



UNDERSTANDING THE ROLE OF ORGANIZATIONAL SUPPORT IN ENHANCING MENTAL HEALTH AND JOB PERFORMANCE AMONG POLICE OFFICERS

Jonie B. Dalondonan

Philippine College of Criminology, Manila City, Philippines

ABSTRACT

This phenomenological qualitative study, completed in September 2026, explored the lived experiences of police officers within the Regional Mobile Force Battalion (RMFB) and District Mobile Force Battalions (DMFB) of the National Capital Region Police Office (NCRPO) to understand the role of organizational support in enhancing mental health and job performance. Considering the stressful environment law enforcers operate in, it was essential to find out how organizational support can help mitigate stress and affect officers' motivation and professionalism. To address this issue, a purposive sample consisting of twenty-five (25) police officers from five DMFBs underwent semi-structured interviews. It was found that organizational support provided by way of solidarity among peers, supervisory support, and wellness programs is an important factor contributing to emotional stability and effective tactics. Still, certain organizational impediments preventing program utilization such as inequalities in logistics between shifts, red tape, and lack of engagement on the part of leaders, have been noticed. This led to lack of proper support and, consequently, reduced morale and stress levels. In order to overcome the described problems, the interviewed police officers pointed at the necessity of making access to wellness resources available to everyone, holding leaders accountable for their actions, and utilizing flexible intervention options. Based on the collected information, the Mental Health Advancement Program (M.A.P.) has been elaborated.

Keywords: *Organizational Support, Police Officers, Mental Health, Job Performance, Occupational Stress*

INTRODUCTION

The law enforcement profession is widely recognized as one of the most stressful and psychologically demanding occupations. Police officers are frequently exposed to high-risk situations, traumatic events, and emotionally charged encounters that can significantly affect their mental health and overall job performance. The increasing prevalence of occupational stress, burnout, and other mental health concerns among police personnel has drawn global attention to the organizational structures and support mechanisms that may mitigate these challenges. As emphasized by the World Health Organization (WHO, 2022), mental health should be addressed through systematic workplace reforms that consider organizational structures, culture, and support mechanisms rather than relying solely on individual coping strategies. This perspective underscores the importance of organizational-level interventions in promoting psychological resilience and sustaining the performance of police officers in increasingly demanding operational environments.

Recent evidence consistently demonstrates that organizational support plays a significant role in enhancing the mental health and job performance of police officers. Edgelow et al. (2022) reported that inadequate supervisory and peer support, negative workplace culture, and excessive administrative demands are among the leading contributors to poor psychological outcomes among police officers and other public safety personnel. Conversely, transparent leadership, supportive peer relationships, and positive organizational climates are associated with improved psychological well-being, stronger work engagement, and enhanced operational effectiveness. Likewise, Piotrowski et al. (2021) found that perceived organizational support and organizational justice significantly predict police officers' work engagement, reinforcing the proposition that employees who perceive their organization as valuing their contributions and well-being are more likely to demonstrate commitment, motivation, and productive work behaviors.

Despite these findings, important gaps remain in the literature. Existing studies have predominantly employed cross-sectional research designs, limiting the understanding of the long-term effects of organizational support on police officers' mental health and job performance (Edgelow et al., 2022; Teles et al., 2024). Moreno et al. (2024) further observed that many resilience interventions focus primarily on strengthening individual coping skills while giving limited attention to organizational factors such as managerial support, workload distribution, and workplace culture. Anders et al. (2024) likewise emphasized that organizational support interacts with structural and psychosocial factors, including organizational resources, decision-making autonomy, and trauma exposure, in influencing police officers' psychological health. Moreover, Santre (2024) highlighted the limited evidence from developing countries, noting that differences in organizational structures, resource availability, and cultural contexts restrict the generalizability of existing findings and underscore the need for context-specific investigations.

In the Philippines, the Philippine National Police (PNP) has recognized the importance of promoting the mental health of its personnel through institutional policies such as

Memorandum Circular No. 2021-115, which established the PNP Mental Health Program "Bantay Kaisipan." This initiative seeks to institutionalize mental health services, conduct periodic psychological assessments, and strengthen organizational support systems for police personnel. Nevertheless, empirical evidence indicates that police officers continue to experience occupational stress, burnout, and barriers to accessing mental health services because of stigma, demanding operational schedules, and limitations in organizational support (Consortia Academia, 2024; Resurreccion, 2024). These findings suggest that while policy frameworks exist, the implementation and effectiveness of organizational support vary across operational units and organizational settings.

Within the National Capital Region Police Office, the Regional Mobile Force Battalion (RMFB) operates in one of the most demanding policing environments in the country, providing tactical, rapid-deployment, crowd-control, disaster response, and public-order management services. Officers assigned to this unit are regularly exposed to prolonged operational demands, traumatic incidents, and high-risk situations that place substantial pressure on their psychological well-being. Although organizational wellness initiatives have been introduced, the extent to which police officers perceive these support mechanisms as effective in sustaining their mental health and enhancing job performance remains insufficiently understood. This gap highlights the need to explore police officers' lived experiences regarding organizational support within the RMFB-NCRPO and to identify organizational practices that may strengthen mental well-being and operational effectiveness.

Accordingly, this study aimed to understand the role of organizational support in enhancing the mental health and job performance of police officers in the Regional Mobile Force Battalion of the National Capital Region Police Office. Specifically, it explored police officers' lived experiences of receiving organizational support in managing stress and sustaining their mental well-being, examined how organizational support influenced their overall experience in performing their duties, identified barriers that hindered the effective influence of organizational support, explored organizational practices that could address these barriers, and developed a proposed program based on the study findings.

Research Questions

This study aimed to understand the role of organizational support in enhancing the mental health and job performance of police officers in the Regional Mobile Force Battalion of the National Capital Region Police Office (RMFB-NCRPO). Specifically, it sought to answer the following research questions:

1. How do police officers describe their lived experiences of receiving organizational support in relation to managing stress and sustaining their mental well-being?
2. How do police officers perceive the influence of organizational support on their overall experience in performing their duties?
3. What are the barriers that hinder the effective influence of the organizational support in their overall experience in performing their duties?

4. What organizational practices or interventions do police officers identify to effectively counter the barriers that hinder the influence of organizational support?
5. Based on the findings, what program may be proposed?

METHODOLOGY

This study utilized a qualitative phenomenological research design to explore and understand the lived experiences of police officers regarding organizational support and its influence on their mental health and job performance. A phenomenological approach was considered appropriate because it sought to capture the authentic perceptions, emotions, and interpretations of police officers concerning organizational support within their professional environment. The method is grounded in the philosophical works of Edmund Husserl and was further developed by Martin Heidegger and Clark Moustakas, who emphasized understanding human experiences as consciously lived and interpreted (Daruhadi, 2024). Consistent with this perspective, phenomenology aims to describe the essence of a phenomenon from the participants' viewpoints without imposing preconceived assumptions or theoretical explanations (Alhazmi & Kaufmann, 2022). The study was likewise informed by a constructivist perspective, which recognizes that knowledge and reality are socially constructed through individual experiences and interactions (Renjith et al., 2021). Accordingly, the study explored how police officers perceived organizational support in managing occupational stress, sustaining their mental well-being, and performing their duties within demanding operational environments.

The study was conducted within the Regional Mobile Force Battalion of the National Capital Region Police Office (RMFB–NCRPO), headquartered at Camp Bagong Diwa, Bicutan, Taguig City, Metro Manila, and included participants from its five District Mobile Force Battalions: the Southern Police District Mobile Force Battalion, Northern Police District Mobile Force Battalion, Quezon City Police District Mobile Force Battalion, Manila Police District Mobile Force Battalion, and Eastern Police District Mobile Force Battalion. These operational units were selected because they regularly perform tactical operations, crisis response, public-order management, and other high-risk assignments that expose police officers to considerable occupational stress, making them appropriate settings for examining the role of organizational support in promoting mental health and job performance. The study involved twenty-five (25) police officers selected through purposive sampling. Five participants were recruited from each District Mobile Force Battalion. Eligible participants were police officers currently assigned to the RMFB–NCRPO or its affiliated District Mobile Force Battalions, had rendered at least one year of continuous service, had experienced organizational support initiatives such as wellness programs, counseling services, leadership mentoring, or similar institutional interventions, and voluntarily agreed to participate in the study. Police officers with less than one year of service, those on leave or reassignment, and those unable to participate because of health or administrative reasons were excluded.

Data were collected using a researcher-developed semi-structured interview guide designed to address the study's research questions. The interview guide consisted of four

major questions with corresponding probing questions that explored police officers' lived experiences of receiving organizational support, their perceptions of its influence on stress management, mental well-being, and job performance, the barriers that limited its effectiveness, and organizational practices they considered meaningful in strengthening psychological well-being and work efficiency. To ensure content validity and clarity, the instrument underwent expert evaluation by specialists in psychology or mental health, organizational behavior or human resource management, and qualitative research. Their recommendations were incorporated into the final version of the interview guide, which was subsequently pilot-tested with police officers outside the study sample to assess its clarity, comprehensibility, and flow. Following approval from the appropriate authorities, participants were contacted through official communication channels, informed of the study's purpose, and provided with informed consent forms before participation. Individual key informant interviews were conducted in private settings between April and May 2026. With participants' permission, interviews were audio-recorded and supplemented with field notes before being transcribed verbatim for analysis.

The interview transcripts were analyzed using Braun and Clarke's thematic analysis framework, which provides a systematic process for identifying, analyzing, and interpreting patterns within qualitative data. The analysis involved familiarization with the transcripts, generation of initial codes, development and review of themes, refinement and naming of themes, and preparation of the final analytical report. This approach enabled the researcher to identify recurring patterns in participants' experiences regarding organizational support, its influence on mental health and job performance, barriers to its effective implementation, and organizational practices perceived to strengthen support systems. The resulting themes served as the empirical basis for developing the proposed Mental Health Advancement Program (M.A.P.). The study focused exclusively on police officers assigned to the five District Mobile Force Battalions under the NCRPO; therefore, the findings are specific to this operational context and are not intended to be generalized to the entire Philippine National Police or other law enforcement organizations. Finally, ethical principles were observed throughout the research process. Participation was entirely voluntary, informed consent was obtained before data collection, confidentiality and anonymity were maintained through the use of pseudonyms and coded identifiers, and all interview records and transcripts were securely stored and used solely for research purposes. Participants were informed of their right to withdraw from the study at any stage without consequence, and every effort was made to ensure that the research posed no psychological, emotional, or professional harm.

RESULTS

Organizational support in managing stress and mental well-being

Three major themes emerged regarding police officers' lived experiences of receiving organizational support in managing stress and sustaining mental well-being: (1) Solidarity as a Buffer Against Immediate Operational Stress, (2) Institutional Frameworks Fostering

Long-term Psychological Resilience, and (3) Translating Emotional Security into Tactical Competence. These themes illustrate how organizational support contributes to officers' psychological well-being during both routine and high-risk operations.

Table 1. Thematic Analysis

Research Question	Responses of the Participants (Representative Quotes)	Generated Theme
How do police officers describe their lived experiences of receiving organizational support in relation to managing stress and sustaining their mental well-being?	"Kapag sobra na ang pressure sa operasyon, mas nakakatulong ang kausap ko sa shift ko." "Sa mga kritikal na insidente, ang mga ka-team ko ang unang nagbibigay ng suporta at guidance."	Solidarity as a Buffer Against Immediate Operational Stress
	"Nakakatulong ang wellness program para hindi ako ma-overwhelm sa trabaho." "Ang mentorship program ay nakakatulong para maiwasan ang burnout."	Institutional Frameworks Fostering Long-term Psychological Resilience
	"Sa training, natutunan kong i-apply ang deep breathing techniques habang on patrol." "Kapag high-risk ang call, ang guidance ng supervisor ang nakakatulong sa akin."	Translating Emotional Security into Tactical Competence
How do police officers perceive the influence of organizational support on their overall experience in performing their duties?	"Kapag malinaw ang instructions ng supervisor, mas mabilis ko natatapos ang trabaho." "Kapag may clear protocol, mas tiwala ako sa ginagawa ko."	Structural Guidance as a Catalyst for Operational Efficiency

	"Kapag nire-recognize ang effort ko, mas motivated ako sa patrol." "Ang simpleng thank you o appreciation sa shift ay malaking boost sa morale."	Organizational Validation as a Driver of Professional Motivation
	"Ang guidance ng supervisor ay nakakatulong para gumawa ng tamang desisyon sa field." "Ang mentoring at training programs ay nakakatulong sa professional development ko."	Resource Accessibility Enhancing Decision-Making and Skill Mastery
What are the barriers that hinder the effective influence of organizational support in their overall experience in performing their duties?	"Minsan ay hindi available ang wellness programs sa shift namin." "Kakaunti ang sessions kaya hindi lahat nakakapasok."	Systemic Inequalities in Program Accessibility Across Shifts
	"Kapag wala ang wellness program, mas nai-stress sa heavy workload." "Kapag hindi accessible ang support, parang hindi kami valued."	Diminished Occupational Morale as a Consequence of Inadequate Support
	"Minsan matagal ang approval bago makasali sa wellness programs." "Ang low engagement ng leaders ay nakakaapekto sa utilization."	Bureaucratic Inefficiencies and Leadership Disengagement
What organizational practices or interventions do police officers identify to effectively counter the barriers that hinder the influence of organizational support?	"Mas maganda kung may fixed schedule na accessible sa lahat ng shifts."	Democratizing Access and Enhancing Leadership Accountability

	"Kapag leaders involved, mas marami ang nag-e-attend sa programs."	
	"Gusto naming regular counseling sessions para sa stress." "Pwede online or hybrid para kahit sinong shift ay makasali."	Institutionalizing Flexible and Holistic Mental Health Interventions
	"Gusto naming integrated wellness program para sa mental at physical health." "Programs dapat accessible sa lahat at may way to give feedback."	Forging a Continuous, Feedback-Driven Wellness Infrastructure

The first theme, Solidarity as a Buffer Against Immediate Operational Stress, highlighted the importance of peer support and supervisory guidance during stressful operational situations. Participants consistently described fellow officers as their immediate source of emotional support, practical advice, and reassurance during critical incidents. One participant shared,

"Kapag sobra na ang pressure sa operasyon, mas nakakatulong ang kausap ko sa shift ko."

Another participant explained,

"Sa mga kritikal na insidente, ang mga ka-team ko ang unang nagbibigay ng suporta at guidance."

These accounts indicate that interpersonal relationships within operational units played a significant role in helping officers cope with occupational stress.

The second theme, Institutional Frameworks Fostering Long-term Psychological Resilience, reflected officers' experiences with formal organizational support mechanisms such as wellness programs, mentoring, stress management training, and structured monitoring systems. Participants reported that these initiatives helped them regulate emotions, reduce burnout, and maintain psychological well-being despite repeated exposure to stressful situations.

The third theme, Translating Emotional Security into Tactical Competence, demonstrated how organizational support extended beyond emotional well-being to influence operational performance. Participants explained that coping techniques acquired through training, together with timely guidance from supervisors and peers, enabled them to remain focused during emergencies and make sound operational decisions under pressure.

Perceived Influence of Organizational Support on Job Performance

The second research question explored how police officers perceived the influence of organizational support on their overall experience in performing their duties. Participants consistently described organizational support as an important factor in enhancing their efficiency, motivation, decision-making, and professional development. Thematic analysis generated three overarching themes: (1) Structural Guidance as a Catalyst for Operational Efficiency, (2) Organizational Validation as a Driver of Professional Motivation, and (3) Resource Accessibility Enhancing Decision-Making and Skill Mastery. These themes illustrate how organizational support contributes to officers' day-to-day performance and professional growth.

Theme 1. Structural Guidance as a Catalyst for Operational Efficiency

The first theme demonstrates how organizational guidance and structured supervision facilitate police officers' operational efficiency. Participants consistently emphasized that clear instructions, standardized procedures, mentoring, and continuous supervision enabled them to perform their duties more efficiently, make informed decisions, and accomplish tasks with greater confidence.

Several participants explained that clear supervisory instructions improved the speed and organization of their work. One participant stated, "*Kapag malinaw ang instructions ng supervisor, mas mabilis ko natatapos ang trabaho*" ("When the supervisor's instructions are clear, I finish the work faster"), while another shared, "*Mas nagiging maayos ang flow ng trabaho kapag may structured instructions*" ("The workflow becomes smoother when there are structured instructions"). Another participant added that procedural guidance enabled faster completion of reports, stating, "*Mas mabilis akong makagawa ng report kapag may guidance sa procedures*" ("I can make reports faster when there is guidance on procedures").

Participants also described mentoring and established protocols as essential sources of confidence when making operational decisions. One officer remarked, "*Kapag may mentoring at feedback, mas confident akong gumawa ng desisyon sa field*" ("When there is mentoring and feedback, I am more confident in making decisions in the field"), while another noted, "*Kapag may clear protocol, mas tiwala ako sa ginagawa ko*" ("When there is a clear protocol, I am more confident in what I do"). Others further emphasized that guidance and monitoring improved the quality and organization of their reports.

Across the interviews, participants consistently associated organizational guidance with improved workflow, increased confidence, and greater efficiency in carrying out operational responsibilities.

Theme 2. Organizational Validation as a Driver of Professional Motivation

The second theme reflects the importance of organizational recognition, encouragement, and support in strengthening officers' motivation and commitment to their work. Participants consistently described appreciation from supervisors, recognition of their efforts, and supportive leadership as important factors that increased morale, commitment, and confidence.

Participants explained that even simple expressions of appreciation strengthened their motivation. One officer shared, "*Kapag nire-recognize ang effort ko, mas motivated ako sa patrol*" ("*When my effort is recognized, I am more motivated on patrol*"), while another stated, "*Ang simpleng thank you o appreciation sa shift ay malaking boost sa morale*" ("*A simple thank you or appreciation during the shift is a big boost to morale*"). Another participant likewise expressed that recognition encouraged greater dedication to work.

Participants also described organizational support as reinforcing their commitment and sense of responsibility. One officer stated, "*Kapag nararamdaman naming may support, mas committed ako sa trabaho*" ("*When we feel there is support, I am more committed to work*"), while another explained that structured organizational support encouraged sustained dedication. Participants further emphasized that guidance, mentoring, and supervision increased their confidence when performing field operations, allowing them to trust their own judgment during demanding situations.

These narratives indicate that participants perceived organizational recognition, encouragement, and supportive leadership as important influences on their motivation, commitment, and confidence in performing police duties.

Theme 3. Resource Accessibility Enhancing Decision-Making and Skill Mastery

The third theme highlights the role of organizational resources, supervision, and professional development opportunities in strengthening officers' decision-making and continuous learning. Participants consistently viewed structured organizational support as essential for improving work quality, developing professional competencies, and enhancing career growth.

Several participants explained that clear instructions and structured systems contributed to more efficient workflows and greater task accuracy. One participant remarked, "*Kapag may clear instructions, mas accurate ang ginagawa kong reports*" ("*When there are clear instructions, the reports I make are more accurate*"), while another stated that monitoring systems helped improve work efficiency. Participants also emphasized that supervisory guidance and access to appropriate resources enabled them to make better decisions during critical incidents. One officer shared, "*Ang guidance*

ng supervisor ay nakakatulong para gumawa ng tamang desisyon sa field" ("The supervisor's guidance helps in making the right decision in the field"), while another noted that organizational support systems contributed to better judgment during critical operations.

Participants further described mentoring, training, and structured development programs as valuable opportunities for enhancing professional skills and supporting career progression. As one participant explained, *"Ang mentoring at training programs ay nakakatulong sa professional development ko"* ("The mentoring and training programs help in my professional development"), while another stated that organizational support encouraged continuous learning and skill enhancement.

Overall, participants perceived accessible organizational resources, mentoring, supervision, and professional development initiatives as important contributors to improved decision-making, stronger competencies, and continued professional growth.

Barriers to Effective Organizational Support

Thematic analysis generated three overarching themes: (1) Systemic Inequalities in Program Accessibility Across Shifts, (2) Diminished Occupational Morale as a Consequence of Inadequate Support, and (3) Bureaucratic Inefficiencies and Leadership Disengagement. These themes reflect the challenges encountered by police officers in accessing and benefiting from organizational support programs.

Theme 1. Systemic Inequalities in Program Accessibility Across Shifts

The first theme highlights the accessibility issues that limit police officers' participation in organizational support programs. Participants consistently reported that wellness initiatives were often unavailable during their assigned shifts, offered only on limited occasions, or constrained by inadequate communication and operational demands. These barriers reduced opportunities for officers to benefit from available organizational support.

Participants described the limited availability of wellness programs as a major concern. One participant shared, *"Minsan ay hindi available ang wellness programs sa shift namin"* ("Sometimes the wellness programs are not available during our shift"), while another explained, *"Kakaunti ang sessions kaya hindi lahat nakakapasok"* ("There are few sessions, so not everyone can attend"). Another participant added, *"May programs pero bihira, kaya minsan hindi nakaka-benefit ang mga officers"* ("There are programs but they are rare, so sometimes the officers do not benefit").

Participants also identified communication problems that affected their awareness of available services. One officer stated, *"Minsan hindi namin alam kung may counseling o support session"* ("Sometimes we do not know if there is a counseling or support session"), while another remarked, *"Hindi malinaw ang announcement ng wellness programs"* ("The announcement of wellness programs is not clear"). Others likewise noted that insufficient information regarding available support limited their participation.

Operational demands further restricted access to organizational support. Participants explained that heavy workloads, limited manpower, and resource shortages often prevented attendance during wellness activities. As one participant stated, *"Minsan busy kami sa field kaya hindi na makasama sa programs"* ("Sometimes we are busy in the field, so we cannot join the programs"), while another emphasized that manpower shortages prevented many officers from participating in wellness sessions.

Overall, participants consistently described scheduling limitations, inadequate communication, workload demands, and resource constraints as barriers that reduced their access to organizational support programs.

Theme 2: Diminished Occupational Morale as a Consequence of Inadequate Support

The second theme illustrates how barriers to organizational support affect officers' stress levels, motivation, and engagement. Participants perceived that limited access to support programs not only restricted participation but also negatively influenced their morale and overall work experience.

Several participants explained that scheduling conflicts and limited program availability prevented them from attending support sessions. One participant shared, *"Dahil sa scheduling issues, minsan hindi nakakasama sa sessions"* ("Because of scheduling issues, sometimes we cannot join the sessions"), while another stated, *"Hindi lahat ng shifts ay nasasakupan ng support programs"* ("Not all shifts are covered by the support programs"). Participants likewise noted that insufficient awareness of available services further reduced participation.

Participants also associated the absence of organizational support with increased occupational stress. One officer explained, *"Kapag wala ang wellness program, mas nai-stress sa heavy workload"* ("When there is no wellness program, we get more stressed with the heavy workload"), while another remarked, *"Kulang sa support, kaya mas mataas ang tension sa field"* ("There is a lack of support, so the tension in the field is higher"). Others described feeling greater pressure whenever organizational resources were unavailable.

Participants further emphasized that inadequate support affected their motivation and sense of value within the organization. One participant stated, *"Kapag hindi accessible ang support, parang hindi kami valued"* ("When support is not accessible, it feels like we are not valued"), while another explained that reduced participation in organizational programs negatively influenced motivation. Some participants also described losing their sense of purpose whenever support services were unavailable.

Collectively, these experiences indicate that barriers to organizational support influence not only participation in wellness initiatives but also officers' morale, motivation, and psychological well-being.

Theme 3. Bureaucratic Inefficiencies and Leadership Disengagement

The third theme highlights broader organizational constraints that limit the effectiveness of support initiatives. Participants described bureaucratic processes, limited leadership involvement, and insufficient organizational resources as barriers to the successful implementation of wellness programs.

Participants reported that lengthy approval processes and excessive administrative requirements delayed access to available support services. One participant stated, *"Minsan matagal ang approval bago makasali sa wellness programs"* ("Sometimes the approval takes a long time before we can join the wellness programs"), while another explained, *"Red tape ang dahilan kung bakit delayed ang access sa support"* ("Red tape is the reason why access to support is delayed"). Others noted that multiple documentary requirements further delayed participation in counseling services.

Leadership involvement was also identified as an important concern. Participants explained that limited supervision and weak leadership engagement reduced the effectiveness of organizational support. One participant remarked, *"Kapag kulang ang supervision, hindi effective ang programs"* ("When there is a lack of supervision, the programs are not effective"), while another stated, *"Ang low engagement ng leaders ay nakakaapekto sa utilization"* ("The low engagement of leaders affects utilization"). Participants consistently believed that active leadership encouraged greater participation in support initiatives.

Participants likewise described inadequate organizational resources as limiting the implementation of wellness programs. One officer stated, *"Kulang ang budget kaya hindi maayos ang programs"* ("The budget is lacking, so the programs are not well-organized"), while another shared that insufficient resources limited the overall impact of organizational support. Others also cited inadequate equipment as a factor affecting the successful implementation of existing programs.

Overall, participants identified bureaucratic procedures, limited leadership engagement, and inadequate organizational resources as significant barriers that reduced the effectiveness of organizational support initiatives.

Organizational Practices and Interventions to Strengthen Organizational Support

The fourth research focus explored the organizational practices and interventions that police officers identified to effectively counter the barriers that hinder the influence of organizational support. Thematic analysis generated three overarching themes: (1) Democratizing Access and Enhancing Leadership Accountability, (2) Institutionalizing Flexible and Holistic Mental Health Interventions, and (3) Forging a Continuous, Feedback-Driven Wellness Infrastructure. These themes reflect the officers' recommendations for strengthening organizational support and improving the delivery of wellness initiatives.

Theme 1. Democratizing Access and Enhancing Leadership Accountability

The first theme highlights the officers' recommendations for improving the accessibility and implementation of organizational support programs. Participants emphasized that support initiatives should be accessible across all shifts, supported by active leadership, and communicated clearly to all personnel. These recommendations were based on their firsthand experiences with the challenges encountered in accessing organizational support.

Participants suggested that fixed schedules and simplified registration procedures would improve participation in wellness activities. One participant stated, "*Mas maganda kung may fixed schedule na accessible sa lahat ng shifts*" ("It is better if there is a fixed schedule that is accessible to all shifts"), while another explained, "*Kailangan mas madali ang registration sa wellness programs*" ("Registration for wellness programs needs to be easier"). Another participant recommended additional sessions for officers assigned to late-night and early shifts.

Participants also emphasized the importance of visible leadership involvement in encouraging participation. One officer remarked, "*Kapag leaders involved, mas marami ang nag-e-attend sa programs*" ("When leaders are involved, more people attend the programs"), while another stated that supportive supervisors increased officers' motivation to participate in wellness activities. Participants likewise recommended that leaders actively promote wellness sessions throughout the organization.

Clear communication was also identified as an important strategy for improving accessibility. Participants suggested providing regular updates, clear schedules, and digital reminders to ensure that officers remain informed about available programs. One participant shared, "*Mas maayos kung regular ang updates sa programs*" ("It is better if there are regular updates on the programs"), while another emphasized the need for clear instructions and schedules. Others recommended using email or mobile message reminders to increase participation.

Overall, participants recommended improving accessibility through shift-inclusive scheduling, active leadership involvement, simplified enrollment procedures, and consistent communication.

Theme 2. Institutionalizing Flexible and Holistic Mental Health Interventions

The second theme reflects the officers' recommendations for expanding and strengthening organizational support programs that directly address their mental health and occupational needs. Participants consistently recommended regular counseling, mentoring, peer support, and flexible program delivery to ensure that officers from all shifts could participate.

Participants emphasized the need for regular and consistent mental health programs. One participant stated, "*Gusto naming regular counseling sessions para sa stress*" ("We want regular counseling sessions for stress"), while another suggested that wellness

programs should be conducted monthly and consistently. Others recommended regular debriefing sessions following stressful operations.

Mentoring and peer support were also viewed as essential interventions. One participant explained, *"Mas helpful ang mentoring program sa bagong officers"* ("The mentoring program is more helpful for new officers"), while another stated that peer support sessions were especially beneficial during high-stress incidents. Participants also recommended establishing a formal peer buddy system to assist officers in managing occupational stress.

Flexibility in program delivery was another recurring recommendation. Participants suggested making wellness initiatives accessible to officers working different schedules by providing online or hybrid options. One participant stated, *"Gusto naming programs na accessible sa night at day shifts"* ("We want programs that are accessible during night and day shifts"), while another emphasized that flexible scheduling was important for all officers. Others recommended hybrid or online delivery so that personnel assigned to any shift could participate.

Overall, participants recommended developing regular, flexible, and sustained organizational support programs that address the diverse needs of police officers while ensuring equal participation across all work schedules.

Theme 3. Forging a Continuous, Feedback-Driven Wellness Infrastructure

The third theme highlights the officers' recommendations for establishing a comprehensive organizational support system that integrates wellness initiatives into the organization's overall operations. Participants envisioned a structured support framework that promotes holistic well-being, active leadership participation, and continuous organizational improvement through regular feedback.

Participants recommended adopting an integrated approach that addresses both mental and physical health. One participant stated, *"Mas maayos kung holistic ang approach, hindi lang stress counseling"* ("It is better if the approach is holistic, not just stress counseling"), while another suggested an integrated wellness program for both mental and physical health. Others emphasized that combining fitness activities, counseling, and seminars would provide more comprehensive support.

Participants also emphasized that wellness initiatives should be structured, well-organized, and consistently supported by leadership. One officer remarked, *"Mas effective kung structured at may active guidance ang leaders"* ("It is more effective if it is structured and has active guidance from leaders"), while another recommended scheduled and organized programs. Participants consistently highlighted the importance of sustained leadership involvement throughout all wellness activities.

Finally, participants recommended establishing mechanisms that ensure accessibility and continuous improvement. One participant stated, *"Programs dapat accessible sa lahat at may way to give feedback"* ("Programs should be accessible to all and have a

way to give feedback"), while another suggested creating a formal feedback mechanism to improve existing programs. Others emphasized that all shifts and units should have equal access to wellness initiatives and opportunities to provide feedback.

Overall, participants envisioned an organizational support system that is holistic, structured, inclusive, and continuously improved through leadership commitment and regular feedback from police personnel.

DISCUSSION

The findings demonstrate that organizational support serves as a critical foundation for sustaining the psychological well-being of police officers operating in demanding and high-risk environments. The participants' experiences illustrate that organizational support functions on a continuum, beginning with immediate assistance during stressful operational situations and extending to structured interventions that promote long-term psychological resilience and operational competence. Peer solidarity, supervisory guidance, wellness programs, mentoring, and coping skills training collectively enabled officers to manage occupational stress while maintaining confidence in carrying out their duties.

The results reveal that officers rely on a multi-tiered support system encompassing peer solidarity, supervisory guidance, and formal wellness programs to successfully navigate occupational stress. Peer interactions prevent isolation by providing immediate emotional relief, while supervisory guidance offers clarity and confidence during critical incidents. Formal organizational support complements these informal support networks by providing structured psychological resources that enable officers to cope with repeated exposure to stressful situations. These findings suggest that organizational support is not limited to responding to crises but functions as a continuous resource that strengthens officers' emotional stability and operational readiness.

These findings support Organizational Support Theory, which proposes that employees who perceive their organization as valuing their well-being and contributions develop stronger psychological attachment, resilience, and commitment to the organization. Within the context of policing, perceived organizational support extends beyond administrative assistance and becomes an essential protective mechanism that enables officers to cope with the psychological demands of law enforcement work. The presence of supportive supervisors, cohesive work teams, and institutional wellness initiatives demonstrates how organizational resources help officers manage occupational stress while maintaining professional effectiveness.

These results likewise reinforce the importance of preventive rather than reactive mental health support. Participants consistently viewed wellness programs, mentoring, stress management training, and structured monitoring systems as sustained psychological resources rather than one-time interventions. By providing continuous opportunities for emotional regulation, reflective practice, and burnout prevention, these

initiatives help officers maintain long-term psychological well-being despite repeated exposure to operational stressors. This finding reflects Maslow's Hierarchy of Needs, particularly the importance of safety and psychological security as prerequisites for effective functioning. When officers perceive that their organization actively protects their psychological welfare, they become better equipped to perform their operational responsibilities with confidence and emotional stability.

The findings further demonstrate that organizational support translates directly into tactical competence. Participants described applying coping strategies learned through training, relying on supervisory guidance during high-risk incidents, and drawing on peer support to maintain focus and avoid operational mistakes. These experiences indicate that psychological support and operational performance are closely interconnected. Consistent with Social Exchange Theory, officers who receive meaningful organizational support reciprocate by demonstrating greater resilience, improved decision-making, and sustained commitment to their duties. Rather than functioning solely as employee welfare initiatives, organizational support programs become operational assets that contribute directly to effective policing.

The present results are consistent with previous studies. Vadvilavičius et al. (2023) established that peer interventions significantly reduce acute occupational stress among police officers, while Mohamad et al. (2025) emphasized that active supervisory support is critical in managing work-related anxiety. Likewise, Sandburg (2025) highlighted the importance of institutionalized wellness programs in developing long-term psychological coping resources among law enforcement personnel. Maurya (2025) further reported that continuous emotional support initiatives improve mental health outcomes, whereas Gomes et al. (2022) emphasized the value of institutionalized wellness programs in preventing burnout. Similarly, Liu et al. (2025), Craw (2022), and Di et al. (2024) demonstrated that structured coping interventions, leadership support, and practical application of resilience strategies strengthen adaptive coping and operational effectiveness among police officers. Collectively, these studies reinforce the present findings that organizational support is a multidimensional resource that promotes both psychological well-being and operational readiness.

Taken together, the findings indicate that organizational support functions as more than an employee assistance mechanism. It represents an integrated organizational strategy that protects officers' mental health, strengthens resilience, enhances tactical competence, and prepares personnel to perform effectively under the demanding conditions of police work. These findings highlight the importance of sustaining both informal support systems and formal organizational wellness initiatives as complementary components of comprehensive police mental health programs.

Conclusions

Based on the lived experiences of the officers, it is concluded that organizational support functions as an indispensable buffer against the inherent psychological hazards of law enforcement. When officers perceive that their institution actively cares for their

well-being through peer networks, leadership guidance, and structured mental health programs, their emotional stability and operational resilience significantly improve.

Furthermore, the study concludes that an officer's motivation, decision-making accuracy, and overall job performance are intrinsically linked to the level of validation and resources provided by the organization. A supportive environment translates directly into a highly capable and dedicated police force, proving that professional effectiveness relies heavily on structural backing.

It is also concluded that the presence of systemic barriers—such as rigid scheduling, bureaucracy, and leadership detachment—fatally undermines even the best-designed wellness initiatives. The inability to access these support programs exacerbates occupational trauma and diminishes morale, indicating a profound disconnect between institutional policy and ground-level implementation.

To overcome these limitations, it is concluded that organizational support cannot merely exist as an optional, reactive policy. It must be culturally integrated, seamlessly accessible across all shifts through flexible mediums, and championed directly by unit commanders through a responsive, feedback-driven infrastructure.

Finally, it is concluded that the proposed Mental Health Advancement Program (M.A.P.) provides the necessary evidence-based framework to bridge the existing gaps in police welfare. By shifting the organizational approach from reactive intervention to proactive prevention, M.A.P. is positioned to sustainably safeguard mental health and optimize the job performance of frontline officers.

Recommendations

To enhance the lived experiences of officers managing stress, District Directors and Unit Commanders of the RMFB and DMFB are strongly encouraged to institutionalize mandatory, shift-inclusive debriefing sessions and maintain active leadership check-ins. Commanders must be seen actively promoting wellness by including “Wellness Briefings” in pre- and post-deployment protocols, treating psychological preparedness as equally important as tactical preparedness to combat the stigma associated with mental health care.

To maximize the positive influence of organizational support on job performance, the Directorate for Human Resource and Doctrine Development (DHRDD) should create and enforce an Emotional Intelligence (EQ) and Psychological First Aid program for all supervisory officers. Equipping leaders with these skills, alongside establishing a “Peer Support Cadre,” will provide frontline personnel with the necessary validation, guidance, and motivation required for peak operational efficacy.

To dismantle the barriers hindering organizational support, it is suggested that the Directorate for Personnel and Record Management (DPRM) streamline the bureaucracy and documentation involved in accessing internal and external mental health counseling. Furthermore, wellness utilization and leadership participation indicators should be

formally integrated into the performance assessment mechanisms at all levels of leadership to ensure accountability.

To enact organizational practices that counter these barriers, the PNP Health Service and Regional Medical Units must redesign the current mental health support delivery system. This includes providing hybrid counseling schedules that incorporate both online and offline mediums to ensure equitable access for all personnel, especially those on night shifts or dispersed field assignments who traditionally miss out on standard programs.

Based on the findings and the developed output, it is highly recommended that the PNP leadership formally adopt and pilot the Mental Health Advancement Program (M.A.P.) across the NCRPO mobile forces. Future scholars are also encouraged to conduct longitudinal studies to quantitatively assess the impact of M.A.P. and similar wellness programs against objective performance outcomes, such as absenteeism rates and disciplinary issues.

Proposed Program Based on the Results

Title: M.A.P. – Mental Health Advancement Program



Rationale of the Output

The formulation of the Mental Health Advancement Program (M.A.P.) is deeply anchored in the lived experiences and articulated needs of the RMFB and DMFB-NCRPO police officers. The results indicated that while police officers appreciate the benefits of

organizational support, certain systemic hindrances including schedule constraints, bureaucracy, and leadership detachment make it impossible for them to benefit from the much-needed mental health programs. M.A.P. is an approach that can be used to solve these shortcomings since it is built on a comprehensive, shift-sensitive, and leadership-oriented platform aimed at altering the organizational approach to mental health care from reaction to prevention.

Members, Departments, and Organizers Involved

This program involves teamwork and collaboration among different departments. The people who will directly benefit from the program include the employees of the Regional Mobile Force Battalion (RMFB-NCRPO) and the District Mobile Force Battalions (DMFB) in Southern, Northern, Quezon City, Manila, and Eastern Police Districts. The project will be led by the NCRPO Regional Director and will be supervised by the Force Commanders of the RMFB and the DMFB. Implementation of the modules for mental health will be done by licensed psychologists and medical personnel from the Philippine National Police (PNP) Health Service in conjunction with the Directorate for Human Resources and Doctrine Development (DHRDD).

Resources Needed

For the efficient implementation of the M.A.P., the organization will need physical places or wellness centers at the district camps where the officers can receive counseling and debriefing. Technology will also be required, specifically the best licenses for digital communications tools like Zoom or MS Teams, in order to carry out the virtual night and hybrid session programs. This program will also need both hard and soft copies of wellness modules and books on managing stress, as well as time off duty to attend to the program.

Budget and Funding Source

Budget estimate for the annual localized rollout of the M.A.P. program among the mobile forces of the NCRPO is around PHP 1,500,000 to PHP 2,000,000. This will include funding requirements for the purchase of hybrid training equipment, honorarium fees for mental health experts, as well as production costs for training modules for the Peer Support Cadre, and the setting up of wellness rooms in the district headquarters. The MOOE funds from NCRPO's annual allocation dedicated towards personnel welfare, training, and capacity building shall be tapped as budget source.

Evaluation and Monitoring Process

To ensure continuous efficacy, the program will utilize a strict feedback loop.

Program monitoring will involve:

Monthly Wellness Audits: Conducted by the PNP Health Service to track participation rates and resource utilization across different shifts.

Quarterly Anonymous Surveys: Administered to officers to quantitatively and qualitatively measure changes in perceived organizational support (POS), stress levels, and program satisfaction.

Leadership Review Board: A biannual meeting where unit commanders assess the operational impact of the program against objective metrics such as disciplinary records, absenteeism, and operational performance.

Output Matrix: M.A.P. Implementation Framework

Program Component (M.A.P.)	Objective	Target Participants	Responsible Unit/Actors	Expected Outcome
Mental Health Support: 24/7 Hybrid Counseling & Debriefing	To provide immediate, accessible emotional support and trauma debriefing regardless of duty shift.	All RMFB/DMFB Frontline Officers	PNP Health Service, Station Commanders	Reduced operational burnout and destigmatized access to mental health care.
Mental Health Support: Peer Buddy System	To cultivate solidarity and real-time stress buffering during critical incidents.	Junior & Senior Police Officers	Peer Support Cadre, Platoon Leaders	Enhanced teamwork, emotional stability, and immediate crisis coping.
Advancement of Skills: Tactical Resilience Workshops	To integrate psychological coping strategies (e.g., tactical breathing) into field operations.	All Police Personnel	NCRPO Training Division	Improved decision-making and focus under high-pressure scenarios.
Performance Enhancement: Leadership EQ Training	To enhance leadership accountability and empathetic supervisory guidance.	Unit Commanders, Supervisors	Human Resource Doctrine Development (HRDD)	Increased officer motivation, trust in leadership, and unit cohesion.

Performance Enhancement: Continuous Feedback Loop	To evaluate program efficacy and adjust interventions based on actual ground needs.	All RMFB/DMFB Personnel	Regional Investigation and Management Division	A responsive, evolving wellness infrastructure aligned with officers' needs.
---	---	-------------------------	--	--

Compliance with Ethical Standards

The researcher strictly adhered to established ethical standards throughout the conduct of this study. Prior to data collection, approval to conduct the research was obtained from the appropriate authorities of the National Capital Region Police Office (NCRPO). All participants were fully informed about the purpose, nature, and procedures of the study before their voluntary participation. Written informed consent was obtained from each participant after explaining their rights, including their freedom to decline participation or withdraw from the study at any stage without penalty or adverse consequences. The confidentiality and anonymity of the participants were strictly maintained by removing all personally identifiable information and assigning pseudonyms or key informant codes in the presentation of the findings. The study fully complied with the provisions of the Data Privacy Act of 2012 (Republic Act No. 10173) by ensuring that all collected data were securely stored, accessed only by the researcher, and used exclusively for academic research purposes. Considering the sensitive nature of discussions regarding occupational stress and mental health, the researcher exercised care to safeguard the psychological well-being of the participants by conducting interviews in a respectful, non-coercive manner and allowing participants to refrain from answering questions that caused discomfort. The researcher declares that no conflict of interest existed throughout the conduct of the study. Academic integrity was upheld by strictly avoiding plagiarism through proper citation and acknowledgment of all sources. Furthermore, the findings were interpreted objectively and faithfully reflected the participants' lived experiences without fabrication, falsification, or researcher bias. The results of this study are intended solely to contribute to scholarly knowledge and to serve as the basis for the proposed Mental Health Advancement Program (M.A.P.) for police personnel. Artificial Intelligence (AI) tools were utilized only to assist in improving the organization, language refinement, grammar, and formatting of the manuscript. All data analysis, interpretation of findings, conclusions, and final decisions regarding the content remained the sole responsibility of the researcher.

Acknowledgments

The researcher expresses sincere gratitude to the leadership of the National Capital Region Police Office (NCRPO) for granting permission to conduct this study. Special appreciation is extended to the Regional Mobile Force Battalion (RMFB) and the District Mobile Force Battalions (DMFB) for their cooperation and support throughout the data collection process.

The researcher likewise extends heartfelt appreciation to all police officers who voluntarily participated in this study. Their willingness to share their lived experiences, insights, and perspectives made this research possible. Their honest responses provided valuable information that significantly contributed to a deeper understanding of the role of organizational support in enhancing the mental health and job performance of police officers.

The researcher also expresses sincere appreciation to PCPT Joel E. Sison for his professional assistance in validating the research instrument. His expertise and constructive recommendations helped strengthen the validity and reliability of the instrument used in this study.

The researcher likewise expresses sincere appreciation to Genalyn Salmoren Dalondonan and Metzy Salmoren Dalondonan for their valuable support as assistance writers. Their dedication, encouragement, and willingness to help significantly contributed to the completion of this study. They provided assistance in organizing research materials, reviewing the manuscript, and offering encouragement throughout the research process. Their unwavering support, understanding, and commitment served as a constant source of motivation, and their contribution to this research is sincerely appreciated.

Finally, the researcher extends sincere appreciation to everyone who, in one way or another, provided support, encouragement, and assistance throughout the conduct and completion of this research.

REFERENCES

- Alhazmi, A. A., & Kaufmann, A. (2022). Phenomenological Qualitative Methods Applied to the Analysis of Cross-Cultural Experience in Novel Educational Social Contexts. *Frontiers in Psychology*, 13(1), 1–12. <https://doi.org/10.3389/fpsyg.2022.785134>
- Anders, R., Frapsauce, A., Sauvezon, C., & Gilibert, D. (2024). Police officer occupational health: A model of organizational constraints, trauma exposure, perceived resources, and agency. *Journal of Occupational Medicine and Toxicology*, 19, 46. <https://doi.org/10.1186/s12995-024-00444-3>
- Consortia Academia. (2024). Glimpse from the hats: Mental health issues of PNP personnel. *International Journal of Research and Studies in Practice*. <https://consortiacademia.org/10-5861-ijrsp-2024-006/>
- Craw, E. (2022). Understanding Law Enforcement Mental Health Communication and Police Officers' Mental Health Support Preferences: A Grounded Theory Study. <https://doi.org/10.36837/chapman.000365>
- Daruhadi, G. (2024). Phenomenological method as a theoretical basis of qualitative methods. *International Journal of Social Health*, 3(9), 599–613. <https://doi.org/10.58860/ijsh.v3i9.238>
- Di, P. M., Scott, S. C., Huhta, J.-M., Harri Gustafsberg, & Andersen, J. P. (2024). Physiological Responses to Organizational Stressors Among Police Managers. *Applied Psychophysiology and Biofeedback*, 49(1), 85–102. <https://doi.org/10.1007/s10484-023-09613-2>

- Edgelow, M., Scholefield, E., McPherson, M., Legassick, K., & Novecosky, J. (2022). Organizational factors and their impact on mental health in public safety organizations: A scoping review. *International Journal of Environmental Research and Public Health*, 19(21), 13993. <https://doi.org/10.3390/ijerph192113993>
- Gomes, G. P., Ribeiro, N., & Gomes, D. R. (2022). The Impact of Burnout on Police Officers' Performance and Turnover Intention: The Moderating Role of Compassion Satisfaction. *Administrative Sciences*, 12(3), 92. <https://doi.org/10.3390/admsci12030092>
- Liu, C., Lin, L.-J., Zhang, K.-J., & Chiou, W.-K. (2025). The Effects of Loving-Kindness Meditation Guided by Short Video Apps on Policemen's Mindfulness, Public Service Motivation, Conflict Resolution Skills, and Communication Skills. *Behavioral Sciences*, 15(7), 909. <https://doi.org/10.3390/bs15070909>
- Maurya. (2025). Examining the Impact of Social Support on Police Officers' Mental Health: Insights from Recent Studies. 15(4), 858–664. https://www.researchgate.net/publication/400196743_Examining_the_Impact_of_Social_Support_on_Police_Officers
- Mohamad, N. I., Othman, A. S., Abdullah, S., Nor, A. M., & Kadri, N. M. (2025). The influence of supervisor support on mitigating job stress and shaping dynamic employee behaviour: A company governance study. *Journal of Governance and Regulation*, 14(1, special issue), 240–250. <https://doi.org/10.22495/jgrv14i1siart1>
- Moreno, A. F., Karanika-Murray, M., Batista, P., Hill, R., Susanna Rubiol Vilalta, & Patrícia Oliveira-Silva. (2024). Resilience Training Programs with Police Forces: A Systematic Review. *Journal of Police and Criminal Psychology*, 39(39). <https://doi.org/10.1007/s11896-023-09633-y>
- Piotrowski, A., Rawat, S., & Boe, O. (2021). Effects of Organizational Support and Organizational Justice on Police Officers' Work Engagement. *Frontiers in Psychology*, 12. <https://doi.org/10.3389/fpsyg.2021.642155>
- Renjith, V., Yesodharan, R., Noronha, J., Ladd, E., & George, A. (2021). Qualitative Methods in Health Care Research. *International Journal of Preventive Medicine*, 12(1), 20. https://doi.org/10.4103/ijpvm.IJPVM_321_19
- Resurreccion, N. M. (2024). Quality of life and resilience as predictors of mental health among police officers. *International Journal of Research and Innovation in Social Science (IJRISS)*, 8(8), 4598–4646. <https://ideas.repec.org/a/bcp/journal/v8y2024i8p4598-4646.html>
- Sandburg, A. (2025, September 15). Building Resilience in Policing: Preventing Stress and Supporting Officer Mental Health - National Policing Institute. National Policing Institute. <https://www.policinginstitute.org/infocus/building-resilience-in-policing/>
- Santre, S. (2024). Mental Disorders and Mental Health Promotion in Police Officers. *Health Psychology Research*, 12(93904). <https://doi.org/10.52965/001c.93904>
- Teles, D. O., Oliveira, R. A. D., Parnaíba, A. L. D. O., Rios, M. A., Machado, M. B., Aquino, P. D. S., Menezes, P. R. D., Ribeiro, S. G., Soares, P. R. A. L., & Biazus Dalcin, C. (2024). Assessment of the mental health of police officers: A systematic review of specific instruments. *International Journal of Environmental Research and Public Health*, 21(10), 1300. <https://doi.org/10.3390/ijerph21101300>
- Vadvilavičius, T., Varnagiryte, E., Jarašiūnaitė-Fedosejeva, G., & Gustainienė, L. (2023). The Effectiveness of Mindfulness-Based Interventions for Police Officers'

Stress Reduction: a Systematic Review. *Journal of Police and Criminal Psychology*, 38(1). <https://doi.org/10.1007/s11896-022-09570-2>
World Health Organization. (2022, June 17). Mental health. World Health Organization. <https://www.who.int/news-room/fact-sheets/detail/mental-health-strengthening-our-response> (Fact Sheet)

APA Citation:

Dalondonan, J. B. (2026). UNDERSTANDING THE ROLE OF ORGANIZATIONAL SUPPORT IN ENHANCING MENTAL HEALTH AND JOB PERFORMANCE AMONG POLICE OFFICERS. *Ignatian International Journal for Multidisciplinary Research*, 4(8), 299–323. <https://doi.org/10.5281/zenodo.21791174>

dalondonanjonie@yahoo.com