



**THE INFLUENCE OF PROFESSIONAL DEVELOPMENT AND
DECISION-MAKING ON THE INDIVIDUAL WORK PERFORMANCE OF
POLICE PERSONNEL**

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ABSTRACT

This study investigated the professional development, decision-making dimensions, and individual work performance of 320 active Philippine National Police (PNP) officers across 17 municipalities in Cotabato Province. Utilizing descriptive and inferential statistical methods, the findings revealed high levels of professional development, decision-making dimensions, and individual work performance. Significant correlations were observed between professional development, decision-making dimensions, and work performance, with the educational dimension of professional development and the rational decision-making dimension identified as the strongest predictors of individual work performance. These results highlight the importance of continuous professional development and effective decision-making in enhancing the performance of PNP officers, providing valuable insights for improving organizational efficiency and professional standards in law enforcement.

Keywords: criminal justice, professional development, decision-making dimension, individual work performance, regression, Philippines

INTRODUCTION

The performance of police personnel is critical to maintaining public trust, ensuring safety, and upholding the rule of law. However, operational challenges, such as inefficiency, absenteeism, and counterproductive work behaviors, continue to plague law enforcement agencies globally. Issues such as procrastination, incomplete tasks, and subpar handling of suspects have been observed among police personnel, resulting in questions about their



individual work performance (Bertilsson et al., 2020). In this context, individual work performance encompasses task performance, contextual performance, and counterproductive behaviors, which are essential to understanding the capacity of police officers to fulfill their duties effectively (Odhiambo, 2018). These challenges underscore the importance of examining the factors influencing police performance, particularly decision-making and professional development, as these elements are critical to enhancing both individual and organizational effectiveness.

Globally, there is an increasing focus on understanding the predictors of police performance to address these persistent issues. Studies have shown that professional development through education and training can significantly improve job knowledge and skills, thereby enhancing overall performance (Bondarenko et al., 2020; Havea & Mohanty, 2020; Sloan III & Paoline III, 2021). Similarly, effective decision-making has been identified as a critical factor in high-stakes environments where police officers frequently operate (Ghaleno et al., 2015; Shortland, Thompson & Alison, 2020). Despite these findings, the interplay between these two predictors—professional development and decision-making—remains underexplored in the context of law enforcement. While international literature emphasizes their importance, a more nuanced understanding of how these factors influence police performance, especially in resource-limited settings, is needed.

In the Philippines, police performance remains a pressing concern, particularly as the Philippine National Police (PNP) grapples with issues of corruption, inefficiency, and public mistrust (Tembur, 2017). These challenges are exacerbated by limited access to professional development opportunities and inconsistent decision-making frameworks (Mendoza et al., 2021). Although initiatives to enhance police training and decision-making processes have been implemented, their effectiveness in improving individual work performance has not been systematically assessed. Moreover, the contextual factors unique to the Philippines, such as the socio-economic and political environment, necessitate a localized study to address these gaps and provide actionable insights for the PNP.

One critical barrier to improving police performance in the Philippines lies in the inability of officers to access consistent and meaningful professional development programs (Banatao et al., 2024). Many police officers lack opportunities to enhance their competencies due to budgetary constraints, limited institutional support, and the absence of a structured framework for career advancement (Espartero, 2023). Additionally, the decision-making processes among officers are often intuitive and situational, rather than evidence-based or guided by comprehensive training (Manuel, Ligan & Bandiola, 2022). These operational deficiencies highlight the need for research that investigates the link between professional development, decision-making, and individual work performance in the Philippine law enforcement context.



This study aimed to investigate the influence of professional development and decision-making dimensions on the individual work performance of police personnel. Specifically, it sought to address the following objectives: (1) To assess the level of professional development of police officers in terms of specialization, educational and cultural development, professional communication with stakeholders, utilization of information and communication technologies, and keeping up-to-date with related media and publications; (2) To evaluate the level of decision-making dimensions of police officers across rational, intuitive, dependent, and avoidance decision-making styles; (3) To examine the level of individual work performance of police officers in the areas of task performance, contextual performance, adaptive performance, and counterproductive work behavior; (4) To determine the significant relationship between professional development and individual work performance, as well as decision-making dimensions and individual work performance; and (5) To identify the significant influence of professional development and decision-making dimensions on individual work performance, both independently and collectively. By doing so, it will contribute to the ongoing efforts to reform and professionalize the PNP, ensuring that its members are equipped to meet the demands of modern law enforcement effectively. This research is a timely response to the growing need for sustainable and impactful interventions in the Philippine police force.

FRAMEWORK

The theoretical framework for this study is primarily grounded in Herzberg's Two-Factor Theory, which provides valuable insights into how various workplace factors influence job satisfaction, motivation, and performance. According to Herzberg (1966), workplace factors are categorized as motivators and hygiene factors. Motivators, such as achievement, recognition, and opportunities for personal growth, intrinsically drive job satisfaction, motivation, and performance. Conversely, hygiene factors, including compensation, work environment, and job security, help prevent dissatisfaction but do not necessarily enhance motivation or performance directly. For police officers, professional development serves as a critical motivator, encompassing continuous training, skill enhancement, and advancement opportunities. These intrinsic motivators foster personal growth, job satisfaction, and improved performance, as they enable officers to exhibit higher levels of competence and dedication in their duties. The framework highlights the role of intrinsic motivators and hygiene factors in shaping workplace outcomes, underscoring that addressing both elements is essential to fostering engagement and productivity among police officers.

Decision-making processes are also influenced by motivators and hygiene factors. When officers rely on their education and professional



experiences to make informed decisions, they tend to exhibit higher accountability and confidence. Conversely, unclear decision-making processes or inadequate organizational support—both hygiene factors—can lead to frustration, diminished morale, and poor performance. Mastrofski and Willis (2010) emphasize that structured and supportive decision-making environments not only reduce dissatisfaction but also enhance professional efficacy. This reinforces Herzberg's theory by demonstrating how the integration of intrinsic motivators, such as professional development, and extrinsic hygiene factors, such as clear organizational guidelines, collectively improve work performance and satisfaction.

Additionally, the study draws on General Decision-Making Style (GDMS) Theory by Scott and Bruce (1995), which identifies five decision-making styles: rational, intuitive, dependent, avoidant, and spontaneous. These styles vary according to situational contexts, with no single style being inherently superior (Brockmann & Anthony, 2016). This theory complements Herzberg's framework by linking individual decision-making styles to professional behaviors and work performance. It suggests that enhancing decision-making skills through professional development contributes to improved task execution and accountability, reinforcing the role of intrinsic and extrinsic factors in shaping workplace performance.

The study also adopts Elger's Theory of Performance (2006), which presents a framework connecting six foundational concepts—context, knowledge, skills, identity, personal factors, and fixed factors—to explain performance and its improvement. The theory emphasizes the interplay of these elements in influencing an individual's ability to meet professional demands. Applied to police work, it underscores that professional development enriches knowledge and skills while also aligning personal and organizational identities, thereby fostering enhanced performance.

Finally, integrating these theories highlights the relationship between professional development, decision-making, and work performance. Ulrich (2017) emphasizes the importance of combining personal characteristics, observed behaviors, and external influences to shape effective professional outputs. By strengthening professional development and decision-making competencies, police officers are better equipped to meet the complex demands of their roles, ultimately contributing to improved individual work performance and organizational effectiveness.

METHOD

Research Design

The study employed a quantitative descriptive correlational research design, which is well-suited for exploring relationships between variables and describing the characteristics of a population or phenomenon. A descriptive



correlational approach seeks to identify the range and distribution of specific social characteristics, such as education, training, occupation, or location, and to determine how these characteristics relate to particular behavior patterns or attitudes (Sileyew, 2019). This method is especially useful in examining the relationships between two or more random variables (Curtis, Comiskey, & Dempsey, 2016) and provides a systematic framework for describing and analyzing data using categorical schemes or descriptive categories (Kravitz, 2012).

In this study, the descriptive correlational design was utilized to gather the necessary information to examine the relationships among professional development, decision-making dimensions, and individual work performance of police personnel. Data were collected using a structured survey questionnaire, which provided an efficient means of capturing relevant information from respondents while minimizing any difficulty they might encounter in answering the questions. This design was particularly suitable for understanding the interplay of professional development and decision-making styles and their combined influence on the work performance of police personnel. By leveraging this methodology, the study aimed to uncover meaningful correlations that could contribute to enhancing organizational effectiveness and individual performance within the police force.

Participants

The research participants for this study comprised police personnel assigned within the Cotabato Province, specifically those stationed at the Police Provincial Office and selected municipal police stations. A total of 320 police officers, including both commissioned and non-commissioned officers, were selected using Slovin's formula to determine the sampling population. The study covered police stations in the PPALMA area (Pigcawayan, Pikit, Aleosan, Libungan, Midsayap, and Alamada) and the municipalities of Antipas, Arakan, Banisilan, Carmen, Magpet, President Roxas, Kabacan, Matalam, Makilala, M'lang, Tulunan, and the City of Kidapawan. This diverse representation ensured a comprehensive view of police personnel across the province.

For safety and methodological rigor, the study employed stratified random sampling. This technique involves dividing the population into distinct subgroups or strata based on shared attributes, as noted by Hayes (2021). Random sampling within each stratum ensured proportional representation across ranks and locations. Respondents were randomly invited to participate and complete the survey questionnaires, with care taken to respect their availability amidst demanding schedules. This approach facilitated equitable inclusion of police officers from various units and assignments within the province.

The study's inclusion criteria required respondents to be active-duty personnel with at least one year of service in their assigned units within



Cotabato Province. The participants included officers across a range of ranks, from Patrolman (PO1) to Police Colonel, encompassing key roles such as Staff Sergeants, Technical Sergeants, and Police Majors. These criteria ensured that respondents had adequate experience and familiarity with their duties, contributing to the study's validity and depth.

Excluded from the study were officers nearing retirement or scheduled to retire on the day of data collection, as their responses could not be clarified during follow-ups. Additionally, participants retained the right to withdraw from the study at any time. In such cases, they were encouraged, though not obligated, to provide the researcher with reasons for withdrawal. This ethical consideration ensured that participation was entirely voluntary and that respondents' autonomy was respected throughout the study.

Research Instruments

The study utilized a structured survey questionnaire adapted from established sources to measure the variables of interest. The first independent variable, professional development, was assessed using items based on the framework of Balbağ, Yenilmez and Turgut (2017), incorporating indicators such as specialization, educational and cultural development, professional communication, utilization of information and communication technologies, and staying updated with relevant media and publications. The second independent variable, decision-making, was evaluated using measures adapted from Fischer, Soyeş and Gurtner (2015), encompassing rational, intuitive, dependent, and avoidance decision-making styles. The dependent variable, individual work performance, was measured using a scale adapted from Dåderman, Ingelgård and Koopmans (2020), which included task performance, contextual performance, and counterproductive work behavior.

To ensure content validity and reliability, the questionnaire underwent expert evaluation and pilot testing. Expert reviewers provided feedback, and revisions were made to align the instrument with the study's objectives. Reliability analysis, using Cronbach's alpha, yielded coefficients exceeding 0.70 for all variables, indicating strong internal consistency. Responses were recorded on a five-point Likert scale, ranging from "very low" to "very high," to capture the frequency and intensity of the variables under investigation. This approach ensured that the instrument was both methodologically sound and appropriate for the research context.

Procedure of the Study

The data collection procedure for this study followed a systematic approach to ensure accuracy and reliability. Initially, the researcher sought permission from the Regional PNP Director of the Cotabato Police Office to conduct the survey across various police stations in the municipalities and the city within Cotabato Province. This request was endorsed by the research adviser and duly noted by the Dean of Professional Schools of the University



of Mindanao, Davao City, ensuring proper authorization for the research activities.

Following approval, the validated and pilot-tested survey questionnaires were administered to the respondents through face-to-face interactions. This approach facilitated clarity and ensured that participants fully understood the survey items. Upon completion of the surveys, the researcher collected the responses and systematically tabulated the data for analysis. The collected data were then subjected to appropriate statistical treatments, with the results detailed in subsequent sections of the study to provide a comprehensive understanding of the findings. This structured methodology ensured the integrity and reliability of the data collection process.

Data Analysis

The study employed various statistical tools to analyze the data and address the research objectives comprehensively. The mean (with standard deviation) was used to assess the levels of professional development, decision-making dimensions, and individual work performance among the police personnel. Pearson's correlation coefficient (Pearson r) was applied to determine the relationships between professional development and individual work performance, as well as between decision-making dimensions and individual work performance. To further explore these relationships, multiple regression analysis was conducted to examine the significant influence of professional development and decision-making dimensions on individual work performance, both independently and collectively.

RESULTS AND DISCUSSIONS

Professional Development of Police Uniformed Personnel

Table 1 presents the level of professional development among police uniformed personnel, with an overall mean score of 4.13 (SD = 0.534), categorized as high. This indicates a consistent emphasis on professional growth across all indicators. Specialization emerged as the highest-rated dimension, with a mean score of 4.20 (SD = 0.589), highlighting the officers' active engagement in professional exchanges, participation in scientific meetings, and collaborative learning opportunities. These activities reflect a commitment to enhancing human relations skills, an essential component of effective law enforcement. This finding aligns with Hine et al. (2018), who emphasized the benefits of training programs in achieving cost-effective, high-standard professional growth, ultimately benefiting both individual officers and the public.

Educational and cultural development, although rated lowest among the indicators, still scored a high level (M = 4.06, SD = 0.642). This suggests that officers actively participate in field-related in-service training, read relevant



Table 1. *Level of Professional Development of Police Uniformed Personnel*

Professional Development Indicators	Mean	SD	Descriptive Level
specialization	4.20	0.589	high
educational and cultural development	4.06	0.642	high
professional communication with the shareholders	4.15	0.623	high
utilization of information and communication technologies	4.09	0.668	high
keeping up-to-date with related media and publications	4.16	0.597	high
Overall	4.13	0.534	high

literature, and engage in knowledge contests. Such activities underscore their inclination to enhance cognitive skills critical for law enforcement. This finding resonates with Sereni-Massinger and Wood (2016), who stressed that training in problem-solving, critical thinking, and communication skills equips officers to serve communities more effectively.

Professional communication with shareholders was also rated high ($M=4.15$, $SD=0.623$). Officers demonstrated strong abilities in exchanging opinions with peers, staying informed on relevant acquisitions, and sharing field-related information. This emphasizes the necessity for effective communication skills in fostering positive relationships within the community, among colleagues, and across government agencies. These results support Pitts et al. (2015), who highlighted the growing importance of professional communication competencies in community policing.

Utilization of information and communication technologies (ICT) received a high rating ($M=4.09$, $SD = 0.668$), reflecting officers' efforts to stay informed about technological developments and leverage new tools for research and field applications. This finding is consistent with Clavell et al. (2018), who noted that advancements in technology significantly impact police practices, enabling more effective crime control and adaptation to technologically advanced criminal activities.

Lastly, the indicator of keeping up-to-date with related media and publications also garnered a high score ($M=4.16$, $SD = 0.597$). This reflects officers' proactive efforts to remain informed about current events and field-related developments through online platforms, media, and television. Such awareness is crucial for responding to community issues and managing escalating crime scenarios effectively. This finding aligns with Fritsvold (2021), who emphasized the importance of police training in de-escalation strategies and community interaction.



Decision-Making of Police Personnel

Table 2 presents the level of decision-making dimensions among police uniformed personnel, with an overall mean score of 3.96 (SD = 0.574), classified as high. Among the decision-making styles, the rational decision-making style achieved the highest mean score of 4.53 (SD = 0.529), indicating a very high level. Conversely, the avoidance decision-making style recorded the lowest mean score of 3.36 (SD = 1.081), described as moderate. These findings align with Terrill and Paoline's (2017) assertion that while understanding the intricacies of decision-making is complex, factors influencing these choices are critical to evaluating the decision-making processes within law enforcement.

Table 2. *Level of Decision-Making Dimension of the Police Uniformed Personnel*

Decision-Making Indicators	Mean	SD	Descriptive Level
rational decision-making style	4.53	0.529	very high
intuitive decision-making style	4.02	0.778	high
dependent decision-making style	3.94	0.697	high
avoidance decision-making style	3.36	1.081	moderate
Overall	3.96	0.574	high

The high level of rational decision-making style highlights the respondents' deliberate and systematic approach to their duties as law enforcers. This includes verifying information sources, making decisions logically, and employing careful thought in their processes. Such practices suggest adherence to legal and ethical standards, reflecting the officers' commitment to their sworn duties. These findings corroborate Uzonwanne's (2016) emphasis on the deliberate, analytical, and fact-oriented nature of rational decision-makers, who consider long-term impacts and prioritize systematic reasoning.

Intuitive decision-making was also rated high (M = 4.02, SD = 0.778), underscoring the reliance of police officers on instinct and gut feelings in their decision-making processes. Respondents reported trusting their inner reactions and feelings when making decisions, indicating that intuition plays a significant role in their professional judgment. Malewska (2017) supports this, asserting that intuition, rooted in extensive experience and training, complements logical reasoning and transforms analytical practices into habitual, quick responses.

The dependent decision-making style, rated high (M = 3.94, SD = 0.697), reflects the respondents' tendency to seek assistance and advice from others when making important decisions. This approach highlights the collaborative nature of decision-making within the police force, as officers value input and consensus to inform their choices. Brockmann and Anthony (2016) emphasize



that dependent decision-makers prioritize relational dynamics and team consensus, which aligns with the respondents' practices.

Lastly, the avoidance decision-making style was rated at a moderate level ($M = 3.36$, $SD = 1.081$), indicating that officers generally refrain from postponing decisions unless under pressure. While avoidance is not prevalent, the respondents acknowledged occasional hesitation in making decisions due to unease or potential consequences. Omotola (2012) notes that avoidance decision-making often stems from a reluctance to confront the potential repercussions of choices, although this style appears to be less dominant among police officers in this study.

Individual Work Performance of the Police Officers

Table 3 illustrates the level of individual work performance among Police Uniformed Personnel (PNP officers), with an overall mean score of 3.86 ($SD = 0.664$), classified as high. The task performance indicator received the highest mean score of 4.55 ($SD = 0.512$), categorized as very high. This result highlights the officers' ability to effectively plan and prioritize tasks, ensuring timely completion and high work quality. This finding aligns with Dåderman et al. (2020), who described task performance as encompassing behaviors such as work quantity, job knowledge, and technical skills integral to fulfilling role-specific responsibilities.

Table 3. Level of Individual Work Performance of the Police Personnel

Individual Work Performance	Mean	SD	Descriptive Level
task performance	4.55	0.512	very high
contextual performance	4.39	0.566	very high
counterproductive work behavior (reversed)	4.16	0.552	high (low for reversed)
adaptive performance	4.33	0.562	very high
Overall	3.86	0.664	high

Note: Counterproductive work behavior is reverse-coded to reflect productive behavior.

Contextual performance was also rated very high, with a mean score of 4.39 ($SD = 0.566$). Respondents reported actively updating their knowledge, taking on additional responsibilities, and participating in consultations and meetings. These behaviors reflect a commitment to contributing beyond prescribed duties, fostering organizational cohesion. This result supports Richardson's (2020) characterization of contextual performance as extra-role behavior that includes demonstrating effort, facilitating teamwork, and promoting effective communication.

Counterproductive work behavior was reversed and positively reframed as productive work behavior, yielding a mean score of 4.16 ($SD = 0.552$), categorized as high. Respondents indicated a focus on the positive aspects of



their work environment and a tendency to discuss its benefits with colleagues and stakeholders. This finding concurs with Triola's (2021) assertion that fostering productive behaviors is rooted in motivation and that understanding motivational factors is essential to mitigating counterproductive tendencies in the workplace.

Lastly, adaptive performance was rated very high, with a mean score of 4.33 (SD = 0.562). Respondents emphasized their ability to remain flexible, update job-related skills, and adapt to changing work environments. These findings are consistent with Park and Park (2019), who highlighted that adaptability enhances individual job performance and contributes to career success. Collectively, these results demonstrate that PNP officers exhibit high levels of individual work performance, underscoring their strengths in task execution, contextual engagement, and adaptability in dynamic work settings.

Correlation between Professional Development and Individual Work Performance of Police Officers

Table 4 presents the correlation between professional development and individual work performance among police uniformed personnel. The results indicate significant relationships between all indicators of professional development and the components of individual work performance, as evidenced by p-values less than 0.05 across all pairings.

Specifically, the indicator *specialization* demonstrated positive correlations with *task performance* ($r = .383, p < .001$), *contextual performance* ($r = .355, p < .001$), and *adaptive performance* ($r = .511, p < .001$), while showing a negative correlation with *counterproductive work behavior* ($r = -.268, p < .001$). These findings suggest that specialized skills and knowledge positively contribute to task-oriented and adaptive behaviors while reducing counterproductive tendencies.

Similarly, *educational and cultural development* exhibited significant correlations with *task performance* ($r = .262, p < .001$), *contextual performance* ($r = .317, p < .001$), and *adaptive performance* ($r = .441, p < .001$), alongside a negative correlation with *counterproductive work behavior* ($r = -.351, p < .001$). This highlights the importance of continuous education and cultural enrichment in enhancing job performance dimensions while mitigating negative workplace behaviors.

The indicator *professional communication with shareholders* was also positively correlated with *task performance* ($r = .323, p < .001$), *contextual performance* ($r = .384, p < .001$), and *adaptive performance* ($r = .519, p < .001$), but negatively correlated with *counterproductive work behavior* ($r = -.242, p < .001$). This finding underscores the role of effective communication in fostering a collaborative and performance-driven environment.

Utilization of information and communication technologies showed significant positive correlations with *task performance* ($r = .359, p < .001$), *contextual performance* ($r = .365, p < .001$), and *adaptive performance* (r

Table 4. *Correlation between professional development and individual work performance*

Indicators	Task Performance	Contextual Performance	Counterproductive Work Behavior	Adaptive Performance
Specialization	.383** (p < .001)	.355** (p < .001)	-.268** (p < .001)	.511** (p < .001)
Educational and Cultural Development	.262** (p < .001)	.317** (p < .001)	-.351** (p < .001)	.441** (p < .001)
Professional Communication with Shareholders	.323** (p < .001)	.384** (p < .001)	-.242** (p < .001)	.519** (p < .001)
Utilization of Information and Communication Technologies	.359** (p < .001)	.365** (p < .001)	-.306** (p < .001)	.492** (p < .001)
Keeping Up-to-Date with Media and Publications	.300** (p < .001)	.356** (p < .001)	-.276** (p < .001)	.523** (p < .001)
Professional Development (Overall)	.143* (p = .01)			

Note: *p < .05; **p < .001. Counterproductive Work Behavior is reverse-coded as productive work behavior.

= .492, p < .001), while negatively correlating with *counterproductive work behavior* (r = -.306, p < .001). This highlights how technological proficiency enhances productivity and adaptability while reducing unproductive behaviors.

Finally, *keeping up-to-date with related media and publications* exhibited significant positive correlations with *task performance* (r = .300, p < .001), *contextual performance* (r = .356, p < .001), and *adaptive performance* (r = .523, p < .001), and a negative correlation with *counterproductive work behavior* (r = -.276, p < .001). This suggests that staying informed through



media and publications positively impacts multiple dimensions of work performance.

Overall, professional development showed a moderate correlation with individual work performance ($r = .143$, $p = .01$), affirming a significant relationship. These results emphasize that as police officers pursue professional development, their individual work performance improves across various dimensions. The findings align with Havea and Mohanty (2020), who posited that professional development enhances individual capabilities and workforce productivity, ultimately elevating organizational performance and reputation.

Correlation between Decision-Making Dimension and Individual Work Performance of the Police Officers

Table 5 presents the correlation between the decision-making dimension and the individual work performance of police uniformed personnel. The results reveal that most indicators of decision-making dimensions are significantly correlated with the indicators of individual work performance, as indicated by p-values below the significance threshold of 0.05. Notably, rational decision-making style was positively correlated with task performance ($r = .601$, $p < .001$), contextual performance ($r = .510$, $p < .001$), and adaptive performance ($r = .594$, $p < .001$). However, no significant relationship was observed between rational decision-making style and counterproductive work behavior ($p = .387$). These findings highlight the importance of logical and systematic decision-making in task execution and adaptability.

The intuitive decision-making style showed significant positive correlations with task performance ($r = .371$, $p < .001$), contextual performance ($r = .397$, $p < .001$), and adaptive performance ($r = .330$, $p < .001$), but exhibited a negative correlation with counterproductive work behavior ($r = -.156$, $p = .005$). This suggests that instinctive and experience-based decision-making contributes positively to various dimensions of performance while reducing counterproductive behaviors.

Similarly, the dependent decision-making style was positively correlated with task performance ($r = .354$, $p < .001$), contextual performance ($r = .330$, $p < .001$), and adaptive performance ($r = .456$, $p < .001$). However, it negatively correlated with counterproductive work behavior ($r = -.363$, $p < .001$). This underscores the value of collaborative decision-making approaches in enhancing performance and mitigating negative behaviors.

The avoidance decision-making style showed no significant correlation with task performance ($p = .521$), but was positively correlated with contextual performance ($r = .175$, $p = .002$) and adaptive performance ($r = .267$, $p < .001$). It negatively correlated with counterproductive work behavior ($r = -.327$, $p < .001$). This finding suggests that while avoidance may not directly impact task-oriented behaviors, it can still influence other performance dimensions when applied appropriately.



Table 5. *Correlation between decision-making and individual work performance of police officers*

Indicators	Task Performance	Contextual Performance	CWB	Adaptive Performance	Individual Performance
Rational	.601** (p < .001)	.510** (p < .001)	-.048 (p = .387)	.594** (p < .001)	
Intuitive	.371** (p < .001)	.397** (p < .001)	-.156** (p = .005)	.330** (p < .001)	
Dependent	.354** (p < .001)	.330** (p < .001)	-.363** (p < .001)	.456** (p < .001)	
Avoidance	.036 (p = .521)	.175** (p = .002)	-.327** (p < .001)	.267** (p < .001)	
Decision-Making					.139* (p = .013)

Note: *p < .05; **p < .001. CWB = Counterproductive Work Behavior.

Overall, the decision-making dimension exhibited a moderate correlation with individual work performance ($r = .139$, $p = .013$), indicating a significant relationship. This finding aligns with Ghaleno et al. (2015), who emphasized that decision-making is integral to police officers' performance, where critical tasks requiring sound judgment and personal discretion often dictate outcomes. The results underscore the importance of fostering effective decision-making strategies to enhance overall police performance.

Influence of Professional Development and Decision-Making on Individual Work Performance of Police Officers

Table 6 presents the regression analysis examining the influence of professional development and decision-making dimensions on the individual work performance of police uniformed personnel. The model yielded a significant F-value of 14.369 ($p < .001$), an R-value of 1.543, and an adjusted R^2 of .294, indicating that the independent variables collectively explained 29.4% of the variance in individual work performance. The remaining 70.6% may be attributed to other factors not included in this study, highlighting the complexity of factors influencing work performance.

Among the domains of professional development, the educational and cultural development domain emerged as a significant predictor of individual work performance, with standardized ($\beta = .298$) and unstandardized coefficients ($B = .214$), a t-value of -3.82, and a p-value of .000. This finding



Table 6. *Regression analysis showing the influence of professional development and decision-making on individual work performance of police officers*

Predictor	B	SE	β	t	p
(Constant)	2.323	0.214		10.832	.000
<i>Professional Development</i>					
specialization	0.011	0.064	0.014	0.175	.861
educational and cultural development	0.214	0.056	0.298	-3.820	.000**
professional communication	0.047	0.056	0.063	0.834	.405
utilization of ICT	0.084	0.058	0.122	1.460	.145
keeping up-to-date	0.050	0.056	0.064	0.878	.381
<i>Decision-Making</i>					
rational	0.438	0.052	0.501	8.360	.000**
intuitive	0.083	0.033	0.140	2.523	.012*
dependent	-0.097	0.049	-0.146	-1.954	.052
avoidance	-0.047	0.029	-0.110	-1.646	.101

Model Statistics

- R: 1.543
- R²: .294
- Adjusted R²: 0.274
- F: 14.369
- p: <0.000

Note: *p < .05; **p < .001

underscores the critical role of continuous learning and cultural awareness in enhancing police officers' effectiveness. Other professional development domains, such as specialization, professional communication, utilization of information technologies, and keeping up-to-date, did not significantly influence individual work performance.

In the decision-making dimension, the rational decision-making style exhibited the strongest positive influence on individual work performance ($\beta = .501$, $B = .438$, $t = 8.36$, $p < .001$). Intuitive decision-making style also showed a significant, albeit weaker, positive effect ($\beta = .140$, $B = .083$, $t = 2.523$, $p = .012$). These findings highlight the importance of analytical reasoning and intuitive judgment in decision-making processes that directly impact performance outcomes. Meanwhile, the dependent and avoidance decision-making styles were not significant predictors of individual work performance.

Overall, the results indicate that both professional development and decision-making dimensions contribute significantly to individual work performance, with the strongest predictors being educational and cultural



development under professional development and rational and intuitive decision-making under the decision-making dimension. These findings align with Niati et al. (2021), who emphasized that training and motivation enhance job performance and career development. The results emphasize the importance of fostering targeted professional development and decision-making strategies to optimize the performance of police officers.

CONCLUSIONS

The study concludes that the professional development of police personnel in Cotabato Province is high, reflecting their commitment to maintaining elevated standards in law enforcement. This level of professional development indicates a dedication to skill enhancement and continuous learning, particularly in areas critical to effective law enforcement. In addition, the decision-making of police personnel is similarly assessed at a high level, highlighting their ability to align decisions with protocols and assess situational outcomes effectively. This underscores the importance of sound decision-making as a key component of effective law enforcement, enabling officers to address complex scenarios with competence and adherence to established guidelines.

Additionally, the individual work performance of police personnel is found to be very high, showcasing their dedication and efficiency in fulfilling their roles. While their performance is commendable, areas for potential enhancement in productive work behavior are identified, indicating the need for sustained efforts to maintain and improve overall effectiveness.

The findings of this study highlight the interplay between professional development, decision-making, and individual work performance, offering valuable insights into the operational dynamics of police uniformed personnel. Further exploration of these relationships may provide deeper understanding and contribute to ongoing efforts to optimize law enforcement practices.

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