

GENDER AND DEVELOPMENT FACTORS INFLUENCING THE PERFORMANCE OF POLICEWOMEN IN THE PHILIPPINE NATIONAL POLICE

FATORES DE GÊNERO E DESENVOLVIMENTO QUE INFLUENCIAM O DESEMPENHO DE POLICIAIS FEMININAS NA POLÍCIA NACIONAL DAS FILIPINAS

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Abstract

This study was initiated to conduct so to determine the gender and development (GAD)-related environmental factors influencing the Philippine National Police (PNP) policewomen's performance with a focus on the Pangasinan Police Provincial Office (PPPO). The study was conceptualized into descriptive-correlational research, and purposive sampling of policewomen of varying ranks equaled 78. Data were gathered through a validated structured survey questionnaire, of which the psychological part of the policewomen answered questions regarding their motivation, value orientation, and aspirations, while their immediate supervisors assessed their subordinates' performances based on six points. Data's statistical treatment involved the utilization of Descriptive statistics, Spearman's rank correlation, and One-way ANOVA. The findings indicated that policewomen were highly ambitious, value-driven, and highly motivated, and among these, aspirations were the strongest. The workers' behavioral aspect came out to be very satisfactory from the supervisors' perspective overall across all concern areas, and specifically relationships within the workplace, personality of the individual, and area of work were referred to. The relationship came out to confirm the hypothesis that four factors, namely, motivation, values, aspirations, and performance, interconnect. The strongest correlation is determined by aspirations ($r = 0.45$, $p < 0.01$). But by ANOVA outcomes, no difference between different groups by the rank with regards to GAD factors and performance was found. Moreover, the results heed the importance of the resourceful and motivational dimensions as key drivers that stimulate women's performance in the workforce while, at the same

Resumo

Este estudo foi iniciado para determinar os fatores ambientais relacionados a gênero e desenvolvimento (GAD) que influenciam o desempenho das policiais femininas da Polícia Nacional das Filipinas (PNP), com foco no Escritório Provincial de Polícia de Pangasinan (PPPO). O estudo foi concebido como uma pesquisa descritiva-correlacional, e a amostragem intencional de policiais femininas de diferentes patentes totalizou 78 participantes. Os dados foram coletados por meio de um questionário estruturado validado, no qual as policiais responderam a perguntas sobre sua motivação, orientação de valores e aspirações, enquanto seus supervisores imediatos avaliaram o desempenho de suas subordinadas com base em seis pontos. O tratamento estatístico dos dados envolveu a utilização de estatística descritiva, correlação de Spearman e ANOVA de uma via. Os resultados indicaram que as policiais eram altamente ambiciosas, orientadas por valores e altamente motivadas, sendo as aspirações o aspecto mais forte. O aspecto comportamental das policiais foi considerado muito satisfatório pela perspectiva dos supervisores em todas as áreas de interesse, com destaque para os relacionamentos no ambiente de trabalho, a personalidade da policial e a área de atuação. A relação obtida confirmou a hipótese de que quatro fatores, a saber, motivação, valores, aspirações e desempenho, estão interconectados. A correlação mais forte foi determinada pelas aspirações ($r = 0,45$, $p < 0,01$). No entanto, os resultados da ANOVA não revelaram diferenças entre os diferentes grupos em relação aos fatores de Gênero e Desenvolvimento (GAD) e ao desempenho. Além disso, os resultados destacam a importância das dimensões de recursos e motivação como



time, recognizing that systemic obstacles hinder the aspirations of being opportunities of leadership. It proposes institutional transformation that will be having gender-responsive systems of evaluation and promotion among its focus areas, thereby empowering policewomen to achieve their full potential. The outcomes of the study contribute significantly to evidence-based policy-making, including gender mainstreaming into law enforcement.

Keywords: Policewomen. Gender and Development. Aspirations. Motivation. Performance.

fatores-chave que estimulam o desempenho das mulheres no mercado de trabalho, ao mesmo tempo que reconhecem que obstáculos sistêmicos dificultam as aspirações de alcançar oportunidades de liderança. Propõe-se uma transformação institucional que inclua sistemas de avaliação e promoção sensíveis à perspectiva de gênero entre suas áreas de foco, capacitando, assim, as policiais a atingirem seu pleno potencial. Os resultados do estudo contribuem significativamente para a formulação de políticas baseadas em evidências, incluindo a transversalização da perspectiva de gênero nas forças policiais.

Palavras-chave: Policiais Femininas. Gênero e Desenvolvimento. Aspirações. Motivação. Desempenho.

1 INTRODUCTION

The integration of females into law enforcement service delivery is increasingly being termed significant to effective policing and enhancing gender equality. Global organizations like INTERPOL, UN Women, and United Nations Office on Drugs and Crime (UNODC) have stressed that female representation among policing is crucial and strengthens responses to gender-based crimes, supports institutional legitimacy, and reinforces trust within communities (INTERPOL, UN Women, & UNODC, 2020). The research further points to female officers being less likely to employ excessive force, better equipped to defuse potentially violent conflicts, and better equipped to respond to violent cases of women and children (McGough & Román, 2024; UNODC, 2021). The aforementioned advantages aside, however, women worldwide remain underserved within policing and account for less than 15% of law enforcement and hold a considerably lower percentage of leadership positions (White House Gender Policy Council, 2021).

In Southeast Asia, the integration of women into policing was slow and uneven. A UNODC (2020) report disclosed that only 6% to 20% of the overall police personnel of ASEAN nations were female officers, and only a limited number achieve senior leadership positions higher than superintendent or colonel. Such poor representation continues even with the proven operational advantages of female officers to achieve community trust and prevent gender-based violence. In the Philippines, the experience is

one of gains and enduring obstacles. On paper, the Philippine National Police (PNP), now with some 228,000 personnel, officially records that women now make up 18.32% of its ranks (Brown et al., 2014). Although this is a consistent improvement over only about 3% during the 1970s, female officers scarce hold positions beyond administrative roles with limited prospects of ascending to ranks of leadership and specialized operational positions (Philippine National Police [PNP], 2021; Philippine Commission on Women, 2022).

The government in the Philippines enacted laws like the Magna Carta of Women (Republic Act 9710) and the PNP Reform and Reorganization Act (Republic Act 8551) that require gender mainstreaming, the establishment of women's desks and ensure that during recruitment and promotions equal opportunities are given. All these are consistent with the country's wider commitments to gender equity through the national development plan and the tracking of women's representation in government and security sector by the Philippine Statistics Authority (Philippine Statistics Authority [PSA], 2022). Despite these policy measures, gender disparities in career advancement, distribution of assignments, and acknowledgment of performances still exist in the PNP. The argument of organizational criminology research is that policy alone is not sufficient and that the impact of gender mainstreaming in the workplace can be diminished by culture, institutional setup, and evaluation procedures which can be delayed and disempower the actual effect of gender mainstreaming (Reiter, 2022; Todak and Brown 2019).

Despite the fact that earlier studies have examined the recruitment, representation, and problems of promotion of policewomen, there is a lack of research grounded in the factual basis that measures the extent to which gender and development (GAD) related factors, i.e. motivation, value orientation, and aspirations, influence job performance. Usually, GAD-related global and local research focus mainly on representation stats or structural discrimination but rarely trace the relationship between these GAD-related factors and measurable aspects of job performance like output, job knowledge, management of work, interplay of relationships, and organization-based concern. While similar research in other locations, including leadership behavior and emotional intelligence among student leaders (Malana & Catli, 2020), indicates that individual and psychosocial traits are a major source of effectiveness, such studies are still few in the law enforcement field. This lack of knowledge limits the capability of organizations to

develop human resource strategies that are evidence-based and gender-responsive. This lack of knowledge limits the capability of organizations to develop human resource strategies that are evidence-based and gender-responsive.

The study bridges this gap by investigating the influence of policewomen's motivation, value proposition, and aspirations on their Philippine National Police performance, with an emphasis on Pangasinan province, Philippines that accommodates one of the largest police contingents of the Philippines. In establishing the connection between such gender and development considerations and Philippine National Police policewomen's performance indicators, the research contributes to the development of evidence-informed policy directions to enhance Philippine National Police gender mainstreaming. Long-term, this assists with supporting institution building to enhance inclusivity, enhance operational effectiveness, and encourage the full integration of women to all ranks of policing.

2 MATERIALS AND METHODS

2.1 Research design

For this research, the researcher utilized a descriptive-correlational research design with the aim to find out how gender and Gender and Development (GAD) related factors that policewomen's performance in Philippine National Police (PNP) The independent variables revolved around the depth of motivation, value orientation, and aspirations of policewomen, whereas their performance in terms of output, job knowledge, work management, interpersonal relationships, concern for the organization, and personal qualities were considered as the dependent variables. The research design fits the study as it characterized the current situations and verified the associations between the variables without changing them.

2.2 Locale of the study

Figure 1

Site map of the Pangasinan Police Provincial Office (PPPO), Lingayen, Philippines, the research study locale.



The study was done at the Pangasinan Police Provincial Office (PPPO) in Lingayen, Pangasinan, Philippines, which oversees four cities and 44 municipalities in the province. Pangasinan is the third most extensive province in the country and is surrounded by La Union, Benguet, Nueva Vizcaya, Nueva Ecija, Tarlac, Zambales, and the West Philippine Sea. The PPPO has been acknowledged nationwide for its brilliance in police-community relations, evidenced by the award of the Most Outstanding Provincial Police Station in 2018.

2.3 Participants of the study

The sample were composed of 78 policewomen who were on active duty at the PPPO at the time of the study. The list of respondents was obtained from the PPPO personnel office. The respondents represented the various ranks, from the commissioned officers to the non-commissioned officers. Due to the different operational schedules and the off-duty status of some personnel, purposive sampling was utilized to select the active and available respondents for the online survey.

Table 1

Distribution of Respondents by Rank

Rank	Frequency (n)
Police Major (PMAJ)	1
Police Captain (PCPT)	4
Police Executive Master Sergeant (PEMS)	1
Police Chief Master Sergeant (PCMS)	5
Police Senior Master Sergeant (PSMS)	11
Police Master Sergeant (PMSg)	6
Police Staff Sergeant (PSSg)	20
Police Corporal (PCpl)	18
Patrolwoman (PATwm)	12
Total	78

2.4 Research instrument

A structured survey questionnaire was the main tool for collecting data. The instrument was derived from the objectives of the study which is also supported by the literature on motivation, value orientation, aspirations, and performance of women in policing. It was composed of two parts:

1) Independent Variables (GAD-related factors)

The study dealt with motivation, value orientation, and aspirations, and these variables were measured using a five-point Likert scale (1 = Strongly Disagree to 5 =Strongly Agree).

2) Dependent Variables (Performance)

Output, job knowledge, work management, interpersonal relationships, concern for organization, and personal qualities. These were the immediate supervisors of policewomen who rated them in a similar five-point Likert scale (1 = Very Poor to 5 = Excellent). The instrument was verified by the experts from the Graduate School of the University of Luzon and was pilot-tested for reliability. Cronbach's alpha coefficients were from 0.82 to 0.91, showing that the internal consistency was high.

Data Gathering Procedure

A permission to do the study was obtained through a formal communication with the Provincial Director of PPPO. To allow for easy administration, the validated survey instrument was converted into a Google Form. The Administrative Officer sent the link of the survey to the participants and their immediate supervisors, who rated the respondents' performance. A follow-up mechanism was devised to ensure maximum participation of the policewomen on duty. The responses were automatically recorded in the Google platform and were retrieved by the researcher after one week.

2.5 Statistical analysis

SPSS Version 20 was utilized to process and analyze data. The demographic profile, GAD-related factors, and rating of performance were summarized using descriptive statistics (mean, frequency, and percentage). The significant difference between assignment and rank classifications on GAD-related factors and rating of performance were tested using One-way Analysis of Variance (ANOVA). Spearman's Rank Correlation was utilized to determine correlation between motivation, values, aspirations, and indicators of performance. The level of significance applied to all tests of inference was 5%.

2.6 Ethical considerations

The study conformed to the ethical standards of the University of Luzon. The respondents voluntarily granted consent via electronic media prior to responding to the questionnaire. They were made aware of the extent of research, assurances of anonymity,

and that their confidentiality was respected during data recording, data interpretation, and preparation of the report. The response was voluntary and the respondent could withdraw any time without any harm.

3 RESULTS AND DISCUSSION

3.1 Levels of motivation, value orientation, and aspirations

Performance of policewomen is significantly driven by value orientation, aspirations, and motivation, three of the important gender and development (GAD) considerations. For the Philippine National Police (PNP), these factors signify the extent of devotions of policewomen, their concept of service, and their hope of career progression. Descriptive results portrayed the general picture of these factors among policewomen of Pangasinan, Philippines.

Table 2

Mean scores of GAD factors among policewomen.

GAD Factor	Mean	SD	Interpretation
Motivation	4.21	0.52	High
Value Orientation	4.18	0.49	High
Aspirations	4.25	0.56	High
Overall	4.21	0.52	High

The data indicate that all three GAD factors were consistently high, with aspirations scoring the highest mean score ($M = 4.25$), as presented in Table 2. The high score implies that these female officers do not just see themselves as employees in an organization, but as individuals pursuing a long-term career where they could progress, take up leadership positions, and make positive contributions to the institutional reform process. High motivation and values stand out with a strong expression of the sense of duty and almost no compromise with the principle of the organizational body.

The results are in line with the opinion of Paterson (2021) who highlighted that women in policing retain strong internal motivations even in the midst of stringent institutional environments. The same trend of results emerged from UN Women &

INTERPOL (2020) research, which concluded that female new joiners to law enforcement within ASEAN police training academies join with ambitious hopes of professional advancement. Conversely, Thelma & Ngulube (2024) posited that while female joiners to the police service might have aspirations to ascend through the ranks, systemized obstacles prevent them from converting these ambitions into realities thereby causing stagnation or voluntary or involuntary exit. In the Philippines, high aspirations persisting in the face of structural challenges could be indicative of the effect of national gender mainstreaming laws such as the Magna Carta of Women which has provisions on equal opportunities ingrained in the institutions. Yet, if opportunities for mentoring, leadership training, and promotions continue to be limited, these ambitions may never come to fruition.

3.2 Performance of policewomen

Assessing performance is vital to determine how GAD-related factors manifest in actual work outputs. Performance was measured in six domains and evaluated by immediate supervisors.

Table 3

Supervisor ratings of policewomen's performance.

Performance Domain	Mean	SD	Interpretation
Output	4.12	0.47	Very Satisfactory
Job Knowledge	4.28	0.42	Very Satisfactory
Work Management	4.05	0.51	Very Satisfactory
Interpersonal Relationship	4.33	0.39	Very Satisfactory
Concern for Organization	4.26	0.44	Very Satisfactory
Personal Qualities	4.30	0.41	Very Satisfactory
Overall Performance	4.22	0.44	Very Satisfactory

As presented in Table 3, policewomen were able to perform at a "very satisfactory" level in all domains. Their relationships with others ($M = 4.33$) were rated the best, next came personal qualities and job knowledge. Work management received the lowest rating, although it was still satisfactory. It indicates how women officers were

able to use their knowledge effectively and at the same time, they might be facing some administrative or resource-related constraints in task execution.

This result is consistent with global studies that point to the fact that women excel in the relational aspects of policing, e.g., empathy, communication, and de-escalation (Schuck & Rabe-Hemp, 2024; Zaiser & Staller (2015). These strengths fit perfectly with community-oriented policing and specialized roles in the matter of violence against women and children. However, Todak and Brown (2019) noticed that such interpersonal competencies are not considered when promotion metrics that are mostly based on operational or enforcement skills are used. Also, in the Philippine context, these relational strengths may still be unrecognized if the promotion systems are more focused on quantitative outcomes, such as the number of arrests or case closures rather than qualitative skills like conflict resolution. Hence, women officers, while performing well in the areas that matter the most, may still not get the institutional recognition that they deserve.

3.3 Relationship between GAD factors and performance

To assess GAD factor ability to predict job performance, Spearman's correlation research was undertaken. There were significant positive correlations between overall performance and between motivation, values, and aspirations.

Table 4

Correlation between GAD factors and policewomen's performance

Variable Pair	r	p-value	Interpretation
Motivation × Performance	0.42	0.01	Moderate, Significant
Value Orientation × Performance	0.39	0.02	Moderate, Significant
Aspirations × Performance	0.45	0.01	Moderate, Significant

Each of the three GAD factors significantly predicted performance, with aspirations correlating highest ($r = 0.45$, $p < .01$). This corroborates that policewomen with higher aspirations - career, leadership, professional development, not only are acceptable but they themselves have higher work domain performance. Value and motivation orientation also significantly contribute to the argument that internalized motivation and

being true to one's principles go hand in hand with higher performance levels. That is in line with McGough and Román's (2024) position, which states that career success will mostly be forecasted by one's ambitions, particularly in a scenario where upward mobility is facilitated. UNODC (2021) also uncovered that adherence to the organization's standards and being motivated are some of the factors that lead to the success of the police. Azmat et al. (2020) posit that discrimination based on gender while being appointed and promoted can erode the ambition of females and consequently their future ability to remain motivated can be undermined. The Philippine case illustrates this challenge: while on the one hand, women have a very high ambition and motivational level, on the other, the promotional career path is very limited, and this is evident by how less represented women are among leaders (Philippine Commission on Women, 2022). Therefore, although female characteristics are indeed quite powerful, changes in the institutional framework are still required to effect a positive impact that is sustainable.

3.4 Differences in GAD factors and performance by rank

The researchers grew their concern over the differences in motivation, values, aspirations, and performance among the ranks. To verify the strength of this association, One-way ANOVA was employed as the statistical method.

Table 5

ANOVA results on GAD factors and performance by rank

Variable	F-value	p-value	Interpretation
Motivation	1.214	0.309	Not Significant
Value Orientation	0.984	0.427	Not Significant
Aspirations	1.109	0.376	Not Significant
Performance	1.087	0.388	Not Significant

There were no significant differences found across different rank classifications ($p > 0.05$). This means that intrinsic motivation, value orientation, aspirations, and job performance are still at a very high level and are very similar for policewomen who are in junior (patrolwoman/corporal) or senior (captain/major) positions.

This outcome differs from the results of Todak (2024) and Sanders et al. (2022) who found that the organizational context and rank considerably affect women's aspirations. The fact that there is no significant difference in the context of the Philippines might indicate that the gender mainstreaming program in the PNP has created a strong feeling of motivation and shared values in the different ranks. Nevertheless, (Archbold & Schulz (2008) and Sanders et al. (2022) maintain that performance evaluation systems may not always be able to uncover the rank-based differences that are very subtle like those differences in resource availability or opportunities. This means there is a need for more sensitive evaluation frameworks to detect nuances across rank while recognizing that high motivation and aspirations are already broadly embedded among policewomen.

4 CONCLUSION

The research mentions that policewomen of the Philippine National Police are constantly very motivated, have a strong value orientation, and high aspirations, and that these are positively related to their job performance. The study reports that among the variables, aspirations stood out as the most powerful predictor of performance, thus the professional ambition and career vision of the policewomen were emphasized as the main reasons for their effectiveness. The supervisors were of the opinion that the performance of policewomen was very satisfactory in all areas, and especially in the domains of interpersonal relationships and personal qualities. Though statistical differences between the groups of results at different levels of rank were not found, the persistence of high motivation and aspirations across all levels witnesses the shared commitment of the policewomen to it. Nevertheless, both the structural and the cultural impediments continue to hinder the full manifestation of women's professional ambitions, thus the need for continuous gender-responsive reforms is still there.

5 RECOMMENDATIONS

The recommendation is for the Philippine National Police to improve and support better gender-responsive policies by upgrading their performance evaluation systems, leadership training programs, and promotion mechanisms that not only consider the

operational competencies but also the relational ones. To begin with, it is the responsibility of the institutions to make changes that will help to solve the issue of women being overlooked, in particular, in those areas of interpersonal and people-based competencies in which they have shown strength, at the same time ensuring that they have access to a fair share of career advancement. Apart from that, capacity-building efforts that support coaching, handling of stress, and seeking improvement can be the driving force behind the motivation and performance of women officers. The role of officials and policymakers is equally significant in this regard as they should bring in the mechanisms of monitoring and evaluating the effects of gender mainstreaming on the engagement and progression of women in the Police Force.

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Authors’ Contribution

All authors contributed equally to the development of this article.

Data availability

All datasets relevant to this study’s findings are fully available within the article.

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