

Work Attitude of Tri-Bureau Officers in Relation to their Self-Concept and Sexual Orientation: An Explanatory Sequential Mixed Method Study

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ABSTRACT

The main goal of this study is to establish which model best predicts work attitude among tri-bureau officers in relation to self-concept and sexual orientation in Region XI. This research followed the explanatory, sequential mixed methods approach wherein the researcher conducted the study in two phases: quantitative research followed by a qualitative data collection and analysis. The statistical techniques applied in collecting data were Mean, Pearson r and Regression. The researcher adapted standardized questionnaires to measure the self-concept, sexual orientation and work attitude. Three hundred and forty (340) tri-bureau officers were surveyed in the study. Additionally, in-depth interviews were conducted with ten (10) participants, along with the seven (7) focus group discussion to determine the participant's experiences on how self-concept and sexual orientation influence work attitude. The study revealed the tri-bureau officers in Region XI have remarkably very high levels of work attitudes, sexual orientation, and self-concept. According to quantitative evidence, these elements have a substantial link, which is corroborated by qualitative findings. The combination of the two data sets demonstrates how important self-concept and sexual orientation are in shaping tri-bureau officers' professional work attitudes.

Keywords: Criminal justice, self-concept, sexual orientation and work attitude, tri-bureau officers, mixed methods, explanatory sequential, Philippines

INTRODUCTION

The work attitudes of employees determine the success or failure of any organization. Thus, the work attitudes of law enforcement officers are critical to the effectiveness and integrity of public safety institutions. Lack of motivation can decrease productivity and morale as employees show little enthusiasm or commitment. Poor communication, driven by negative work attitudes, can cause misunderstandings and hinder collaboration (Codilla & Quinal, 2019; Boehlke, 2015.) Complex individuals are often described as having an attitude problem. Thus, when employees do not perform well, productivity suffers. Negative work attitudes might include laziness, rudeness, tardiness, rumor-mongering, or other behaviors that deter organizational goals and objectives (Chui et al., 2019). Hence, poor work attitude can have a detrimental effect on work, causing workers to become numb and sad,

resulting in the occurrence of mistakes more often, and output would likely be down. Usually, a group of workers can cause poor work attitudes by underlying general discontent (Zammitti et al., 2022).

In the Philippines, the tri-bureaus—comprising the Philippine National Police (PNP), Bureau of Fire Protection (BFP), and Bureau of Jail Management and Penology (BJMP) play a crucial role in maintaining order, safety, and security across the nation. Understanding the factors that shape the work attitudes of officers in these bureaus is essential for fostering a positive work environment, enhancing job performance, and promoting overall well-being (Mendoza, 2023). Most problem encountered among the tri-bureau possess certain characteristics, such as officers with poor service quality, no cooperation with team members, lack of self-management, inadequate knowledge regarding work, and failure to respond to supervisors or feedback (Ahad et al., 2021).

Studying on work attitudes is crucial for understanding employee behavior, revealing factors that impact contentment, motivation, and engagement (Mantello et al., 2023; Pachankis, 2020). This understanding helps organizations improve productivity by fostering a positive work environment and addressing issues that cause dissatisfaction, thus reducing turnover (Nishii, 2019 & Alden, 2020). Additionally, it supports the development of a strong organizational culture by identifying what drives employee satisfaction and commitment. During periods of change, studying work attitudes provides insights that can help manage resistance and ensure smoother transitions (Hossain et al., 2019). Overall, this research is key to building a more productive, engaged, and committed workforce (Brimhall et al., 2019; Mor-Barak et al., 2006; Islam et al., 2021).

The researcher made an intensive review of literature, as a result of work attitude are strongly influenced by self-concept and sexual orientation, according to a thorough evaluation of the literature. Regardless of how they are measured, self-concept and sexual orientation influence people's attitude toward their jobs, which are important aspects of their lives (Ragins, 2016). These elements are closely linked to the nature of self-concept and sexual orientation. A strong and positive self-concept and a clear sense of one's sexual orientation contribute to a more positive work attitude, ultimately enhancing workforce effectiveness (Ozeren, 2019).

The work attitude of employees significantly influences their behavior (Cherry, 2021). Work attitude, whether active or passive, comprises sensations, images, and emotions that shape individual actions. These attitudes reflect what employees believe and feel about their work, directly impacting how they behave in the workplace. Employees' reactions and judgments about their work may vary, being either positive or negative, depending on their experiences (Abun et al., 2021). Improving employees' attitudes toward work fosters job satisfaction, commitment, work engagement, and even workaholism, while reducing turnover intentions (Borst et al., 2020). Therefore, negative work attitudes must be addressed and transformed into positive ones, as these attitudes significantly affect job performance (Menon & Priyadarshini, 2018). A positive attitude toward work is crucial in enhancing overall performance (Gopinath, 2020). The study explores the correlation between this legal framework of work attitude, self-concept and sexual orientation among women's participation in justice administration, and gender equality.

Additionally, the study delves into the impact of self-concept, sexual orientation on work attitude with prior research suggesting that women in historically male-dominated organizations exhibit higher commitment levels, possibly driven by the need to prove their dedication in such contexts (Hasani et al., 2020). The International Labour Organization's initiative on Gender Identity and Sexual Orientation further contributes to the exploration, highlighting issues of discrimination and harassment based on

non-conformity with heteronormativity (Drydakis & Zimmermann, 2020). In the domain of organizational behavior, the study examines the correlation between self-concept, sexual orientation on work attitude emphasizing the significance of positive attitudes toward change and skill acquisition. Understanding work attitudes is crucial, serving as antecedents to organizational behaviors and influencing sexual orientation (Seok-Hwi & Olshfski, 2018; Int. J. Environ. Res. Public Health, 2020).

The attitudinal dimension, encompassing cognitive, affective, and behavioral components, plays a crucial role in shaping employees' attitudes and behaviors. The study acknowledges the complex process of attitude change, influenced by cognitive dissonance, emotional content, and behavioral adjustments (Ruangkanjanases, & Chen 2019; Irini, & Borza, 2020).

Furthermore, the study emphasizes how self-concept and sexual orientation are closely related in determining how employees feel about their jobs and how personal identification affects motivation, conduct and job performance. It examines how generational attitudes and values affect workplace interaction, pointing out potential problems in a multicultural workforce. Additionally, self-concept, sexual orientation and work attitude are all significantly impacted by workplace spirituality (Rupe et al., 2020).

Thus, employees' responsibilities and behaviors in the workplace are constantly shaped by their self-concept, which is acknowledged as a major driver of work motivation (Yokkaichi & Hashimoto, 2020; Walsh & Gordon, 2019; Allen & Meyer, 2019). The objective of this study is to examine the relationship between sexual orientation, work attitudes, and self-concept to offer critical insight into equitable and just gender governance in workplace settings.

Although the importance of work attitudes, self-concept and inclusivity, in the workplace is increasingly recognized, there is a lack of research on how these factors intersect for Tri Bureau officers regarding their work attitude. Current studies on self-concept and sexual orientation often fail to delve into how work attitude may impact these variables in the context of service and within the Tri Bureau offices. The limited research in this area does not adequately capture the challenges and experiences that Tri Bureau officers may encounter in relation to their self-concept and sexual orientation on their work attitude.

Understanding the relationship between work attitudes, self-concept and sexual orientation is crucial for creating an inclusive work environment within Tri-Bureau offices. Existing literature tends to focus on attitudes or overlooks the specific needs and concerns of individuals working in this particular sector. Addressing this research gap can provide insights for leaders, policymakers and practitioners who want to improve the well-being, job satisfaction and overall effectiveness of Tri Bureau officers while promoting diversity and inclusion, within these public service settings.

This dissertation aimed to describe the significant influence of self-concept and sexual orientation of tri-bureau officers on their work attitude and was guided with the following objectives: To determine the level of work attitude, self-concept and sexual orientation among the tri-bureau officers in Region XI. To determine the significance of the relationship between exogenous and endogenous variables. To establish the significance of the singular and combined influence of self-concept and sexual orientation towards work attitude of tri-bureau officers in Region XI.

In addition, this study also seeks to answer the following questions. How are the experiences of study participants on self-concept and sexual orientation shape their work attitude? What are the standpoints of study participants on the influence of self-concept and sexual orientation towards work attitude? How do qualitative data explain quantitative data?

The study assesses statistical significance at the 0.05 level in relation to two hypotheses concerning tri-

bureau officer's self- concept, sexual orientation and work attitude. First, it examined whether there is no singular significant relationship between self-concept and sexual orientation on their work attitude among tri-bureau officers. Second, the study explored whether there is no singular and combined significant influence of self-concept, sexual orientation on work attitude among tri-bureau officers. These hypotheses provided a framework for investigating the potential connections and impacts of self-concept and sexual orientation on work attitude of individuals within the tri-bureau officer context, with a significance level set at 0.05.

This study is anchored on self- concept-based motivation by (Mc Clelland's, 1961) recognizes the need for affiliation and need for power in which individual is motivated to continually strive for the acceptance and status of reference group members. Thus, (Ghaderi,2005) mentioned that status orientation usually leads to an ordinal standard of self- evaluation in terms of contentment and worthiness, determinism and significance, confidence and value of existence and resilience. Thus, individual desires and works toward organizational success because he/she bases an important social identity on being a member of the team and organization.

In other words, employees strive for organization success in order to publicly validate their self- concept and self- perceptions (Arens et al., 2021).

Second, is the theories of motivations. First, according to behavioral models, change of behavior is influenced by attitudes (Larimer et al., 2004) examined more emphasis on work values and work attitude. Thus, indicated that the better the work values of employees are aligned, the stronger their organizational commitment and work involvement will be. (Jimenez, 2020). found that all of the factors related to work attitude are the following: sense of efficacy, sense of community and sense of professional interest. (Basnet et al., 2019) examined employees in the marketing departments of companies in the green energy industry, and found that work attitude and values have a positive, direct and significant influence to organizational commitment. Thus values of employees in the organization affect their work.

Third, this is also founded on stigma theory to examine the experiences of employees that affect in their sexual orientation at workplace specifically in terms of managerial functions, investigative activities and the organization dealing with them as part of the working force (Balbuena et al., 2006). In fact, stigma theory is increasingly being recognized as a useful theoretical anchor for the study of diversity and discrimination in organizations (Kirk, 2000).

Figure 1 illustrates a conceptual model by depicting an analysis of a path model and a correlational relationship between the independent variable, dependent variable, and observable domains. This model is presented in the context of an experiment. Additionally, the model will present dependencies as well as the relationship that exists between variables that are dependent and variables that are independent. The following categories were considered independent variables for the purpose of this investigation: self-concept and sexual orientation. The Work Attitude of tri-bureau officers in Region XI is the dependent variable that will be examined in this study.

In addition, each variable will have observable domains or indicators of the state of the system and be associated with them. The first independent variable is self-concept (Ghaderi, 2005), measured by four indicators namely: Contentment and Worthiness refers to a state of satisfaction, happiness and a feeling of being acknowledge for one's contributions and efforts that employees experience in their work environment. Determinism and Significance refers to the importance and impact of an individual's work, contributions, or role within the organization. Confidence and Value of Existence defined as person's

belief in their abilities, skills, and judgment in the context of their work and feeling that one's presence and contributions are meaningful, recognized, and contribute to the overall success of the team or company.

The study's second independent variable is sexual orientation (Balbuena et al., 2006), measured by three indicators: Managerial Function refers to the essential activities and responsibilities carried out by managers or immediate supervisor to achieve organizational goals and objectives. Investigative Activities defines as actions taken by employers or designated individuals within an organization to look into and address specific incidents, concerns, or issues that may arise in the work environment. Organization refers to the way in which a workplace is structured hierarchically, outlining how roles, responsibilities, and authority are distributed.

The dependent variable is work attitude (Jimenez, 2020), measured by three indicators: Sense of Efficacy refers to can be well-defined as efficiency and effectiveness. As an employee, one must know how to test himself, accept responsibility for his actions and decide what they must do to make a change. Sense of Community refers to a feeling that members have of belonging and being important to each other and a shared faith that members' needs will be met by their commitment.

Sense of Community refers to a feeling that members have of belonging and being important to each other and a shared faith that members' needs will be met by their commitment together. Lastly, Sense of Professional Interest defined as employee's level of engagement, curiosity and enthusiasm about their job and the organization they work in to learn and grow professionally.

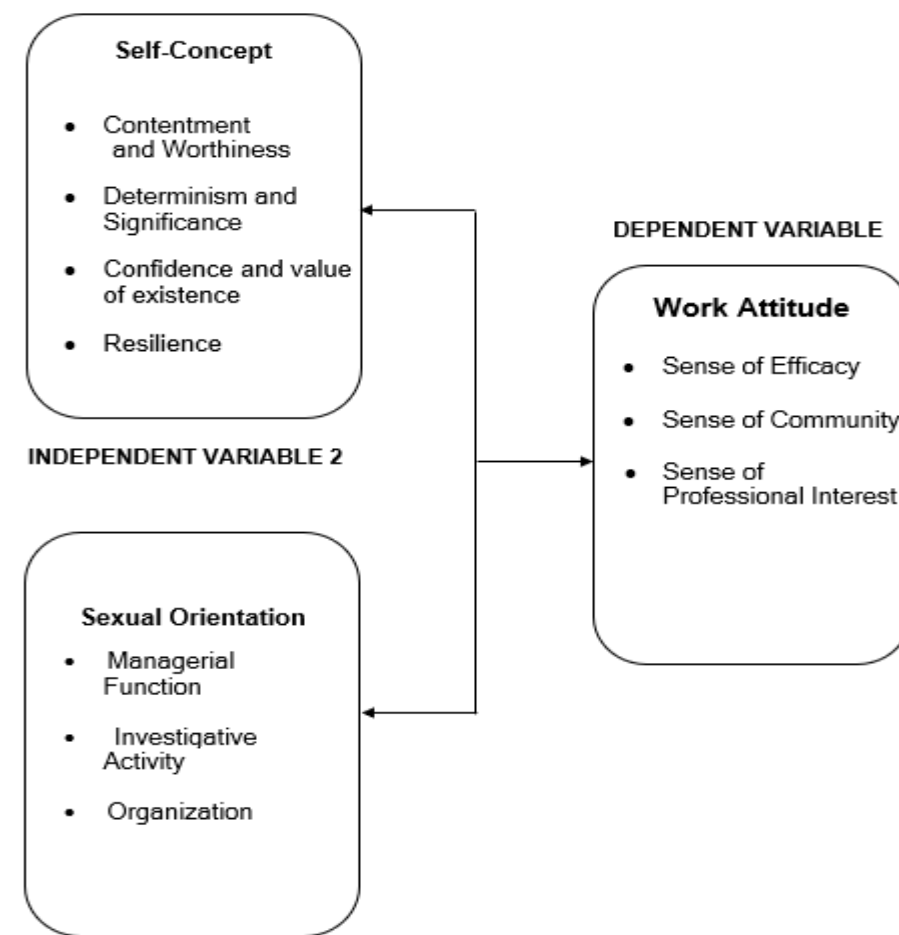


Figure 1. Conceptual Framework of the Study

This research emphasizes the necessity of acceptance of the value of employees' worth to promote equity, efficiency, and public confidence by studying how their self-concept and sexual orientation influence officers' work attitudes that promote inclusive and prosperous law enforcement, which has global importance that apply to law enforcement agencies globally, emphasize the necessity of leadership approaches that value diversity to promote equity, efficiency, and public confidence. It promotes fair working practices in line with UN Sustainable Development Goal No. 16 Peace, Justice and Strong Institution adding that identify the tri-bureau system's inequalities in professionalism, fairness, and inclusion in order to support reforms that advance human rights, justice, and public confidence in law enforcement.

Finally, the study findings benefit the Philippine National Police, Bureau of Fire Protection, and Bureau of Jail Management and Penology, improving institutional efficacy and public trust while assisting these agencies in adhering to anti-discrimination laws. By directing the creation of policies that advance workplace equality, boost employee motivation, and maximize worker performance, the findings will assist law enforcement agencies, legislators, and organizational leaders. The study also supports diversity-embracing leadership practices that make officers feel appreciated and give their best effort.

METHODS

This section articulated the implementation of mixed methods design in the study. It presents the study participants, materials and instruments as well as design and procedure including provision for trustworthiness of the study and ethical consideration. Further, explanatory sequential design (EXPLA-SD) is a mixed-methods approach that begins with the quantitative data collection and analysis phase, followed by collecting qualitative data to explain the quantitative results (Schoonenboom et al., 2019). The purpose of EXPLA-SD in the literature included the confirmation or complementarity of quantitative and qualitative studies (Herzog & Boomsma, 2020). Confirmation means verifying data (Jackson, 2007), while complementarity is the ability of one type to compensate for the other (Draucker, 2020).

Study Participants

Quantitative Phase

For the quantitative phase, the study surveyed 340 female officers from Tri- Bureau, including the Philippine National Police, Bureau of Fire Protection, and Bureau of Jail Management and Penology, in Region XI. As of October 2023, there were 1593 female officers in the Police Regional Office XI, 484 from the Bureau of Fire Protection XI, and 184 from the Bureau of Jail Management and Penology XI. Thus, only 238 PNP personnel were selected as respondents, 74 from the BFP and 28 from the BJMP, a total number of 340. The selected 340 respondents represent the suggested sample size by (Rahman et al., 2022) for this study. The sample was selected through stratified sampling. Stratified random sampling involves dividing the population into smaller sub-groups based on common attributes, such as educational achievement (Nyuhon et al., 2021).

Furthermore, the inclusion criteria of this study were the female officers of the tri-bureau who are permanent status with at least rendered five years in service regardless of their position or rank. Moreover, officers excluded were the male officers of the tri-bureau and female officers who have not reach five years' length of service. Withdrawal criteria was optional for every female officer as participant of the study, even those who have already answered the questionnaire but later asked to withdraw, they were entitle for such request considering that this research study were solely based on

voluntary participants.

Qualitative Phase

For the qualitative phase, a total of 17 tri-bureau officers were interviewed with at least five (5) year in service were interviewed through an in-depth interview (IDI) with ten (10) key informants and a focus group discussion (FGD) with seven (7) members. The participants were purposively selected from among those who participated in the quantitative survey. Consent and voluntary participation were held in the selection of interviewees. The aim of the interviews was to validate, confirm and triangulate the quantitative results, which is essential for data integration under mixed-methods research. In phenomenological research, it is advised that no more than seven be used in a single study. Furthermore, it has been underlined that a researcher's ability to provide sufficient detail would have been diminished if they had included excessive examples (Creswell, 2013).

Purposive sampling was the strategy the researcher used to choose study participants. This sampling strategy entailed selecting participants based on a predetermined criterion (Patton, 2002). The sample unit was selected due to its specific traits or characteristics that allowed for an exhaustive examination and comprehension of the principal themes and themes and conundrums the researcher wants to investigate.

Materials and Instrument

Quantitative Phase

The quantitative strand used standardize survey instruments from peer-reviewed journals. This study employ adapted survey questionnaires to gather data on work attitude (Jimenez, 2020), self-concept (Ghaderi, 2005), and sexual orientation (Balbuena et al., 2006) from Tri-Bureau officers in Region XI. The work attitude questionnaire comprises three indicators—sense of community, sense of efficacy, and sense of professional interest—with 10 items each. The self-concept questionnaire includes four indicators: contentment and worthiness (8 items), determinism and significance (4 items), confidence and value of existence (10 items), and resilience (2 items). For sexual orientation, the questionnaire for women in the Philippine National Police used as the dependent variable, consisting of three indicators: managerial functions, investigatory functions, and organizational involvement.

The adapted questionnaires were believed to be appropriate for it was already tested to be valid and reliable. It had a rating of 4.09 or very good as reviewed by the six panel of experts. Furthermore, pilot testing was also done prior to the conduct of the study and yielded a Cronbach Alpha value of 0.974. This means that the items used in the questionnaires were excellently related to each other. The 5-point Likert-type scale, 5 as the highest while 1 is the lowest. In interpreting the responses of the respondents, the researchers employed the five orderable gradations with a range of means and descriptions as follows: 1.00-1.79 (very low), which means the measures of the latent construct almost not evident; 1.80-2.59 (low), which means the measure of the latent construct are seldom evident; 2.60-3.39 (moderate), which means the measure of the latent construct are seldom evident; 3.40-4.19 (high), which means the measure of the latent construct are evident most of the time; and 4.20-5.00 (very high), which means the measure of the latent construct are evident all the time.

Qualitative Phase

Meanwhile, for the qualitative strand, an interview guide was used. Questions in the interview guide was based on the quantitative study results. The questions were open-ended questions to uncover issues and concerns and elicit views and behaviors. The interview questions allowed participants to express their ideas freely. Moreover, the questions were also subjected to content validation from experts.

Design and Procedure

This study utilized the explanatory, sequential mixed-methods approach where the researcher conducted the study in two phases, the quantitative research first, followed by the qualitative data collection and analysis. Then, the findings were integrated, and inferences are drawn (Sage Publications, 2016). Figure 2 shows the phases of the explanatory, sequential design. The general purpose of the mixed methods study is to use quantitative and qualitative approaches to understand complex problems better than a single approach to expand and strengthen the existing body of knowledge (Creswell & Plano Clark, 2011; Johnson & Christensen, 2017). Further, explanatory sequential design (EXPLA-SD) is a mixed methods approach that begins with the quantitative data collection and analysis phase, followed by collecting qualitative data to explain the quantitative results (Schoonenboom et al., 2017). The purpose of EXPLA-SD in the literature included the confirmation or complementarity of quantitative and qualitative studies (Herzog & Boomsma, 2009). Confirmation means verifying data (Jackson, 2007), while complementarity is the ability of one type to compensate for the other (Green, 2016).

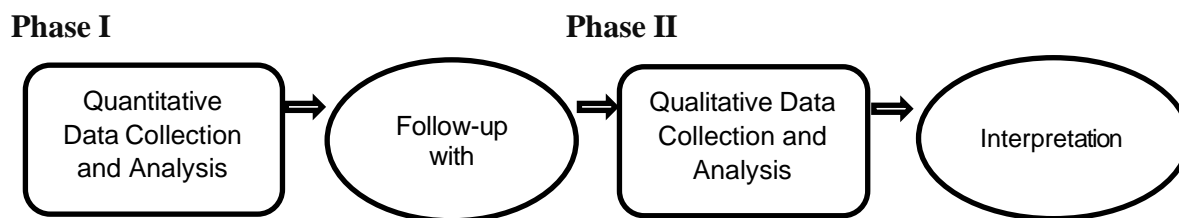


Figure 2. Explanatory Sequential Design (Two-Phase Design)

(Adapted from Creswell, J.W. & Creswell, J.D., 2018)

Quantitative Phase

The quantitative phase of this study employed a non-experimental quantitative research using correlational technique. A correlational design is a statistical test used to determine the tendency or pattern for two or more variables. Or sets of data to vary consistency (Creswell, 2012). A non-experimental type of quantitative research design where a researcher investigates cause and effect relationships between one variable to another (Pearl, 2018).

Qualitative Phase

In the qualitative phase, the qualitative study used phenomenology to establish categories and themes obtained through the primary collection and thematic data analysis as explained in the study of (Teddle & Tashakkori, 2009). Phenomenology is a qualitative research method to explain a particular phenomenon experienced by individual beings. The phenomenological approach focused on the lived experiences of some identified female officer of tri-bureau. Specifically, this study phase was directed toward learning from the participants' standpoints, experiences, opinions, and behaviors about work attitude of tri-bureau officers in relation to their self- concept and sexual orientation.

Sequence, Emphasis and Mixing Procedure

This study explored and examined the influence of self- concept and sexual orientation to the work attitude of tri-bureau officers using the mixed methods research design particularly explanatory sequential approach. Hence, quantitative approach examined the self-concept and sexual orientation to the work attitude of respondents, while exploring the effects of self-concept and sexual orientation of tri-

bureau officer to their work attitude was conducted through qualitative
Process

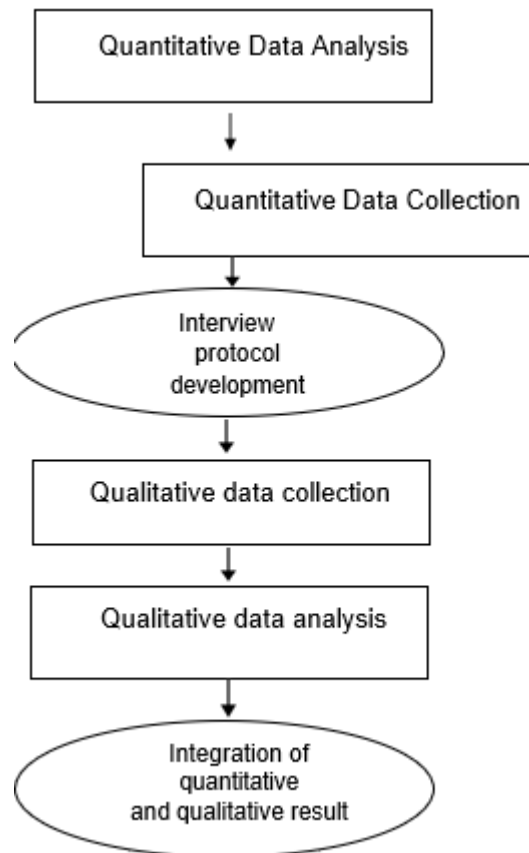


Figure 3. Flow of Procedure

Procedure	Products
Select the 340 <u>participants using</u> stratified sampling Administer the survey questionnaire	Numerical item score
Processed data using descriptive <u>and inferential</u> statistics	Correlation analysis regression
Develop interview questions	Interview protocol, guide and schedule
Using purposive sampling <u>Select participants</u> : 10 for IDI and 7 for FGD Conduct IDI and FGD	Recorded audio recorded videos
Transcribe IDI and FGD interviews Content coding Thematic analysis	Interview and Transcript Codes/codebook Themes
Interpretation and integration of the quantitative and qualitative results	Joint display of Data Integration

approach which was conducted simultaneously but was administered separately.

As to sequence, the quantitative data collection and analysis were done first before the qualitative research. The outcome of the quantitative study determined the extent of the qualitative research. As for emphasis, quantitative data was accorded more emphasis as the qualitative data only supported or corroborated the quantitative data findings. Lastly, as for the mixing procedure, the quantitative and qualitative research results were integrated and inferred from one another. The flow of procedures for the explanatory sequential approach of mixed-method design is presented in Figure 3.

Model of Procedure

The procedure for the gathering of data was conducted through quantitative and qualitative methods, following the mixed methods explanatory sequential approach. Shown in figure 3 was the synthesized flowchart of procedure following the mixed method.

Typically, a sequential explanatory strategy followed a systematic two-phase design. Figure 3 provided an overview of the procedural steps to implement a typical two-phase explanatory design. During the first phase, the researcher designed and implemented the quantitative strand, which included collecting and analyzing data using statistical tools and specifying specific quantitative results for additional explanation.

The researcher asked permission to conduct the study from the Police Regional Office XI (PRO XI), the Bureau of Fire Protection Office XI, and the Bureau of Jail Management and Penology Office XI. After getting the approval, the researcher proceeded to the different Police Provincial offices, Fire Provincial Offices, and BJMP City and District Jails and conducted a survey on the tri-bureau officers. The administration of the survey was conducted through personal and via online with the use of google form. All information about the research and the instructions for answering the questionnaires were incorporated into the instrument for guidance. Collation and tabulation of data were done after retrieving all the filled-out questionnaires. Data scrubbing was performed to eliminate the impacts of outliers during the analysis. After this, the data was sent to a credible statistician for analysis and interpretation.

The second phase, on the other hand, encompasses designing a qualitative study based on the quantitative analysis results, collecting and analyzing qualitative data, and interpreting the combined results for purposes of substantiation. The researcher developed and refined the qualitative research questions and employed purposive sampling procedures and IDI and FGD data collection and thematic analysis so referenced from the quantitative results (Creswell, 2014). The key idea is that the qualitative data collection was built directly on the quantitative results. Finally, the researcher interpreted the extent and how the qualitative data substantiates the quantitative data through categorical integration. For the emphasis, given that the study employed the sequential explanatory method, the collection of quantitative (closed-ended) and qualitative (open-ended) data was done at different times. The qualitative phase followed the quantitative phase to corroborate the results of the former. Given this approach, the quantitative phase was considered more important since qualitative study depends on quantitative results, and the quantitative strand can provide generalization. The empirical evidence from the samples justified this emphasis.

For the mixing procedure, the explanatory sequential method is instrumental in achieving the purpose of the study both for the quantitative and qualitative strands. The quantitative results determined the level of work attitude of the tri-bureau officers in relation to their self-concept and sexual orientation among tri-bureau officers in Region XI and established their association. Similarly, the qualitative aspect was carried out through IDI and FGD. The results obtained from these activities were used to corroborate the

data gathered from the survey. Guided by the final research question, the researcher generated an overall and generalizable synthesis of the study's objectives. The nature of integration was also posted.

Data Analysis

Since this study was a mixed methods research, data analysis in mixed methods study involves procedures in quantitative processes and qualitative ways.

Quantitative Phase

Quantitative data were analyzed using statistical tools. Since the quantitative data deals with the level of the variables involved as well as the significant relationship and significant influence of the independent variables to the dependent variable, the mean, standard deviation, Pearson Product Moment Correlation Coefficient (Pearson-r), Regression Analysis were employed to answer the quantitative objectives of the study.

Mean was used to determine the level of work attitude, self-concept and sexual orientation of the tri-bureau female officers in region XI, while standard deviation determines the spread of the data that were collected. Furthermore, Pearson Product Moment Correlation Coefficient (Pearson-r) employed to determine if there is a significant relationship between work attitude, self-concept and sexual orientation among tri-bureau officers. Lastly, regression analysis was done to determine the significant influence self-concept and sexual orientation on the work attitude of tri-bureau officers. This also determined the domain that best influences the sexual orientation of tri-bureau officers. The analysis of quantitative data was conducted using Microsoft Excel and Statistical Program for Social Sciences (SPSS)

Qualitative Phase

Qualitative data analysis employed coding, narrative analysis, and content analysis, adopting an exploratory approach with a constant comparison procedure (Vaismoradi et al., 2016). Participant interview responses were transcribed and analyzed using the constant comparison method (Ghezeljeh & Emami, 2009). Themes and concepts emerging from multiple readings of the transcripts were organized into categories, progressively forming broader themes. Content analysis, aided by a data analyst, was applied to interview and focus group discussion transcripts to identify main themes and core categories. Coding, following the Leeds Attribution Coding System (Munton et al., 1999), focused on cause, outcome, and links, guiding the six stages of attribution coding: source identification, extracting attributions, separating cause and outcome elements, coding speakers and targets, coding attributions on causal dimensions, and analysis. A Thematic Map displaying essential themes was generated using the trial version of Nvivo 10, with codes derived from quantitative survey indicators, labeled as "a priori."

Methodological Issues

For *research design*, this study is a mixed methods research wherein quantitative and qualitative approaches were used (Schoonenboom & Johnson, 2017). It was a design with characteristics to be considered like the goal of mixing the data, the theoretical drive, point of data integration, and most especially its degree of complexity (Johnson & Christensen, 2017). Because of its complexity, the researcher found it difficult to conduct the research using the design. Nonetheless, mixed method research was about a delicate knowledge and validity but had to be sufficient enough to achieve multiple validities and legitimation (Johnson & Christensen, 2017).

For *time*, this study poses a significant challenge regarding time availability. The long and hard hours of the quantitative and qualitative phases demand extensive and time-consuming efforts. This challenge is heightened in the case of a mixed methods study, mainly conducted simultaneously with other work-related responsibilities during the semester. For *participant selection*, the selection of participants for

this study posed a problem for this study. Because the survey was region-wide, getting research participants in far areas was one of the hindrances faced by the researcher and asking for tri-bureau female officers to become part of the research who were also busy with their work. Another issue the researcher faced was the *resources*. Since the study is covered region-wide, financial constraints are challenging given the region's extensive coverage of six cities and five provinces. Additionally, the lack of nearby personnel poses a dilemma, as only a few researchers have sufficient knowledge of conducting a mixed-methods research design.

The researcher adheres strictly to the ethical guidelines outlined in UMERC Protocol No. **2024-243**, as approved by the university's research ethics council. These ethical principles are integral to the research process, protecting respondent's rights and well-being. The study participation is purely based on volunteers and the respondents are entitled to participate without any consequence, penalties or loss of benefits. The researcher also ensures the respondents know the purpose and the time needed to complete the questionnaire. Encouraging participants to give truthful and correct answers increases the study's integrity and reliability and foster transparency. Additionally, by closely analyzing every pertinent fact of the study's execution, the researcher ensures that all ethical guidelines were strictly followed. This dedication to ethical compliance shows values of justice, respect, and accountability throughout the study. The participating Tri-bureau officers in the Davao region explained the study's goals and advantages to promote openness and understanding. The privacy and confidentiality of the respondents were respected, as the researcher was meticulous in collecting completed questionnaires to avoid seeing the names and responses of the respondents by other officers and colleagues. To respect the principle. Informed consent was obtained from the participating bureaus and individual respondents before distributing the research questionnaires. Thus, this study was to avoid risks, as no risk situation would be involved where the respondents could be exposed to physical, psychological, or socio-economic concerns. Such measures respects ethical research and participant's rights.

RESULTS AND DISCUSSION

This section is divided into three parts: Part 1 tackles on the quantitative aspect of the data which were gathered through survey questionnaires and analyzed using statistical treatment. Part 2 covered the qualitative strand of the study that showed the developed themes from the result of the in depth interview and focus group discussion. Lastly, part 3 dealt with corroboration of the quantitative and qualitative findings.

Quantitative Results

The Status of Self-Concept, Sexual Orientation and Work Attitude of Tri-bureau Officers

Presented in Table 1 is the level of self-concept among tri-bureau officers in Region XI. It was measured through the following indicators: *Contentment and worthiness, Attractiveness approval by others, Determinism and significance, Confidence and value of existence and Resilience*. The result showed that the level of self-concept is very high with an overall mean rating of 4.34 and a standard deviation of 0.49. This means that self-concept is very much manifested among the tri-bureau officers in Davao Region. Thus, tri-bureau officers very much believe their personal attributes and the value they place upon themselves in the workplace.

The very high level of self-concept among tri-bureau officers aligns with (Tus, 2020), who defined self-concept as the set of beliefs and attitudes individuals hold about them. Those with a high self-concept feel confident in their abilities and are more likely to achieve their goals, while those with a low self-

concept focus on weaknesses, leading to greater difficulty in goal attainment. (Gutiérrez et al., 2022) state that a sound self-concept boosts motivation, job performance and satisfaction.

Table 1 Level of Self-Concept, Sexual Orientation and Work Attitude

Latent Variables / Observed Variables	Standard Deviation	Mean	Descriptive
Self- Concept	0.49	4.34	Very High
<i>Contentment and Worthiness</i>	0.57	4.26	Very High
<i>Attractiveness approval by others</i>	0.59	4.24	Very High
<i>Determinism and Significance</i>	0.68	4.12	High
<i>Confidence and Value of Existence</i>	0.51	4.45	Very High
<i>Resilience</i>	0.51	4.61	Very High
Sexual Orientation	0.46	4.39	Very high
<i>Managerial Functions</i>	0.53	4.28	Very High
<i>Investigatory Activities</i>	0.53	4.42	Very High
<i>Organization</i>	0.54	4.45	Very High
Work Attitude	0.43	4.49	Very High
<i>Sense of Efficacy</i>	0.47	4.50	Very High
<i>Sense of Community</i>	0.56	4.40	Very High
<i>Sense of Professional Interest</i>	0.45	4.55	Very High

It builds relationships with coworkers and the perception of belonging, promoting improved task performance, work accomplishments and positive appraisals from the supervisor in support of individual success and organizational cohesion. The greater he believes in himself, the more comfortable he will achieve that goal. Meanwhile, low self-concepts have a negative side and it is more likely they will experience difficulty and failure in achieving their goals.

Furthermore, reflected in the same table is the level of sexual orientation among tri-bureau officers. The level of sexual orientation is very high with an overall mean rating of 4.39 and standard deviation of 0.46. This means that sexual orientation is very much manifested among the tri-bureau officers in Davao Region. A contributing factor to this strong manifestation among the tri-bureau officers are engagement of the female officers in their organization. Thus, high level of sexual orientation diversity among tri-bureau officers aligns with (Dong, 2023), who highlighted that sexual orientation affects work performance and relationships. In response, many companies have implemented policies to prevent discrimination and promote inclusivity, ensuring a fairer work environment.

In the study of Williams et al. (2022) emphasized that fostering diversity allows employees to express themselves freely, leading to increased organizational commitment, trust, and innovation. Thus, appreciating individuals for their uniqueness and creating an atmosphere in which employees can be themselves at work by removing any barriers that prevent individuals from contributing fully to the organization. Thus, (Brimhall et al., 2019) further noted that greater inclusion boosts job satisfaction and reduces turnover, highlighting the positive impact of embracing diversity on both individual and organizational success.

Illustrated in table 1 is also the level of work attitude of tri-bureau officers in Region XI. The level of work attitude is very high with an overall mean rating of 4.49 and with a standard deviation of 0.43. The very high level of work attitude among tri-bureau officers aligns with (Cabrera, 2022), who noted that employee attitudes greatly impact performance. Satisfied and happy employees produce better quality work and are often self-motivated, without needing external incentives (Abdalla, 2015).

(Hackett, 2019) added that positive work attitudes are shaped by factors like personality, work environment, stress, relationships, and perceived fairness. Employees with positive attitudes perform better, have lower absenteeism, and are less likely to quit. Organizations benefit from these attitudes through improved safety, customer service, and overall performance. In short, very high-level work attitudes benefit both employees and organizations, fostering engagement and productivity.

Relationship between Self-Concept, Sexual Orientation and Work Attitude

The result of computations is shown in Table 2. The overall r -value on the correlation between self-concept and work attitude of tri-bureau officers is significant ($r = 0.696$, $p \leq 0.05$). (Enoch, 2023) found a strong link between positive self-concept and work attitude, noting that employees with a positive self-concept adapt better and build stronger relationships in the workplace. These individuals are more realistic and compatible with their colleagues and organizations, contributing to workplace harmony. (Erez et al., 2018) further supported this, showing that positive self-concept is tied to improved job performance. Employees with a positive self-concept are more motivated, engaged, and focused, leading to better work attitudes and higher performance. Self-concept is also a measurable trait that reliably predicts work attitudes.

Table 2 Significance of the Relationship between Self- Concept, Sexual Orientation and Work Attitude

Paired Variables	r- value	p-value	Decision Ho
Self-concept and Work Attitude	.696**	.000*	Rejected
Sexual Orientation and Work Attitude	.745**	.000	Rejected

Work Attitude

*@0.05 level of significance

Subsequently sexual orientation is significantly related to work attitude of tri-bureau officers as shown in its r -value 0.745 ($p \leq 0.05$). The result is interpreted as significant which showed that sexual orientation and work attitude of the respondents are significantly related with each other. Aligned with (Helge et al., 2022) stated that a significant correlation between sexual orientation and work attitude revealing that employees who are open about their sexual orientation at their current workplace tend to report higher job satisfaction compared to those who are not. This openness fosters a sense of belonging, enhancing engagement, loyalty, and productivity. Motivated employees are essential to an organization's success, and understanding the influence of sexual orientation on their work attitudes can be a driving force in strengthening organizational commitment. By fostering an inclusive environment where employees feel safe to express their authentic selves, organizations can unlock higher levels of motivation, satisfaction, and long-term success (Drydakis, 2019).

Further, Juster et al. (2013), employees who are out to workplace colleagues have very high positive work attitudes that enable them to feel confident; foster a happier work experience; foster commitments, openness, and interaction with colleagues; improve productivity; and reward and encourage supportive organizational policies.

Singular and Combined Influence of Self-Concept and Sexual Orientation on Work Attitude

The influence of self-concept and sexual orientation on work attitude of tri-bureau officers was obtained regression analysis. The significance of the relationships of the self-concept and sexual orientation to the work attitude warrant the use of regression analysis. Shown in Table 3 is the multiple regression analysis on the influence of the independent variables: Self-concept and Sexual orientation on the Work attitude of tri-bureau officers in Region XI.

The over-all p-value ($p \leq 0.05$) denotes both self-concept and sexual orientation are predictors of work attitude of tri-bureau officers. The B value of the independent variables: self-concept and sexual orientation was 0.288 and 0.464 respectively. This means that for every unit change in self-concept and sexual orientation it will have 0.288 and 0.464 impact to work attitude respectively. Between the two, sexual orientation indicates a higher influence.

Table 3 Significance of the Singular and Combined Influence of Self-concept and Sexual Orientation on Work Attitude

Work Attitude				
(Variables)	B	β	t	$Sig.$
Constant	1.203		8.380	.000
Self-concept	.288	.334	6.884	.000
Sexual Orientation	.464	.507	10.456	.000
R	.781			
R ²	.611			
ΔR	.608			
F	264.118			
ρ	.000			

Lastly, the coefficient of determination of r-squared value was also shown in the table which was 0.611 or 61.1 percent. It suggests that variability of the change on work attitude is explained by 61.1 percent both self-concept and sexual orientation. In fact, Yokouchi (2020) stated that the influence of self-concept on work attitude became increasingly aware of the value they could provide in performing their work. Although they already had a sense of the roles and responsibilities that contributed to their work-related self-concept, they also discovered and recognized their own unique value, on the basis of their accumulated work experience.

Thus, it was agreed by Ziegler and Schlett (2016). The self-concept of employees significantly influences their work attitude, as those with a strong and positive self-concept are more likely to exhibit confidence, motivation, and commitment. When employees have a clear understanding of their strengths and contributions, they tend to engage more proactively, take ownership of their tasks, and maintain a

positive attitude towards their work, ultimately enhancing overall job performance.

Sexual orientation significantly influences work attitudes, as evidenced by research highlighting the negative impacts of discrimination in the workplace. When employees face discrimination based on their sexual orientation, they are more likely to experience burnout, disengagement, and physical withdrawal behaviors, such as absenteeism, tardiness, and higher turnover intentions (Volpone & Avery, 2013). Furthermore, concealing one's sexual orientation can lead to reduced job performance, lower self-confidence, increased feelings of isolation, and emotional exhaustion (Köllen, 2013). Concealment also often results in forfeiting employment benefits, such as partner-related advantages (Mennicke et al., 2016). On the other hand, employees who perceive their work environment as supportive are less likely to hide their sexual orientation, promoting greater openness and workplace satisfaction (Williams et al., 2022). Therefore, it is crucial for organizations to address the root causes of sexual orientation discrimination and foster a more inclusive, supportive environment where employees feel comfortable being themselves.

Thus, the influence of self-concept, sexual orientation on work attitude emphasizes that as an individual's perception of their identity is deeply intertwined with how they understand and express their sexual orientation. When individuals feel accepted and valued for their sexual orientation, it positively impacts their self-concept, fostering higher self-esteem, authenticity, and personal confidence (Mathilde et al., 2021). Conversely, societal stigma or discrimination related to sexual orientation can negatively affect one's self-concept, leading to feelings of inadequacy, shame, or self-doubt. This struggle between self-concept and sexual orientation can result in emotional and psychological challenges, particularly when individuals feel pressured to conceal their true selves. (Zurburg, & Minier, 2016). Therefore, creating an environment of acceptance and support for diverse sexual orientations is essential to promoting positive self-concept development and overall well-being.

Qualitative Results

The qualitative findings in this section are aligned with the quantitative results, fulfilling the objective of the quantitative phase in an explanatory sequential mixed-methods study. Likewise, qualitative data were examined, incorporating codes and themes. More so, thematic analysis was employed to analyze the data gathered from Focus Group Discussions (FGD) research participants and Individual In-Depth Interview (IDI) research key-informants. The participants' responses from the FGD and IDI were transcribed, open-coded, and analyzed to identify key themes reflecting their perspectives on self-concept and sexual orientation. These responses were viewed as significant insights and experiences related to Self-Concept (SC), Sexual-Orientation (SO), and Work Attitude (WA) among the tri-bureau officers in region XI.

Profile of the Participants

As gleaned in Table 4, there were 7 participants in FGD and ten informants in the IDI all of are female that serve in the bureau for more five years. They were chosen based on the inclusion and exclusion criteria stated at the beginning of the conduct of this study specifically as to the number of years they are in the service of the tri-bureau.

The number of years in the service was also reflected in table 4 which shows that 9 of the participants from the PNP while 4 represents in the BFP and the other 4 form BJMP. For the purpose of confidentiality, the participants were given their pseudonyms as reflected in Table 4.

Table 4 Profile of IDI and FGD Participants

Code	Pseudonym	Rank	Years in Service
IDI_1	Cath	SFO4	21
IDI_2	Jane	PCpl	8
IDI_3	Mariel	FO2	8
IDI_4	Tinang	JO3	14
IDI_5	Rhea	JO2	8
IDI_6	Prima	FO3	13
IDI_7	Kikang	PCMS	18
IDI_8	Lovely	SFO1	15
IDI_9	Lyn	JO2	8
IDI_10	Pam	JO2	7
FGD_1	Kaye	PCpl	7
FGD_2	Ann	PCMS	20
FGD_3	Pon	PMSg	16
FGD_4	Jakie	PCpl	6
FGD_5	Joy	PSSg	10
FGD_6	Aiza	PCpl	9
FGD_7	Miel	PSSg	11

Work Attitude in relation to Self-concept and Sexual Orientation of the Tri-bureau Officers

Table 5 presents the key themes regarding the perspectives of tri-bureau officers in region XI based on the quantitative survey relative to work attitude described as very high. During data analysis, there were six principal themes emerged and these themes confirmed the quantitative data, to wit:

Table 5 Thematic Analysis on the experiences of the participants on Self-Concept (SC) and Sexual Orientation that shape their Work Attitude

Essential/Emerging Themes	Core Ideas/Significant Statements
Productivity-driven	<ul style="list-style-type: none"> It can be associate to their exceptional work performance. (IDI 3_Q1) It is clear that they truly embrace their work and perform it well. (IDI 8_Q1) I agree maybe most of the female officers in tri-bureau are determined. (IDI 6_RQ1)

	<ul style="list-style-type: none"> It may be that most female officers are confident in their abilities, which reflects their strong performance in their work. (IDI 6_R2.1.1)
Motivated and contented	<ul style="list-style-type: none"> Determinism is really one of the reasons why I can personally say that I have a positive self-concept. I am contented with my status and work here. (IDI-7_RQ1.2) I am determined to accomplish it, even if it's difficult I consider myself as a reliable person. (IDI-3_RQ1.2)
Competently trained	<ul style="list-style-type: none"> They know their role and responsibilities in fire protection. (IDI-1_RQ1.1.1) We understand our purpose and are better equipped to handle your responsibilities. The workers are trained for we must overcome our shortcomings at work. (FGD-3_R1.1.1) <p>We participated in fire response operations to test skills and competence. (IDI-8_RQ1.1.1)</p>
Engaged and committed	<ul style="list-style-type: none"> This organization would not have been successful without the participation of women officers. (IDI-4_RQ3.2) Female officers have the chance to show skills, by participating in events, and voices are heard. Women personnel make significant contributions to the success of our bureau. (IDI-1_RQ 3.2) It's not just about working because we are paid, but about performing duties properly to contribute to the goals of this bureau. (IDI-4_RQ 3.2)
Sense of belongingness	<ul style="list-style-type: none"> I am feeling valued and supported by my colleagues and my direct superior enhances self-perception. (FGD-2_R1.3.3) Having a supportive and positive work environment. We receive encouragement, recognition, and even constructive feedback. (IDI 4_RQ1.3.3) We are given importance through assignments suited to our capabilities. (FGD-7_RQ 1.3.2)
	<p>In the organization I am part of, there is no gender bias. (IDI-</p>

Non-judgmental and equitable

2_RQ1.2)

- We respect each individual's sexual orientation. (FGD-3_RQ1.2.1)

Here in the BJMP, women and men have the same work responsibilities. (IDI-4_RQ1.2.1)

- We respect one another in terms of our sexuality and our sense of purpose in the BFP. (IDI-5_RQ-1.2.1)

productivity-driven and competently trained (sense of efficacy), motivated and contented and engaged and committed (sense of professional interest), sense of belongingness and non-judgmental and equitable (Sense of community).

Before my interview, I built rapport by exchanging smiles and engaging in a brief conversation to break the ice and create a comfortable atmosphere. I explained the nature and purpose of my study in detail, as well as their role in it, before requesting their consent to participate.

Productivity-driven

The quantitative results confirmed a very high level of work attitude under the indicator of a sense of efficacy, which led to the development of the theme "productivity-driven. As I asked them about their work attitude in relation to their self-concept and sexual orientation while in the service. And how their work attitude correlates to their self-concept and sexual orientation. The first theme confirmed was "productivity-driven". In her words, she said:

Perhaps due to their exceptional work performance, many tri-bureau officers have a natural pride in their abilities, and I am proud to say that I belong to this group. (IDI-3_Q1).

In addition, it is clear that female officers truly embrace their work and perform it well. (IDI-8_Q1).

Uyon ko nga kadaghanan sa babaye nga personnel sa tri-bureau determined. Posible pud nga kay kasagaran nila nay kumpiyansa sa ilang mga abilities, nga nagpakita sa ilang lig-on nga performance sa trabaho. (ID-6_Q1).

I was determined to learn the tasks here in our bureau, ma'am, perhaps because I knew and was confident in myself that I could do it. (IDI-6_RQ2.1.1)

According to some studies productivity-driven is closely tied to employee satisfaction, with higher job satisfaction typically leading to increased productivity. Job performance, which encompasses the actions and behaviors of employees, directly influences productivity. (Shobe2018). As employees grow more

confident and competent in their roles, their satisfaction with their performance increases, further boosting productivity. However, Siengthai and PilaNgarm (2016) note that employees with consistent productivity levels may eventually plateau, losing the motivation to maintain high performance. To prevent this, it is essential to design roles that encourage continuous learning and development and keep employees engaged, satisfied, and driven to perform at their best. The participants added:

If given a task or any responsibility, I am determined to accomplish it, even if it's difficult because we are trained to perform our jobs well. (IDI-7_RQ1.2)

As a police officer, I am strongly driven to serve our communities.

Knowing that our work promotes safety and justice keeps us dedicated and focused. (IDI-3_RQ1.2)

I consistently strive to improve the effectiveness of our operations, ensuring we serve and protect the community with maximum efficiency of our performance. (IDI-9_RQ1.2)

Participants revealed that they although most of the times they are determined to have an exceptional work performance however they also faced with challenges in their organization.

At the bureau, we are trained to be a goal-oriented, ensuring that no matter how complex the challenges, we overcome any shortcomings and consistently deliver high-quality of service. (FGD-5_Q1.2)

Sometimes, our failures in life strengthen us and instill a resilience that drives us to persevere, which ultimately enhances our performance. (FGD-7Q1.2)

Even though, over the years, we encounter difficult tasks, we still strive to comply and give our best. Even if we can't be the absolute best, at least we've done our part for the sake of the bureau we have committed to. (IDI-10_Q1.2)

Employee productivity depends on employees' efforts and engagement, even in the face of challenges (Musgrove, Ellinger, & Ellinger, 2014). While interpersonal behaviors significantly influence productivity, difficulties can cultivate resilience and innovation. With only 13% of employees worldwide fully engaged (Bersin, 2014), leaders can boost productivity by implementing strategic employee engagement practices that foster a supportive environment, enabling employees to collaborate effectively and overcome obstacles. Thus, professional culture that values and embraces the diversity of identities promotes not only greater job satisfaction, but also heightened motivation, innovation, and teamwork.

Motivated and Contented

Another quantitative result confirmed with developed theme motivated and contented which aligned in the sense of professional interest. The majority of key informants were motivated and contented. As we all know, significant motivation and satisfaction at work enable employees to make meaningful contributions to their team and the community. This sense of purpose fuels their dedication and inspires them to perform at their best consistently. Here are their shared reasons:

I am content with my status and work here. I see it as worthy. (IDI-9_RQ1)

I see that my organization inspires me to do my best at work. They provide inputs that push me to extend my limits and never say no, as you truly know. (IDI-4_RQ1.3)

I can proudly say nga belong ko diri nga bureau. I'm proud to be part of it, having entered a field I wanted to pursue. (IDI-10_RQ1.2)

Dapat nating pahalagahan ang ating trabaho dahil ito ang sumusuporta sa atin at sa ating mga pamilya. Dapat tayong makuntento sa ating sahod at iwasan ang mainvolve sa mga maling gawain. Kung iisipin, napaka-blessed natin sa ating serbisyo kumpara sa iba. Dapat din tayong maging open

mind ed at flexible para mas magampanan natin nang maayos ang ating tungkulin.

(FGD-2_1.1.2)

They also said:

As a jail officer, I am motivated and content because I recognize that my work is vital in maintaining safety and order, particularly in my interactions with inmates. (IDI-4_RQ1.3)

I get a lot of satisfaction from my work in the bureau at the BFP. I feel a strong sense of purpose and fulfillment in my tasks because I get to successfully educate the community and respond to emergency situations. (IDI-1_RQ1.4)

A study by Scott (2022) on Work motivation stated that when individuals engage in activities driven by their interests, they perform those tasks enthusiastically and committed. Moreover, when people feel cared for and valued by others, they are more likely to strive for positive outcomes that benefit everyone. People are inspired to work harder and contribute significantly to the organization due to their gratitude. As Prabadevi (2023) backed the idea that employees' contentment in the workplace might observe their increasing drive and productivity. Employees' attitudes influence work performance and, in turn, the degree of work contentment.

I really feel that this organization is like a home, a family. That's why working here feels positive, as if we are just at home or within the organization. (IDI-9_RQ1.3)

I have many friends or close colleagues here, and that's also a factor that makes me enjoy working here because I get along with everyone. (IDI-6_RQ1.3.1)

You feel motivated because you can always ask your workmates for help, and there is always someone to guide you if you encounter problems at work. (IDI-8_RQ1.3.1)

Professional contentment in law enforcement agencies enhances skills and expertise and correlates strongly with motivation and job satisfaction among officers. When law enforcement personnel feel their professional growth is supported, they become more engaged and content with their roles, fostering a sense of purpose and alignment with their professional interests. (Altun et al., 2018). Further, professional development supports long-term career growth, which builds competence and strengthens officers' commitment and satisfaction in their profession (Gardner et al., 2017).

They also shared:

We're motivated by the opportunities given to us for improvement, like being promoted. This helps our motivation even more to work diligently. It's rewarding and makes us happy to see that our hard work is being recognized. (IDI-9_RQ1.3.2)

Our work motivation makes us enjoy ourselves, and even if the job is tiring, we still find it fulfilling. This self-concept, ma'am, really depends on what kind of personnel you are. (IDI-4_RQ1.3.3)

Compared to other jobs, being in the PNP provides regularity. Unlike other jobs where you might be on a contractual basis for 6 months or 3 months and then get laid off, in the PNP, your job is stable. At the same time, we also have privileges, such as access to firearms, which not all citizens can have. (FGD-7_RQ1.1)

Competently trained

Once more, the quantitative result confirmed with the developed theme competently trained which aligned with sense of efficacy. A study conducted by (Uma, 2013), on the training importance for employees of their successful performance in the organization. He stated the competent training not only enhances individual skills but also significantly boosts organizational productivity. In today's demanding environment, well-trained officers contribute to greater efficiency and open more opportunities across all

levels and fields. Practical training plays a crucial role in employee growth and the organization's overall development.

Additionally, the training we undergo is difficult, which gives us the ability to deal with challenges. (FGD- 4_RQ1.1.1)

I can see that when entering the bureau, there is mandatory training beyond basic training. This initial training helps shift personnel from a civilian mentality to a professional one (IDI-1_RQ1.1.1)

When we joined the Bureau of Fire, we understood that it is a public service to the community. You can't join the BFP without continuously keeping up with training. These trainings help instill a strong sense of purpose in us, which is why we are in the BFP and have a strong identity as uniformed personnel.

(IDI-8_RQ1.1.1)

The study of Arulsamy et al. (2023) on Employee Training and Development Enhancing Employee Performance, he added that importance of training goes far beyond checking off a to-do task for your employees. A high-quality, comprehensive training program provides employees a greater understanding of your organization's processes, procedures, and goals. It also enables them with the knowledge and skills they need to be effective in their roles. Thus, equipping employees with relevant and on-going training is one of the best ways to increase productivity and performance.

Don't be afraid to try new things, like accepting new assignments or designations. Keep an open mind and remember that our training has prepared us to stay positive and handle challenges, even in difficult situations. (IDI-7_RQ1.2.2)

When we first entered training, I had already been trained in investigation. You get more training once you're on duty because the style in the PNP is like a cycle—wherever you're assigned, you'll get more practice. But you've already been taught in advance, so with a bit of knowledge, it's up to you to enhance it further. (FGD-8_RQ1.2.2)

Well-trained employees can be a means of achieving organizational goals. But, without proper training, employees' maximum competencies remain underutilized. Effective application of training and development programs leads to acquiring the best-performing employees in the workplace. According to Dagnev (2023) in his study the effect of training on employee performance training is led to enhancing the skills, knowledge, exposure, and abilities of an individual.

Sometimes, I feel tired from training because, at times, what is taught is different from the real-life situation. Although we were trained, we still struggle, which means we lack competence. (IDI-6_RQ3.1.2)

In my case, I'm an investigator I went through a criminal investigation course. However, when performing my duties as an investigator, I still feel lost and need the prosecutor's assistance. (FGD-5_RQ3.1.2)

Only a few get to attend training, even if you're qualified because you're a senior. But sometimes, your junior gets chosen for training ahead of you despite you being the senior. I don't know if they apply what they learned from the training. The training is good because it broadens your knowledge, and at the same time, it gives you a better chance for promotion since that's one of the basic requirements for promotion. (FGD-7_RQ3.2)

Engaged and committed

Another quantitative result was confirmed with the developed theme engaged and committed which also aligned in the work attitude under the indicator of sense of professional interest. A study on Employee

engagement is more than just a measure of job satisfaction; it is the deep emotional connection and commitment an employee feels toward their organization's mission, values, and goals. True engagement arises when employees are not only passionate about their work but are also empowered through meaningful communication and personalized experiences. Thus, Organizational productivity is determined by employees' efforts and engagement (Musgrove, Ellinger, & Ellinger, 2014).

As participants shared:

This organization offers opportunities for female personnel to engage in managerial functions, where their ideas are actively considered and valued. (IDI-4_RQ3.2)

Women personnel make significant contributions to the success of our bureau. Personally, I am proud to be part of the Bureau of Fire Protection, and this pride continuously inspires us to excel in our jobs. (IDI-1_RQ 3.2)

As a jail officer, I've been given numerous opportunities to participate in bureau activities. (IDI-4_RQ3.2)

I approach every task with a positive attitude and a strong sense of responsibility, knowing that my role as a jail officer requires both vigilance and compassion. (IDI-5_RQ3.2.1)

Further they stated that:

The I feel confident and accepted, the more I' am proactive and committed to work (IDI-7_RQ2.1.1)

It's normal for women to be assigned to investigatory tasks, especially if female inmates are involved, so female personnel also participate in the investigation. In the organization, we should give 100% loyalty. (IDI-8_RQ2.1.1)

Women personnel can lead organizations, make decisions, handle work responsibilities, and fulfill their social responsibilities simultaneously. (FGD-1_RQ2.1.1)

Employee engagement and commitment, according to (Koenig, 2013), can be understood through the lens of job involvement, which is a cognitive state resulting from the ability to satisfy an individual's intrinsic needs. Thus, this internalization of work, where employees derive personal satisfaction from their tasks, is central to the concept of job involvement. In essence, employees who are engaged are those who not only meet their external job requirements but also find their work personally meaningful and fulfilling, thus leading to a deeper connection with their roles.

Participants added that:

Here in the PNP we have continuous learning opportunities for our professional development which can increase our sense of self-worth and confidence. (IDI-7_RQ1.1)

We female police officers participated in investigatory functions by bringing unique perspectives and skills that enhance the investigative process. Like we handled sensitive cases in domestic violence, sexual assault, where victims might feel more comfortable and understood. (FGD-2_RQ1.1)

Engaging in continuous learning through training programs keeps our skills sharp and aligns our work with our career goals. I always have a plan and I know when to materialize it and when I need to finish my work, including how many tasks I need to complete. (IDI-8_RQ2.1.1)

Perhaps it's because, in our line of work, gender does not affect how we are treated; women are fully integrated into the organization. (IDI-3_RQ2.1.2)

Sense of belongingness

The fifth confirmed theme under work attitude of the tri-bureau officers. As I continued with my interview, several participants both from IDI and FGD shared that shared purpose, teamwork, and dedication while on duty. A study of (Dewi, 2019), stated with a high sense of belonging, employees are expected to be more respectful and still want to work in the company, whatever the circumstances. A sense of belonging owned by employees is also likely to be able to reduce turnover rates, so companies do not need to frequently recruit because of the high employee turnover.

When we perform excellently and show high level of competence, we earn respect from colleagues and the community. (IDI-4_RQ1.3.3)

Show willingness to work on whatever is assigned to you without complaining, and focus on doing your job well. (IDI-6_RQ1.3.2)

I feel a strong sense of belonging in this profession. Each day, I stand shoulder to shoulder with my fellow officers, knowing that we share the same commitment to protecting lives and property. This sense gives me strength, knowing that I am not just part of this bureau, but part of a family. (FGD-7_RQ 1.3.2)

Thus, Dalessandro (2020), supported by Investigating a sense of belonging in work on belonging is essential because it can reveal insight into how organizations may cultivate positive workplace climates while keeping pace with technological and social change. In addition, a lack of belonging may be linked to several adverse outcomes including attrition and damaged morale for both individual employees and organizations.

My sense of worth and encouragement from my coworkers and direct supervisor improves how I see myself. (IDI-2_RQ1.1.1)

Feeling valued and supported by my colleagues and my direct superior enhances self-perception. (IDI-7_RQ1.1.1)

Here at BJMP, we share the same goals and objectives. As for professional interests, love yourself and love your work.

(IDI-5_RQ1.3.2)

Non-judgmental and equitable

Some key informants shared that in their working environment, they are not judged by their colleagues based on their abilities or limitations. Eliminating judgmental ideas at work entails getting rid of any personal opinions you may have about someone else that affect the way you

interact with them on a regular basis. Coworker exclusion, bullying, and in group mentality can all stem from judgmental thinking. We must become conscious of the connections between our ideas and our feelings, relationships, and interactions with others if we are to increase mindfulness and lessen the influence of judgmental thought in the workplace, (Dittrich, 2014).

In our bureau, we respect each individual's sexual orientation. It is not an issue for us as long as it does not affect their performance or self-image. A person's ability is not determined by their sexual orientation, but by their dedication and professionalism. (IDI-2_RQ1.2)

In the organization I am part of, there is no gender bias. The opportunities given to men are the same opportunities given to us. (IDI-8_RQ1.2)

The organization is led by both men and women. (IDI-4_RQ1.2.1)

In the works of Hentschel et al. (2019) being non-judgmental is one of the foundational pillars of leadership to build a sustainable culture of diversity and inclusion. Further, in a psychologically safe environment, individual employees feel accepted, respected and can share opinions without fear of negative consequences. Thus, the participants also shared that:

I'm a lesbian, I haven't heard any negative feedback from my colleagues because of my sexuality. Maybe it's because they see that I can perform my job well. (IDI-5_RQ-1.2.1)

We respect one another in terms of our sexuality and our sense of purpose in the BFP. If you compare it to 20 years ago, LGBTQ+ individuals were not as accepted. But now, based on my experience, there are LGBTQ+ individuals entering the field. So, just that alone shows a high level of acceptance of sexual orientation among personnel today, especially since we are all professionalized now due to Republic Act 9106. (IDI-1_1.2.1)

Being a policewoman there is very helpful as you assist abused women and children. Women contribute significantly in that role. Additionally, when serving warrants or making arrests, female officers are often needed for female suspects. Female officers are essential for detailed tasks and for addressing specific needs. Women have a significant role in the PNP. (FGD-3_RQ1.2)

Standpoints of Participants on how Self-Concept (SC) and Sexual Orientation (SO) influence Work Attitude (WA)

Table 6 presents regarding the perspectives of tri-bureau officers in region XI corroborating the quantitative result of this study revealing that self-concept and sexual orientation significantly work attitude. In the same vein, it can be noted that participants have confirmed the domains associated for self-concept as can be seen in the emerging themes, to wit: high regard of self-worth and confidence (Contentment and worthiness), Exhibit integrity and self-respect, (Attractiveness and approval by others), Manifest resiliency and adaptability (Resilience), and Sense of acceptance and relevance (Confidence and value of existence). Conversely, the participants' perspectives on sexual

orientation are associated with the following key themes: Gender-balanced managerial access (managerial function), Gender-neutral policing engagements (investigatory activities), and embrace varied gender orientations (organization).

Table 6 Thematic Analysis on the influence of Self-Concept (SC) and Sexual Orientation (SO) towards Work Attitude (WA)

Essential/Emerging Themes	Core Ideas/Significant Statements
Self – Concept	
High regard of self-worth and confidence	<ul style="list-style-type: none"> • We have continuous learning opportunities which increase our sense of self-worth and confidence. (IDI-7_RQ 2.1.1) • It's essential to recognize and appreciate our worth, even when faced with disapproval from others. (IDI-4_RQ 2.2.1) • I have the opportunity to obtain extensive training while working as a PNP member, which has improved my perception of myself. (IDI-5 2.2.1) • It may be that most female officers are confident in their abilities. (FGD-6 2.2.1)
Exhibit integrity and self-respect	<ul style="list-style-type: none"> • I really believed that my self-concept drives my commitment to professionalism, inclusivity, and integrity. (IDI-6_RQ 1.2.1) • You won't attract positivity if you're always frowning and angry, especially if you're constantly at odds with those above you. (IDI-5_RQ 1.2.1) • Love yourself, love your work, and love your enemies, because that's what will truly help you. (IDI-8_RQ1.2.1)
Manifest resiliency and adaptability	<ul style="list-style-type: none"> • For me, don't be afraid to try new things, like accepting new assignments or designations. (IDI-6_RQ 3.2.1) • They must be willing to try and explore, like taking advantage of opportunities for schooling, which is beneficial for self-growth. (IDI-6_RQ 3.2.1) • We should blend in and adapt to the rapport of the organization to avoid problems. (FGD-6_RQ 3.2.1)
Sense of acceptance and relevance	<ul style="list-style-type: none"> • As a female police officer, feeling good about myself and accepting my sexual orientation helps me have a positive work attitude. (IDI-3_RQ 3.1.1)

- In a male-dominated field, women like us are still given the chance to demonstrate our work. (IDI-6_RQ 3.1.2)
- When female officers feel their sexual orientation is respected and accepted, they are more likely to experience job satisfaction and a positive work attitude.
- When you are not judged and are treated as an equal with your colleagues, it boosts your work attitude and encourages you to perform well. (IDI-7_RQ 3.1.1)

Sexual Orientation

Gender-balanced managerial access

- We, as lesbians, can build and participate in managerial functions if we get promoted in our work. (IDI-1_RQ 1.2.2)
- I'm a lesbian, I haven't heard any negative feedback from my colleagues because of my sexuality. (IDI-6_RQ 1.2.2)
- Being accepted for my gender preference helps make the workplace friendlier and more supportive for everyone. (IDI-8_RQ 1.2.2)

Gender-neutral policing engagements

- We are driven to surpass gender stereotypes and demonstrate our abilities. (IDI-7_RQ 1.2.2)
- We prioritize feelings for others, acceptance, and teamwork more, which enhances our general work attitude. (IDI-10_RQ 3.1)
- In our team, policing has no gender limits. (FGD-10_RQ 3.1)

Embrace varied gender orientations

- Women are making a significant impact in all aspects.
- Officers can be male or female are essential for detailed tasks and for addressing specific needs. (IDI-7_RQ 1.3.1)
- Our organization accepts all gender orientation. (IDI-10_RQ 1.3.1)

High regard of self-worth and Confidence

The first them corroborate with the quantitative result, personnel with a strong sense of self-worth and confidence understand their intrinsic value to the organization. This confidence often stems from experience, continuous learning, and a clear understanding of their strengths. Such employees take initiative and embrace challenges as opportunities for growth, knowing that their contributions are meaningful.

They shared:

As personnel in the PNP, I was always given opportunities to undergo comprehensive training and received substantial support. We have continuous learning opportunities for our professional development like promotion, that increases our sense of self-worth and confidence. (IDI-7_RQ1.1)

I think its Self-esteem because no one can truly love and accept us more than we can ourselves. We must embrace who we are, regardless of whether others approve. It's essential to recognize and appreciate our worth, even when faced with disapproval from others. (IDI-4_RQ1.1.1)

By respecting everyone's identities, I am proud that I contribute to a positive workplace where people feel valued, which also improves my interactions with colleagues and includes my outstanding performance as well. (IDI-5_RQ4.1)

Thus, high regard, self-worth, and confidence are embedded in a person's ability to complete work to achieve maximum results (Singh et al., 2019). This attitude describes employee confidence in their ability to carry out a specific task and level of performance; meanwhile, self-esteem can be observed in personage's way of viewing, appreciating, and loving himself (Lianopoulos et al., 2020). Thus, the participants added that:

Working in such professions allows us to learn new things constantly, which can boost our confidence and sense of self-worth. (IDI-2_RQ1.1)

My sense of worth and encouragement from my coworkers and direct supervisor improves how I see myself. (IDI-2_RQ1.1.1)

Makahappy sa feeling nga giconsider ko ani nga organization as importante kay nakacontribute ko sa maayung image sa kini nga bureau. Kana gyud ang isa sa factor nga makadagdag ug confidence. (FGD-2_RQ1.1.1)

As senior officer nafeel ko ang aking selfworth every time makapagbigay ako ng ideas doon sa mga juniors naming at nakikita ko na inaapply nila yung mga advices naming, doon mas na enhance yung confidence ko. (IDI-10_RQ1.1.1)

(Hur et al., 2020) supported that a person with high self-esteem is respected and assumes that he is competent in doing his job and is valuable to his surroundings. It will encourage an employee to complete his responsibilities and create a sense of satisfaction with his work. The completion of this work will have a good impact on employee performance. Moreover, (Korzynski et al., 2020) cited that completed work will encourage feelings of satisfaction and reduce the burden on employees. Well-completed jobs are due to employees feeling capable of their abilities and analyzing their behavior to fulfill their ideal to improve their performance.

Exhibit integrity and self-respect

A solid moral compass and a deep sense of accountability guide an employee who demonstrates integrity and self-respect. They consistently make ethical decisions, uphold company values, and act honestly, even in challenging situations.

Thus, employees who work for a company that adopts the moral person perspective have an innate appreciation for honesty, fairness, integrity, and reliability. These people work to create a culture that values and rewards these qualities while exhibiting these ideals daily. Supported (Kalshoven et al., 2011) state that moral leaders are seen as honest and reliable, which is necessary for creating solid and fruitful working partnerships with moral leaders actively guiding their groups by establishing solid moral standards and intervening firmly when immoral activity happens.

Here, ma'am, we have high respect for our seniors and all members of BFP, whether they are new or senior officers. If you have discipline, you will be respected and will also respect others. (IDI-6_RQ1.2.1)

Start with yourself so that others will look up to you. For instance, maintain good attendance on regular days. You should also serve as a motivation for your colleagues, so they will see you as an example to follow. (IDI-9_RQ1.3.2)

In the organization, you should be able to get along with others, adjust, and not be self-centered. Having many friends will also boost your morale. (IDI-8_RQ1.2.1)

Nagatarong gyud me ug perform sa among trabaho because if not mo balik raman gihapon gud na sa amoa. And mas okey sa feeling na walay sagol kabuang ang imong pagpanarbaho at the same time you can earn respect from others. (ID-5_RQ1.3.2)

Further, Integrity and self-respect are very important o individuals, groups, companies, and society, as it drives the workability of workplace. Integrity relates to the concept of morality where morality involves telling the truth, being honest and just in all situations (Milton, 2015). This indicates that a person should stick to the principle of being true to oneself. In the organization, integrity covers the whole management starting with the employer, employees, policies that affect the organization's performance. While (Tomlinson, 2015), people with high self-respect can be described as having a legitimate entitlement and might also be associated with a concern for others' rights.

Many people say that I am proper, and that's because I want to be, ma'am. Whatever is required of us, I follow it strictly, nothing more, nothing less. I always obey the orders given to us. (IDI-8_RQ4.1)

We work honestly, and it's good to be able to support our family without doing inappropriate involvement. Because we have a great deal of respect for our organization, even though our work here makes us vulnerable to temptations like bribery and numerous offers, we really need to know how to resist them. (FGD-2_RQ1.1)

It's important to obey instructions on a regular basis. Since pleasing everyone isn't always possible, we merely concentrate on performing our duties. It's good if you feel comfortable about your role and you perform it correctly. Whether other people agree or not, it's about having confidence in yourself. (FGD-3_RQ1.1)

Manifest resiliency and adaptability

The ability to bounce back, resist illness, adapt to stress, or thrive in the face of adversity" is the definition of manifesting resilience. People that are resilient bounce back from difficult situations fast. People that possess resilience are better able to weather difficult times and bounce back from setbacks quickly (Smith et al., 2008). Resilience is therefore a personal resource—an innate quality that helps people deal with challenges and hardship at work (Salmela-Aro & Upadyaya, 2018).

Thus, it is widely believed that learning plays a significant role in the development of adaptability and that people's levels of adaptability can vary based on their experiences and training (Dam, 2008).

Individual adaptability is viewed as a person's ability to adjust and react to changes in their workplace

We have faced difficulties, ma'am, starting from the tough application process to the rigorous training that tests all aspects physical, mental, emotional. But we completed it because we believed in ourselves, that we could handle it even if it meant performing tasks typically associated with men. That's how we overcome the initial challenges. (IDI-6_RQ3.1)

I mean, the work is tough, but I never complain because I know I'm making a difference here, not just for my juniors but especially for the BFP. (IDI-1_RQ3.1.2)

My work can be tiring, but I'm still motivated because this is what gives me purpose; I mean, this is where I find my fulfillment in my job. (IDI-6_RQ3.1.2)

Don't be afraid to try new things, like accepting new assignments or designations. Keep an open mind and remember that our training has prepared us to stay positive and handle challenges, even in difficult situations. (IDI-4_RQ1.1.2)

To be confident, you shouldn't place limitations on yourself or judge your abilities without testing them first. (IDI-6_RQ1.1.2)

and organizational environment. Employees' acceptance of change can therefore be characterized by their open, expressive support, which demonstrates excitement and ownership; their covert support, which tends to be compliance and surrender; their active support, which embraces the changes and cooperates; and their passive support, which merely agrees with the change (Kuttappa, 2020).

Because I'm a risk-taker, even if I feel scared, I still have the ability to tell myself that I can do it, if others can, so can I. This might be why my self-trust has developed over time. (IDI-4_RQ4.1)

Since I feel that I'm reliable, I can share my knowledge with others, and I can say that I can handle difficult tasks, or at least I'll manage them. (IDI-10_RQ4.1)

This job is very challenging and not an easy one, but I managed to handle it. Being the first female firefighter from Panabo is a significant milestone, right? (IDI-1_RQ4.1.1)

I was assigned to lead a high-stress Greyhound operation involving all inmate's cells. How I perceive my skills and capabilities help me to take charge and make quick decisions. I trusted in my ability, both as a woman and as a personnel member to manage the situation effectively, which was crucial for maintaining order and ensuring safety. (IDI-4_RQ4.1.1)

Sense of acceptance and relevance

When people feel like they are accepted in the workplace, they naturally feel more inclined to be themselves. In fact, studies have shown that when employees feel like they can be their true selves at work, they are more likely to be productive and engaged in their roles. Additionally, feeling accepted by colleagues can also lead to increased job satisfaction and retention. When employees feel valued and appreciated for who they are, they will naturally be more inclined to want to do their best work and contribute to their team's success (Brun & Dugas, 2016).

I believed that I have place here in my organization and that as a senior I know they really look up to me. I also contribute to the success of this organization. (IDI-3_RQ1.1.1)

No one can truly love and accept us more than we can ourselves. We must embrace who we are, regardless of whether others approve. It's essential to recognize and appreciate our worth, even when faced with disapproval from others. (IDI-4_RQ1.1.1)

I can personally say that I have a positive self-concept. When I first applied, I wasn't accepted; I applied about 4 times before I was finally accepted as a fire officer. If I had given up, ma'am, I wouldn't be here in BFP. Sometimes our failures in life help us become strong individuals who don't easily give up. (IDI-6_RQ1.1.1)

I believe we are given importance not just as office staff in the BFP, but also through assignments suited to our capabilities, considering that we are uniformed personnel. (IDI-1_RQ1.1.2)

Impact, (Körner, 2012) stated that having a sense of value is an important part of people's lives, and the pursuit of value is a driving force in both work and life. If workers feel that their job meets their needs, they may derive a sense of satisfaction, which may in turn yield benefits, such as good mental and physical health. If, however, workers do not see value in their work, there may be adverse consequences, such as negative emotions and a loss of meaning in work and life.

Nice to know that they appreciate my effort in this organization through promotion which I really appreciate also from them. Since it is really helpful since when we promoted our salary also promoted. (IDI-10_1.1.2)

You need to love yourself more than anyone else because if no one loves you and you don't love yourself, you won't feel important. (IDI-6_RQ1.1.2)

We bring strong interpersonal and communication skills to our roles, crucial in building trust within the community and among colleagues. (IDI-7_RQ1.3.1)

Gender-balanced managerial access

Previous work has predominantly looked at the influence of female managers as increasing equality in career outcomes between their female and male workers, including gender segregation in positions, wage gaps, and perceived career opportunities wage gaps, and perceived career opportunities (Van Hek & Van der Lippe (2019); Zimmermann, 2021).

As police officers, policewomen can have the opportunity to build their managerial skills by showing good leadership, just like our commissioned officers, because this organization addresses gender bias by advocating for fair treatment and equal opportunities for both men and women personnel within the force. (IDI-2_RQ1.2.2)

Since managing people is one of the most challenging jobs, I can develop managerial roles if I genuinely believe in my abilities that I can handle that job. (IDI-6_RQ1.2.2)

For me base on my observation in our bureau BFP, maybe when women personnel are given opportunities to lead subordinates and take on roles such as fire investigators, which enhances their investigative skills. I believe that all personnel, regardless of gender, can contribute effectively and provide efficient service. (IDI-8_RQ1.2.2)

Traditional organizational structures can be changed and reshaped by women in leadership positions. They can also break through antiquated conventions and promote an inclusive, varied, and empowering work environment (Avent-Holt & Tomaskovic-Devey, 2019). Thus, doing gender framework is that feminine and masculine gender expression can and will be performed by both individual women and men.

A female officer can excel in supervisory responsibilities when her ideas are sought and valued. For example, in our operations, we designate female fire investigators and consider rotating these roles for better familiarity. (IDI-3_RQ1.2.2)

We, as lesbians, can build and participate in managerial functions if we get promoted in our work. It's normal for women to be assigned to investigatory tasks, especially if female inmates are involved, so female personnel also participate in the investigation. (IDI-5_RQ1.2.2)

Diri sa among organization in terms of leadership among mga babae na personnel particularly mga commissioned officers namo matagaan gyud silag opportunity maglead and in terms of promotion wala nay quota ang babae or lalaki nga personnel so kame tanan equal ang among opportunities in terms of promotion basta qualified lang me magpapromote. (IDI-10_RQ1.2.2)

Gender-neutral policing engagements

(Investigatory activities)

(Bastick,2011) stated in police services, integrating a gender perspective is fundamental to protect rights in the workplace, and make policing more effective, societies safer and the rule of law stronger. This is because achieving gender equality ultimately prevents violence, protects the rights of all people and enables everyone to contribute meaningfully to public life.

In this organization, female officers help overcome gender barriers, support diversity, and build better relationships with the community. (IDI6_RQ1.2.1)

Female officers often take part in diversity and inclusion initiatives, support networks, and community outreach programs, enhancing the relationship between the police and the communities they serve. (IDI7_RQ1.2.2)

In our team, policing has no gender limits, we believe that effective policing knows no gender boundaries, valuing skill, dedication, and integrity over gender distinctions. (IDI10_RQ1.3)

We are driven to surpass gender stereotypes and demonstrate our abilities through professionalism and teamwork because in everything that we do we always wanted to have fairness in the service. (IDI9_RQ1.3)

International human rights instruments, such as the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) (GA Resolution 34/180), states that "State Parties shall take all appropriate measures to eliminate discrimination against women in the field of employment to ensure, based on equality of men and women, the same rights" (1979, Article 11), emphasize the significance of achieving gender equality in the workforce. Thus, (Chang & Milkman, 2020) mentioned in their article emphasized the pervasive and significant impact of gender bias on critical organizational decisions like hiring, promotion, and mentoring. Even in high-stakes situations, systematic errors persist, highlighting the urgent need to address gender equality in the workplace.

We prioritize feelings for others, acceptance, and teamwork more, which enhances our general work attitude. (IDI5_RQ1.3.1)

I believe that policing is about capability and commitment, not gender. We prioritize upholding the law, performing community service, eliminating rumors and creating an atmosphere where each person's abilities and talents are given equal weight. (IDI7_RQ1.3.1)

In our facility, we strive to remove discrimination and guarantee that each officer, regardless of gender, is appreciated for their expertise and dedication to rehabilitation and safety. (IDI4_RQ1.3.2)

Embrace varied gender orientations

According to (Milikić, 2019), strategic human resource management measurement methodologies can be used to improve the implementation of gender-inclusive talent management initiatives within law enforcement agencies. The recruitment, development, and retention of a talented workforce with a strong focus on promoting gender equality are all part of gender-responsive talent management. To adequately address and investigate crimes affecting people of all genders, police agencies must attain a balanced representation of male and female officers.

I have worked as a fireman with the Bureau of Fire Protection. We work to establish a welcoming atmosphere that accepts a range of gender orientations, enabling every team member to fully and confidently contribute to our shared goal of safeguarding the public. (IDI10_RQ1.3.2)

Officers can be male or female are essential for detailed tasks and for addressing specific needs further strengthening the effectiveness of our team. (IDI8_RQ1.3.1)

Tasks are equally distributed irrespective of gender orientation so that everyone has the chance to do well and participate. (IDI5_RQ1.3.2)

Furthermore, according to (Nagel and Maenza, 2021), male staff members have become resentful and hostile as a result of the U.N.'s attempts to portray women as more effective peacekeepers and boost their presence on missions, which has left them feeling disenfranchised.

As more women join the workforce, this would be a chance to show their capabilities and skills. Thus, organizations need to enhance recruitment, training, leadership, and management practices to help promote ethical behavior and prioritize the welfare of female officers. With this strategy, police personnel are better equipped to protect the law, improve public safety, and protect the communities they serve (Adams & Loideáin, 2019). It was then cited (Landon, 2018) emphasizes those female officers who put a lot of work into improving their abilities and commit time and commitment to succeed in their challenging positions.

Further, it was emphasized by Jastrzebska and Blazek (2022) on their study Questioning Gender and Sexual Identity in the Context of Self-Concept they posited how the effects of self-concept and sexual orientation end up affecting work attitudes and work behavior (Miles and Naumann, 2021), in their study titled "Gender, Sexual Orientation, Academic Self-Concept, and Leadership," also indicate that judgments of leadership and academic ability mediate self-concept entangled with sexual orientation. These studies suggest acknowledging and supporting diverse identities in professional and educational settings to improve inclusivity and positive work attitudes. They also indicate self-concept is the basis for deciding workplace attitudes and performance. This should primarily be observed regarding people of other sexual and gender backgrounds.

Joint Display of Quantitative and Qualitative Results

As presented in Table 7, the self-concept of tri-bureau officers shows that the over-all rating is very high which means the self-concept is very much manifested. Thus, the qualitative data connects with the quantitative data as IDI and Participants in FGD confirmed the overall high level of self-concept among the tri-bureau officers in region XI.

Table 7 Joint Display of Quantitative and Qualitative Results

Research Area	Quantitative Results	Qualitative Results	Nature of Integration
Descriptive Levels of • Work Attitude (WA) • Self-Concept (SC) • Sexual Orientation (SO)	• Overall Mean of the three variables are all (Very high), as follows: • WA: (4.49) • SC: (4.34) • SO: (4.39) (Refer to Table 1)	Key - informants in IDI and Participants in FGD confirmed the overall very high level of work attitude, self-concept, sexual orientation among the tri-bureau officers in region XI. (Refer to Table 5)	Connecting - merging (confirmation)

Significance of the Relationship between self-concept (SC), sexual orientation (SO), and work attitude (WO)	Significant ($p < 0.05$) relationships exist between SC & WA (.696**); SO & WA (.745**) (Refer to Table 2)	Participants confirmed how their experiences on self-concept and sexual orientation help shape their work attitude (Refer to Table 5)	Connecting - merging (confirmation)
Significance of the singular and combined influence of self-concept (SC) and sexual orientation (SO), on work attitude (WO)	Significant ($R^2 = .611$) influence exist between SC & WA (.522); SO & WA (.580) Sexual orientation has a stronger effect ($\beta = .507$) (Refer to Table 3)	Study Participants confirmed through their standpoints on how self-concept and sexual orientation influence their work attitude (Refer to Table 6) (Refer to Table 3)	Connecting - merging (confirmation)

On the other hand, Sexual orientation of the tri-bureau officers reveals that the over-all rating is very high which means the sexual orientation were very much manifested.

The result of the quantitative was very high thus connecting-merging and confirmed from the participants of qualitative interviews. Participants shared that they were given equal opportunities in their organization. Thus, fairness and inclusion in the workplace are fostered by providing equal opportunities for advancement and personal development, irrespective of sexual orientation. This improves employee well-being and organizational performance (Badgett et al., 2020). The very high level of self-concept aligns with (Tus, 2020), stated that those with a high self-concept feel confident in their abilities and are more likely to achieve their goals, while those with a low self-concept focus on weaknesses, leading to greater difficulty in goal attainment.

On the relationship between self-concept and work attitude, the result on quantitative phase revealed a significant correlation between the two variables. There was a connecting-merging confirmation during the qualitative phase through IDI and FGD as participants shared that tri-bureau officers with a higher self-concept also have more favorable work attitudes thus; having a positive self-concept improves their attitude while in the service. On the relationship between sexual orientation and work attitude, the quantitative phase revealed that sexual orientation is significantly correlated with work attitude. Through in-depth interview and focus group discussion, participants agreed and supported the result. Therefore, a connecting-merging confirmation between quantitative and qualitative result is present in this data integration. Participants revealed that sexual orientation affects their attitudes toward their jobs, possibly in terms of comfort and genuineness because when they are accepted according to their gender

representation, they are even more able to showcase their skills in the workplace because there are no boundaries.

The research by (Day & Schoenrade, 2000; Ragins, 2004) emphasizes the crucial connection between work attitudes and workplace inclusion concerning sexual orientation. Encouraging good attitudes at work and organizational dedication is necessary to improve employee attitudes, performance, and overall workplace harmony. This holistic perspective reaffirms the importance of prioritizing equity and diversity to create an atmosphere where all employees can thrive. Furthermore, a positive self-concept enhances motivation and work attitude (Gutiérrez et al., 2022). Better relationships and a sense of belonging are fostered by it, and these factors improve task performance, work achievement, and positive supervisor ratings, all of which contribute to both individual success and organizational cohesion.

The quantitative phase revealed a significant influence between the two variables on the impact of self-concept and work attitude. There was a connecting-merging confirmation of the result of the quantitative and qualitative phases, as participants opened up that their self-concept varies their attitude at work. A hostile work attitude might also show in the workplace and vice versa if they have a negative self-concept. On the influence between sexual orientation and work attitude, the quantitative survey result revealed that sexual orientation is greatly influence how they view and interact with their work. Through in-depth interview and focus group discussion, participants agreed and supported the result. Therefore, their attitude toward their profession is greatly influenced by their sexual orientation and self-concept. Officers discussed how their sexual orientation and the acceptance they receive about it shape their motivation and level of participation on the job. Consequently, the combined research provides a connecting- merging confirmation and nuanced knowledge of how identity characteristics contribute to work attitudes by confirming that the statistical influence found is based on the officers' actual experiences.

Thus, this statement is supported by recent studies that have shown that people's perception of themselves greatly influences their attitudes and actions at work. Increased workplace engagement, job satisfaction, and enhanced job performance are all closely linked to a good self-concept (Judge & Bono, 2001). Furthermore, a more recent viewpoint can be found in the study of Miles and Naumann (2021) which examines the connections between diversity, leadership perception, and self-concept in academic and professional contexts and offers recommendations for inclusive leadership development and work attitude enhancements.

CONCLUSION AND RECOMMENDATION

Based on the findings of this study, it was revealed that the study's confirmed the theoretical assumptions on the influence of self-concept and sexual orientation on the work attitude of tri-bureau officers. Thus, the level of self-concept, sexual orientation and work attitude of tri-bureau officers revealed as very high. This finding was confirmed by the participants through in-depth interview and focus group discussion. It is recommended that a very high level of results be maintained through specific programs and policies. Programs for Work Attitude Enhancement that emphasize discipline and professionalism; Self-Concept Development that emphasizes resilience, self-worth, and managing workplace obstacles; and Sexual Orientation & Inclusivity that will guarantee that officers uphold professionalism, high morale, and a strong sense of self while fostering diversity and respect within the force.

In addition, the relationship of the independent variables to the dependent variable has been established in this study. It is recommended that Tri-bureaus continue to take proactive measures such as Self-Concept & Professionalism Workshop: a training series on how personal identity self-concept and sexual orientation affects work attitude and decision-making in the tri-bureau band Performance-Based Promotions and Career Development that guarantees that officers are evaluated fairly, without bias based on gender identity or sexual orientation, reinforcing their commitment to excellent service and ensuring that all personnel from the organization perform their duties with confidence, professionalism, and respect.

Moreover, the experiences of the respondents on the independent variables shaped their work attitude as a tri-bureau officer, which confirmed a significant influence of self-concept and sexual orientation on the work attitude of tri-bureau officers, which is shown in the quantitative result and confirmed in the qualitative responses of the informants. It is recommended that the Tri-Bureau agencies continue to create program that connect personal identification with professional obligations, the Work Attitude and Ethics Reinforcement Program (WAERP) helps officers better match their sexual orientation and self-concept with their commitment to serve with integrity.

Several studies support the belief that self-concept and sexual orientation tend to produce a commensurate change in work attitude (Yara & Adeyemo, 2019), which the findings of this study support. Social Identity Theory (Tajfel & Turner, 1979) supports the study's findings that self-concept and sexual orientation influence work attitudes. According to this theory, a person's identity is shaped by the groups they are a part of, and their identification with these groups also shapes their attitudes and behaviors. Thus, Person-Environment Fit Theory is one theory that might not justify the study's findings that sexual orientation and self-concept have an essential influence on work attitude (Edwards, 1991). In contrast to personal characteristics like sexual orientation or self-concept, this highlights that work attitudes and job happiness are determined mainly by how well a person's needs, values, and abilities match the expectations and culture of the workplace.

The study's findings point to several important areas that require more research. The need for more research is one significant way. Researchers can better understand the connection between work attitude and self-concept by observing tri-bureau female officers over an extended period. This would provide crucial information about the continuous effects of self-concept on one's attitude at work. Regression analysis could also be used in a future study to examine the connection between sexual orientation and work attitude. This study may provide important new information about how the relationship between sexual orientation and attitudes at work is affected throughout time by shifts in personal experiences and organizational policy. By encouraging diversity and equity and improving overall employee performance and well-being, these studies would aid in creating inclusive workplace practices and policies.

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