

Safety Culture and Operational Risk Management in the PNP as Determinants of Individual Work Performance of Female Police Officers: An Explanatory Sequential Approach

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ABSTRACT

The main goal of this study is to establish which model best predicts work performance among female police officers in relation to safety culture and operational risk management 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 analyzing and integrating data were Mean, Pearson r and Regression. The researcher adapted standardized questionnaires to measure the safety culture, operational risk management and individual work performance. Three hundred and ninety (390) female police officers were surveyed in the study. Additionally, in-depth interviews were conducted with ten (10) participants, along with FGD the seven (7) member participants to determine the participant's experiences on how safety culture and operational risk management influence individual work performance. The study revealed the female police officers in Region XI have remarkably very high levels of individual work performance, perceived safety culture and operational risk management. According to quantitative evidence, these elements have a statistical relationship, which is corroborated by qualitative findings. The significance of singular and combined influence denotes in the over-all p-value ($p \leq 0.05$) that both safety culture and operational risk management are both predictors of individual work performance of female police officers. Moreover, the result of the qualitative data integration revealed connecting-merging-confirming results. The combination of the two data sets demonstrates how important safety culture and operational risk management are in shaping female police officers' individual work performance.

Keywords: Criminal justice, safety culture, operational risk management, individual work performance, female police officers, explanatory sequential, Philippines

INTRODUCTION

In modern organizations, evaluating individual work performance plays a critical role in measuring individuals' contributions to the organization's success. Moreover, work performance can be clear a demonstration that individual behavior generates value and can be a competitive advantage for the organization (Platania et al., 2024). However, inadequate individual performance and poor decision-making during crucial job tasks can lead to unintentional deaths of police officers or members of the community, significant financial costs to cities, counties, departments, and communities, and strained ties between the police department and the community (Nisar et al., 2020).

The survival and competitiveness of any organization greatly depend on the performance of its employees. Only when personnel are prepared to put in extra effort to fulfill their given tasks and responsibilities organization can fulfill its vision and goal. Additionally, individual work performance is a crucial outcome measure in workplace research and is described as employee behaviors or actions that are relevant to the goals of the organization (Abun et al., 2021). In addition, both the private and public sectors consider performance a necessary component of good management (Maslov, 2016; Schaap, 2021).

Many people believe that policing is a male-dominated profession with complicated, unpredictable work circumstances that require long hours, unexpected deployments, and exposure to high-risk situations. Due to the combined burden of professional responsibilities and traditional family roles, policewomen, especially those assigned to the Women and Children Protection Desks (WCPD), frequently experience elevated occupational stress (Tormis et al., 2025). However, exactly how these safety-related organizational factors influence safety outcomes has seldom been addressed. By conducting a structural model analysis, this study examines how management commitment, employee performance, and safety outcomes are related (Tsao et al., 2020).

The researcher conducted an intensive review of the literature because individual work performance is strongly influenced by safety culture and operational risk management, as indicated by the literature. Therefore, the underlying presumptions that members of an organization have internalized about what behaviors are and are not acceptable to the organization establish the significance of the culture inside that organization. The members' actions will eventually conform to societal norms. Police executives must make a conscious, ongoing effort to eliminate attitudes and behaviors that uphold the old culture and replace them with new norms and expectations to successfully execute cultural transformation. The organization's vision and values declarations ought to serve as the foundation for these new cultural norms (Barry, 2020).

Organizational injustice and associated structural, institutional, and cultural factors in law enforcement for better working conditions for female police. To enable transformative action for safer, more supportive, and healthier workplaces, policymakers must examine gender-neutral policies that impact women. Key messages. Organizational injustice in various forms, significantly impact health and wellbeing of female police officers, necessitating policy reforms (Ellias et al., 2024).

Furthermore, it was found that gender-based harassment is deeply embedded in an organization, with women more likely to both experience harassment and identify as victims (Steinæórsdóttir et al., 2025). Gender-based harassment also creates barriers to inclusivity and maintains the gender hierarchy within the police force.

Organizational risk management inherently involves identifying, assessing, and mitigating risks that could impede an organization's objectives. In the context of policing, this includes risks related to operational effectiveness, public safety, legal liabilities, and reputational damage. While a direct causal link between female officers' individual performance and specific risk management protocols (e.g., ISO 31000, NIST SP 800-37, or policing-specific risk governance models) is not explicitly detailed, the literature suggests that factors affecting female officers' performance indirectly contribute to organizational risk (Tormis et al., 2025).

Although the importance of individual work performance is self-conceptual and inclusive, in the workplace, it is increasingly recognized that there is a lack of research on how these factors specifically intersect within the Philippine National Police in relation to individual work performance. Current

studies on safety culture and operational risk management often fail to examine how these factors affect individual work performance, particularly in Region XI. The limited research in this area does not adequately capture the challenges and experiences that female police officers may encounter in relation to their safety culture and operational risk management on their individual work performance.

Understanding the relationship between individual work performance, safety culture, and operational risk management is crucial for creating an inclusive work environment within the Philippine National Police. Existing literature tends to focus on attitudes or overlooks the specific needs and concerns of individuals working in this sector. Addressing this research gap can provide insights for leaders, policymakers, and practitioners seeking to improve the well-being, job satisfaction, and overall effectiveness of female police officers while promoting diversity and inclusion in these public service settings.

This dissertation aimed to describe the significant influence of safety culture and operational risk management of female police officers on their individual work performance and was guided with the following objectives: To determine the level of safety culture, operational risk management and individual work performance among the female police 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 safety culture and operational risk management towards individual work performance of female police officers in Region XI.

In addition, this study also seeks to answer the following questions. How are the experiences of study participants on safety culture and operational risk management shape their individual work performance? What are the standpoints of study participants on the influence of safety culture and operational risk management towards individual work performance? How do qualitative data explain quantitative data?

The study assesses statistical significance at the 0.05 level in relation to two hypotheses concerning female police officer's safety culture, operational risk management and individual work performance. First, it examined whether there is no singular significant relationship between safety culture and operational risk management on their individual work performance among female police officers. Second, the study explored whether there is no singular and combined significant influence of safety culture, operational risk management on individual work performance among female police officers. These hypotheses provided a framework for investigating the potential connections and impacts of safety culture and operational risk management on individual work performance of female police within PNP context, with a significance level set at 0.05.

This study is anchored on individual work performance, which is affected by different factors at the workplace, employees work performance is a crucial aspect in the survival of the organization (Tembur, 2017; Apoi et al., 2019). Based on this, the researcher decided to conduct a mixed-methods study of safety culture and operational risk management as predictors of individual work performance among female police personnel in Davao Region. Since, from a pragmatist point of view, knowledge comes from taking actions and learning from the experiences and outcomes of the different actions (Morgan, 2014; Yvonne, 2010).

In addition, this study was supported by three propositions and studies. First, the safety culture among female police in terms of management commitment, priority of safety, communication, safety rules, supportive environment, involvement, personal priorities and need for safety, personal appreciation of risk and work environment (Cox et al., 2000). Moreover, according to Sewanyana (2011) on her proposition study on the operational risk management, organization environment and organizational

performance, and has based on the model of Abdou's (2009) that operational risk management has three dimensions, the internal processes, people, and systems. Lastly, on the individual work performance anchored on the proposition of Koopmans (2014) that the dimensions of task performance, contextual performance, adaptive performance, and counterproductive work behavior comprise the heuristic framework of individual work performance.

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: safety culture and operational risk management. The individual work performance of female police officers in Region XI is the dependent variable that examined in this study.

In addition, each variable has observable domains or indicators of the state of the system and is associated with them. The first independent variable is safety culture (Cox et al., 2000), measured by nine indicators namely: Management commitment refers to the active and visible dedication of top management to support, lead, and sustain an organization's goals, policies, and programs. Priority of safety is defined as the principle that protecting life, health, and well-being comes first and must not be compromised by productivity, cost, or convenience. While communication defines the process of exchanging information, ideas, thoughts, or feelings between individuals. Hence safety rules define as established guidelines or regulations designed to prevent accidents, injuries, and harm by specifying safe behaviors, procedures, and precautions. In addition, supportive environment is a setting in which individuals feel safe, respected and encouraged, and where resources, guidance, and positive relationships are provided. Involvement also refers to as the active participation, engagement, and contribution of individuals in activities, decisions, or processes that affect one's organization. Personal priorities are individual values, needs or goals that a person considers most important and uses to guide decisions, behavior, and allocation of time and effort. Personal appreciation of risk refers to an individual's understanding, awareness, and judgement of potential hazards and the likelihood and consequences of harm in each situation. And work environment refers to the physical, social, and organizational conditions in which employees perform their jobs.

The study's second independent variable is operational risk management (Sewanyana, 2011), measured by three indicators: Internal processes refer to the structure activities, procedures, and systems within an organization that are used to plan, manage, and carry out work to achieve objectives. In addition, People refer to all individuals who are part of the organization, including employees, leaders, who contribute to achieving its goals and objectives. And system refers to a set of interconnected processes, procedures, resources, and structures that work together to achieve the organization's objectives.

The dependent variable is individual work performance (Koopmans, 2014), measured by four indicators: Task performance is the effectiveness and efficiency with which an individual or group completes assigned duties or responsibilities according to established standards or goals. While Contextual performance refers to the behaviors and actions of an individual that contribute to the overall organizational environment and effectiveness but are not part of their formal job duties. Hence Adaptive performance is the ability of an individual to adjust effectively to changing work conditions, new tasks, unexpected challenges, or evolving organizational demands. And counterproductive work behavior refers to voluntary actions by employees that harm or interfere with the organization, its members, or its



objectives.

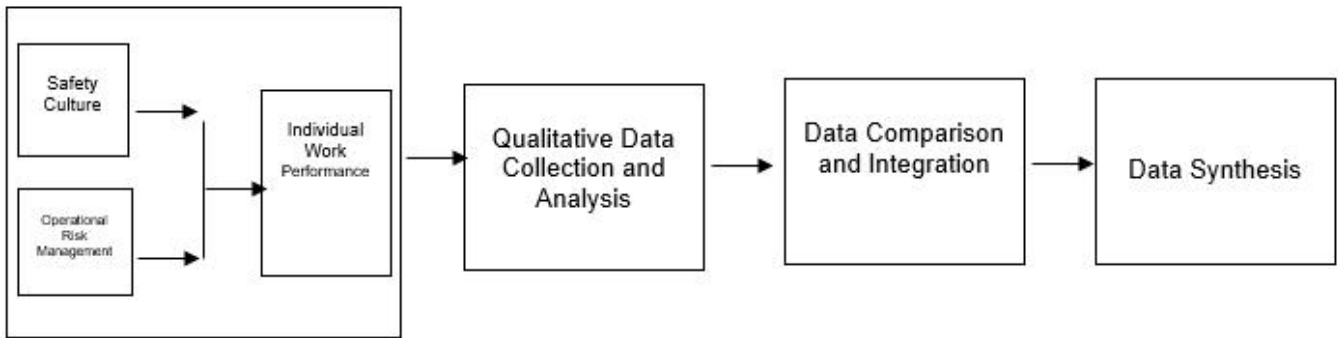


Figure 1. Conceptual Framework of the Study

This research emphasizes the necessity of acceptance of the value of employees' worth to promote equity, efficiency, and public confidence by studying how their safety culture and operational risk management influence female police' individual work performance 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 Institutions; moreover, it identifies inequalities in professionalism, fairness, and inclusion within the Philippine National Police system to support reforms that advance human rights, justice, and public confidence in law enforcement.

Finally, the study findings will benefit the Philippine National Police, improve institutional efficacy and public trust while assist the agency 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.

METHOD

This section outlined the study's implementation of a mixed-methods design. It presents the study participants, materials and instruments, the design and procedure, and provisions for the study's trustworthiness and ethical considerations.

Study Participants

Quantitative Phase

For the quantitative phase, the study surveyed 390 female officers of the Philippine National Police in Region XI. As of October 2023, there were 1593 female officers in the Police Regional Office XI; thus, only 390 female PNP personnel were selected as respondents. Moreover, the 390 respondents represent the suggested sample size by Rahman et al. (2022) for this study. The sample respondents were selected through stratified sampling. Stratified random sampling contains dividing the population into smaller sub-groups based on common attributes, such as educational achievement (Nguhen et al., 2021).

Furthermore, the inclusion criteria for this study were female police personnel assigned and deployed in different offices and precincts of the Philippine National Police Region XI who have permanent status and have rendered at least 5 years of service, regardless of position or rank. Moreover, the excluded officers were male police personnel, personnel not assigned to Region XI, personnel not in uniform, and

personnel who had not reached five years' length of service. Withdrawal criteria were optional for all female officers participating in the study, including those who had already completed the questionnaire and later requested to withdraw; they were entitled to such a request, as this research study was based solely on voluntary participants.

Qualitative Phase

For the qualitative phase, a total of 17 police officers, with at least five (5) years 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. Moreover, consent and voluntary participation were obtained from the study's interviewees. The interviews aimed to validate, confirm, and triangulate the quantitative results, which are 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 the study participants. This sampling strategy entailed selecting participants based on a predetermined criterion (Patton, 2002). The sample unit was chosen for its specific traits, which enabled an exhaustive examination and comprehension of the principal themes and conundrums the researcher seeks to investigate.

Materials and Instrument

Quantitative Phase

The quantitative strand used standardized survey instruments from peer-reviewed journals. This study adapted survey questionnaires on individual work performance (Koopmans, 2014), safety culture (Cox et al., 2000), and operational risk management (Sewanya, 2011) for female police officers in Region XI. The safety culture questionnaire comprises nine indicators—management commitment (7 items), priority of safety (4 items), communication (5 items), safety rules (3 items), supportive environment (6 items), involvement (3 items), personal priorities and need for safety (6 items), personal appreciation of risk (4 items) and work environment (6 items)—with a total of 44 item questions. The operational risk management questionnaire includes three indicators: systems (5 items), internal processes (5 items), and people (9 items). For individual work performance, the questionnaire for women in the Philippine National Police used as the dependent variable, consisting of four indicators: task performance (5 items), contextual performance interpersonal (8 items), contextual performance organizational (8 items), adaptive performance (6 items) and counter-productive work behavior (4 items).

The adapted questionnaires were appropriate as they had already been tested for validity and reliability. It had a rating of 4.09 or very good as validated by the six-panel of experts. Furthermore, pilot testing was conducted before the study, yielding a Cronbach's Alpha of 0.974. This means the items used in the questionnaires were highly related to one another, with 5 as the highest and 1 as the lowest on a 5-point Likert-type scale. 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. The interview guide questions were based on the quantitative study results. The questions were open-ended to uncover issues and concerns and elicit views and behaviors. The interview questions allowed participants to express their ideas freely. Moreover, the interview questions were subjected to content validation from experts. After validating the questionnaire content, the experts approved it for data collection.

Design and Procedure

This study utilized an explanatory, sequential mixed-methods approach, in which the researcher conducted the study in two phases: quantitative research first, followed by qualitative data collection and analysis. The findings were then integrated, and inferences were 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 better to understand complex problems than a single approach alone, thereby expanding and strengthening the existing body of knowledge (Creswell & Plano Clark, 2011; Creswell & Clark, 2017). Further, the explanatory sequential design (EXPLA-SD) is a mixed-methods approach that begins with the quantitative data collection and analysis phase, followed by the collection of qualitative data to explain the quantitative results (Schoonenboom et al., 2017). The purpose of EXPLA-SD in the literature included confirming or complementing quantitative and qualitative studies (George, 2023). Confirmation means verifying data (Creswell, 2013), while complementarity is the ability of one type to compensate for the other (Sileyew, 2019).

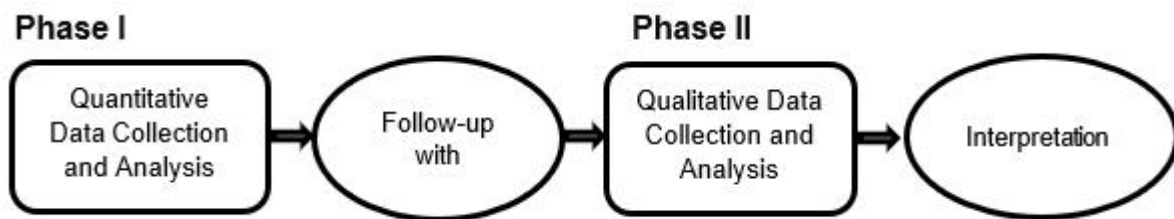


Figure 2. Explanatory Sequential Design (Two-Phase Design)

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

Quantitative Phase

The quantitative phase of this study employed non-experimental quantitative research using a 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 and another (Seeram, 2019).

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 (Creswell, 2012). 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 individual work performance of female police officers in relation to their safety culture and operational risk management.

Sequence, Emphasis and Mixing Procedure

This study explored and examined the influence of safety culture and operational risk management to the individual work performance of female police officers using the mixed methods research design particularly explanatory sequential approach. Hence, quantitative approach examined the influence of safety culture and operational risk management to the individual work performance of respondents, while exploring the effects of safety culture and operational risk management of female police officer to their individual work performance was conducted through qualitative

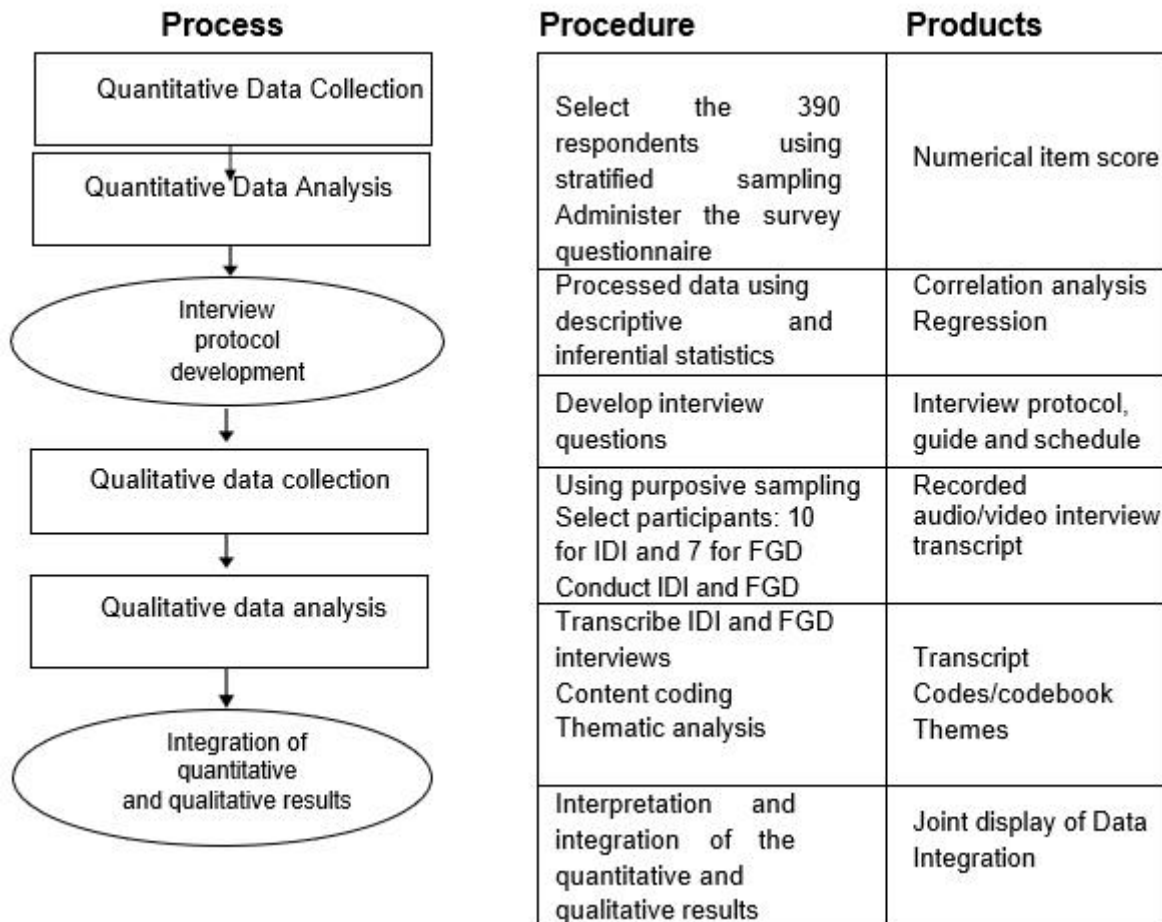


Figure 3. Model of Procedure

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. 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) then after getting the approval, the researcher proceeded to the different Police Provincial offices. 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, 2013). 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 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 individual work performance of the female police officers in relation to their safety culture and operational risk management 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.

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 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 individual work performance, safety culture and operational risk management of female police officers in region XI, while standard deviation determines the spread of the data that were collected. Furthermore, Pearson Product Moment Correlation Coefficient (Pearson-r) were employed to determine if there is a significant relationship between individual work performance, safety culture and operational risk management among female police officers. Lastly, regression analysis was done to determine the significant influence safety culture and operational risk management on

individual work performance of female police officers. This also determined the domain that best influences the operational risk management of female police 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 (Creswell et al., 2003). Participant interview responses were transcribed and analyzed using the constant comparison method (Creswell & Poth, 2016). 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 (Creswell et al., 2009), 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 (Abutabenjeh & Jaradat, 2018). 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 to achieve multiple validities and legitimation (Turner, 2020).

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 female police 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 covers region-wide, financial constraints are challenging given the region's extensive coverage of six cities and five provinces. Additionally, the lack of personnel nearby poses a dilemma, as only a few researchers have sufficient knowledge of conducting 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 fosters 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 female police 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 respect ethical research and participant's rights.

RESULTS AND DISCUSSION

This section is divided into three parts: Part 1 tackles the quantitative aspect of the data 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 integration of the quantitative and qualitative findings.

Quantitative Results

Status of Safety Culture, Operational Risk Management and Individual Work Performance of Female Police Officers

Presented in Table 1 is the level of safety culture among female police officers in Region XI. It was measured through the following indicators: Management commitment, priority of safety, communication, safety rules, supportive environment, involvement, personal priorities and need for safety, personal appreciation of risk and work environment. The result showed that the level of safety culture is very high with an overall mean rating of 4.39 with a standard deviation of 0.47. This means that safety culture is very much manifested among female police officers in Davao Region. Thus, female police officers are very much manifested in their safety culture in the organization.

The very high level of safety culture among female police officers aligns in (Gau & Paoline, 2024) who, in their study, found that female officers expressed higher levels of suspicion toward civilians than their male peers. At the same time, this finding is linked to female officers' risk management, threat assessment, and safety decision-making, especially during challenging situations. Additionally, because of the inherent risks of the street, female police officers are part of a professional culture that supports a detached skepticism of the people. However, few studies have

Table 1

Level of Safety Culture, Operational Risk Management and Individual Work Performance

Latent Variables / Observed Variables	Standard Deviation	Mean	Descriptive
Safety Culture	0.47	4.39	Very High
Management Commitment	0.52	4.41	Very High
Priority of Safety	0.53	4.44	Very High
Communication	0.56	4.37	Very High
Safety Rules	0.52	4.42	Very High
Supportive Environment	0.50	4.41	Very High
Involvement	0.58	4.39	Very High
Personal Priorities and Need for Safety	0.49	4.51	Very High

Personal Appreciation of Risk	0.61	4.27	Very High
Work Environment	0.55	4.29	Very High
Operational Risk Management	0.49	4.34	Very high
Systems	0.55	4.33	Very High
Internal Processes	0.52	4.34	Very High
People	0.52	4.34	Very High
Individual Work Performance	0.45	4.52	Very High
Task Performance	0.49	4.52	Very High
Interpersonal	0.48	4.50	Very High
Organizational	0.51	4.51	Very High
Adaptive Performance	0.54	4.45	Very High
Counter-productive work Behavior	0.50	4.60	Very High

specifically looked at how female officers view and react to aspects of this external environment, including the workplace and the community (Caitlin, 2024).

Furthermore, reflected in the same table is the level of operational risk management among female police officers. The level of operational risk management is very high with an overall mean rating of 4.34 and standard deviation of 0.49. This means that the operational risk management is very much manifested among the female police officers in Davao Region. A contributing factor to this strong manifestation among the female police officers in the operational risk management is the people. In order to encourage healthier, more inclusive workforces for female officers, Illias, Riach, and Demou (2024) emphasise the significance of tackling organisational injustice as well as the cultural, institutional, and structural risk factors within policing. Therefore, policies and practices that may seem gender neutral but disproportionately harm women should be rigorously examined by policymakers and practitioners since they have an impact on the health and well-being of female police officers. Transformative action is required to address these problems and provide female police officers with safer, more encouraging, and healthier work conditions. To enhance health outcomes and retention, they also underlined the necessity of gender-sensitive operational risk management systems.

Illustrated in table 1 is also the level of individual work performance of female police officers in Region XI. The level of individual work performance is very high with an overall mean rating of 4.52 and with a standard deviation of 0.45. The very high level of individual work performance among female police officers aligns with (Ying & Allaqatta, 2025), safety culture is not only crucial for reducing accidents but also for improving performance by engaging employees.

In addition, on the empirical study of (Hassan et al., 2024) found a significant positive relationship between safety management, including safety culture components, and individual performance outcomes. Showing that employees in environments with strong safety practices and culture will perform better individually in terms of work execution, adherence to procedures, and proactive safety behaviors.

Relationship between Predictor Variables and Criterion Variables

The result of computations is shown in Table 2. The overall r- value on the correlation between safety culture and individual work performance of female police officers is significant with the (r = 0.766,

$p \leq 0.05$). The work of Hassan et al. (2024) emphasized on their empirical study that there is significant positive relationship between safety management including safety culture components and individual performance outcomes. This is supported by Hein and Thai (2025) ascertaining that safety culture influences the motivation and behaviors of individual workers, serving as a core element of individual work performance, especially in risky or safety-critical situations. In addition, according to Hassan et al. (2024) their study found a strong correlation between safety culture and higher engagement and performance outcomes, at both the individual and organizational levels. Safety culture boosts safety behavior and motivation, foundational components of strong individual work performance.

Table 2
Significance of the Relationship between Safety Culture, Operational Risk Management and Individual Work Performance

Paired Variables	r- value	p-value	Decision Ho
Safety Culture and Individual Work performance	.766**	.000*	Rejected
Operational risk management	.773**	.000	Rejected

and individual work performance

*@0.05 level of significance

Subsequently operational risk management is significantly related to individual work performance of female police officers as shown in its r- value 0.773 ($p \leq 0.05$). The result is interpreted as significant, which showed that the operational risk management and individual work performance of the respondents are significantly related to each other. The recent empirical evidence indicates that operational risk management, as part of comprehensive ERM practices, is significantly associated with higher employee performance outcomes. In contexts of operational volatility and risk exposure, structured risk practices and transparent risk mitigation processes improve individuals' capacity to maintain performance standards (Hamdan & Ibrahim, 2025). Likewise, organizations who have stronger risk cultures reportedly with higher employee engagement, and satisfaction, in which it mediates the positive effects of risk management on individual performance (Rahim et al., 2024). Further, it noted that robust risk management, including operational risk practices, positively influences employee performance, even in high-stress environments. A strong risk culture enhances satisfaction and engagement, which, in turn, mediates improved individual performance outcomes.

Singular and Combined Influence of Safety Culture and Operational Risk Management on Individual Work Performance

The influence of safety culture and operational risk management on individual work performance of female police officers was obtained regression analysis. The significance of the relationships of the safety culture and operational risk management to the individual work performance warrant the use of regression analysis. Shown in Table 3 is the multiple regression analysis on the influence of the

independent variables: Safety culture and operational risk management on the individual work performance of female police officers in Region XI.

The over-all p-value ($p \leq 0.05$) denotes both safety culture and operational risk management are both predictors of individual work performance of female police officers. The B value of the independent variables: safety culture and operational risk management was 0.368 and 0.398 respectively. This means that for every unit change in safety culture and operational risk management it will have 0.368 and 0.398 impact on individual work performance respectively. Between the two, operational risk management indicates a higher influence.

Table 3
Significance of the Singular and Combined Influence of Safety Culture and Operational Risk Management of Individual Work Performance

Individual Work Performance		B	β	T	Sig.
(Variables)					
Constant		1.173		8.964	.000
Safety Culture		.368	.368	6.214	.000
Operational Risk Management		.398	.438	7.048	.000
R	.796				
R ²	.634				
ΔR	.632				
F	335.570				
ρ	.000				

Lastly, the coefficient of determination of r-squared value was also shown in the table which was 0.634 or 63.4 percent. It suggests that variability of the change in individual work performance is explained by 63.4 percent both safety culture and operational risk management. In fact, OutThink (2025) stated that organizations where employees understand risk policies and cooperate with risk/security teams are significantly more profitable and performant, with reported 32% higher profitability versus organizations with less engagement. High collaboration around risk issues correlates with improved compliance and stronger performance outcomes.

Recent empirical evidence also shows that operational risk management, as part of comprehensive ERM practices, is significantly associated with higher employee performance outcomes. In contexts of operational volatility and risk exposure, structured risk practices and transparent risk mitigation processes improve individuals' capacity to maintain performance standards (Hamdan & Ibrahim, 2025). Likewise, organizations with stronger risk cultures report higher employee engagement and satisfaction, which mediate the positive effects of risk management on individual performance (Rahim et al., 2024). Moreover, a strong risk culture, including operational risk awareness and practices, has a significant, direct, positive impact on employee performance and related outcomes, such as satisfaction and engagement, according to research on risk culture and employee performance that focuses on individual work performance (Enow et al., 2024).

Thus, it also shows that operational risk management practices and related risk culture constructs have a significant positive influence on individual and employee performance outcomes across sectors. For example, operational risk control strategies were found to significantly enhance employee performance in commercial banks, highlighting the value of risk retention and avoidance mechanisms in supporting work outcomes (Aboh et al., 2024). Likewise, a strong risk culture directly improves employee performance, often mediated by satisfaction and engagement (Rahim et al., 2024). Similarly, risk management strategies account for a substantial variance in organizational performance and individual productivity (Tonui et al., 2025), and human resource risk management practices show positive correlations with employee perceived performance (Estorninos & Castino, 2024).

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 safety culture and operational risk management. These responses were viewed as significant insights and experiences related to Safety Culture (SC), Operational Risk Management (ORM), and Individual Work Performance (IWP) among the female police officers in region XI.

Profile of Study Participants

As gleaned in Table 4, there were 7 participants in FGD and ten informants in the IDI all are female that serve in the organization for more than five years. They were:

**Table 4
Profile of IDI and FGD Participants**

Code	Pseudonym	Rank	Years in Service
IDI_1	Morena	PCpl	10
IDI_2	Cara	PSSg	11
IDI_3	InvestVan	PSSg	11
IDI_4	InvestMar	PSSg	15
IDI_5	Nov	Patrolwoman	5
IDI_6	CESPU	PEMS	24
IDI_7	Solmi	PSSg	10
IDI_8	Sara	PLT	26
IDI_9	Ner	PMSg	12
IDI_10	Bel	PMSg	12
FGD_1	Flores	PSSg	11
FGD_2	Marilou	PCpl	11
FGD_3	Hanea	Patrolwoman	5

FGD_4	Jenelyn	PSSg	6
FGD_5	Regine	Patrolwoman	5
FGD_6	Aika	PCpl	10
FGD_7	Miel	PSSg	11

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 Philippine National Police.

The number of years in the service was also reflected in table 4 which shows that all of them were in service for almost 5 years. And for the purpose of confidentiality, the participants were given their pseudonyms as reflected in Table 4.

Experiences of Study Participants on how Safety Culture and Operational Risk Management shape Individual Work Performance

Table 5 presents the key themes regarding the perspectives of female police officers in region XI based on the quantitative survey relative to individual work performance described as very high. During data analysis, there were six principal themes that emerged and these themes confirmed the quantitative data, to wit: equipped with advanced security (sense of efficacy), gender-sensitive workplace (sense of professional interest), workplace flexibility and adaptability (Sense of community), valued and supported by the organization (sense of efficacy) and conforming to policies and procedures.

Before my interview, I built rapport by exchanging smiles and engaging in a brief conversation to break the ice and create a comfortable atmosphere. After that I ask for their permission to join, and I thoroughly explained the nature and goal of my study as well as their part in it.

Equipped with Advanced Security Training

The quantitative results confirmed a very high level of individual work performance under the indicator of adaptive performance, which led to the development of the theme "equipped with advanced security training". As I asked them about their individual work performance in relation to their safety culture and operational risk management while in the service. And how their individual work performance correlates to their safety culture and operational risk management.

Table 5

Thematic Analysis on the experiences of participants on how Safety Culture (SC) and Operational Risk Management shape their Individual Work Performance

Essential/Emerging Themes	Core Ideas
Equipped with advanced security training	<ul style="list-style-type: none"> • Trained and equipped with skills for survival and safety (IDI_1). • A lot of mentors in our studies or training and in conducting investigation (IDI_3). • Female officers are given training to combat (IDI_8). • The factor that gives us safety in the PNP is the

	<p>training and guided by our training (IDI_6).</p>
Gender-sensitive workplace	<ul style="list-style-type: none"> • Female officers feel valued and safe to report concerns through gender initiatives (FGD_P4) • Women are less likely to be involved or part in the operation (FGD_P6) • Women should be less likely to be front liners during the operation (FGD_P7). • All police officers of different genders have received the same trainings (IDI_6).
Workplace flexibility and adaptability	<ul style="list-style-type: none"> • Officers consistently demonstrate professionalism, integrity, and dedication in all tasks (IDI_1). • Prioritizes safety, efficiency, and teamwork in every operation (IDI_7) • Upholding organizing values while adapting to changing challenges (IDI_9). • Organization fosters inclusivity, accountability, and continuous growth among colleagues (FGD_P5).
Valued and supported by the organization	<ul style="list-style-type: none"> • There is a feeling of being valued and supported by the organization in all our endeavors (IDI_4). • Demonstrating a higher productivity when valued and backed by the organization (FGD_P5). • Officers thrive in an environment where the organization appreciates their contributions (IDI_1). Female officers are recognized and encouraged to perform at their best (IDI_9).
Conforming to policies and procedures	<ul style="list-style-type: none"> • It is proper to strictly conform to organizational policies for our own security (IDI_1). • There is a need to uphold procedures to ensure proper workflow (FGD_P7). • Alignment with policies for efficient operations (IDI_4). • Officers need to consistently adhere to policies in every operational task (IDI_6)

The first theme confirmed was “equipped with advanced security training”. In her words, she said:

Case to case basis. Yes, policewomen's safety culture is high, we are trained and equipped with skills for survival and safety. We are also cloth with knowledge of laws and rights, this is really I think most of male are threatened to female police, they think women have strong personality and they cannot manipulate or can control. On the other hand, in line at work when it comes to police operation, women police were slightly downgrade in terms of safety culture especially when dealing with highly organized criminals and drug addicts, they think that if you are women,, they can overpower you in terms of physical and emotional, although not all women but most of it. Just like during war zone or chaotic areas, just like the recent concluded election. (IDI_1).

In my own understanding as a PNP female police specially in the investigation section, we have a lot of mentors in our studies and in conducting investigation specially in filling of cases in different kind of offenses and violations, so, we are feeling secure in performing our duties. (IDI_3).

Some research indicates that advanced security courses offer useful information for creating training plans that assist female police officers in enhancing their overall performance in the field, psychological health, and physical fitness (Massuca et al., 2023). It supports the idea that tailored training programs, including physical and psychological preparation, are crucial for effectiveness in advanced security roles for female officers

Moreover, it also showed that officers, regardless of gender, with specialized training in trauma and victim support solved severe sexual violence cases at significantly higher rates, even four years post-training. This also implies that targeted, advanced training that focused on trauma and gender sensitivity has a long-term positive outcome, which is a strong case for such curricula being valuable to female police officers engaged in sensitive security work (Bennett et al., 2025)

Thus, according to Degerstedt et al. (2025), research and organizational reports indicate that departments that invest in recruitment, support, and training for female officer's experience better retention, greater community trust, and improved policing outcomes. These include tailored messaging, mentorship, and inclusive initiatives. Female officers, on average, are less likely to use excessive force, receive fewer complaints, and improve community engagement when trained and supported effectively. It also suggests that structural support, such as inclusive policies and training, can mitigate the disadvantages female officers face, thereby indirectly supporting the value of advanced, gender-aware training programs in policing. Moreover, participants revealed that, although they have most of the time experienced an unsafe environment due to the nature of their work, they have been able to overcome these challenges through their training and readiness to face different kinds of challenges.

In our training, we are trained to be safe. In the training we are trained to combat and on how to be safe. (IDI_8)

I think the factors that give us safety in the PNP is training, like in our safety culture that it should be that in every activity or dealings you should have your buddy with you. And in decision making, personnel should also adhere and follow orders coming from higher ranks like COP and CESPU. Then also in all our dealings we will assure that we are safe since from the start we are guided by our training.

(ID_6).

Gender-sensitive Workplace

Another quantitative result confirmed with developed theme is gender-sensitive workplace which aligned in the interpersonal indicator of individual work performance. Most key informants were manifested to have a workplace that is gender sensitive. We all know that having a gender-sensitive organization is not merely a policy choice but a strategic and ethical necessity. It enhances performance, protects rights, promotes equality, and creates a safe and inclusive environment where all individuals can contribute fully to organizational success. Here are their shared reasons:

Well, when it comes to the field operation especially for female police, women should be less likely to be front liner during operation. and especially in some operations, women police are only required to engage during operation if it is really needed. And, we have also this program that PNP promotes gender sensitivity. However, when it comes to women activities or involvement in operation, there are limitations (FGD_P7)

Men and women have the same trainings, that means that was given training for men same also for us women. If men are safe, then also us women. We will not just rely on men since we also know how to protect ourselves. And every now and then we were given new training on how to protect ourselves. (IDI_6)

I would say that the safety culture of the female PNP personnel is very high, considering that PNP's have a high standard in terms of safety culture. The PNP is clear in its regulation on gender sensitivity such as PNP gender and development program and magna carta of women. (FGD_P4)

I think the gender sensitivity of the organization, for example in the field operation, women are less likely to be involve or part in the operation. and that is I think one of the factors why women have a high safety culture in the PNP organization
(FGD_P7)

Higher levels of gender diversity were found to be significantly and favorably associated with employee engagement and commitment, according to a study by Alfawaz et al. (2025). As a result, it was demonstrated that these two factors acted as mediators, converting gender diversity into better organizational performance, which includes increased individual performance, productivity, and contribution. By fostering inclusive cultures and lowering prejudice, organizations unleash human potential, which directly leads to improved performance metrics. Additionally, gender-sensitive environments promote equitable opportunities and representation, which the study statistically links to engagement and performance improvements.

. As Gaur et al., (2024) finds that gender-sensitive organizational practices, such as inclusive leadership, equitable policies, and support structures, can boost employee engagement and retention, which in turn are linked to performance outcomes. These patterns reinforce the broader evidence that gender-inclusive workplaces improve workforce performance.

Workplace flexibility and Adaptability

Once more, the quantitative result confirmed with the developed theme workplace flexibility and adaptability which aligned in adaptive performance indicator of individual work performance. A study by Jubany et al. (2025) found that workplace flexibility and adaptability are being researched in police contexts, particularly in relation to stress and well-being, as officers face irregular and intense duties. Hence, the study of Larson et al. (2025) noted that female police officers develop personal adaptability strategies to manage institutional demands and rigid schedules, reinforcing the need for systemic flexibility.

Yes, being a feminine is a lot different to masculine, but women are versatile, flexible and easy to adopt. (IDI_1)

It depends on how women police handle the situation or her work, and how she manages her work. And if you're not lenient in work submission and etc, (IDI_7)

Moreover, the study by Charman and Tyson (2024) found that organizational inflexibility, including difficulty accommodating non-standard work arrangements and personal commitments, was a central reason female police officers voluntarily left the service, underscoring how limited flexibility undermines adaptability and long-term career sustainability. Powell et al. (2025) analyze how workplace social support systems differently affect men's and women's mental health, stress, and work-life balance outcomes. While not strictly about flexible scheduling, it implicates organizational adaptability and supervisor support as key factors for female officers' well-being and capacity to manage role conflict.

Valued and Supported by the Organization

Another quantitative result was confirmed: the developed theme was valued and supported by the organization, aligning with the individual work performance under the organizational indicator. A study on organizational support demonstrates how female officers' perceptions of organizational support, such as support for maternal roles, workplace accommodation, and supervisor attitudes, reflect whether they feel valued and supported by their police organization, which in turn impacts engagement, well-being, and retention (Ali & Peter, 2025).

As participants shared:

Of course, the organization consider if you have already family, you have your children, like there is a law like Magna Carta for women, we have a lot of laws that protected for women, the PNP organization also respect on that. And through that it can motivate us to work because we can feel that the organization treats us special (IDI_8)

For female PNCO in our organization is well emphasized because there a lot of consideration when it comes to female even though we are claiming of gender equality but then they consider our weakness as women. (IDI_2)

Further they stated that:

Here in Davao City, I can say that although before there was 100% safety like support by the government official like the mayor. Example before if in line to your work you have administrative or criminal case then there is assistance or legal assistance coming from the mayor. (IDI_6)

In our organization, safety culture for female police officers is very high and they respect gender, they consider as precious jewel because they never expose us to a very risky situation. (IDI_2)

Valued and supported by the organization according to (Demou et al., 2024), one of the main findings in their study is that inadequate support and organizational injustice, including biases, lack of procedural fairness, and unsupportive workplace environments, adversely affect female police officers' health, wellbeing, work–life balance, and career progression. This study is beneficial if you want to argue that organizational support or lack thereof will profoundly influence female officers' wellbeing and professional experiences, showing the importance of support systems, fair policies, and organizational culture.

Conforming to Policies and Procedures

The fifth confirmed theme under individual work performance, hence as I continued in my interview, several participants both from IDI and FGD shared that conforming to policies and procedures are also one of the key components why they perform well in their day-to-day duty. A study of Chen et al (2024) stated that gender differences in attitudes toward procedural fairness and supervisor support influence how officers conform to organizational policies and procedures, especially if you link following procedures with well-being and retention outcomes.

And in decision making, personnel should also adhere and follow orders coming from the higher ranks like the COP, CESP. Then also in all our dealings we will assure that we are safe since from the start we are guided by our training (IDI_6)

Because PNP has the higher offices, from the regional director down station commander, I think it's not all the time but usually the PNP, the memo given from the higher officers were distributed. (IDI_3)

Because, women is a good follower, women easily follow instructions and directives, and women are mindful in all instructions and directives given to her. (IDI_4)

Thus, Demou et al. (2024) support a discussion of the importance of fair policy structures, procedural transparency, and equitable enforcement, arguing that these factors are essential for female officers' willingness and ability to comply with policies and procedures. Thus it supports to the statement of participants:

For me Ma'am, well there are a lot of factors within the PNP organization, I can see a lot of contributing factors to the high sense of safety of safety culture, one of which is the strong adherence with rules and protocols. (FGD_P1)

As a police officer assigned in police community relations safety culture benefit me by reducing accident and building trust, we follow proper procedure and safety protocols. (FGD_P2)

Female officers may feel more protected and empowered when leaders uphold safety policies. And I think high awareness and compliance with protocols (FGD_P4)

Standpoints of Participants on the influence of Safety Culture (SC) and Operational Risk Management (ORM) towards Individual Work Performance (IWP)

Table 6 presents regarding the perspectives of female police officers in region XI corroborating the quantitative result of this study revealing that safety culture and operational risk management significantly affect individual work performance. In the same vein, it can be noted that participants have confirmed the domains associated on safety culture as can be seen in the emerging themes, to wit: clear

delineation of operational tasks (Management commitment), equity in the workplace (Supportive Environment) and inclusive safety practices, (Priority of Safety), Conversely, the participants' perspectives on operational risk management are associated with the following key themes: limited involvement in high-risk operations (People), and proactive risk management (Systems). Thus, the participants' perspectives on individual work performance are associated with the following key themes: engaged in professional growth opportunities (Counterproductive work behavior), organizational trust in its workforce (Organizational), and timely completion of assigned tasks (Task Performance).

Clear Delineation of Operational Tasks

The first theme that corroborates with the quantitative result, is that personnel have a clear delineation of operational tasks. Each person has a systematic and transparent assignment of specific roles, responsibilities and procedures to personnel, ensuring accountability, coordination, and safe execution of organizational operations.

Table 6

Thematic Analysis on the Standpoints of Participants on the influence of Safety Culture (SC) and Operational Risk Management (ORM) towards Individual Work Performance (IWP)

Essential/Emerging Themes

Core Ideas

Safety Culture

Clear delineation of operational tasks

- Female officers are aware of her duties knowing exactly what is expected (IDI_4).
- Guided by well-defined operational responsibilities (IDI_8).
- In the organization, female officers maintain high performance due to clear task assignment (FGD_P3)
- Most of the female officers achieve operational goals though a well-specified responsibilities (IDI_5).

Equity in the workplace

- All officers both men and women are given equal opportunities for growth and development (IDI_3).
- Decisions are made objectively and transparently (FGD_P4).
- The organization fosters a culture of fairness and equality particularly to the female officers (IDI_2).
- Work assignments are distributed fairly and without bias (FGD_P2).

Inclusive safety practices

- Inclusive safety measures make female officers more confident in carrying out duties (IDI_1).
- Ensures that female officers are considered in safety planning (FGD_P3).
- Female officers are encouraged to report safety issues without hesitation (IDI_5).
- The organization promotes a culture where everyone's safety is prioritized equally (FGD_P2)

Operational Risk Management

Limited involvement in high-risk operations

- female officers have limited participation in operations considered high-risk (IDI_3).
- Assigned to perform office-related tasks and/or low – risk operational tasks (FGD_P5).
- The organization considers minimal involvement of female officers in high – threat operations (IDI_5).
- Sparingly engages in tasks with elevated risk (IDI_9).

Proactive in risk management

- All officers particularly female ones are given chance to discuss potential risks (FGD_P5).
- Ensure safety by anticipating operational challenges (IDI_5).
- The organization acts preemptively to safeguard and mitigate risks (FGD_P8).
- There is a need to implement preventive measures to mitigate potential risks (IDI_3).

Individual Work Performance

- **Engaged in professional growth opportunities**
- Female officers perform better when given opportunities for training and development (IDI_2).
- Officers' performance improves when engaged in professional growth and programs (FGD_P2).
- Continuous learning helps female officers deliver quality results in the assigned tasks (IDI_3).
- There is a feeling of confidence at work due to the training opportunities provided (IDI_4).

Organizational trust in its workforce

- The confidence given to the female officers motivate them to work harder (IDI_1).
- Being trusted with responsibilities boosts one's productivity in the organization (IDI_3).
- Work performance improves when there is mutual trust between personnel and the organization (FGD_P2).
- The organization's trust encourages the female officers encourages them to give their best at work (IDI_9).

Timely completion of assigned tasks

- Female officers value punctuality in finishing assigned responsibilities (IDI_2).
- Completing work on time improves overall team performance within the organization (FGD_P1).
- Managing time to well to ensure deadlines are met as indication of my work professionalism (IDI_5).
- Ensuring complete tasks within the given deadlines (IDI_3).

They shared:

In relation to my designation, I am not part of the operatives, so I am not involved in field operations, less engagement in the operation. And each of us has our specific work assignment. (FGD_P5)

Just like what I said that there is quote and quote "female charms" which is also a contributing factor to the safety culture of the PNP personnel, of course if you are given this specific task as a female personnel, you will always have the sense that you have bounded to follow strict adherence to the rules (FGD_P1)

So, we, women police will not expose to some risky operation, like during battle or risky operation. (ID_8)

Accordingly, female officers are deployed differently and are often assigned to specific tasks or roles based on gender assumptions rather than competence. (Johnson & Fay, 2023). Conversely, recent research on gender dynamics in policing highlights how female officers experience differential deployment and operational task assignments, with perception-driven role allocation and inequities emerging even when formal policies are gender-neutral (Wilson et al., 2023). Thus, the participants added that:

To prepare, like what I have said that we need to prepare because if we fail to comply or if we fail to file a case especially in buy-bust operation if it is dismissed, then we fail to do our task. (IDI_3)

Yes Ma'am, whatever your designation, your assignment or your officer of designation, I think there is the same level of work performance, as according to one of our deputy officers before "do not be jealous if what was given assignment to others that you think the assignment or workload is very easy. (IDI_10)

Degerstedt et al. (2025) supported the idea that female officers face gender-related challenges in a male-dominated profession, including how gender norm's structure physical demands and expectations. These insights support your discussion of how operational tasks may be implicitly delineated or allocated differently for women than for men, thereby affecting role clarity and equity in task assignments. In contrast, (Howes & Goodman, 2024) found that female officers are often deployed to roles different from those of their male counterparts, and these patterns shape perceptions of competence and career progression. This evidence can be used to argue that when task assignments are not clearly and equitably defined across genders, it contributes to ambiguous operational roles for women officers.

Equity in the Workplace

The concept of giving all employees equitable treatment, access, opportunities, and development while actively identifying and removing obstacles that have hindered some groups from fully participating in the workplace is known as equity in the workplace. Thus, equity in policing organizations remains a critical issue for female officers, affecting both their career development and overall well-being. Sundin et al. (2024) conducted a meta-ethnography examining the experiences of female police officers. They found that organizational injustices, such as biased decision-making, unequal access to promotions, and differential task assignments, negatively impact female officers' opportunities and sense of fairness in the workplace. Supported Keddie (2023), gender equality reforms are conceptualized and implemented within police organizations, arguing that effective equity outcomes require transforming institutional cultures that have historically prioritized masculine norms. The study discusses social justice-oriented reforms on improving fairness in rank, roles, promotions, and everyday workplace practices. As supported by participants:

I think, as for me Ma'am, it is evident like there are programs in the PNP like during the women's month, it highlighted the important role of women police, especially in the PNP, that this organization is not only for men but also for women. As we can also observe, especially those police in rank or officers, there is also representation for women. It illustrates, that women can also do the task for men. (FGD_P6)

We really know what we are doing even if we are female since in the community's perception when it comes to police "they think of it as a male work" since this work is intended for male. However, as female police we need to show or demonstrate high level operational risk management. Although to the eyes of the community female police is weak. (FGD_P3)

So basically, it shows that we are capable of, we are responsible and ready to handle any situation with care and of course professionalism since we are often to deal with sensitive cases,

we know that the female police are part of the WCPD or the woman and children protection desk and we handled sensitive cases and through the use of good risk management, it helps to protect also the victim and maintains proper procedure. So, it also proves that the female police officer can perform well in any role, and trust with the community and it contributes to the success and the integrity of the PNP. Organization. (FGD_P4)

Further, the study includes firefighters, paramedics, and police officers, and provides valuable insights into workplace structures that support or hinder gender equity for women in first-responder roles. It described ongoing barriers such as sexism, unsupportive cultures, and glass ceilings, factors that directly affect equity in access to roles, promotions, and organizational support (Gregory et al., 2025). This also supported Cabilan (2023), who found that female police officers in the Philippines examined their workplace experiences and identified themes of unequal task assignments, limited leadership opportunities, and perceptions of being assigned simpler or gendered work roles. The study highlights the need for equal treatment, professional growth opportunities, and support systems that foster workplace equity.

Inclusive Safety Practices

Gendered role assignments and cultural barriers, but also evidence of growing inclusion and voice for women officers. Highlights include safety and recruitment practices that foster greater participation and belonging (Degerstedt, 2024). In addition, highlighted how procedural, relational, distributive, and gendered injustices affect well-being and workplace inclusion. Recommends transparent, gender-neutral policies and support systems that improve safety and inclusion (Demou et al., 2024). Thus, revealing gendered expectations and physical/psychological challenges in policing, these findings point to the need for inclusive workplace adaptations, such as equipment, culture, and policies that improve safety for female officers (Degerstedt, 2025). In support with the statement of the participant:

Limited Involvement in High-risk Operations

We are trained and equipped with skills for survival and safety. We are also cloth with knowledge of laws and rights, this is really I think most of male are threatened to female police, they think women have strong personality and they cannot manipulate or can control. (IDI_1)

Then also in all our dealings we will assure that we are safe since from the start we are guided by our training. (IDI_6)

In our training, we are trained to be safe. In the training we are trained to combat and on how to be safe. (IDI_10)

As a police officer assigned in Police community relations safety culture Ma'am benefit the PNP by reducing the accident and building trust, for example during the community outreach, we follow proper procedure and safety protocols. (FGD_P2)

Female officers may feel more protected and empowered when leaders uphold safety policies. And I think the high awareness and compliance with protocols. (FGD_P4)

Female officers experience differential deployment compared with their male counterparts, often being assigned to roles perceived as “softer” or less demanding due to sex/gender perceptions. Deployment practices contribute to the limited participation of women in high-risk or core police operations, reinforcing gendered role divisions in policing (Howes, 2024). Supported by Todak (2024), high-risk and consequential operational roles are still disproportionately male, and cultural expectations and exclusionary norms shape women’s limited involvement in these areas. Supported this by the participant’s statement:

PNP considers as precious stone, (ginataguan kasagaran, wala kaau gina expose) we are hidden inside the office, and we are not exposed outside, I mean in the field or in the risky operation. (FGD_P3)

I am not part of the operatives, so I am not involved in field operations, less engagement in the operation. And I think, it depends to the unit of assignment, but mostly, even women are involve in field operation, women are protected, the troops really preserved women police, usually women are only involved during the time when it’s in arresting, usually male police are the one who will conduct in times of risky, like in buy-bust (usually ang babae mugawas na lang na during arrest pero ang lalaki gyud ang mubanat ana labi nag mga operation na). (FGD_P5)

Being excluded in some risky operation such as buy bust operation there are only one female police are required during operation. (IDI_2)

In addition, female officers navigate a masculine-normed operational culture in which physical demands and high-intensity expectations are assumed to be male traits. It can indirectly shape decisions about assignment, deployment, and participation in physically demanding or high-risk duties, contributing to structural and cultural barriers for women’s involvement (Degerstedt et al., 2025). As noted by the participant:

Like for example in the checkpoint, women police, though we have our firearms, we have also long firearms, but men police are the frontliner. And then, we as women we search, we man during the checkpoint but we have male back up or buddy, if in case there will possible negative outcome during checkpoint we already have back up to help and protect us. (IDI_8)

Proactive in Risk Management

Female police officers assigned to risk assessment teams, community policing initiatives, or tactical planning units participate in strategic decision-making about operations rather than just reacting to incidents, and they access training and leadership opportunities to handle high-risk situations safely and effectively. According to Todak (2024), women police experience barriers at work that lead to underrepresentation in specialized/elite roles, which are often more involved in proactive risk assessment and tactical planning. As supported by the participant’s statement:

Especially in dealing with or handling with different cases and incidents, we can determine how to deal especially on how not to encounter certain cases or on how to solve certain cases. (IDI_1)

Yes, because when there is safety and when we are ready in any type of situation, we can perform our work efficiently. (IDI_2)

Every day, it affects but however through willingness to perform, I love my job, and it would lead to encouragement especially if you used to work every day. And that is why your body, your system are used to it already and you have extended your help to others. (IDI_6)

Highlighted by Gracia and Garcia (2025), how police officers' perceptions and training contribute to their proactivity in responding to high-risk domestic violence situations is an element of proactive risk management. Moreover, in 2025, women police in Uttar Pradesh showcased the Mission Shakti model as an example of proactive and responsive policing initiatives focused on women's safety, indicating organizational shifts toward inclusive proactive practices, even if academic studies are still developing. As added by participant:

As I mentioned a while ago Ma'am, it will really affect their performance. Especially for women, if you are treated right, you can perform well. Although you have this male co-worker that is jealous to you but if you can feel that there are more male police or your co-worker treated you right then you can perform well. (IDI_3)

But it will affect all procedures, especially in the station, like when we file complaint, we need support from the operation, and all other sections, so all other functions will be affected. (IDI_3)

Engaged in Professional Growth Opportunities

The Philippine National Police's (PNP) female uniformed officers evaluate their job satisfaction and career management. According to Acorda et al. (2024), career management and development programs that support gender equality and inclusive environments greatly improve the morale, motivation, job satisfaction, and commitment of female officers. This suggests that opportunities for professional growth are essential for performance and retention. On the other hand, Paoline and Gao (2024) examined how a large urban police department perceived prospects for growth and mentorship. Although there were no gender differences in prospects for promotions or transfers, female officers reported having less access to mentoring, which is crucial for career advancement. Which supports the participant's statement:

Men and women have the same trainings, that means that what was given training for men same also for us women. If men are safe, then also us women. We will not just rely on men since we also know how to protect ourselves. And every now and then we were given new training on how to protect ourselves. (IDI_6)

As what I have mention a while ago that PNP personnel are always train especially in gender sensitivity and there is also program like FJGAD in community relations, the male personnel are trained on how to give respect for women police like their movement like "men should oppose violence everywhere". (IDI_8)

I think the safety or everyone's safety like me as an investigator, the Davao City police office not allowing women in the investigation section only in the women's desk. But I decided to take risks as designated as general investigator. (IDI_3)

I think, for me Ma'am I need refresher, because there are new policies in the organization. And there are some also because of its already old policies, we already forgot it. And not everyone has the same work as us, we are more on paperwork since most of who will be sent to training those who are in the field. (IDI_9)

Professional growth issues pertaining to work-life balance, navigating male-dominated culture, identity, and support networks were noted in career guidance from present and former female officers. These issues are all relevant to comprehending engagement in career development (Padilla et al., 2024). Thus, (Degerstedt et al., 2025) gendered expectations and dual roles influence career navigation, informing how professional development may be structured to better support women's engagement and growth. Additionally, a study conducted in Misamis Occidental discovered that female police officers want equitable access to leadership positions, training, and possibilities for advancement, as well as support networks and empowerment initiatives as crucial facilitators of their professional development (Cabilan et al., 2023). Which supports statement from participants:

Female personnel in terms of safety culture is evident because of strong discipline, because of the continuous training, that we adhere and natural cautiousness. (FGD_P2)

Yes Ma'am, I agree, in my experience, we follow instruction, protocols and we undergo proper training, and we are guided in clear procedure and female personnel is more mindful and organized and discipline when it comes to safety and risk handling. (FGD_P2)

Yes, as mentioned when it comes to the integration of uniform personnel, especially for women capabilities, like during operation if women police are really in need, it propagates on the deployment for women police in the field. And when it comes also to training and programs for us to be equipped during operation. (FGD_P7)

Organizational Trust in its Workforce

According to Sanchez et al. (2025), transformational leadership is associated with interactional justice and trust in the police workplace. It highlights that leadership style and perceptions of fairness are linked with trust within police organizations, key components of organizational trust. Moreover, police officers in Poland found that organizational support and procedural justice positively predicted work engagement, with supervisor justice being particularly influential. Organizational justice is conceptually close to organizational trust, as fair treatment reinforces employees' confidence in their organization (Adamic, 2024). As mentioned by the participants:

The supportive leadership and management commitments visible support from superiors, such as proper briefings, equipment provision, and fair treatment, contributes to a culture where safety is prioritized. Female officers may feel more protected and empowered when leaders uphold safety policies. (FGD_P4)

Because female personnel are being respected by male, we all know that police men are gentlemen and they believe that female personnel are more productive when it comes to office works that is why they are, most of the station commanders' female personnel assigned in office works. (IDI_2)

Furthermore, the studies show organizational trust encompasses trust in supervisors and management and is correlated to job stress, burnout, commitment, and job performance in criminal justice and police settings. Research on organizational climate and self-legitimacy indicates that officers' perceptions of fairness and legitimacy within the organization predict attitudes and workplace trust (Lambert, 2023).

Timely Completion of Tasks

According to Padlan (2025), in the Philippines, job performance was investigated, including work output and competencies among police officers, and structural and organizational barriers that affect performance dynamics, such as workload and support systems, were identified. While it doesn't specifically isolate women's task completion, it provides context on performance outcomes and challenges that may equally influence female officers' capacity to complete tasks on time. Moreover, occupational culture and work performance of police officers. Work performance included aspects such as work output and work management, which are related to the timely and effective completion of job tasks (Cuba et al., 2025). As mentioned by the participants:

Policewomen are more responsible to their job (IDI_2)

Policewomen have a good leadership, we have strong leadership, that is why when the policewomen are given a task. (IDI_2)

Because female personnel are being respected by male, we all know that police men are gentlemen and they believe that female personnel are more productive when it comes to office works that is why they are, most of the station commanders' female personnel assigned in office works. (IDI_2)

Depends on how women police handle the situation or her work, and how she manages her work. (IDI_7)

Furthermore, it assessed the workload experienced by female police officers especially in Philippine National Police Health Service. It explicitly measured workload at unit, job, and task levels and found that although overall workload was moderate, unplanned workloads negatively impacted job performance and practical task completion, suggesting that unpredictable tasks and excessive demand can hinder officers' ability to complete duties efficiently. (Cuerdo, 2024). Thus, operational and organizational task demands that affect mental health and job performance outcomes among female officers. Poor support and high role conflict were associated with adverse effects that can indirectly influence timely task completion and overall performance (Illias et al., 2025).

Hence, gender differences in self-reported police performance across various duties, including administrative and supervisory tasks. While not exclusive to women, the study found no significant difference in perceived capability to complete required functions between male and female officers, highlighting that women perceive themselves equally competent at task completion (Kakar, 2024). And, in recruitment and deployment dynamics, some officers perceived women as struggling with task execution and completing work not due to ability but because of organizational culture, bias, and lack of adequate support/training. Such perceptions reveal how environmental and cultural barriers influence women's task performance and sustained involvement in operational duties (Howes, et al. 2025).

Joint Display of Quantitative and Qualitative Results

As presented in Table 7, the safety culture of female police officers shows that

Table 7

Joint Display of Quantitative and Qualitative Results

Research Area	Quantitative Results	Qualitative Results	Nature of Integration
Descriptive Levels of <ul style="list-style-type: none"> • Individual Work Performance (very high) • Safety Culture (very high) • Operational Risk Management (very high) 	<ul style="list-style-type: none"> • Overall Mean of the three variables are all (Very high), as follows: <ul style="list-style-type: none"> • IWP: (4.52) • SC: (4.39) • ORM: (4.34) <p>It indicates that IWP among female police officers in region XI always manifest all these three variables covered in the study.</p> <p>(Refer to Table 1)</p>	<p>Key - informants in IDI and Participants in FGD confirmed the overall very high level of individual work performance, safety culture, operational risk management among the female police officers in region XI as evidenced by their standpoints.</p> <p>(Refer to Table 5)</p>	<p>Connecting - merging (confirmation)</p>
Significance on the relationship between safety culture, operational risk management and individual work performance among female police officers in region XI	Significant influence ($p < 0.05$) on the domains exist between SC & IWP (.766**); ORM & IWP (.773** (Refer to Table 2)	Informants/participants claimed the contribution of Safety culture, Operational Risk Management, on Individual Work Performance (Refer to Table 5)	<p>Connecting - merging (confirmation)</p>
Significance on the singular and combine influence of safety culture and operational risk management on the individual work	Significant influence ($R^2 = .634$) on the domain exists between SC & IWP (.368); ORM & IWP (.398)	Informants/participants confirmed influence of Safety Culture and Operational Risk Management to Individual Work Performance	<p>Connecting - merging</p>

<p>performance among female police officers in region XI</p>	<p>Operational Risk Management has a stronger effect ($\beta = .438$)</p> <p>(Refer to Table 3)</p>	<p>(Refer to Table 6)</p>	<p>(confirmation)</p>
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The over-all rating is very high which means the s 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 safety culture among the female police officers in region XI. On the other hand, the operational risk management of the female police officers reveals that the over-all rating is very high which means the operational risk management were very much manifested.

The result of the quantitative was very high thus connecting-merging and confirmed by the participants of qualitative interviews. Participants shared that they feel safe and the organization actively practice operational risk management. Thus, female police officers contribute significantly to safety culture and operational risk management by employing communication-oriented approaches and lower levels of excessive force, which enhance both officer safety and community trust in policing practices (Ivonne, 2020). The very high level of safety culture aligns with (Rief & Juarez, 2025), stated that the presence of more female officers was associated with institutional changes that reflect sensitivity to safety and well-being, particularly in contexts involving vulnerable populations a hallmark of organizational safety culture in policing. On the relationship between safety culture and individual work performance, 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 female police officers with a higher safety culture also manifested a high individual work performance; thus, having a positive safety culture or safe environment improves their individual work performance while in the service. On the relationship between operational risk management and individual work performance, the quantitative phase revealed that Operational risk management is significantly correlated in individual work performance. Through in-depth interviews 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 operational risk management affects their individual work performance toward their jobs, because they are actively involved in identifying the risk in the organization, established protocols and there is a proper dissemination of information, guidelines, and even the operation of the organization.

The research by Juma et al. (2022) emphasized that risk management practices positively correlate with police performance, such that better risk identification, evaluation, and response are associated with improved operational policing outcomes (Degerstedt et al., 2025). explores operational and psychological challenges for women in policing (gendered norms, physical demands, work–life balance). While not a correlational quantitative study, it describes the conditions that shape operational risk and performance for female officers, which is essential for context and framing.

The quantitative phase revealed a significant influence between the two variables on the impact of safety culture and individual work performance. There was a connecting-merging confirmation of the result of the quantitative and qualitative phases, as participants opened that the safety culture varies their

performance at work. Hence, they emphasize the importance of safety if unsafe workplace might affect their performance at work. On the influence between operational risk management and individual work performance, the quantitative survey result revealed that operational risk management greatly influences how they view and interact with their work. Through in-depth interviews and focus group discussion, participants agreed and supported the result. Therefore, their performance toward their profession is greatly influenced by the safety culture and operational risk management of the organization. Female police discussed how safety environment and readiness of the organization at risk would greatly affect their eagerness in performing their job. Consequently, the combined research provides a connecting-merging confirmation and nuanced knowledge of how identity characteristics contribute to individual work performance by confirming that the statistical influence found is based on the female police officers' actual experiences.

Thus, this statement is corroborated by a recent study that organizational risk factors such as bias, discrimination, inadequate support, and unsafe or unjust environments significantly influence health and well-being outcomes, which in turn affect female officers' engagement, morale, and broader work-life outcomes, including those tied to job performance and career progression (Illias, 2024). Furthermore, a more recent perspective, as represented in Colombo's (2024) study, suggests that perceived risk environment and organizational conditions influence job satisfaction, stress, and performance outcomes in policing, especially as they intersect with gender-based dynamics.

CONCLUSION AND RECOMMENDATION

Based on the findings of the study, the level of safety culture, operational risk management and individual work performance of female police 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 programs in strengthening leadership commitment to safety. This program emphasizes consistently demonstrating commitment to safety through visible actions such as prioritizing safety in operational briefings, allocating adequate resources, and enforcing safety policies without bias.

In addition, the relationship of the independent variables to the dependent variable has been established in this study. It's a recommendation that female police officers continue to take proactive measures to reduce risks by providing specialized safety training for women, regardless of their designation, whether in the office or in the field. Regular training programs that focus on situational awareness, tactical safety, stress management, and decision-making under risk should be institutionalized. Training modules should include scenarios relevant to female police officers' operational realities to enhance preparedness and reduce exposure to preventable risks. Thus, the study also confirmed the theoretical assumptions regarding the influence of safety culture and operational risk management on the individual work performance of female police officers.

Moreover, the experiences of the respondents on the independent variables shaped their individual work performance as female police, which confirmed a significant influence of safety culture and operational risk management, which is shown in the quantitative result and confirmed in the qualitative responses of the informants. It is recommended that the Philippine National Police continue to create programs that connect gender-responsive risk assessments, programs that promote gender sensitivity, anti-discrimination and a special protection for women police against bullying inside workplace. Thus, it was also revealed in the result of the quantitative was very high thus there is connecting-merging and

confirmed from the participants of qualitative interviews.

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