

## **REASSIGNMENT AND ITS EFFECTS ON MOTIVATION AND JOB PERFORMANCE AMONG SELECTED POLICE COMMISSIONED OFFICERS (PCOs) IN LANAO DEL SUR, PHILIPPINES**

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**Abstract:** *The nature of certain professions entails lateral movements in the assignment and tasks of personnel in the organization. Primary among those who experience lateral movements in the organization in the form of reassignment are policemen. Reassignment is a commonplace occurrence in the police force which allows for seven things: filling of gaps in police coverage in certain areas, enrichment of experience for the police officer, consideration of requests from parties (personnel, family, police leadership, government officials, etc.), maintenance of vigour, security, promotions, and sometimes a form of sanction for unsatisfactory performance or certain behaviours. Frequency Percentage, Weighed Mean, and Pearson's Correlation were used to analyse the data. Pearson Correlation was used for the testing the relationship of the respondent perception on Reassignment affecting the Motivation and Job Performance. Correlation analysis showed no significant relationship for Personal and Social Factors to motivation and job performance on Duty and Field Assignments. There was no significant relationship for all five motivation factors to motivation and job performance on After Activity Reports. Proximity to resources and personal ties were addressed as points for consideration but the greater acceptance of the practice allowed for mitigating behaviour among the participants. According to the results presented, they see reassignment as opportunity to grow and perform better. In general, the Police Commissioned Officers of Lanao del Sur in the Philippines perceive reassignment as a positive practice which enhances their motivation and job performance. This study reinforces that Social and Emotional Factors in reassignment statistically affects motivation and job performance among Police Commissioned Officers in Lanao del Sur, Philippines.*

**Keywords:** *Reassignment, Motivation, Job Performance, Police Commissioned Officers, Marawi*

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## **Introduction**

Mere possession of knowledge or the ability to perform a given job cannot guarantee job performance if the employee lacks the motivation to perform. Only motivated employees will make a concerted effort to perform. Individual employees may be motivated either based on individual factors like recognition and driving needs, or organizational factors for example enabling culture, feedback environment, existence of effective performance management leadership's support and encouragement (A.S. Kohli, 2008).

On the other hand, job performance is a critical antecedent of performance management. A job consists of many interrelated tasks, duties, and responsibilities which a job holder needs to carry out, whereas performance is a behaviour or action that is relevant for the organization's goals and that can be measured in terms of the level of proficiency or contribution to goals that is represented by a particular or set of actions (Campbell-Allen, 2004). This implies that job performance involves certain functional as well as behavioural competencies.

Allowing employees, in any office, to perform the same transactional duties everyday usually make them feel bored and unsatisfied with what they are doing. Thus, the importance of reassignment is introduced to alleviate the physical and mental stresses endured by employees when working in the same position, year after year. The researcher seeks to find out the effectiveness of reassignment in the organization and ways and means to improve the awareness of reassignment.

Work transfer is a way to help an employee gain wider and broader experience within the business. It is more often available than a promotion because fewer employees inhabit each successive layer as they are promoted up the organization chart. But within the PNP's context, reassignment of police officers does create some resentment from concerned police officers. This is natural as reassigns may create certain personal and family problems. In addition, police officers must adjust with new situation. Finally, it may be pointed out that reassign is neither promotion nor demotion but merely a horizontal or lateral movement of a PNP personnel from one job, to another at same other place where the salary, status and responsibilities are the same.

Motivation in the workplace is defined as the willingness to exert high levels of effort toward organizational goals conditioned by the effort's ability to satisfy some individual needs (Robbins, 2016). It has been studied for more than a century by psychologists, sociologists, economists, organizational development experts, and others for a simple reason. Capitalizing on understanding why people do what they do and fostering a motivated workforce means better organizational performance. Motivated employees improve an organization's productivity and its competitive advantage. They are more highly engaged, can better handle the unease that comes with uncertainty, generally make for better problem solvers, and are more innovative, creative, and customer focused. Organizations with highly motivated workforces, in addition to being more profitable, report having higher levels of customer satisfaction and employee retention (Campbell-Allen, 2004).

There are different reasons a company may choose to utilize reassignment such as using reassignment as a learning mechanism. There are significant benefits that may outweigh the costs involved with training employees for diversified positions. As a learning mechanism, employees are given the opportunity to learn necessary skills which can help them to advance

within a company. This employment opportunity also has the effect of boosting morale and self-efficacy. The company may benefit from using reassignment by having the ability to keep key staff within a company. This practice may allow a company to run more efficiently, and as a result, become more productive and profitable.

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All members of the Philippine National Police shall abide, adhere to and internalize the provisions of this Ethical Doctrine. Towards this end, a truly professionalized and dedicated law enforcer shall be developed in promoting peace and order, ensuring public safety and enhancing community participation guided by the principle that a public office is a public trust and that all public servants must, at all times, be accountable to the people. They shall serve with utmost responsibility, integrity, morality, loyalty and efficiency with due respect to human rights and dignity as hallmark of a democratic society. They shall, at all times, support and uphold the Constitution, bear faithful allegiance to the Constitution, bear faithful allegiance to the legitimate government, respect the duly constituted authority and be loyal to the police service.

Henceforth, the primary concern of this study is to determine if there is an effect of employee reassignment on the motivation and job performance among selected police officers in Lanao del Sur.

### ***Theoretical Background***

The study employed the following theories to explain this aspect and its relation to the personnel's performance. These are the following: Triarchic Theory, Employee Engagement, and Maslow's Hierarchy of Needs.

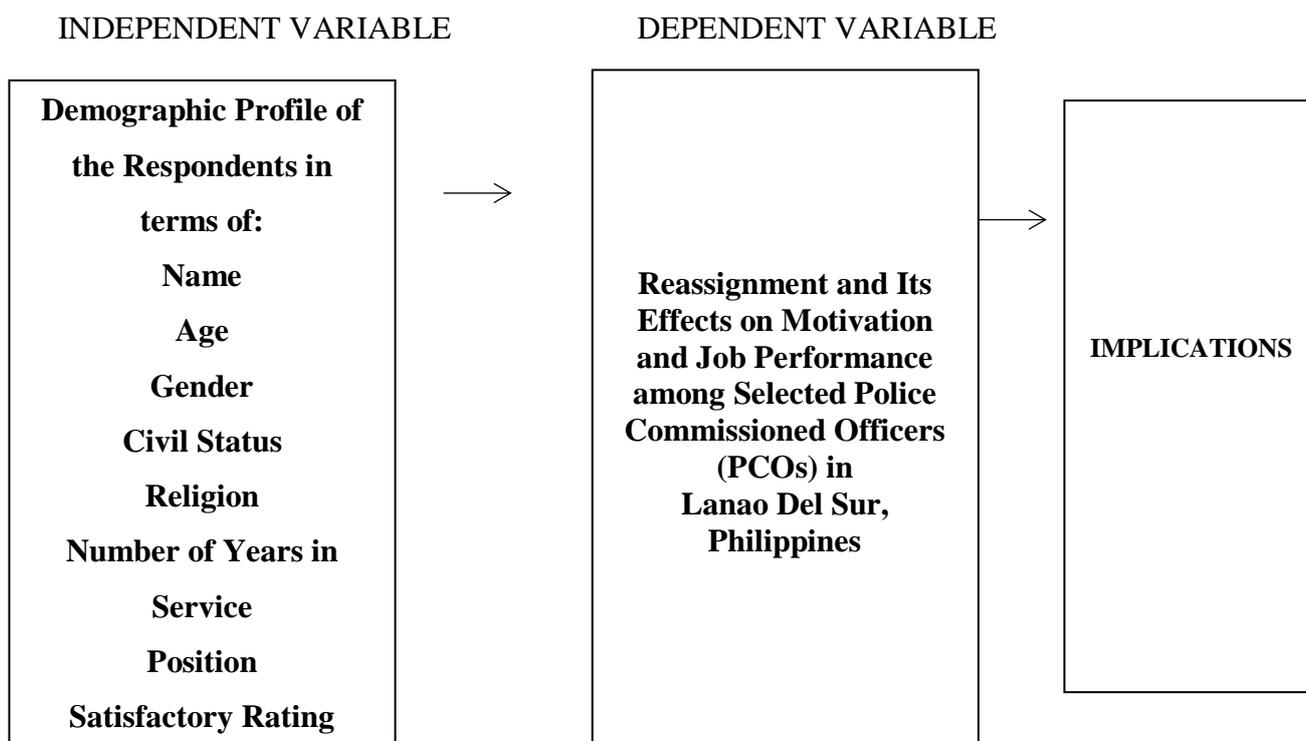
Stenberg (1985), together with Foldhusen and Hoover (1986), as cited in Davis and Newstrom (2007), formulated the theory which they called the Triarchic Theory. An individual's mental ability can be explained in three perspectives: (a) the internal world of the individual (b) the external world of the individual, and (c) the interface between the said worlds as it unfolds through experience. Though we are in one place which is the earth, we are also in a world that has something to do with our experiences that we encounter in life.

Employee Engagement Theory is about how to achieve a company's strategic goals by creating the conditions for human resources to thrive and, for each staff member, manager and executive to be fully switched on in their jobs so as to deliver their best efforts in the best interest of the business. According to the Theory, leaders of an organization must ensure that all their staff members are fully engaged, that they are fully switched on at their jobs. The ideal is that the staff is fully committed, in the same way entrepreneurs care for their businesses or people in

general look after their own household. Being engaged simply means that one is fully involved and interested in the work so that it really holds one’s attention and inspires one to do one’s best.

The Hierarchy of Needs was postulated by psychiatrist Abraham W. Maslow. He stated that people are motivated to achieve certain needs and that needs takes precedence over others, from the lowest to the highest (Pagasian, 2015). One must satisfy lower level deficit needs before progressing on to meet higher level growth needs.

### ANALYTICAL MODEL



#### *Assumptions*

In this research, it had two (2) assumptions. First, they assumed that there was a significant relationship between the reassignment and motivation of the selected police commissioned officers in Lanao del Sur.

Second assumption, there was a significant relationship between the reassignment and job performance of the selected police commissioned officers in Lanao del Sur.

#### *Scope and Limitation*

This research focused on the effects of reassignment in the motivation and job performance among selected police officers in Lanao del Sur.

This study was limited only to Philippine National Police in the Lanao del Sur. This basically made the researchers more useful on their part, aside from the fact that broader and more precise information can be possibly extracted. .

## **Literature Review**

### ***The Philippine National Police***

The Philippine National Police or PNP is the national police force of the Republic of the Philippines. They are employed in the government for the primary purpose of protecting the citizens from any atrocities in the society, but aside from this, people must know that there's something beyond protecting people which was the only thing that they knew aside from controversy in which some of the members of the PNP were involved. In this research we will dig up to know more about their perceptions on the processes of their job, most particularly on their reassignment and the views which make them motivated for reassignment means getting send to other places and be reassigned means being away or leaving your family and live alone in to the place where you knew no one yet.

Whereas the given purpose of reassignment is to make the performance of the PNP members better and more proficient and gives them wider idea and to make them more flexible for in their new assignment, the PNP member could develop himself and could improve his critical thinking particularly in solving the cases that were assigned to them, through reassignment they might also get more motivated through getting inspired by the sense of responsibility of their new co-workers in their assigned area.

Career Management, the Key to Professionalism, the proper implementation of the PNP's Career Management will greatly enhance the personnel professionalization process with regards to procurement, training, promotion, assignment, placement, awards and retirement. The PNP shall formulate a stringent policy and strictly implement the human resources development system, compatible to the equitable distribution of procurement, fair promotion, rationalized approach in assignment, skill development, immediate grant of reward and award, and decent living upon retirement. With the knowledge that they will gain they will have the courage to implement the laws, to maintain peace and order and to help them get self-satisfaction, in their work and their performance to which they will be inspired to perform better on their chosen job/career.

## **Methodology**

This study made use of descriptive design of research. It involved collections of quantitative information that can be tabulated along a continuum in numerical form, such as scores on a test or the number of times a person chooses to use a-certain feature of a multimedia program, or it can describe categories of information such as gender or patterns of interaction in a group situation.

### ***The Research Environment, Research Subjects and Research Instrument***

This study was conducted Philippine National Police, Lanao del Sur Police Provincial Office, Camp Bagong Amai Pakpak, Marawi City.

The province of Lanao del Sur is located at latitude 7°24'34" and nestled in the hinterland of Mindanao at an elevation of 702 meters above sea level. It occupies the extensive plateau of North Central Mindanao and surrounds the basin of Lake Lanao. The province of Bukidnon bounds it on the east, on the south of it is Maguindanao and North Cotabato, on the west is Illana Bay and on the north west is the province of Lanao del Norte. Lanao del Sur is well-

enclosed within the Bukidnon-Lanao highland areas with a series of plateaus, plains, highlands and basins, rolling hills and volcanoes whose mountain ranges serve as a natural boundary from Maguindanao and Cotabato. The province has a total land area of 13,754.24 square kilometers with 387.32 square kilometers of water area composed of lakes and swamps. Along the northwest portion, the province of Lanao del Sur is accessible through the 36-kilometer Iligan City-Marawi City National Highway.

The population of the province is predominantly Muslims, comprising about 92.4% making Marawi City as the only Islamic City of The South.

The subjects of this study were the Police Commissioned Officers of the Philippine National Police in the Autonomous Region in Muslim Mindanao particularly in Lanao del Sur.

The respondents of this study were selected police commissioned officers who experienced reassignment in another workplace. Therefore, the target numbers of respondents in this study were fifty-five (55) selected Police Commissioned Officers.

The main instrument that used in the data gathering was a designed questionnaire. The questionnaire is composed of three (3) parts.

The first part was the respondent's profile in terms of name (optional), age, gender, civil status, religion affiliation, position, and term of service.

The second part of the questionnaire dealt on the effect of employee reassignment on the job performance and motivation in the PNP ARMM in terms of: physiological, safety, love and belongingness, self-esteem and self-actualization.

The third part asked question about the respondents' recent performance rating.

### ***Data Collection Method***

To meet the purpose of this study, the data were collected using the following procedures: the researchers created an arranged questionnaire. Then the researchers asked authorization for the respondents to answer the questionnaire. The questionnaires were distributed to the respondents and their responses were recorded and analysed. The researchers interviewed selected PNP Commissioned Officers regarding their reassignment and experiences in the workplace. The interviews were recorded it with the use of a voice recorder for documentation.

### ***Data Analysis/Statistical Treatment***

Statistical tools that were used to interpret and analyse the data gathered are the frequency percentage, weighted mean, Pearson correlation and Chi-square test.

Frequency Percentage was used to analyse and interpret data regarding to the respondents' profile such as age, gender, civil status, religion affiliation, position, and term of service to be able to determine the percentage of each respondents' profile

Weighted Mean was used to analyse and interpret data regarding the effect of employee reassignment on the job performance and motivation in the PNP ARMM in terms of physiological, safety, love and belongingness, self-esteem and self-actualization.

Pearson's chi-squared test ( $\chi^2$ ) is a statistical test applied to sets of categorical data to evaluate how likely it is that any observed difference between the sets arose by chance. It is suitable for unpaired data from large samples. This tool was used to determine the relationship of the independent and dependent variables.

## Results and Discussion

This part of the paper presented the results of the data gathered on the effects of reassignment on the motivation and job performance among selected PCOs particularly in Lanao Del Sur. Respondents are uniformed personnel in the Lanao Del Sur Provincial Headquarters.

Table 1: Frequency and Distribution of the Demographic Profile of the Selected Police Commissioned Officers (PCOs) in Lanao Del Sur, Philippines

<b>Demographic Profile of the Respondents</b>			
<b>Variables</b>		<b>Frequency (F)</b>	<b>Percentage (%)</b>
<b>Age:</b>	20-25 years old	8	14.55%
	26-30 years old	11	20.0%
	31-35 years old	11	20.0%
	35-40 years old	8	14.55%
	40-45 years old	10	18.18%
	45 years old and above	7	12.72%
<b>Gender:</b>	Female	2	3.64%
	Male	53	96.36%
<b>Civil Status:</b>	Married	39	70.91%
	Single	16	29.09%
<b>Religion:</b>	Islam	20	36.36%
	Christian	35	63.64%
<b>Position:</b>	Police officer	13	23.64%
	Senior Police Officer	9	16.36%
	Police Inspector	7	12.73%
	Chief of Police	26	47.27%
<b>Number of years in service:</b>	1-5 years	14	25.45%
	6-10 years	7	12.73%
	10-15 years	11	20.0%
	16-20 years	15	27.27%
	20 years and above	8	14.55%
<b>Rating:</b>	Satisfactory	43	78.18%
	Neutral	11	20.0%
	Unsatisfactory	1	1.82%

The total number of the respondents was 55, most of the respondents are from the age brackets 26 – 30 years old and 31 – 35 years old with the same number of respondents (F=11, P=20%). Thirty-nine (39) or 70.90% of them are married and sixteen (16) or 29.10% are single. Thirty-five (35) or 63.60% of the PNP personnel are Christians and twenty (20) or 36.40% of them are Muslims. Majority (F=53, P=96.40%) of the respondents are males and there were two (2) or 3.60% of them who are females. Twenty-six (26) or 47.30% of them are holding the 6th

rank in PNP as police chief officers. Fifteen (15) or 27.30% of the respondents are serving in the PNP for 16 to 20 years already. Forty-three (43) or 78.20% of the respondents have very satisfactory evaluation rating.

With the age of the respondents, number of years of serving and their satisfactory rating implies that they were at the right age and at the right position to give feedback on their job which was the subject of this study, and with their satisfactory rating, therefore, the results gathered were true and reliable.

Table 2: Respondents on their Work

STATEMENT	MEAN	QUALITATIVE INTERPRETATION
1. I have a good work life balance	4.364	Strongly Agree
2. I have comfortable working condition	4.055	Agree
3. I am physically fit to be with different area of assignment	4.546	Strongly Agree
4. I tend to buy things for the station	4.591	Strongly Agree
5. I am knowledgeable of the reports to be submitted in each section of the	4.473	Strongly Agree
6. I am willing to be in any area because they follow orders	4.618	Strongly Agree
<b>OVERALL MEAN</b>	<b>4.441</b>	<b>Strongly Agree</b>

1.000 – 1.799 - **Strongly Disagree**; 1.800 – 2.599 – **Disagree**; 2.600 – 3.399 – **Undecided**;  
3.400 – 4.350 – **Agree**; 4.351 – 5.00 - **Strongly Agree**

Respondents strongly agreed that they have a good work-life balance (M=4.364) ranking first in the social factors. Respondents agreed that they have comfortable working condition ranking first in the emotional factors (M=4.055). The respondents strongly agreed that they are physically fit to be with different area of assignment ranking first in the physical factors (M=4.546). Police commissioned officers who participated in the research strongly agreed that they tend to buy things for the station ranking first in the financial factors (M=4.591). Respondents generally have strongly agreed that personal factors are key indicators in their perception on employee reassignment with the over-all mean 4.380. Respondents strongly agreed that they have gained respect and admiration from others (M=4.436).

Respondents strongly agreed that they are willing to be in any area because they follow orders ranking first in duty and field assignments (M=4.618). Respondents strongly agreed that they are knowledgeable of the reports to be submitted in each section of the station ranking first (M=4.473). There was no significant relationship between the respondents' Social and Personal Factors in motivation and their job performance on Duty and Field Assignments. However, there was a significant relationship between the motivation of the respondents' Emotional, Physical, and Financial Factors and their job performance on Duty and Field Assignments. There was no significant relationship between the motivation of the respondents on Social, Emotional, Physical, Financial, and Physical Factors and their job performance on After Activity Reports.

Regarding the interview questions, respondents agreed that reassignment is part of their work. For police commissioned officers, reassignment is normal to them. Despite being away, they stay strong as responsible police commissioned officers. This implies that the said factors has nothing to do with their performance and that it was their professionalism that urged and motivates them to work harder and stand with their work which was the dream career of some

of them and the inspiration of the others as their way of making their environment a better place for their family and other loved ones.

### ***Respondents' Perception on reassignment and their Motivation***

Table 3. Correlation of Respondents' Perception on reassignment and their Motivation

<b>Relationship</b>		<b>Correlation Coefficient</b>	<b>p-value</b>	<b>Remarks</b>
Social Factors	Duty and Field Assignments	$r = 0.025$	0.856	Not significant
Emotional Factors		$r = 0.350$	0.009*	Significant
Physical Factors		$r = 0.479$	0.000*	Significant
Financial Factors		$r = 0.374$	0.005*	Significant
Personal Factors		$r = 0.124$	0.365	Not significant

\* Significant at 0.05 level of significance

Table 3 shows the correlation of respondents' perception on reassignment and their motivation. According to the results, there was no significant relationship between the respondents' Social Factors in motivation and their job performance on Duty and Field Assignments ( $r = 0.025$ ,  $p > 0.05$ ). However, it is shown in the results that there was a significant relationship between the motivation of the respondents' Emotional Factors and their job performance on Duty and Field Assignments ( $r = 0.350$ ,  $p < 0.05$ ). Presented also above states that there was a significant relationship between the respondents' motivation on Physical Factors and their job performance as to Duty and Field Assignments ( $r = 0.479$ ,  $p < 0.05$ ). There was also a significant relationship between the respondents' motivation as to the Financial Factors and their job performance pertaining to Duty and Field Assignments ( $r = 0.374$ ,  $p < 0.05$ ). But it is also shown in the table that there was no significant relationship between the respondents' motivation on Personal Factors and their job performance on Duty and Field Assignments ( $r = 0.124$ ,  $p > 0.05$ ).

There was no significant relationship between the motivation of the respondents on Social Factors and their job performance on After Activity Reports ( $r = 0.074$ ,  $p > 0.05$ ). There was also no significant relationship between the respondents' motivation on Emotional Factors and their job performance on After Activity Reports ( $r = -0.172$ ,  $p > 0.05$ ). In addition to that, there was also no significant relationship between the motivation on Physical Factors and job performance on After Activity Reports of the selected police officers ( $r = 0.263$ ,  $p > 0.05$ ). Supported by the no significant relationship between the motivation on Financial Factors and job performance on After Activity Reports of the selected police officers ( $r = -0.587$ ,  $p > 0.05$ ), this supports the correlation of the respondents' view on reassignment and job performance. There was also no significant relationship between the motivation on Personal Factors and job performance on After Activity Reports of the selected police officers ( $r = -0.097$ ,  $p > 0.05$ ).

Majority of the respondents answered that the main advantage of reassigning is to accept a new challenge in their life of being one of the protector of the Filipino people and the Philippines.

According to Maslow, safety needs are necessary. One way of concluding that someone is safe and secured if he is financially stable. A person's needs for security and protection from

physical and emotional harm as well as that physical need will continue to be met (Robbins, 2016).

Most of the respondents are working because of families. It can be implied that police commissioned officers must adjust with new situation. It may be pointed out that reassignment is neither promotion nor demotion but merely a horizontal or lateral movement of a PCO from one job, to another at same other place where the salary, status and responsibilities are the same. Based on the results, police commissioned officers agreed to be firm despite emotional factors as they know that part of their work is to be reassigned. This means that whether they like it or not, there will come a time that they will move to new work environment if it is necessary.

## **Conclusion**

In this study, the PNP officers believed that reassignment is part of their duties and responsibilities. Hence, it is their dedication and passion to work make them more engaged in working.

Therefore, with the information gathered the researchers found out that there is an effect of employee reassignment on the motivation and job performance specifically in the PNP Lanao del Sur. Quoting the respondent's opinion, "reassignment is always on the scope of our organization", police commissioned officers are expected to maintain vigor in their work. According to the results presented, they see reassignment as opportunity to grow and perform better.

Reassignment is usually addressed at an organizational level. From the employers' point of view, organizational theorists have advocated frequent rotation as a means of reducing fatigue and boredom on jobs to maintain productivity but as for PNP personnel this is done as part of their mandate. This is not for only for their personal and professional growth. This is really part of their work. Reassignment at the senior levels is frequently referred to as management rotation, is tightly linked with succession planning developing a pool of people capable of stepping into an existing job. Here the goal is to provide learning experiences which facilitate changes in thinking and perspective equivalent to the "horizon" of the level of the succession planning. For lower officers' levels, reassignment has normally one of two purposes: skill enhancement or punishment. There are many reasons for implementing a reassignment system, including the potential for increased work quality, giving employees the opportunity to explore alternative career paths, and perhaps most importantly, preventing stagnation and job boredom.

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