	Personal Growth	.534**	.000	Significant	Reject ho

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed)

This implies that maintaining a balance between professional and personal lives among PNP uniformed personnel promotes psychological well-being, influencing their psychological health. This aspect is crucial for them to attain efficient work performance during emergencies and high-stress incidents while addressing work-family issues that may otherwise lead to burnout and high turnover rates. The study by Kurtuluz et al. (2023) claimed that social support in the workplace allowed individuals to cope with difficult life events, promoted their well-being amidst adversities, and achieved a balance by minimizing role conflicts in both work and personal life.

Self-Determination and Psychological Well-Being

Self-determination was significantly correlated with the psychological well-being of the uniformed personnel in the Manila Police District (see Table 15). The probability values were all .000, less than the significance level at .05. Thus, the null hypothesis was rejected. It indicates that strengthening self-determination among uniformed personnel in the Manila Police District, which involves autonomy, competence, and relatedness, is essential for bolstering their motivation and psychological well-being.

This helps them serve and protect the community's citizens and boosts their happiness and morale in tackling adversities. It also promotes their ability to make sound decisions and judgments in various situations as they perform their duties as public servants. Based on the study by Tang et al. (2021) emphasized that autonomy,

competence, and relatedness were essential for enhancing autonomous motivation and promoting psychological well-being among older adults in China and France. As a result, the study found that high need satisfaction was linked to higher autonomous motivation and psychological well-being, regardless of age or culture, in China and France.

Table 15. Analysis of the relationship between self-determination and psychological well-being among PNP uniformed personnel

Self-determination	Psychological well-being	r-value	p-value	Remarks	Decision
Autonomy	Self-acceptance	.467**	.000	Significant	Reject ho
	Positive relationships	.455**	.000	Significant	Reject ho
	Autonomy	.582**	.000	Significant	Reject ho
	Environmental Mastery	.532**	.000	Significant	Reject ho
	Purpose in life	.463**	.000	Significant	Reject ho
Competence	Personal Growth	.484**	.000	Significant	Reject ho
	Self-acceptance	.466**	.000	Significant	Reject ho
	Positive relationships	.454**	.000	Significant	Reject ho
	Autonomy	.490**	.000	Significant	Reject ho
	Environmental Mastery	.521**	.000	Significant	Reject ho
Relatedness	Purpose in life	.419**	.000	Significant	Reject ho
	Personal Growth	.528**	.000	Significant	Reject ho
	Self-acceptance	.388**	.000	Significant	Reject ho
	Positive relationships	.434**	.000	Significant	Reject ho
	Autonomy	.406**	.000	Significant	Reject ho
	Environmental Mastery	.458**	.000	Significant	Reject ho
	Purpose in life	.372**	.000	Significant	Reject ho
	Personal Growth	.448**	.000	Significant	Reject ho

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed)

3.5 Impact of Work-life Balance on Psychological Well-being

In terms of Self-Acceptance

As shown in Table 16, self-management and change management significantly impacted psychological well-being, especially Self-Acceptance, by 24.3%, with p-values of .013 and .004, leading to the rejection of the null hypothesis. Conversely, stress management and time management had no significant effect on Self-Acceptance, with p-values of .480 and .917, leading to the acceptance of the null hypothesis.

Table 16. Regression analysis on the impact of the level of work-life balance on psychological well- in terms of self-acceptance

Variables	Unstandardized B	Std. Error	Standardized B	t	p-value	Remarks	Decision
(Constant)	2.810	0.287		9.780	0.000		
Stress Management	0.012	0.111	0.009	0.104	0.917	Not Significant	Accept Ho
Self-Management	0.343	0.137	0.256	2.493	0.013	Significant	Reject Ho
Time Management	-0.084	0.118	-0.071	-0.708	0.480	Not Significant	Accept Ho
Change Management	0.456	0.158	0.317	2.896	0.004	Significant	Reject Ho

R - Square = 0.243, Adjusted R Square= 0.230, F-value = 18.588, Significance = 0.000

This implies that the uniformed personnel in the Manila Police District can adapt and manage themselves amidst frequent organizational changes, often facing reassignment due to the nature of their job. However, these transitions can negatively impact their stress and time management, influenced by the unique cultures of each new assignment and the decision-making of their new chiefs. According to Daria (2023), educational instructors' beliefs in their own capabilities and self-management skills could significantly impact their personal and professional abilities, ultimately aiding in unlocking the full potential of their students. Meanwhile, Colombo et al. (2023) inferred that positive attitudes toward organizational change were associated with lower levels of work-related exhaustion among police officers. As a result, resistance to change correlated with higher exhaustion levels. This urged that fostering a positive outlook on change could mitigate burnout among police workers. Further, Brauner et al. (2019) found that employees with high working time demand and low control faced significant health and work-life balance issues. Granting greater control over work schedules and reducing working time demands was crucial for promoting health, improving work-life harmony, and enhancing their well-being.

In terms of Positive Relations with Others

As shown in Table 17, Time management and change management significantly impacted psychological well-being, particularly Positive Relations with Others, by 29.1%, with p-values of .004 and .000, leading to the rejection of the null hypothesis. However, stress management and self-management had no significant effect on Positive Relations with Others, with p-values of .106 and .353, leading to the acceptance of the null hypothesis.

Table 17. Regression analysis on the impact of the level of work-life balance on psychological well- in terms of positive relations to others

Variables	Unstandardized B	Std. Error	Standardized B	t	p-value	Remarks	Decision
(Constant)	2.812	0.280		10.06	0.000		
Stress Management	0.175	0.108	0.134	1.624	0.106	Not Significant	Accept Ho
Self-Management	0.125	0.134	0.092	0.932	0.353	Not Significant	Accept Ho
Time Management	-0.332	0.115	-0.280	-2.886	0.004	Significant	Reject Ho
Change Management	0.812	0.153	0.562	5.295	0.000	Significant	Reject Ho

R - Square = 0.291, Adjusted R Square= 0.278, F-value = 23.652, Significance = 0.000

It indicates that the proactive approach of uniformed personnel in the Manila Police District in managing their time and adapting to organizational changes influences their positive relationship with others. Maintaining a balance between work and personal time and engaging well with colleagues and supervisors enhances employee satisfaction, thereby supporting effective job performance. Conversely, strict adherence to directives may reduce self-management while alleviating stress management due to the stressors beyond their control. As deduced by Bedi and Sass (2022), effective time management behaviors resulted in increased job satisfaction, improved performance, and decreased stress and burnout, partially mediated by work-family conflict. Furthermore, as Onyekwere et al. (2023) stated, strong leadership was required to successfully navigate change and inspire employees through a clear vision, defined strategy, effective communication, and support by committing to change. Meanwhile, based on the study of Delavin and Pogoy (2023), married female teachers' work-life balance during the pandemic followed a cyclical pattern influenced by individual and family-related issues. Gender, marital status, age, obligation, and personal traits played a role in this variability. Further, as claimed by Ryu et al. (2020), police officers' momentary stress and effect were influenced by within-person and between-person stress factors, contextual factors, and social factors. This emphasized the importance of interventions to mitigate stress and improve the effect on the police force.

In terms of Autonomy

Table 18. Regression analysis on the impact of the level of work-life balance on psychological well- in terms of autonomy

Variables	Unstandardized B	Std. Error	Standardized B	t	p-value	Remarks	Decision
(Constant)	1.605	0.317		5.061	0.000		
Stress Management	0.112	0.122	0.073	0.918	0.360	Not Significant	Accept Ho
Self-Management	0.343	0.152	0.217	2.263	0.025	Significant	Reject Ho
Time Management	0.286	0.130	0.205	2.195	0.029	Significant	Reject Ho
Change Management	0.253	0.174	0.149	1.456	0.147	Not Significant	Accept Ho

R - Square = 0.340, Adjusted R Square= 0.328, F-value = 29.692, Significance = 0.000

As shown in Table 18, Self-management and time management significantly impacted psychological well-being, specifically Autonomy, by 34%, with p-values of .025 and .029, leading to the rejection of the null hypothesis. Conversely, stress management and change management had no significant effect on Autonomy, with p-values of .360 and .147, leading to the acceptance of the null hypothesis. It implies that by applying the right or condition of self-governing and volitional experience, uniformed personnel in the Manila Police District enhance their self-management and time-management capabilities, empowering them to make decisions autonomously. However, their capacity to navigate change is hampered by the hierarchical structure and strict organizational rules, which diminish their coping mechanisms in the face of uncertainty across various situations. These constraints hinder their ability to incorporate their insights when fulfilling their duties. According to Doblinger (2023), the higher individual autonomy in self-managing organizations could have resulted in increased job crafting, work engagement, and job satisfaction, as well as reduced error strain while increasing error learning and risking errors. Meanwhile, Au et al. (2023) claimed that time management skills were more important than resilience in predicting autonomy in university students' psychological well-being, affecting their ability to achieve academic goals. Moreover, Banerjee et al. (2021) revealed that good management practices in hierarchical police departments boosted officer efficiency, especially when incentives were provided for officers designated to sobriety

checkpoints. However, reducing middle managers' autonomy through limitations on transfers, rotations, and duty assignments proved ineffective in enhancing police performance. Further, Purba and Demou (2019) highlighted that occupational stressors significantly impacted police officers' mental well-being. This led the organization to implement interventions and policy changes to promote a healthy work environment that benefits officers and the public.

In terms of Environmental Mastery

As shown in Table 19, self-management and change management significantly impacted psychological well-being, particularly Environmental Mastery, by 33.7%, with p-values of .000 and .019, leading to the rejection of the null hypothesis. Conversely, stress management and time management had no significant effect on Environmental Mastery, with p-values of .523 and .650, leading to the acceptance of the null hypothesis.

Table 19. Regression analysis on the impact of the level of work-life balance on psychological well- in terms of environmental mastery

Variables	Unstandardized B	Std. Error	Standardized B	t	p-value	Remarks	Decision
(Constant)	2.190	0.288		7.614	0.000		
Stress Management	0.071	0.111	0.051	0.640	0.523	Not Significant	Accept Ho
Self-Management	0.525	0.138	0.366	3.814	0.000	Significant	Reject Ho
Time Management	-0.054	0.118	-0.043	-0.454	0.650	Not Significant	Accept Ho
Change Management	0.371	0.158	0.242	2.355	0.019	Significant	Reject Ho

R - Square = 0.337, Adjusted R Square= 0.325, F-value = 29.316, Significance = 0.000

It implies that mastering the situations enables uniformed personnel in Manila Police Districts to effectively manage themselves and adeptly navigate organizational changes, thereby reducing their uncertainty about circumstances and enhancing their ability to overcome challenges. However, their efforts to anticipate every possible scenario can clutter their thoughts, hampering their coping mechanism and consuming their time, causing them to set aside tasks unrelated to the immediate situation they encounter. According to Schafer et al. (2020), organizational change was crucial and unavoidable for police reform, with supervisors playing an important role in ensuring the proper implementation of street-level initiatives. Their prior experiences and attitudes toward change significantly influenced their views on policing reforms, making them pivotal for success. Concurrently, as inferred by Rodriguez et al. (2020), environmental mastery and self-concept positively influenced university students' psychological well-being, allowing them to grow personally. Meanwhile, Demou et al. (2020) claimed that police officers' mental well-being could be affected by job demands such as long working hours, workloads, organizational culture, leadership, and organizational change. They emphasized the importance of interventions such as training, counseling, and workplace environmental changes to mitigate these stressors and support mental health in police culture.

In terms of purpose in life

As shown in Table 20, change management significantly impacted psychological well-being, particularly Purpose in Life, by 23.1% with a p-value of .006, leading to the rejection of the null hypothesis. Conversely, stress management, self-management, and time management did not significantly affect Purpose in Life, with p-values of .519, .251, and .705, leading to the acceptance of the null hypothesis.

Table 20. Regression analysis on the impact of the level of work-life balance on psychological well- in terms of purpose in life

Variables	Unstandardized B	Std. Error	Standardized B	t	p-value	Remarks	Decision
(Constant)	2.610	0.306		8.523	0.000		
Stress Management	0.076	0.118	0.055	0.646	0.519	Not Significant	Accept Ho
Self-Management	0.168	0.146	0.119	1.150	0.251	Not Significant	Accept Ho
Time Management	0.048	0.126	0.038	0.379	0.705	Not Significant	Accept Ho
Change Management	0.466	0.168	0.307	2.776	0.006	Significant	Reject Ho

R - Square = 0.231, Adjusted R Square= 0.218, F-value = 17.352, Significance = 0.000

This implies that an enlightened sense of purpose, meaning, and goals among uniformed personnel in the Manila Police District helps them cope with their changing environment, especially with the organization's unstable rules and regulations. However, losing control of their pathway in life and facing unforeseen goals impairs their ability to deal with uncontrollable challenges. If not appropriately addressed, this can compromise their coping mechanisms and time management, potentially leading to burnout and an unmanageable work-life balance. As stated by Willroth et al. (2021), the higher the level of purpose in life and the more positive the purpose for change

among midlife white American and African populations, the better their physical health in the middle to older adulthood. Meanwhile, the study of Tsumarieva et al. (2023) emphasized that training law enforcement officers for professional fulfillment should focus on motivation, support, time management, success recognition, and relaxation while addressing stress, insecurity, self-criticism, and risk-taking attitudes, which negatively impact readiness for self-fulfillment.

In terms of Personal Growth

As shown in Table 21, self-management, time management, and change management significantly impacted psychological well-being, specifically Personal Growth, by 31.9 %, with p-values of .007, .019, and .000, leading to the rejection of the null hypothesis. On the other hand, stress management did not significantly affect Personal Growth, with a p-value of .206, leading to the acceptance of the null hypothesis.

Table 21. Regression analysis on the impact of the level of work-life balance on psychological well- in terms of personal growth

Variables	Unstandardized B	Std. Error	Standardized B	t	p-value	Remarks	Decision
(Constant)	2.685	0.266		10.095	0.000		
Stress Management	0.130	0.103	0.102	1.269	0.206	Not Significant	Accept Ho
Self-Management	0.345	0.127	0.264	2.711	0.007	Significant	Reject Ho
Time Management	-0.258	0.109	-0.224	-2.360	0.019	Significant	Reject Ho
Change Management	0.599	0.146	0.427	4.110	0.000	Significant	Reject Ho

R - Square = 0.319, Adjusted R Square= 0.307, F-value = 27.077, Significance = 0.000

This indicates the PNP organization's strong commitment to developing its personnel, particularly in the Manila Police District, by helping them engage more in activities and situations that strengthen their capabilities. It also encouraged them to manage their personal and professional lives effectively, be punctual and responsible in managing their time, and accept change. This helped them move from stress-free situations to becoming transformative individuals who efficiently help the community in policing law. However, their ability to cope may suffer if they cannot keep up with the frequent changes. Lowery and Cassidy (2022) deduced that first responders who incorporated self-compassion, physical activity, relationship satisfaction, and social support built resilience and improved coping strategies, enhancing their health and well-being in their profession. Meanwhile, Ekaterina (2020) revealed that effective time management ensured psychological safety by using time constructively and avoiding actions that waste time and energy. Moreover, Kolbergyste and Dromantaite (2022) proclaimed that managerial growth during organizational changes entailed the development of personal and professional skills and the conscious evolution of inner perceptions regarding work. On the other hand, Zadorozhnyia et al. (2023) inferred that stress resistance was essential for National Police officers to effectively fulfill their duties and maintain health, noting that inadequate psycho-emotional preparation leads to poor performance, injuries, and deaths due to stress.

3.6 Impact of Self-Determination on Psychological Well-being

In terms of Self-Acceptance

As shown in Table 22, autonomy and competence significantly impacted psychological well-being regarding Self-Acceptance by 24.6 %, with p-values of .010 and .047 leading to the rejection of the null hypothesis. At the same time, relatedness did not significantly affect Self-Acceptance, with a p-value of .298 leading to the acceptance of the null hypothesis.

Table 22. Regression analysis on the impact of self-determination on psychological well- in terms of self-acceptance

Variables	Unstandardized B	Std. Error	Standardized B	t	p-value	Remarks	Decision
(Constant)	2.408	0.367		6.557	0.000		
Self-determination Autonomy	0.366	0.140	0.247	2.612	0.010	Significant	Reject Ho
Competence	0.323	0.162	0.209	1.996	0.047	Significant	Reject Ho
Relatedness	0.157	0.151	0.085	1.044	0.298	Not Significant	Accept Ho

R - Square = 0.246, Adjusted R Square= 0.236, F-value = 25.207, Significance = 0.000

This implies that by bolstering self-acceptance among uniformed personnel in the Manila Police District, their autonomous perception and even competence in performing their tasks as community guardians also strengthen as they safeguard their inner selves during adversities. However, their relatedness to others may hamper when they make mistakes, leading to frustration due to public scrutiny. Based on the study by Malley and Qualls (2020)

found that psychological well-being, specifically autonomy and self-acceptance, discreetly predicted positive aspects of caregiving, such as competence and personal gain. Meanwhile, Morrow et al. (2019) claimed that the negative media scrutiny of law enforcement adversely impacted college students' motivation to become police officers, resulting in a decreased application rate.

In terms of Positive Relations with Others

As shown in Table 23, autonomy and relatedness significantly impacted psychological well-being, particularly in terms of Positive Relations to Others, by 24.9%, with p-values of .019 and .016, leading to the rejection of the null hypothesis. In contrast, competence did not significantly affect psychological well-being in terms of Positive Relations to Others, with a p-value of .192, leading to the acceptance of the null hypothesis.

Table 23. Regression analysis on the impact of self-determination on psychological well- in terms of positive relations to others

Variables	Unstandardized B	Std. Error	Standardized B	t	p-value	Remarks	Decision
(Constant)	2.404	0.368		6.530	0.000		
Self-determination Autonomy	0.332	0.140	0.224	2.366	0.019	Significant	Reject Ho
Competence	0.212	0.162	0.137	1.308	0.192	Not Significant	Accept Ho
Relatedness	0.366	0.151	0.197	2.424	0.016	Significant	Reject Ho

R - Square = 0.249, Adjusted R Square= 0.240, F-value = 25.693, Significance = 0.000

This implies that the uniformed personnel in Manila Police District increase their autonomous perspective and relatedness by connecting with their colleagues and supervisors, which enhances their interpersonal relationships and enables them to gain secondhand experience in carrying out their duties in the community. However, compromising positive relations with others hinders them from gaining competence, essential in performing their job as public servants. Based on the study by Dombestein et al. (2019), they discovered that the psychological demands for autonomy, competence, and relatedness significantly predicted motivation levels among informal caregivers, influencing their well-being while providing unpaid support to relatives or friends during illness progression. Meanwhile, as deduced by Dulin and Dulin (2020), subcultural factors influenced police motivation to learn and transfer new knowledge, with innovation in police subculture positively impacting this motivation, while bureaucratic culture had a negative effect.

In terms of Autonomy

As shown in Table 24. Autonomy significantly impacted psychological well-being in terms of Autonomy by 34.3 %, with a p-value of .000, leading to the rejection of the null hypothesis. At the same time, competence and relatedness did not significantly affect psychological well-being, with p-values of .664 and .469, leading to the acceptance of the null hypothesis.

Table 24. Regression analysis on the impact of self-determination on psychological well- in terms of autonomy

Variables	Unstandardized B	Std. Error	Standardized B	t	p-value	Remarks	Decision
(Constant)	1.205	0.405		2.976	0.003		
Self-determination Autonomy	0.897	0.154	0.514	5.813	0.000	Significant	Reject Ho
Competence	0.078	0.178	0.043	0.435	0.664	Not Significant	Accept Ho
Relatedness	0.121	0.166	0.055	0.726	0.469	Not Significant	Accept Ho

R - Square = 0.343, Adjusted R Square= 0.334, F-value = 40.309, Significance = 0.000

This indicates that having the right or condition to self-government among uniformed personnel in the Manila Police District strengthens their inner motivation, helps them to attain happiness, and increases morale, providing them with a desire to engage more in their chosen profession and perform their duties efficiently. In contrast, a lack of autonomous insight can impair their ability to fulfill their job and cause feelings of cynicism and alienation from themselves to others. According to Ajoke and Sunday (2020), humor is therapeutic and adaptive, positively impacting individuals with severe mental health issues by aiding in thought suppression and enhancing autonomy and psychological well-being for both genders. Meanwhile, Kadel (2020) asserted that teacher autonomy was crucial for professional competence, highlighting that constraints in curriculum design and inadequate funding diminish teaching and learning proficiency. Furthermore, Vanderstukken and Caniëls (2021) found that workplace autonomy had a stronger negative association with work alienation among subordinates with low psychological capital compared to those with high psychological capital, while leaders experienced a negative relationship with work alienation regardless of their psychological capital level.

In terms of Environmental Mastery

As shown in Table 25, autonomy significantly impacted psychological well-being in terms of Environmental Mastery by 31.9 %, with a p-value of .001, leading to the rejection of the null hypothesis. At the same time, competence and relatedness did not significantly affect psychological well-being, with p-values of .065 and .068, leading to the acceptance of the null hypothesis.

Table 25. Regression analysis on the impact of self-determination to psychological well- in terms of environmental mastery

Variables	Unstandardized B	Std. Error	Standardized B	t	p-value	Remarks	Decision
(Constant)	1.205	0.405		2.976	0.003		
Self-determination Autonomy	0.897	0.154	0.514	5.813	0.001	Significant	Reject Ho
Competence	0.078	0.178	0.043	0.435	0.065	Not Significant	Accept Ho
Relatedness	0.121	0.166	0.055	0.726	0.068	Not Significant	Accept Ho

R – Square = 0.319, Adjusted R Square= 0.311, F-value = 36.307, Significance = 0.000

This implies that the ability of uniformed personnel in the Manila Police District to master the situations they could encounter boosts their inner motivation. Conversely, unawareness and lack of relation regarding undesirable situations impede their ability to manage them, which can cause problems, influencing their decision-making and judgment in their duties as public servants. In the study by Chen and Wu (2022), they found that optimizing the ratio of job demands and autonomy in police work, particularly high guidance under high demands, effectively reduced negative stress responses among officers. Meanwhile, Krasnoshchok and Dikhtiar (2021) asserted that prolonged extreme conditions in law enforcement eroded self-discipline and moral control, leading to negative behaviors, including recklessness, vulgarity, ethical disregard, insubordination, resentment, rudeness, and excessive drinking. Furthermore, the study of Eliasson (2023) revealed that police officers faced various forms of victimization on the job, which had direct and indirect physical, mental, and economic impacts, often overlooked due to societal and officer perceptions of violent and nonviolent victimizations.

In terms of Purpose in Life

As shown in Table 26, autonomy significantly impacted psychological well-being in terms of Purpose in Life by 22.7 %, with a p-value of .001, leading to the rejection of the null hypothesis. At the same time, competence and relatedness did not significantly affect psychological well-being, with p-values of .473 and .187, leading to the acceptance of the null hypothesis.

Table 26. Regression analysis on the impact of self-determination to psychological well- in terms of purpose in life

Variables	Unstandardized B	Std. Error	Standardized B	t	p-value	Remarks	Decision
(Constant)	2.244	0.393		5.709	0.000		
Self-determination Autonomy	0.521	0.150	0.334	3.482	0.001	Significant	Reject Ho
Competence	0.125	0.173	0.076	0.719	0.473	Not Significant	Accept Ho
Relatedness	0.213	0.161	0.109	1.325	0.187	Not Significant	Accept Ho

R – Square = 0.227, Adjusted R Square= 0.217, F-value = 22.724, Significance = 0.000

This indicates that the autonomous mindset among uniformed personnel in the Manila Police District affects their understanding of the purpose in life, providing them with hope amidst challenges and enabling them to foresee adversities as stepping stones to succeed. Conversely, lack of meaning and goals negatively affects their competence and relatedness, reducing their motivation to engage more in their chosen profession and protect our country's citizens. As deduced by Serdiuk (2019), self-determination of personal development was the psychological foundation for personal self-realization and psychological well-being, influenced by understanding life goals, meanings, motivation, and personal autonomy. Meanwhile, Irani et al. (2021) found that negative marital interaction was associated with lower levels of purpose in life for both husbands and wives, resulting in depressive symptoms for wives. Furthermore, Gonito et al. (2021) revealed that Pharmacy students faced significant pressure from future professional expectations, requiring them to support patient health, enhance their psychological well-being, and gain control over their lives to excel in their careers.

In terms of Personal Growth

Competence significantly impacted psychological well-being in terms of Personal Growth by 29.8 %, with p-values of .002 leading to the rejection of the null hypothesis. At the same time, autonomy and relatedness did not significantly affect psychological well-being, with p-values of .094 and .101 leading to the acceptance of the null hypothesis.

Table 27. Regression analysis on the impact of self-determination on psychological well- in terms of personal growth

Variables	Unstandardized B	Std. Error	Standardized B	t	p-value	Remarks	Decision
(Constant)	2.318	0.346		6.703	0.000		
Self-determination Autonomy	0.221	0.132	0.153	1.679	0.094	Not Significant	Accept Ho
Competence	0.473	0.152	0.314	3.108	0.002	Significant	Reject Ho
Relatedness	0.233	0.142	0.129	1.645	0.101	Not Significant	Accept Ho

R – Square = 0.298, Adjusted R Square= 0.289, F-value = 32.833, Significance = 0.000

This implies the eagerness of the Philippine National Police, particularly in the Manila Police District, to develop the ability of their personnel and motivate them to engage in various schooling and activities to learn more, which assists the community in addressing their problems and inspires them to perform their job as public servants. In contrast, compromising volitional experience and relatedness to others can impede their motivation to desire personal growth due to diminishing morale, affecting their discernment in attaining development. According to Trejs et al. (2023), fostering socio-emotional competence and professional ethics among police officers could improve their effectiveness in handling official duties and navigating personal and professional challenges in a multicultural society. Meanwhile, Bergamin et al. (2022) revealed that mental illness decreased personal autonomy differently based on underlying psychopathology and individual circumstances, impacting quality of life and motivation for treatment-seeking. Additionally, as deduced by Serrano (2021), women faced significant psychological challenges when their husbands were incarcerated and dealing with drug addiction, leading to substantial distress and reduced well-being.

4.0 Conclusions

Adapting PNP uniformed personnel to organizational changes helps them efficiently navigate daily adversities in both personal and professional aspects of their lives. It helps them to manage their time, stress, and themselves. Additionally, their capability to seamlessly integrate with others and learn helps them handle challenges effectively. However, the organization's hierarchical structure and strict rules limit their autonomy in expressing insights and opinions freely. Correspondingly, a lack of clarity regarding their goals and life's meaning hampers their autonomy, impacting psychological well-being crucial for managing challenges effectively. PNP uniformed personnel who attained a balance between personal and professional aspects of their lives had enhanced psychological well-being, improving their performance in emergencies and high-stress situations while mitigating work-family conflicts that could contribute to burnout and turnover. Simultaneously, strengthened self-determination is also crucial for improving their psychological well-being by promoting positive mental states such as happiness and satisfaction, enhancing morale in facing challenges, fulfilling their community mandate to serve and protect, and fostering sound decision-making and judgment in their roles as public servants. Future researchers may investigate additional factors regarding PNP uniformed personnel and implement them in other police districts to validate the obtained results from the study.

5.0 Contributions of Authors

The author reviewed and approved the final work.

6.0 Funding

This work received no specific grant from any funding agency.

7.0 Conflict of Interests

The author declares no conflicts of interest about the publication of this paper.

8.0 Acknowledgment

The researcher would like to thank and praise Heavenly Father for His love and guidance in completing this study. The researcher would like to express his sincere gratitude to his adviser, Mr. Ronel John E. Tarcilo, for his unwavering support, understanding, and guidance in coming up with and finishing this study. He is especially indebted to officials and personnel of the PNP: PBGEN Arnold Thomas Cabugao Ibay, District Director, Manila Police District, and PBGEN Mark Danglait Pespes, Acting District Director, Southern Police District, PCPT Daisy Hallasgo, OIC, PMS, DPRMD, Manila Police District and PSSg Articulo, ADMIN PNCO, Southern Police District, for rendering support and encouragement to complete this research; To his esteemed and extraordinary panelists: Dean Alfredo G. Perez Jr., Dr. Ma. Lorena M. Tagala, Dr. Cincy Merly B. Gecolea, and Dr. Christine M. Hernandez, for their expertise and guidance, have greatly contributed to the improvements of the study; He also grateful to all of those with whom he has the pleasure to work during throughout this journey, and other related projects. He is thankful to his parents, Magno and Beatriz, and his partner, Sofia, for the upliftment of his morals and understanding him in adverse circumstances, reminding him to always call to God the Father in Heaven for guidance, and becoming his source of strength and inspiration, patience, empathy, and kindness and for believing that this research would be possible and for pushing the researcher to finish the race in his Master's profession to succeed.

9.0 References

Abiog, A. B. (2022). Work-Life Balance and Performance of Employees in pag-ibig fund Calamba hub (Masteral Thesis). Laguna College of Business and Arts, City of Calamba, Laguna, Philippines.

- Ajoke, O. O., & Sunday, I. E. (2020). The association between sense of humour and psychological well-being among undergraduates. *Journal of Human Ecology*, 71(1-3), 1-7. <https://doi.org/10.31901/24566608.2020/71.1-3.3190>
- Ali, B. J., & Anwar, G. (2021). The Mediation Role of Change Management in Employee Development. *International Journal of English Literature and Social Sciences*, 6(2), 361-374. https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3834721
- Alias, S., Hashimah, L., & Haizzan, M. (2020). Psychometric Properties of the 42-Item Version of Ryff's Psychological Well-Being Scale among Working. *Journal of Human Development and Communication*, 2020(9), 23-28.
- Alkhawaldeh, A. M. A., & Alkrimeen, A. A. (2021). Psychological well-being of police officers and its impact on the level of job commitment and quality of social relationship. *Asian Social Science*, 17(1), 91-97. <https://doi.org/10.5539/ass.v17n1p91>
- Al-Khouja, M., Graham, L., Weintin, N., & Zheng, Y. (2020). How autonomy support and ethical value alignment influences attitudes towards diversity in English police. *Journal of Moral Education*, 49(3), 356-380. <https://doi.org/10.1080/03057240.2019.1697867>
- Alqahtani, T. H. (2020). Work-life Balance of Women Employees. *Granite Journal*, 4(1), 37-42.
- Au, A., Caltabiano, N. J., & Vaksman, O. (2023). The impact of sense of belonging, resilience, time management skills and academic performance on psychological well-being among university students. *Cogent Education*, 10(1), 1-17. <https://doi.org/10.1080/2331186X.2023.2215594>
- Banerjee, A., Chattopadhyay, R., Duflo, E., Keniston, D., & Singh, N. (2021). Improving police performance in Rajasthan, India: experimental evidence on incentives, managerial autonomy, and training. *American Economic Journal: Economic Policy*, 13(1), 36-66. <https://doi.org/10.1257/pol.20190664>
- Bedi, A., & Sass, M. D. (2022). But I have no time to read this article! A meta-analytic review of the consequences of employee time management behaviors. *Journal of Social Psychology*, 163(5), 676-697. <https://doi.org/10.1080/00224545.2022.2159302>
- Bergamin, J., Luigjes, J., Kiverstein, J., Bockting, C. L., & Denys, D. (2022). Defining autonomy in psychiatry. *Frontiers in Psychiatry*, 13(0), 801415. <https://doi.org/10.3389/fpsy.2022.801415>
- Bondarenko, V., Okhrimenko, I., Yevdokimova, O., Sydorchuk, N., Dzhazhyk, O., Boichuk, I., Kalashnik, N., Kozlovets, M., Slyusar, V., Pavlenko, V., Biruk, N., Verbovskyi, L., Bloshchynskiy, I. (2020). Professional skills and competencies of the future police officers. *International Journal of Applied Exercise Physiology*, 9 (5), 35-43. <http://eprints.zu.edu.ua/32751/>
- Brauner, C., Wöhrmann, A. M., Frank, K., & Michel, A. (2019). Health and work-life balance across types of work schedules: A latent class analysis. *Applied Ergonomics*, 81(0), 102906. <https://doi.org/10.1016/j.apergo.2019.102906>
- Burlakova, I., Melnychuk, D., Oksitovych, M., & Nikolaenko, S. (2023). Psychological well-being and strategy to counter professional burnout among law enforcement officers. *Public Administration and Law Review*, 3(0), 69-77. <https://public.scnchub.com/pair/index.php/pair/article/view/198>
- Chen, P., & Wu, L. (2022). Impact of job demands on police stress response – the roles of basic psychological needs and job autonomy. *BMC Public Health*, 22(1), 1-10. <https://doi.org/10.1186/s12889-022-14758-6>
- Colombo, L., Maran, D. A., & Grandi, A. (2023). Attitudes toward organizational change and their association with exhaustion in a sample of Italian police workers. *Frontiers in Psychology*, 14(0), 1122763. <https://doi.org/10.3389/fpsyg.2023.1122763>
- Daria, L. (2023). Self-Efficacy, Self-Management and Performance of Teachers on the New Normal. *Psychology and Education: A Multidisciplinary Journal*, 10(4), 1-10. <https://doi.org/10.5281/zenodo.8114467>
- Delavin, E. A., & Pogoy, A. M. (2023). Work-Life balance of married female teachers during pandemic in the Philippines: A Qualitative metaphorical analysis. *International Journal of Multidisciplinary*, 4(3), 784-791. <https://doi.org/10.11594/ijmaber.04.03.11>
- Demirkol, I. C., & Nalla, M. K. (2019). Police culture: An empirical appraisal of the phenomenon. *Criminology & Criminal Justice*, 20(3), 319-338. <https://doi.org/10.1177/1748895818823832>
- Demou, E., Hale, H., & Hunt, K. (2020). Understanding the mental health and wellbeing needs of police officers and staff in Scotland. *Police Practice & Research*, 21(6), 702-716. <https://doi.org/10.1080/15614263.2020.1772782>
- Doblinger, M. (2023). Autonomy and engagement in self-managing organizations: exploring the relations with job crafting, error orientation and person-environment fit. *Frontiers in Psychology*, 14(0), 1198196. <https://doi.org/10.3389/fpsyg.2023.1198196>
- Dombestein, H., Norheim, A., & Husebø, A. M. L. (2019). Understanding informal caregivers' motivation from the perspective of self-determination theory: an integrative review. *Scandinavian Journal of Caring Sciences*, 34(2), 267-279. <https://doi.org/10.1111/scs.12735>
- Domyshyeva, T. V. (2022). The importance of moral and psychological aspects in carrying out operational and service tasks of police officers. *Nota Bene*, 4(0), 62-67. <https://doi.org/10.7256/2454-0692.2022.4.36604>
- Drew, J. M., & Martin, S. (2020). Mental health and well-being of police in a health pandemic: Critical issues for police leaders in a post-COVID-19 environment. *Journal of Community Safety & Well-being*, 5(2), 31-36. <https://doi.org/10.35502/jcswb.133>
- Dulin, A., & Dulin, L. (2020). Police subcultural influences on the transfer of training. *International Journal of Police Science & Management*, 22(4), 343-355. <https://doi.org/10.1177/1461355720947748>
- Ekaterina, K. (2020). Time management as a way to ensure the psychological safety of a person. Retrieved from <https://doi.org/10.15862/53MNNPK20-22>.
- Eliasson, M. N. (2021). Police officers: Invisible victims in the line of duty. In R. Blasdel, L. Krieger-Sample, & M. Kilburn (Eds.), *Invisible victims and the pursuit of justice: Analyzing frequently victimized yet rarely discussed populations* (pp. 41-62). Information Science Reference/IGI Global.
- Esperanza, N. R. D. (2021). Satisfaction of Basic Psychological, Need, Motivation, and Aspiration of Patients with End Stage Renal Stage (Masteral Thesis). University of Perpetual Help System Laguna Graduate School, Laguna.
- Gierszewski, J., & Pieczywok, A. (2021). Subject and situational determinants of well-being in the police. *European Research Studies Journal*, 24(4), 941-954.
- Gonito, J. L. R., Seda, M. R. D., Marcelino, L. P., & Alor, A. B. A. (2021). Psychological Well-being and Lived Experiences of BS in Pharmacy Students at the University of Makati: Basis for an Intervention Program. *Universitas*, 9(2), 191-199. <https://ejournals.ph/article.php?id=17655>
- Guleria, N. (2023). Oriental institute role of self-motivation and determination with impact on work-life balance. *Journal of the Oriental Institute*, 71(3), 22 - 28.
- Irani, E., Park, S., & Hickman, R. L. (2021). Negative marital interaction, purpose in life, and depressive symptoms among middle-aged and older couples: evidence from the Health and Retirement Study. *Aging and Mental Health*, 26(4), 860-869. <https://doi.org/10.1080/13607863.2021.1904831>
- Kadel, P. B. (2020). Challenges of teacher autonomy for professional competence. *Interdisciplinary Research in Education*, 5(1-2), 39-46.
- Kashyap, S. (2024). Importance of time management in the workplace in 2024. Retrieved from <https://www.proofhub.com/articles/importance-of-time-management-in-the-workplace>
- Kolbergtytė, A., & Dromantaitė, A. (2022). A theoretical analysis of managerial growth in the context of organizational change. *Sustainability*, 14(8), 4523. <https://doi.org/10.3390/su14084523>
- Krasnoshchok, A., & Dikhtiar, D. (2021). Peculiarities of Training and Police Officers for Performance of Official Duties in Extreme Conditions. *Scientific Bulletin of Dnipropetrovsk State University of Internal Affairs*, 0(0), 347-354. <https://visnik.dnpuvs.in.ua/wp-content/uploads/2021/11/nv2020/PDF/61.pdf>
- Kurtuluz, E., Kurtulus, H. Y., Birel, S., & Batmaz, H. (2023). The effect of social support on work-life balance: the role of psychological well-being. *International Journal of Contemporary Educational Research*, 10(1), 239-249. <https://doi.org/10.33200/ijcer.1152323>
- Lopez, V. (2023, November 9). PNP says crime rate down 8% in first 10 months - Manila Standard. Manila Standard. Retrieved from <https://manilastandard.net/news/national/314388349/pnp-says-crime-rate-down-8-in-first-10-months.html>
- Lowery, A., & Cassidy, T. (2022). Health and well-being of first responders: The role of psychological capital, self-compassion, social support, relationship satisfaction, and physical activity. *Journal of Workplace Behavioral Health*, 37(2), 87-105. <https://doi.org/10.1080/15555240.2021.1990776>
- Lozhkina, N. V. (2023). Self-image of traffic police officers: the concept and some aspects of its formation. *Вестник Московского государственного областного университета*, 0(0). <https://doaj.org/article/3b324212ac904d6ea5ed53d8ec327f11>
- Malley, K. O., & Qualls, S. (2020). Psychological well-being and positive aspects of caregiving. What's the relationship? *Innov Aging*, 4(1): 352-353. <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC7740716/>
- Morrow, W. J., Vickovic, S. G., Dario, L. M., & Shjarback, J. A. (2019). Examining a Ferguson effect on college students' motivation to become police officers. *Journal of Criminal Justice Education*, 30(4), 585-605. <https://doi.org/10.1080/10511253.2019.1619793>
- Onyekwere, L. A., Ogoni, I. K., & Olofube, N. P. (2023). Leadership and management of change in organizations. *South Asian Research Journal of Humanities and Social Sciences*, 5(3), 96-106. <https://doi.org/10.36346/sarjhs.2023.v05i03.012>
- Purba, A., & Demou, E. (2019). The relationship between organizational stressors and mental wellbeing within police officers: a systematic review. *BMC Public Health*, 19(1), 1286. <https://doi.org/10.1186/s12889-019-7609-0>
- Rodriguez, F. M. M., Lopez, I. E., Brown, T., & Marmol, J. M. P. (2020). The relationship between psychological well-being and psychosocial factors in university students. *Int J Environ Res Public Health*, 17(13), 4778. <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC7369745/>
- Ryu, G. W., Yang, Y. S., & Choi, M. (2020). Evaluating real-time momentary stress and affect in police officers using a smartphone application. *BMC Public Health*, 20(1), 1154. <https://doi.org/10.1186/s12889-020-09225-z>
- Ryu, G. W., Yang, Y. S., & Choi, M. (2020). Mediating role of coping style on the relationship between job stress and subjective well-being among Korean police officers. *BMC Public Health*, 20(1), 470. <https://doi.org/10.1186/s12889-020-08546-3>
- Schafer, J. A., Varano, S. P., Galli, P. M., & Ford, T. (2020). Police supervisor attitudes toward organizational change. *Journal of Crime and Justice*, 44(3), 258-274. <https://doi.org/10.1080/0735648x.2020.1803952>
- Serdiuk, L. Z. (2019). The factors of an individual's self-determination and psychological well-. *Ukrains'kij Psihologichnij Zhurnal*, 2 (12), 147-159. [https://doi.org/10.17721/upj.2019.2\(12\).11](https://doi.org/10.17721/upj.2019.2(12).11)

- Serrano, J. O. (2021). Development and implementation of achieved-positive cognitive intervention program on psychological distress and well-being among wives of drug surrenderees. *QSU Research Journal*, 10(1), 20-37. <https://ejournals.ph/article.php?id=19507>
- Sousa, B., Mendes, G., Gonçalves, T., Oliveira, C., Figueiredo, M. J., Costa, P., & Maia, A. (2023). Bringing a Uniform Home: a Qualitative Study on Police Officer's Work-Family Balance Perspective! *Journal of Police and Criminal Psychology*, 38(4), 1025-1043. <https://doi.org/10.1007/s11896-023-09619-w>
- Tang, M., Wang, D., & Guerrien, A. (2021). The contribution of Basic Psychological Need satisfaction to Psychological Well-Being via Autonomous Motivation among Older Adults: a Cross-Cultural Study in China and France. *Frontiers in Psychology*, 12(0), 734461. <https://doi.org/10.3389/fpsyg.2021.734461>
- Tang, X., & Li, X. (2021). Role Stress, burnout, and workplace support among newly recruited social workers. *Research on Social Work Practice*, 31(5), 529-540. <https://doi.org/10.1177/1049731520984534>
- The Economic Times. (2024). What is Stratified Sampling? Definition of Stratified Sampling, Stratified Sampling Meaning. Retrieved from <https://economictimes.indiatimes.com/definition/stratified%20sampling>
- Treļš, Ē., Mihailovs, I. J., & Matisāns, J. (2023). Social emotional competence and professional ethics: professional challenges of the police officer in a multicultural society. *Education*, 2(0), 453-466. <https://doi.org/10.17770/sie2023vol2.7142>
- Tsumarieva, N., Hryshchenko, M., Merdov, S., Hospodarenko, V., & Kyslenko, D. (2023). The model of training law enforcement officers' readiness for professional self-fulfillment. *Revista Amazonia Investiga*, 12(63), 277-288. <https://doi.org/10.34069/ai/2023.63.03.26>
- Tuttle, B. M., Blumberg, D. M., & Papazoglou, K. (2019). Critical Challenges to Police Officer Wellness. Retrieved from <https://doi.org/10.1093/acrefore/9780190264079.013.538>
- Vanderstucken, A., & Caniëls, M. C. (2021). Predictors of work alienation: differences between hierarchical levels. *Career Development International*, 26(5), 640-656. <https://doi.org/10.1108/cdi-01-2021-0013>
- Wheeler, J. V., Carr, A. S., Cady, S. H., & Schumacher, L. (2020). Self-management and work performance: an exploratory cross-cultural study. *International Journal of Indian Culture and Business Management*, 20(4), 510. <https://doi.org/10.1504/ijicbm.2020.108922>
- Wikansari, R., Ausat, A. M. A., Gadzali, S. S., Suherlan, Hizbul, K. A. (2023). Understanding the meaning of well-being in the perspective of psychological science: a literature review. *Community Development Journal*, 4(1), 702-707. <https://journal.universitaspahlawan.ac.id/index.php/cdj/article/view/12455/9528>
- Willroth, E. C., Mroczek, D. K., & Hill, P. L. (2021). Maintaining sense of purpose in midlife predicts better physical health. *Journal of Psychosomatic Research*, 145(0), 110485. <https://doi.org/10.1016/j.jpsychores.2021.110485>
- Zadorozhnyia, R. V., Fisun, N. O., & Timofeev, V. P. (2023). The effects of stress on the professional activities of National police employees. *Analytical and Comparative Jurisprudence ResearchGate*, 0(0), 270-273.