

The Relationship of Personal Characteristics and Job Satisfaction to Adversity Quotient of Police Officers in Shimla District of Himachal Pradesh

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Abstract

The main purpose of this study is to determine the relationship of personal characteristics and job satisfaction to the adversity quotient of Police Officers in Shimla District. In the present study the descriptive method was used and Questionnaire was distributed to 100 Police Officers of the Shimla District. The percentage, weighted mean and correlation were computed for the profile of the respondents in terms of personal characteristics and job satisfaction level in testing the hypothesis. Results of the study show a significant relationship between personal characteristics and over-all Adversity Quotient level. The study also shows that there is no significant relationship between job satisfaction and Adversity Quotient. Finally this study recommended that monetary support, availability of technical facilities; safety and security are needed to perform their jobs effectively. It is also recommended that administration should improve the skills, knowledge, and competencies among Police Officers.

Keywords: Personal characteristics; Job satisfaction; Adversity quotient; Police officers; Himachal Pradesh

Introduction

In every individual's life there is a pressure to do well in one's chosen field and a demand to cope up with the stress increases to reduce the frustration that one encounters in a day-to-day activities and in most of all the unexpected situations that test his/her resilience to get by and continue living a normal and healthy life. Resilience is basically a person's capacity to cope up with pressure and frustrations that happen in one's life and it involves the opportunity and capacity of individuals to navigate their ways to psychological, social, cultural and physical resources that may sustain their well-being, opportunity and collectivity to negotiate for these resources experienced in culturally meaningful ways. A person's resilience can strengthen if one has the ability to cope up with stress in a healthy manner. A good problem solving skills can make a person feels that he/she can manage tough situations. Moreover, Adversity Quotient can be related to the job satisfaction of the workers. If one is able to cope up with stress then surely he is satisfied or fulfilled with his or her work. The news articles about the present peace and order condition of the Himachal Pradesh imply that the H.P police have not successfully achieved the task it was created and assigned for. The present study deals with the relationship of Job satisfaction together with the respondents' personal characteristics to their Adversity Quotient. The main concerns of the study is to explore the application of Adversity Quotient in the field of public service and to find out if Police Officers' Adversity Quotient level has something to do with their success and failure as policemen. Job Satisfaction level is based on the achievement, growth and advancement, recognition, responsibility, work itself, company policy and administration, remuneration, supervision and working conditions. The main purpose of this study is to determine the relationship of Personal Characteristics and Job Satisfaction to Adversity Quotient of Police Officers in Shimla district.

Review of Literature

For a very long time, it was believed that Intelligence Quotient was the primary determinant of success. It turns out that Intelligence quotient has virtually nothing to do with success in life. Stoltz [1] stated that resilience is the process of adapting well in the face of adversity. Moreover Al Siebert [2] stated that resilient people focus on solving the challenge. The least resilient people become overly emotional, blame others, and dwell on their misfortune. Highly resilient people

continuously learn new ways of doing things. Resilient individuals seem not only to cope well with unusual strains and stressors but actually to experience such challenges as learning and development opportunities [3]. Zarate [4] stated that there are simple structural changes in the organization or replacements of people in particular location that may have consequences that others promote or hinder changes in attitude and performance change can alter cultural values, personal values, attitudes and feelings of individuals within the work environment. Work changes operate through each employee's attitudes and feelings towards change. Study conducted by Lazaro concluded that job satisfaction, organizational commitment, job involvement, reward systems, and personality correlates with job performance and motivation. Intrinsic rewards tend to influence job performance and motivation greater than extrinsic reward. This is because workers were found not to be so dependent on the rewards offered by the institution, but on their ability to reward themselves. Age, gender, marital status and work category makes a significant difference in job performance. Those who tend to perform better are older, male, married and faculty respondents. The male faculty is the ones who are motivated. Those who are likely to perform well in the job are the ones who are satisfied, involved, faculty, male, and have the ability to reward themselves, by having a sense an accomplishment, fulfillment and security etc. Job satisfaction, intrinsic reward, being faculty and personality predicts motivation. Personality factor, the educational background and experience correlates with job performance and job satisfaction. This study was based on the premise that the factors that contribute to job performance and job satisfaction are educational attainment, experience, work attitude, emotional maturity, social maturity and interpersonal relationships. This study focused on the job satisfaction and performance of the police officers [5-8].

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Research Methodology

This study determines the relationship between the dependent variable (Adversity Quotient) and independent variables as shown in Figure 1 (Job Satisfaction and Personal Characteristics) [9]. Random Sampling was used to determine the sample size because the total population was not clearly obtained. The researchers assumed that 100 respondents were enough to cover the population of Police Officers in Shimla Police District. To gather data for the study, the following research instruments were used: Adversity Quotient Profile Version 8.1 Online includes four dimensions of Adversity Quotient – Control, Ownership, Reach and Endurance. The response mode to this questionnaire is arranged in numeric scales with the following interpretations: 5 – Very Satisfied (VS), which means that you're happy with the condition all the time. 4 – Satisfied (S), which means that you are happy with the condition most of the time. 3 – Less Satisfied (LS), this means that you're sometimes happy with the condition. 2 – Dissatisfied (D), which means that you are not happy with the condition most of the time. 1 – Very Dissatisfied (DS), which means that you are not happy with the condition all of the time. Motivation, achievement, growth and advancement, recognition, responsibility and work itself [10-13]. Hygiene: company policy and administration, interpersonal relations, remuneration, supervision and working condition. Personal Characteristics Questionnaire consists of information about age bracket, gender, civil status, length of service and highest educational attainment [14,15].

Analysis and Interpretation of Data

The relationship of Adversity Quotient to personal characteristics and job satisfaction among police officers in Shimla Police District, from Table 1 can be analyzed that out of 100 respondents, 38% belongs to 31-40 age groups and 34% belongs to 21-30 age groups. This indicates that majority of the respondents are in the early and it is the period of time where they gained work experiences and had taken further trainings to establish their careers.

Table 2 shows that from the total number of respondents 82% are male police officers, and 18% are female. This indicates that there is a domain of male for the position.

Table 3 shows that out of 100 respondents, 66% are married, 33% are single and 1% is a widower/widow. Findings reveal that in terms of civil status, majority of the police officers in Shimla district are married.

Table 4 reveals that out of the 100 respondent 80% have Bachelor's Degrees while 12% have Bachelor's Degree with MA units. This

indicates that to be a Police Officer, the educational attainment should be a Bachelor's Degree

Table 5 shows the profile of the respondents in terms of years of service as police officers. The 66% have been in service for 5 years and above and the majority are four years and below.

Job satisfaction level

Table 6 illustrates the Job Satisfaction level of Police Officers based on both the motivation and hygiene factor. The Work Itself under the Motivation factor has the highest weighted mean with 4.11 while in the Hygiene factor; Interpersonal Relations has the highest weighted mean with 3.95. All of the computed weighted mean shows that it falls under the 3.50-4.49 with the verbal interpretation of "Satisfied". The result implies that the respondents are satisfied on both the intrinsic and extrinsic factors of their job [16,17].

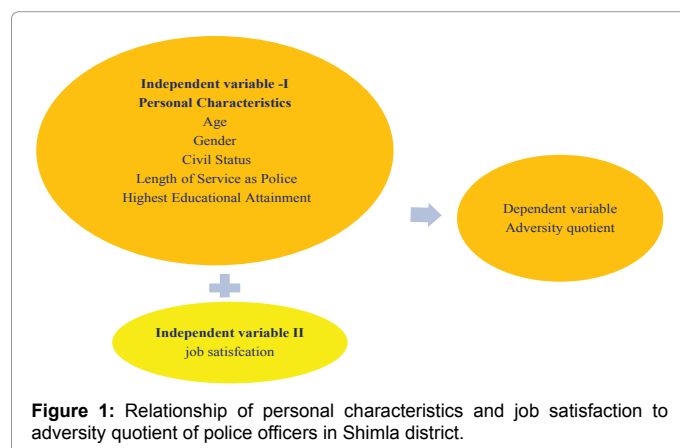
The respect of my fellow officers for me in the headquarters has the highest weighted mean of 4.24. Question number twenty which states "My personal commitment to my job" has the lowest weighted mean of 3.53. This Table 7 that contained the items on job satisfaction according to motivation received a grand weighted mean of 3.97. All of the computed weighted mean shows that it falls under the 3.50-4.49 with the verbal interpretation of "Satisfied". The result reveals that the respondents are satisfied in their works, responsibilities and achievement which can be considered as intrinsic factor that affect the job satisfaction of Police Officers [18].

Table 8 indicates that the fringe benefits I presently enjoy have the highest weighted mean of 4.36. The technical facilities for work" has the lowest weighted mean of 3.61. The results gathered for items on Job Satisfaction according to motivation and the results of gathered for the sub factor hygiene are the same. The entire computed weighted mean falls under 3.50-4.49 with the verbal interpretation "Satisfied". The result reveals that the respondents are satisfied with their interpersonal relationship to coworkers, compensation and working condition which can be considered as extrinsic factors that affects the Job Satisfaction of the Police Officers. As a whole, results imply that self –fulfillment contributes to the Job Satisfaction of Police Officers is almost the same as the external variables. Moreover, the respondents perceive and manifest an ideal level of fulfillment, satisfaction and motivation in performing their duties [19,20].

Adversity quotient of the respondents

Table 9 reveals that the Adversity Quotient of the respondents in the terms of Control dimension results to low, which means that the respondents perceive the adverse events are beyond their control and there is a little, if anything, they can do to prevent it or limit its damages. Low perceived control can have a highly detrimental effect on the senses of power to alter the situation. The respondents are subjected to a dangerous vulnerability to adversity, increasing its potential toll in their performance, energy and soul [21].

Table 10 shows that the Adversity Quotient of the respondents in the ownership dimension is low which infers that the respondents view adversity as primarily their fault (whether or not it is) and good events and strokes of luck due to external forces. Perceiving oneself as the origin of bad events can be hard on stress level, ego, and motivation of the person. The respondents deflect ownership, avoiding, holding themselves accountable for working to solve the situation. Overtime, such a response may lead to self-doubt and withdrawal from major challenges.



Frequency distribution of the respondents according to age		%
21-30	34	34%
31-40	38	38%
41-50	18	18%
51-60	9	9%
61 and above	1	1%
Total	100	100%

Table 1: Age.

Frequency distribution of the respondents according to gender		%
Male	82	82%
Female	18	18%
Total	100	100%

Table 2: Gender.

Frequency distribution of the respondents according to civil status civil status		%
Single	33	33%
Married	66	66%
Widow/Widower	1	1%
Total	100	100%

Table 3: Civil status.

Frequency distribution of the respondents according to educational attainment educational attainment		%
Bachelor's Degree	80	80%
Bachelor's Degree with MA units	12	12%
Masterly Degree	8	8%
Doctoral Units	0	0%
Total	100	100%

Table 4: Educational attainment.

Frequency distribution of the respondents according to length of service length of service		%
1 year and below	4	4%
2 years	8	8%
3 years	16	16%
4 years	6	6%
5 years and above	66	66%
Total	100	100%

Table 5: Length of service.

Mean score of the respondents' job satisfaction level distribution of items	Weighted mean	Verbal interpretation
Motivation		
Achievement	4.08	Satisfied
Growth and Advancement	3.89	Satisfied
Recognition	3.02	Satisfied
Responsibility	3.92	Satisfied
Work Itself	4.11	Satisfied
Hygiene		
Company Policy and Administration	3.71	Satisfied
Interpersonal Relations	3.95	Satisfied
Remuneration	3.85	Satisfied
Supervision	3.83	Satisfied
Working Condition	3.72	Satisfied
Grand weighted mean	3.81	Satisfied

Table 6: Over- all job satisfaction.

Mean score of the respondents in job satisfaction according to motivation distribution of items	Weighted Mean	Verbal Interpretation
Achievement		
The respect of my fellow officers for me in the headquarters.	4.24	Satisfied
The challenge of the nature of my job.	4.01	Satisfied
The sense of accomplishment and achievement after I complete the job.	4	Satisfied
Growth and Achievement		
The levels of promotions I have reached in my job.	3.77	Satisfied
The opportunities to learn new skills in my job.	4.03	Satisfied
The possibilities of being promoted for my job.	3.92	Satisfied
The opportunities of problem-solving for my job.	3.84	Satisfied
The possibilities for creativity.	3.87	Satisfied
The openness to new ideas by the management.	3.91	Satisfied
Recognition		
The prestige of my job inside and outside the headquarters.	3.9	Satisfied
The condition of my accomplishments to the realization of the institution's goals.	4.23	Satisfied
The appreciation given by my superior and co-officers for the job I do for the department/ headquarters.	3.76	Satisfied
The opportunities to participate in decision-making in the job.	3.92	Satisfied
The recognition I receive for outstanding job accomplishments.	3.78	Satisfied
Responsibility		
The task I am responsible for in my job	4.15	Satisfied
The interest I have in nature of my job	4.09	Satisfied
The personal commitment to my job	3.53	Satisfied
Work Itself		
The nature of my work	4.11	Satisfied
The feeling that I have for my work	4.06	Satisfied
The attitude I have for my work	4.09	Satisfied
The sense of pride in my job	4.19	Satisfied
Grand weighted mean		

Table 7: Motivation factor.

Respondents react to adverse events somewhat specific. The respondents at weak moments may succumb to the temptation to turn setbacks into disasters, relying on others to pull him/her out of this emotional pit.

Tables 11 and 12 indicates that the respondents may react to adverse events and somewhat enduring. This may, on occasion, delay him/her for taking constructive action. With life's small to moderate challenges, he/she may probably do a reasonably good job of keeping faith and forging ahead.

Table 13, the Adversity Quotient level of the respondent's falls on low with a mean of 127.81. It means that the respondents probably suffered unnecessarily in a number of ways. They may be unnecessarily feel his/her fortitude wavered and despondency or not feeling well about themselves at the moment they were taking the exam. However, their motivation, energy, vitality, health, performance, persistence, and hope can be greatly revitalized by learning and practicing the tools in raising Adversity Quotient [22].

Relationship of personal characteristics to adversity quotient

In this table, Pearson Correlation Coefficient r was used to determine the significant relationships between the respondents'

Mean score of the respondents in job satisfaction according to hygiene distribution of items	Weighted Mean	Verbal Interpretation
1. Company policy and administration		
The clarity of procedures, rules and regulations in the institution.	3.72	Satisfied
The fairness of authority in the headquarters.	3.72	Satisfied
The fairness authorities regarding promotions.	3.71	Satisfied
2. Interpersonal relations		
The cordiality of my relationship with my fellow officers.	4.06	Satisfied
The interest and concern that the management shows for my job.	3.90	Satisfied
The cordiality of my relationship with my superior.	4.05	Satisfied
The ease communication between the superior and officers about the problems in the headquarters.	3.79	Satisfied
The sense of belonging I have when working with my fellow officers.	3.94	Satisfied
3. Remuneration		
The salary I get in my job.	3.66	Satisfied
The security of my job.	3.72	Satisfied
The fringe benefits I presently enjoy.	4.36	Satisfied
The productivity incentive in my job.	3.65	Satisfied
4. Supervision		
The acquiring of new skills from my superior.	3.87	Satisfied
The delegation of tasks by the administrator.	3.79	Satisfied
5. Working Condition		
The time allotted to complete assigned tasks in my work.	3.91	Satisfied
The comforts of physical working conditions (place of work, light noise) in my job.	3.64	Satisfied
The technical facilities for the work.	3.61	Satisfied
Grand weighted mean	3.83	Satisfied

Table 8: Hygiene factor.

Adversity quotient profile of the respondents in terms of control dimension score equivalent (verbal interpretation)	Frequency	Percentage
High	0	0%
Above Average	4	4%
Average	24	24%
Below Average	11	11%
Low	61	61%
Total	100	100%
Grand weighted mean: 33.44% - low		

Table 9: Control dimension.

Adversity quotient profile of the respondents in terms of ownership dimension score equivalent (verbal interpretation)	Frequency	Percentage
High	0	0%
Above Average	0	0%
Average	5	5%
Below Average	13	13%
Low	82	82%
Total	100	100%
Grand weighted mean: 31.63 - Low		

Table 10: Ownership dimension.

personal characteristic and Adversity Quotient. It could be seen in Tables 14 and 15 that the computed r for the significant relationship between gender and Adversity Quotient Control dimension is 0.56 in which it is considered as moderate coefficient because in Pearson Correlation Coefficient, an r of 0.8 and above is considered a high

coefficient, an r around 0.5 is moderate and an r of 0.3 and below is considered as low coefficient. Therefore, the hypothesis that there is no significant relationship between gender and Adversity Quotient Control dimension of the respondents is accepted. It means that gender and Adversity Quotient Control dimension of the respondents is not significantly related. The degree of control a respondent perceives over difficult situations is not related to his/her gender. Their perceived capacity to be in control whenever there is an adversity is not affected by their gender. The computed r for the significant relationship between civil status and Adversity Quotient Control dimension of the respondents is 0.20 which falls on low coefficient. Therefore, the hypothesis that there is no significant relationship between civil status and Adversity Quotient Control dimension of the respondents is accepted. Heedless of the civil status, a police officer has the innate capability to be in control during adverse events. The computed r for the significant relationship between age and Adversity quotient

Adversity quotient profile of the respondents in terms of reach dimension score equivalent (verbal interpretation)	Frequency	Percentage
High	4	4%
Above Average	6	6%
Average	46	46%
Below Average	31	31%
Low	13	13%
Total	100	100%
Grand weighted mean: 29.22 - Average		

Table 11: Reach dimension.

Adversity quotient profile of the respondents in terms of endurance dimension score equivalent (verbal interpretation)	Frequency	Percentage
High	14	14%
Above Average	6	6%
Average	25	25%
Below Average	38	38%
Low	17	17%
Total	100	100%
Grand weighted mean: 33.82 - Average		

Table 12: Endurance dimension.

Profile of the respondents in terms of over-all adversity quotient level score equivalent (verbal interpretation)	Frequency	Percentage
High	0	0%
Above Average	1	1%
Average	5	5%
Below Average	19	19%
Low	75	75%
Total	100	100%
Grand weighted mean: 127.81 - Low		

Table 13: Over-all Adversity Quotient Level.

Relationship of personal characteristics to adversity quotient control dimension personal characteristics vs. adversity quotient control dimension	Computed Pearson-R	Verbal Interpretation
Gender	0.56	Moderate
Civil Status	0.20	Low
Age	0.16	Low
Educational Attainment	0.95	High
Length of service	0.26	Low

Table 14: AQ control dimension.

control dimension of the respondents is 0.16 which is low coefficient. Therefore, the hypothesis that there is no significant relationship between age and Adversity Quotient Control dimension of the respondents is accepted. This implies that the perceived capacity to be in control in times of adversity is not dictated by the age of the respondents. The computed r for the significant relationship between educational attainment and Adversity Quotient Control dimension of the respondents is 0.95 which is a high coefficient. Therefore, the hypothesis that there is no significant relationship between educational attainment and Adversity Quotient Control dimension of the respondents is rejected. The perceived control of the respondents over life's dire events is concomitant to their educational attainment. This shows that the degrees earned by the respondents determine their level of success in handling adverse challenges that come along their way. The computed r for the significant relationship between the length of service and Adversity Quotient Control dimension of the respondents is 0.26 which is a low coefficient. Therefore, the hypothesis that there is no significant relationship between the length of service and Adversity Quotient Control dimension of the respondents is accepted. The number of years of service of the respondents has nothing to do with their capabilities in perceiving to control difficult events. Also, length of time the respondents handle their respective position is not related with the perceived implicit capacity to be in control during times of distress.

To determine the significant relationships between personal characteristics and Adversity Quotient Ownership Dimension of the respondents, Pearson r was used in Table 16. The computed r for the significant relationship between gender and Adversity Quotient Ownership Dimension of the respondents is 0.30 which is described as low coefficient. Therefore, the hypothesis that there is no significant relationship between gender and Adversity Quotient Ownership dimension of the respondents is accepted. It shows that the gender of the respondents has nothing to do with the extent to which they hold themselves accountable for any adversity; neither has it dictated the necessary contribution they can give for improving the situation. The computed r for the significant relationship between civil status and Adversity Quotient Ownership dimension of the respondents is 0.25, a low coefficient. So, the hypothesis that there is no significant relationship between civil status and Adversity Quotient ownership dimension of the respondents is accepted. Their civil status is unassociated to their accountability and responsibility for the result of adversity. It indicates that having sense of accountability and at the same time the capacity to do right actions to ameliorate the situation due to adversity can be possessed by the respondents heedless of their civil status. The computed r for the significant relationship between age and Adversity Quotient Ownership Dimension of the respondents is 0.41 which is low coefficient. Therefore, the hypothesis that there is no significant relationship between age and Adversity Quotient Ownership Dimension of the respondents is accepted. Hence, the age of the respondents is not related with the perceived tendency to view themselves accountable for the result of any difficulties they are facing and the degree to which they take part to make the situation better. The computed r for the significant relationship between educational attainment and Adversity Quotient Ownership Dimension of the respondents is 0.46, a low coefficient. Therefore, the hypothesis that there is no significant relationship between educational attainment and Adversity Quotient Ownership dimension of the respondents is accepted. This shows that the degrees earned by the respondents is not a basis for the determination of their level of responsibility in the outcome of adversities, neither has it contributes to the extent to which

they take part in improving the situation caused by the difficulties. The computed r for the significant relationship between the length of service and Adversity Quotient Ownership dimension of the respondents is 0.53 which is a moderate coefficient. Therefore, the hypothesis that there is no significant relationship between the length of service and Adversity Quotient Ownership dimension of the respondents is still accepted. This means that the extent to which the respondents hold themselves accountable for improving their situation is not related to the number of years they are in service. Thus, whether a respondent is a neophyte in service or have been for longer time span, he/she is liable for the result of any challenges and is expected to take part in making the situation better.

The computed r for the significant relationship between civil status and Adversity Quotient Reach Dimension of the respondents is 0.12 which falls on a low coefficient r . The hypothesis that there is no significant relationship between civil status and Adversity Quotient Reach Dimension of the respondents is accepted. Therefore, the civil status of the respondents is unassociated to their ability to perceive good or bad events reaching into other areas of their life. The computed r for the significant relationship between age and Adversity Quotient Reach Dimension of the respondents is 0.53 which is considered as moderate coefficient. Still, the hypothesis that there is no significant relationship between age and Adversity Quotient Reach Dimension of the respondents is accepted. It implies that the age of the respondents is not a determinant to their perceived ability to limit the extent adversity in affecting other aspects of life. The computed r for the significant relationship between educational attainment and Adversity Quotient Reach Dimension of the respondents is 0.21 which is a low coefficient. So the hypothesis that there is no significant relationship between educational attainment and Adversity Quotient Reach Dimension of the respondents is accepted. It indicates that educational attainment is not associated to their ability to perceive good or bad events reaching into other areas of life. It is still up to the person to decide on what kind of event that will affect him/her. The computed r for the significant relationship between the length of service of the respondent and Adversity Quotient Reach Dimension is 0.31 which is also a low coefficient. Therefore, the hypothesis that there is no significant relationship between the length of service and Adversity Quotient Reach Dimension of the respondents is accepted. This implies that the years of service in which the respondents handle the position do not determine their capabilities to perceive events which will affect their lives, whether good or bad, that they encounter in the course of performing their respective duties.

To determine the significant relationship between personal characteristics and Adversity Quotient Endurance Dimension of the respondents, Pearson r was used in Table 17. The computed r for the significant relationship between gender and Adversity Quotient Endurance Dimension of the respondents is 0.34 which describe as low coefficient. Therefore the decision was to accept the null hypothesis that there is no significant relationship between gender and Adversity Quotient Endurance Dimension of the respondents. The result implies that the perception of time in which the adversity and its consequences would most likely last is not influenced by the gender of the respondents. So gender may not be an issue in determining the perceived stability on views regarding the concept of endurance. The computed r for the significant relationship between civil status and Adversity Quotient Endurance Dimension of the respondents is 0.30 which is also a low coefficient. So the null hypothesis that there is no significant relationship between civil status and Adversity Quotient Endurance Dimension of the respondents is accepted. It

implies that the civil status of the police respondents has nothing to do with their ability to perceive the duration over which good or bad events and their corresponding consequences will last or endure. The computed r for the significant relationship between age and Adversity Quotient Endurance Dimension of the respondents is 0.21 which falls on the low coefficient of r . Therefore, the null hypothesis that there is no significant relationship between age and Adversity Quotient Endurance Dimension of the respondents is accepted. This shows that the perceived capacity to view the length of adversity and the consequences it brings are not related to the ages of the respondents. This further indicates that the ability to cope up with such instances is not dependent on the age as well. The computed r for the significant relationship between the level of educational attainment and the Adversity Quotient Endurance Dimension of the respondents is 0.42 which is another low coefficient. Therefore, the decision was to accept the null hypothesis that there is no significant relationship between the educational attainment and Adversity Quotient Endurance Dimension of the respondents. The result indicates that the degrees earned by the respondents do not determine their perception on the length of time in enduring hardships as well as its consequences. Educational attainment furthermore, does not affect the respondents' ability to go on with their normal lives and to keep moving forward. The computed r for the significant relationship between the length of service and the AQ Endurance Dimension of the respondents is 0.35, a low coefficient. So the null hypothesis that there is no significant relationship between the length of service and Adversity Quotient Endurance Dimension of the respondents is accepted. This shows that police officers' perception on the duration of a particular adverse situation as well as the length of experiencing its effect is not determined by the years of their services in the position. Hence, a police officer serving for only a year can have the capacity to endure adversity and its effect is in the same manner as those performing their duties for longer years.

The result shows that the capability to go on with the vast areas of life even with the occurrence of difficulties and hardships is not determined with the civil status. The computed r for the significant relationship between age and Adversity Quotient of the respondents is 0.37 and falls as low coefficient. So the hypothesis that there is no significant relationship between age and Adversity Quotient of the respondents is accepted. It indicates that the age of the respondents is not a basis in determining their ability to live a normal life in spite of the presence of adverse challenges. The computed r for the significant relationship between educational attainment and Adversity Quotient of the respondents is 0.26, another low coefficient. Thus, the hypothesis that there is no significant relationship between educational attainment and Adversity Quotient of the respondents is also accepted. The result shows that the degree earned by the respondents has nothing to do with their ability to perform a good job amidst the hardships that their system is experiencing. The computed r for the significant relationship between the length of service and Adversity Quotient of the respondents is 0.55 which is a moderate coefficient. But still, the hypothesis that there is no significant relationship between length of service and Adversity Quotient of the respondents is accepted. This implies that years in which the respondents are handling their respective duties does not gauge their capacity to do their obligations successfully even with the presence of adversity. As a whole, the result of the findings shows that Personal Characteristics of the respondents is not significantly related to their Adversity Quotient.

Relationship of the level of job satisfaction to adversity quotient

In Tables 18 and 19, the Pearson r was also used to determine the

Relationship of personal characteristics to adversity quotient ownership dimension personal characteristics vs. adversity quotient ownership dimension	Computed Pearson-R	Verbal Interpretation
Gender	0.30	Low
Civil Status	0.25	Low
Age	0.41	Low
Educational Attainment	0.46	Low
Length of Service	0.53	Moderate

Table 15: Other AQ control dimension.

AQ Ownership Dimension		
Relationship of personal characteristics to adversity quotient reach dimension personal characteristics vs. adversity quotient reach dimension	Computed Pearson-R	Verbal Interpretation
Gender	0.52	Moderate
Civil Status	0.12	Low
Age	0.53	Moderate
Educational Attainment	0.21	Low
Length of Service	0.31	Low

Table 16: AQ Reach dimension.

Relationship of Personal Characteristics to Adversity Quotient Endurance Dimension Personal Characteristics vs. Adversity Quotient Endurance Dimension	Computed Pearson-R	Verbal Interpretation
Gender	0.34	Low
Civil Status	0.30	Low
Age	0.21	Low
Educational Attainment	0.42	Low
Length of Service	0.35	Low

Table 17: AQ Endurance dimension.

Relationship of personal characteristics to over-all adversity quotient personal characteristics vs. over-all adversity quotient	Computed Pearson-R	Verbal interpretation
Gender	0.23	Low
Civil Status	0.34	Low
Age	0.37	Low
Educational Attainment	0.26	Low
Length of Service	0.55	Moderate

Table 18: AQ over-all adversity quotient.

Relationship of the level of job satisfaction to adversity quotient job satisfaction vs. adversity quotient	Computed Pearson-R	Verbal interpretation
Control	0.34	Low
Ownership	0.87	High
Reach	0.27	Low
Endurance	0.29	Low
Overall	0.42	Low

Table 19: Adversity quotient job satisfaction vs. adversity quotient.

significant relationship between job satisfaction level and Adversity Quotient CORE Dimensions of the respondents. The computed r for the significant relationship between the job satisfaction level and Adversity Quotient Control dimension of the respondents is 0.34 which is a low coefficient. Therefore, the hypothesis that there is no significant relationship between job satisfaction level and Adversity Quotient Control dimension of the respondents is accepted. This indicates that the respondents' perception of his their control over adverse events is not affected by the level of their job satisfaction as

police officers. Whether they are satisfied or not with their jobs, they can successfully overcome those difficulties by being optimistic, calm and open-minded. The computed r for the significant relationship between job satisfaction level and Adversity Quotient Ownership dimension of the respondents is 0.87 which indicates a high coefficient. Thus, the hypothesis that there is no significant relationship between job satisfaction level and Adversity Quotient Ownership dimension of the respondents is rejected. This implies that the perceived accountability for the result of any adverse event as well as the responsibility the respondents hold for themselves in improving the situation is affected by the job satisfaction level they have in handling their positions. The more they are satisfied with their job, the more they held accountable for any difficulties that they may encounter and the more they will find a way to ameliorate the situation. The computed r for the significant relationship between the job satisfaction level and Adversity Quotient Reach dimension of the respondents is 0.27 which is low coefficient. So, the hypothesis that there is no significant relationship between job satisfaction level and Adversity Quotient Reach dimension is accepted. This indicates that the respondents' perceived capacity to limit the extent of the effects brought about by any adverse challenge in a manner that the other areas of their lives are not affected is not determined by the job satisfaction level they have as police officers. The computed r for the significant relationship between job satisfaction level and Adversity Quotient Endurance dimension of the respondents is 0.29, a low coefficient. Therefore, the hypothesis that there is no significant relationship between job satisfaction level and Adversity Quotient Endurance dimension of the respondents is accepted. This implies that the job satisfaction level is not correlated with the respondents' perception of being stable or unshaken upon learning the causes and the apparent temporary or lasting effects of any adversity they are facing in performing their jobs. The computed r for the significant relationship between job satisfaction level and Over-all Adversity Quotient of the respondents is 0.42, also a low coefficient. Hence, the hypothesis that there is no significant relationship between job satisfaction level and Over-All Adversity Quotient of the respondents is accepted. This Over-all indicates that job satisfaction level among respondents is not related with their perceived ability to handle abstruse instances in life and to overcome them successfully while in the lines of their duties. As a whole, the result of the findings shows that the Job Satisfaction Level of the respondents is not significantly related to their Adversity Quotient. But, in terms of the extent to which the respondents own, or takes responsibilities for the outcomes of adversity or the extent to which they hold themselves accountable for improving the situation, their job satisfaction level correlates. However, despite these findings and their vulnerability to adversity because of the nature of their jobs, the respondents still manages to become resilient most of the time and able to cope up and fight to whatever challenges, difficulties and hardships that comes their way.

Conclusions

Majority of the respondents of this study are married and in their early adult to adult years. More than half of the respondents are male. With regards to educational attainment, majority of the Police Officers are graduates of Bachelor's Degree only. Most of them served as Police Officers for five years and above. The respondents are generally satisfied and contented with their overall job as Police Officers. The respondents are within the low range of Adversity Quotient in Control and Ownership dimensions. In terms of Adversity Quotient in Reach and Endurance dimensions the respondents are within the average range. The respondents

have low level of Adversity Quotient. The study showed that there is no significant relationship between the personal characteristics and Ownership, Reach and Endurance dimensions and the Over-all AQ of the respondents. However, there found to be a significant relationship between educational attainment and AQ Control dimension of the respondents. With regard to the relationship between job satisfaction and Adversity Quotient, the study showed that there is no significant relationship in Control, Reach, Endurance and Over-all AQ. Though, there found to be a significant relationship between AQ Ownership dimension and the level of job satisfaction.

Recommendations

The following recommendations are hereby forwarded:

As the level of Job Satisfaction is not very high among respondents, there is a need to improve more on the kind of motivation the institution is giving to the police officers. The study recommends providing monetary support of the administration to improve headquarters and outposts for the Police Officers, especially the availability of technical facilities needed to perform their jobs effectively and efficiently. Safety and security are also important factors to be improved. This can be achieved by providing incentives, insurance and health benefits for them and for their family to keep them motivated and satisfied in performing their duties. It is also recommended that administration should improve the skills, knowledge, and competencies among Police Officers through national and international seminars and trainings and in employing modern technology to their line of work.

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