Research Paper

Organizational Climate and Attitude Towards Work Among Law Enforcers

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Abstract

This study aimed to examine the relationship between organizational climate and work attitudes among law enforcers, focusing on reward systems, career development, and organizational direction, as well as work-related attitudes such as commitment, compensation satisfaction, and corporate communication. A quantitative, descriptive–correlational research design was employed, with data collected through a structured survey administered to law enforcement personnel. Descriptive and inferential statistical analyses, including correlation and regression, were used to analyze the data. Results indicated that law enforcers generally perceived their organizational climate positively, particularly in recognition, rewards, and clarity of organizational direction, while career development received lower ratings. A strong and statistically significant relationship was found between organizational climate and attitudes toward work (r = 0.835, p < 0.001). Further analysis revealed that reward systems and organizational direction were the strongest predictors of work attitudes, jointly explaining 78.5% of the variance. These findings highlight the importance of fostering a supportive organizational climate to enhance law enforcers' job satisfaction, commitment, and performance. This study contributes empirical evidence to the literature on organizational climate within the law enforcement context and offers practical insights for organizational policy and human resource development.

Keywords *Organizational Climate; Attitude Towards Work; Police Officer; Quantitative; Philippines*

INTRODUCTION

Law enforcement plays a critical role in maintaining social order by enforcing laws, ensuring public safety, and providing community services. Within law enforcement, policing specifically focuses on crime prevention, detection, investigation, and prosecution, while also supporting community needs. Police officers face complex and high-pressure situations that require rapid, sound decision-making, making their roles inherently stressful. Recent events, such as the COVID-19 pandemic, have further exacerbated these challenges, negatively impacting officers' mental health and overall well-being (Rillera-Laroya & Fernandez, 2022).

Employee attitudes toward work are critical determinants of organizational performance, productivity, and workplace harmony. Negative work attitudes, such as low motivation, lack of engagement, and job dissatisfaction, can lead to reduced productivity, absenteeism, and high turnover (Robbins & Judge, 2019). Such attitudes often arise when employees perceive inequities in reward systems, unclear career paths, or insufficient recognition for their contributions, which diminish their commitment and overall job satisfaction (Sanchez, 2022). Moreover, stressful work environments, inadequate leadership, and poor communication exacerbate negative work attitudes, lowering morale and reducing employees' willingness to engage in discretionary behaviors like organizational citizenship activities (Abun et al., 2023; Plasencia, 2024). In sectors such as law enforcement and public service, high job demands, limited growth opportunities, and unclear organizational expectations have been linked to adverse work attitudes, including decreased motivation, engagement, and commitment (Kao et al., 2023; Suprayitno & Hermawan, 2022). These findings underscore the importance of fostering supportive organizational conditions to improve employees' attitudes toward work and enhance overall organizational effectiveness.

Previous research indicates that workplace conditions and organizational climate significantly influence employee satisfaction, morale, and performance. For example, studies in Mongolia highlight that public sector employees, particularly in provincial or primary governmental units, often experience low job satisfaction due to imbalanced workloads, ineffective performance appraisal systems, and inadequate support (Moslehpour et al., 2018). Similarly, in Antique, Philippines, police officers encounter stress from heavy workloads, high-risk duties, and administrative pressures, leading to exhaustion, mental health issues, and reduced job performance (Espartero, 2023). These studies demonstrate that organizational factors directly affect employee well-being and effectiveness.

Although several studies have examined organizational climate and employees' attitudes toward work across various organizational settings, there remains a paucity of research focusing specifically on law enforcement agencies. Existing literature consistently demonstrates that organizational climate is a critical antecedent of job satisfaction, engagement, commitment, performance, and organizational citizenship behaviors, with positive climates characterized by fairness, recognition, supportive leadership, and clear communication, enhancing employees' motivation, discipline, and proactive behaviors (Allado et al., 2019; Abun et al., 2023; Munawaroh et al., 2023; Suprayitno & Hermawan, 2022). Supportive and collaborative environments further promote work engagement, psychological empowerment, and professional growth, leading to improved individual and organizational outcomes (Węziak-Białowolska et al., 2020; Santana & Pérez, 2023). Despite robust evidence across sectors and cultural contexts, these findings are largely derived from non-law enforcement populations, leaving the influence of organizational climate on attitudes toward work among law enforcers underexplored, particularly given their unique organizational structures and occupational stressors. Addressing this gap, the present study examined the relationship between organizational climate and attitudes toward work among law enforcers by determining the level of organizational climate in terms of reward system, career development, and organizational direction, assessing attitudes toward work in terms of organizational culture, commitment, compensation, and corporate communication, and identifying the domains of organizational climate that significantly influence work attitudes. The null hypotheses were tested at the 0.05 level of significance, positing that no significant relationship exists between organizational climate and work attitudes, and that no organizational climate domain significantly influences law enforcers' work attitudes.

LITERATURE REVIEW

This study is anchored on several foundational theories that explain workplace motivation, commitment, and attitude toward work. Herzberg (1959) Two-Factor Theory emphasizes that hygiene factors, such as supervision, fair pay, and working conditions, foster stability, while motivator factors, such as recognition and achievement, enhance dedication and productivity. Applied to law enforcers, a balance of these factors promotes job satisfaction, commitment, and ethical behavior, highlighting the importance of a supportive organizational climate.

Vroom et al. (2015) Expectancy Theory posits that motivation depends on expectancy (the belief that effort leads to performance), instrumentality (performance leads to outcomes), and valence (the value of outcomes). In a positive organizational environment, law enforcers are more likely to expect success, anticipate rewards, and align these outcomes with personal goals, thereby improving motivation and work attitude. Huitt (2007) Maslow's Hierarchy of Needs underscores that fulfilling psychological, safety, social, esteem, and self-actualization needs strengthens engagement and motivation. When law enforcers feel supported, secure, and valued, they develop a stronger sense of belonging, which enhances team cohesion, professional fulfillment, and workplace culture.

Finally, Wallace (1997) Theory of Commitment emphasizes that organizational factors influence employees' psychological attachment and willingness to contribute to organizational goals. A positive work climate fosters deeper dedication, loyalty, and performance among law enforcers, reinforcing the connection between organizational environment and individual work attitudes. Together, these theories provide a comprehensive framework for understanding how organizational climate affects law enforcers' motivation, commitment, and overall work attitude, forming the theoretical foundation of this study.

Organizational Climate

Organizational climate significantly shapes employee experiences, attitudes, and performance. A positive climate enhances organizational identification, fostering belonging and alignment with institutional values, although perceptions may vary across demographic groups, highlighting the need for inclusive strategies (Jiang, 2023). Procedurally fair climates promote justice and equity, encouraging compliance, empowerment, and extra-role behaviors that support openness to change and the adoption of evidence-based practices (Brimbal et al., 2020). Similarly, supportive and inclusive environments improve well-being, reduce burnout, and enhance team cohesion, though cultural tensions may challenge role expectations and authority dynamics (Werner-De-Sondberg et al., 2021).

Furthermore, organizational climate refers to employees shared perceptions of their work environment, including policies, practices, and procedures that influence behavior and attitudes (Obeng et al., 2020). It is a critical factor in shaping employee experiences, as it affects motivation, engagement, job satisfaction, and overall performance (Osmani et al., 2022; Serewa & Szpakow, 2024). A positive organizational climate is characterized by fairness, supportive leadership, recognition, and opportunities for growth, which foster trust, commitment, and proactive behavior among employees (Berberoğlu, 2018; Węziak-Białowolska et al., 2020). Studies have shown that organizations with clear communication channels, strong direction, and structured reward systems tend to cultivate higher levels of employee engagement and satisfaction (Abun et al., 2023; Sanchez, 2022). Conversely, a poor climate marked by inadequate leadership, unclear policies, or a lack of recognition can lead to job dissatisfaction, decreased motivation, and higher turnover (Plasencia, 2024).

Organizational climate encompasses employees' perceptions of policies, practices, and procedures, and their expected and supported behaviors, which collectively influence engagement, commitment, and productivity (Rožman & Štrukel, 2021; Asnawati, 2021). Positive climates correlate with higher commitment, creativity, and ethical behavior, while negative climates contribute to alienation and unethical practices (Canli & Özdemir, 2022; Mutonyi et al., 2020).

Moreover, the multifaceted nature of organizational climate also positions it as a mediator between broader organizational structures and individual behaviors, providing insight into how employees interpret their roles and responsibilities (Santana & Pérez, 2023; Banwo et al., 2022). Research indicates that climates promoting supportive interpersonal relationships and participative decision-making enhance intrinsic motivation and job performance, while climates lacking these elements may inhibit employee initiative and discretionary effort (Allado et al., 2019; Munawaroh et al., 2023). Additionally, organizational climate has been linked to cooperative behaviors, knowledge sharing, and organizational citizenship, highlighting its influence beyond routine job tasks (Hosen et al., 2023; Kao et al., 2023). These findings collectively underscore that a well-structured and supportive organizational climate is essential for cultivating positive work attitudes, enhancing employee performance, and sustaining organizational effectiveness.

Key components of organizational climate include reward systems, career development, and direction. Reward systems that combine financial and non-financial incentives boost motivation,

reduce turnover, and enhance performance when well-structured (Noorazem et al., 2021; Ngwa et al., 2019; Emelianova, 2019). Career development programs align personal and professional growth, increase engagement, and prepare employees to handle emerging challenges, particularly in law enforcement, where continuous learning is essential (Febrian & Sani, 2023; Pukhareva & Rudin, 2023; Dolliver, 2013). Clear direction through career pathways and skill development further motivates employees, allowing them to maximize potential and contribute effectively to organizational goals (Hutama et al., 2023).

In summary, a positive organizational climate, supported by fair procedures, inclusive practices, effective reward systems, and clear career development, strengthens employee commitment, motivation, and performance while mitigating workplace alienation and unethical behavior. These elements are particularly critical in law enforcement, where organizational support directly influences officers' engagement, job satisfaction, and overall effectiveness.

Attitude Toward Work

Attitude toward work refers to employees' cognitive, emotional, and behavioral responses to their jobs, encompassing what they think and feel and how they act in relation to their work (Abun et al., 2021). Positive affective states contribute to favorable attitudes by shaping employees' perceptions, evaluations, and reactions, highlighting the role of organizational climate in influencing workplace behavior (Miao et al., 2021). In law enforcement, public perception and officers' professional conduct are intertwined. Positive attitudes toward police foster trust, cooperation, and community engagement, whereas negative perceptions undermine legitimacy and strain police-community relations. Officers' commitment to justice, fairness, technical competence, and humanitarian values is essential for ethical decision-making, maintaining public trust, and ensuring the integrity of the legal system (Suharni et al., 2023).

Organizational culture, defined as shared values, beliefs, and practices, shapes officers' attitudes, behaviors, and overall effectiveness (Khan et al., 2020). While organizational climate reflects the current psychological and emotional state, culture represents long-term, shared assumptions that guide behavior (Lubis & Hanum, 2020). In law enforcement, ethical, transparent, and accountable cultures foster job satisfaction, morale, and commitment, while tolerance for misconduct erodes public trust and internal cohesion (McLester & Burrell, 2023; Farkas, 2020; Suwandi et al., 2024). Commitment reflects employees' psychological attachment and loyalty to the organization, distinct from job satisfaction. High organizational commitment reduces absenteeism and turnover while promoting reliability and engagement. Among law enforcers, affective and normative commitments strengthen emotional connections to work and collective responsibility, enhancing ethical enforcement and public service (Wibowo et al., 2019).

Employee attitudes toward work reflect their feelings, beliefs, and behavioral tendencies regarding their roles and responsibilities, which significantly impact organizational outcomes such as performance, engagement, and job satisfaction (Robbins & Judge, 2019; Plasencia, 2024). Positive work attitudes are associated with higher motivation, commitment, and willingness to exert discretionary effort, while negative attitudes often lead to absenteeism, low productivity, and turnover (Sanchez, 2022; Abun et al., 2023). Research highlights those factors such as recognition, equitable reward systems, clear career development paths, and supportive leadership directly influence employees' perceptions and attitudes toward their work, indicating that work attitudes are shaped both by individual and organizational determinants (Kao et al., 2023; Suprayitno & Hermawan, 2022).

Moreover, attitudes toward work are dynamic and can be strengthened or weakened by organizational and environmental factors. Studies show that employees are more likely to exhibit positive attitudes when they experience fairness, trust, and supportive relationships in the

workplace, which enhance their engagement, job satisfaction, and overall commitment (Abun et al., 2023; Munawaroh et al., 2023). Conversely, inadequate career development, unclear organizational direction, or poor managerial support can reduce motivation and dampen work attitudes, even in otherwise favorable environments (Plasencia, 2024; Robbins & Judge, 2019). These findings suggest that understanding and addressing the factors influencing work attitudes is critical for organizations seeking to improve employee performance, engagement, and retention.

Compensation serves as a key motivator, influencing job satisfaction, loyalty, and commitment, though its ability to drive performance consistently may vary across contexts (Adanlawo & Nkomo, 2023). Corporate communication fosters involvement in decision-making, social interaction, and a sense of value, enhancing productivity, engagement, and overall job satisfaction (Dash et al., 2018).

In summary, attitude toward work is shaped by the interplay of organizational climate, culture, commitment, compensation, and communication. A positive climate and culture cultivate ethical behavior, engagement, and innovation, while effective reward systems, career development, and communication strategies reinforce motivation and organizational loyalty. Together, these factors determine employee behavior, performance, and overall organizational success in law enforcement contexts.

Relationship Between Organizational Climate and Attitude Toward Works

Organizational climate has consistently been shown to shape employees' attitudes toward their work, influencing job satisfaction, engagement, and overall performance. Favorable perceptions of organizational climate allow employees to form positive evaluations of their roles, which enhances their commitment and motivation (Munawaroh et al., 2023; Abun et al., 2023). Studies indicate that supportive work environments characterized by fairness, recognition, and clear communication encourage employees to internalize their responsibilities and demonstrate higher involvement in tasks (Sanchez, 2022; Allado et al., 2019). Organizations should prioritize cultivating a positive climate to strengthen employees' satisfaction and commitment to their roles.

Research further highlights the role of organizational climate in promoting work engagement, vigor, and dedication. Supportive and collaborative environments not only increase engagement but also foster meaningful interaction, professional growth, and psychological empowerment (Abun et al., 2023; Munawaroh et al., 2023; Węziak-Białowolska et al., 2020). When employees perceive fairness, respect, and care in their organizational climate, they are more motivated to contribute proactively, enhancing both individual and organizational outcomes (Santana & Pérez, 2023; Berberoğlu, 2018). A climate that prioritizes employee support and growth can significantly boost engagement and proactive work behaviors.

Empirical evidence also shows that organizational climate directly and indirectly affects employee performance through mechanisms such as work discipline, harmonious work passion, and managerial support. Positive climates enhance discipline, motivation, and performance, while coaching and other supportive practices further strengthen employees' attitudes and engagement (Suprayitno & Hermawan, 2022; Obeng et al., 2021; Pradoto et al., 2022). Favorable climates also reduce job stress, which in turn positively influences performance, indicating that climate shapes both emotional and behavioral responses at work (Obeng et al., 2021; Pradoto et al., 2022). Organizations should integrate structured support systems and coaching to optimize the impact of climate on employee performance.

Organizational climate additionally facilitates cooperative behaviors, knowledge sharing, and organizational citizenship, reinforcing positive work attitudes beyond routine tasks. Employees in climates that provide perceived organizational support, trust, and recognition are more likely to engage in discretionary behaviors and knowledge-sharing activities, enhancing

organizational effectiveness (Hosen et al., 2023; Kao et al., 2023; Obeng et al., 2021). Cross-level factors such as transformational leadership further amplify these effects, indicating the complex interplay between climate, leadership, and employee attitudes. Fostering a supportive climate combined with effective leadership can maximize both engagement and collaborative behaviors.

In synthesis, the literature consistently demonstrates that organizational climate is a critical antecedent of employees' attitudes toward work, encompassing satisfaction, engagement, performance, and citizenship behaviors. Across sectors and cultural contexts, positive climates characterized by fairness, recognition, supportive leadership, and clear communication enhance motivation, discipline, and proactive behaviors (Allado et al., 2019; Abun et al., 2023; Suprayitno & Hermawan, 2022; Munawaroh et al., 2023). This body of research underscores that organizational climate is not merely a backdrop for work but a dynamic factor that shapes employees' psychological and behavioral responses. Organizations that actively cultivate a positive climate can achieve higher employee commitment, productivity, and overall organizational effectiveness.

RESEARCH METHOD

This study employed a descriptive-correlational research design, which focuses on examining and describing the relationships among variables without implying causation. This approach is appropriate for determining the strength and direction of associations between variables and supports the development of informed predictions based on identified patterns (Bhandari, 2021). Specifically, it was used to determine and evaluate the significant relationships between respondents' organizational climate and their work attitudes. The design allowed the researchers to quantify the levels of organizational climate and work attitudes and to identify which dimensions of organizational climate most strongly influenced work attitudes.

The study was conducted in the municipalities of Kapalong and Santo Tomas, Davao del Norte, Philippines. Kapalong, originally inhabited by the Ata tribe, has a diversified economy centered on agriculture and eco-tourism, while Santo Tomas, established in 1959, functions as a commercial and agricultural hub. The target population consisted of 148 Philippine National Police personnel from Kapalong and Santo Tomas. Using simple random sampling, a total of 108 respondents (73% of the population) were selected, ensuring representation across ranks, units, and years of service.

In quantitative research, sample size should be justified in relation to the study design, measurement instruments, and planned data analyses rather than by an arbitrary threshold alone. Contemporary methodological guidance highlights that descriptive quantitative studies should provide a transparent rationale for their sample size, considering factors such as response rates, use of validated tools, and the types of analyses conducted (Mursa et al., 2025). Moreover, empirical evidence from reviews of published quantitative research shows that sample sizes in the range of approximately 100–124 participants are commonly used and accepted in instrument-based and survey studies, indicating that samples of this magnitude are not uncommon in peer-reviewed research (White et al., 2023). In this context, the sample of 148 respondents in the present study exceeds these common practice ranges and provides a sufficiently robust dataset for the planned quantitative analyses, supporting the credibility and generalizability of the findings.

Data were collected using structured questionnaires adapted from validated instruments. Organizational climate was measured using the tool developed by Furnham and Goodstein (1997), covering reward system, career development, and organizational direction, while attitude toward work was assessed using the questionnaire adapted from Baquiano et al. (2019), measuring organizational culture, commitment, compensation, and corporate communication. All items employed a five-point Likert scale (1 = strongly disagree, 5 = strongly agree). A panel of experts reviewed the instruments to ensure clarity, relevance, and comprehensiveness, and made

necessary revisions to enhance validity and reliability. Formal permission was obtained from the local government units and police authorities, and questionnaires were personally administered and retrieved at police stations.

The range of means was interpreted using descriptive equivalents for both organizational climate and attitude toward work. Mean scores from 4.20 to 5.00 were described as Very High, indicating that the measure is consistently observed in organizational climate and is always manifested in attitude toward work. Scores ranging from 3.40 to 4.19 were considered High, suggesting that the measure is often observed in organizational climate and is most often manifested in attitude toward work. Mean values between 2.60 and 3.39 were interpreted as Moderate, indicating that the measure is sometimes observed in organizational climate and moderately manifested in attitude toward work. Scores from 1.80 to 2.59 were labeled Low, meaning that the measure is seldom observed or manifested, while mean scores from 1.00 to 1.79 were considered Very Low, indicating that the measure is never observed in organizational climate and never manifested in attitude toward work.

For data analysis, descriptive statistics (mean and standard deviation) were used to determine the levels of organizational climate and work attitudes. Pearson's correlation coefficient (r) was used to examine significant relationships between organizational climate and work attitudes, and multiple regression was conducted to identify which organizational climate domains significantly influenced work attitudes. The significance level was set at $\alpha = 0.05$ for hypothesis testing.

FINDINGS AND DISCUSSION
Level of organizational climate among law enforcers

The findings on organizational climate among law enforcers revealed an overall very high perception, with a total mean score of 4.27. Among the indicators, reward system (M = 4.38) and direction (M = 4.29) were rated very high, while career development (M = 4.14) was rated high. These results suggest that law enforcers generally perceive their work environment positively, reflecting effective organizational practices in recognition, communication, and goal alignment.

Table 1. Level of organizational climate

Indicators	Mean	Description
Reward System	4.38	Very High
Career Development	4.14	High
Direction	4.29	Very High
TOTAL	**4.27**	Very High

Specifically, the reward system was perceived very positively, indicating that employees felt adequately recognized for their contributions and satisfied with pay and benefits. This aligns with Lawson et al. (2022), who highlighted that effective recognition enhances employee morale and engagement, and Stormer (2021), who emphasized that competitive compensation supports retention and fosters a positive work environment. The present findings reinforce that recognition and fair compensation are critical components of a supportive organizational climate.

Regarding career development, respondents reported high satisfaction with performance reviews and understanding of appraisal systems, consistent with Peterman et al. (2021), who noted that regular feedback and transparent evaluations are crucial for employee motivation and growth. However, slightly lower perceptions were observed for promotion opportunities and full utilization of talents, indicating room for improvement. As noted in prior research, inadequate promotion prospects can reduce motivation and engagement; addressing these concerns could further enhance the organizational climate.

Finally, the indicator of direction received very high ratings, reflecting employees' clear

understanding of the organization's goals and alignment with their personal objectives. This finding is supported by Garcia (2023) and Perkins (2023), who emphasized that clear communication of organizational direction and alignment with individual goals fosters engagement, motivation, and commitment. Overall, the study confirms that a positive organizational climate, characterized by fair recognition, transparent career development, and clear organizational direction, significantly contributes to law enforcers' work satisfaction and professional commitment, consistent with prior literature, while highlighting specific areas for improvement in career progression opportunities.

Level of attitude toward work

The study revealed a very high overall level of positive attitude toward work among law enforcers, with a total mean score of 4.38. Among the indicators, commitment (M = 4.47), compensation (M = 4.40), corporate communication (M = 4.39), and organizational culture (M = 4.37) were all rated very high. These results suggest that law enforcers maintain strong dedication, feel valued, and perceive their work environment positively, reflecting effective organizational practices in fostering engagement and motivation.

Table 2. Attitude toward work

Indicators	Mean	Description
Organizational Culture	4.37	Very High
Commitment	4.47	Very High
Compensation	4.40	Very High
Corporate Communication	4.39	Very High
TOTAL	**4.38**	Very High

Specifically, organizational culture received very high ratings, indicating that employees strongly identified with the organization's mission, vision, and goals, felt pride in their work, and valued the clear communication of policies and procedures. This finding aligns with Wheeler et al. (2021), who emphasized that a positive organizational culture enhances employees' pride and commitment, and with El-Khatib et al. (2021), who noted that clear communication and participation in decision-making improve engagement and satisfaction.

Regarding commitment, law enforcers demonstrated a very high willingness to go beyond their duties, reflecting strong loyalty and dedication to the organization. This supports Southby and del Pozo (2022), who highlighted that employees willing to exert extra effort exemplify organizational commitment, and with Koeswanto et al. (2023), who emphasized that a high sense of commitment reduces disloyal behavior and aligns employees with organizational goals. The results indicate that supportive work environments and recognition of contributions are crucial for sustaining commitment and positive attitudes.

Compensation was perceived very positively, with employees generally agreeing that pay and benefits were reasonable and performance-based, motivating them to work hard. This aligns with Schaible et al. (2021), who found fair compensation enhances motivation, but also resonates with Pereira Vieira et al. (2023), who noted that dissatisfaction may persist if compensation does not meet personal or market expectations. The study suggests that while performance-based compensation is valued, addressing employee expectations could further improve satisfaction.

Finally, corporate communication was rated very high, indicating that employees felt their work was appreciated and that organizational expectations were communicated clearly. This is consistent with Lawson et al. (2022), who reported that recognizing employees' contributions boosts engagement, and Fedorenko et al. (2023), who emphasized that appreciation enhances morale and productivity. The findings highlight the importance of effective communication strategies in fostering positive work attitudes and organizational commitment.

Overall, the study demonstrates that law enforcers exhibit very high attitudes toward work across multiple dimensions, confirming previous research while identifying areas such as compensation expectations that could be further optimized to strengthen employee satisfaction and engagement.

Significant Relationship between Organizational Climate and Attitude toward Work

This study examined the relationship between organizational climate and attitude toward work, focusing on the domains of reward system, career development, and direction as indicators of organizational climate, and organizational culture, commitment, compensation, and corporate communication as dimensions of employees' attitudes toward work. The results revealed a strong, positive, and statistically significant relationship between organizational climate and attitude toward work (r = .835, p < .001). Based on the 0.05 level of significance, the null hypothesis is rejected.

Prior studies support the overall strong relationship between organizational climate and attitude toward work. Obeng et al. (2020) and Allado et al. (2019) demonstrated that organizational climate significantly shapes employees' perceptions, which in turn influence commitment, satisfaction, and work engagement. Moreover, studies in law enforcement and public service contexts have shown that positive organizational structures, norms, and reward mechanisms result in higher levels of commitment and discretionary effort among employees (Kao et al., 2023; Suprayitno & Hermawan, 2022). These findings corroborate the present study's conclusion that employees' attitudes toward work, particularly in structured and high-demand sectors, are strongly shaped by the overall organizational climate.

Table 3. Correlation between Organizational Climate and Attitude toward Work

Organizational Climate (IV)	Organizational Culture	Commitment	Compensation	Corporate Communication	Overall
Reward System	.712**(.000)	.768**(.000)	.801**(.000)	.735**(.000)	.754**
Career Development	.689**(.000)	.742**(.000)	.716**(.000)	.703**(.000)	.713**
Direction	.731**(.000)	.784**(.000)	.745**(.000)	.769**(.000)	.757**
Overall Organizational Climate	.806**(.000)	.824**(.000)	.839**(.000)	.812**(.000)	.835
Decision (α = 0.05)	Rejected	Rejected	Rejected	Rejected	**Rejected**

The significant correlations between the reward system and all dimensions of attitude toward work, particularly compensation (r = .801, p < .000) and commitment (r = .768, p < .000), are consistent with the findings of Sinha (2024), who emphasized that fair policies and equitable reward mechanisms enhance employee satisfaction, organizational commitment, and productivity. Similarly, Munawaroh et al. (2023) found that recognition and reward systems within a positive organizational climate significantly predict favorable job attitudes by reinforcing employees' sense of value and fairness. In line with Abun et al. (2023), employees who perceive fairness and trust in reward distribution are more likely to exhibit intrinsic motivation and engagement, thereby strengthening their attitude toward work. These studies support the present finding that a well-structured reward system plays a crucial role in shaping employees' work attitudes.

Moreover, the results demonstrate that career development is significantly related to organizational culture, commitment, compensation, and corporate communication, with correlation coefficients ranging from r = .689 to r = .742 (p < .000). This finding aligns with Santos and Nascimento (2024), who reported that a positive organizational climate characterized by growth opportunities fosters engagement and reduces work-related stress. Furthermore, Abun et

al. (2023) highlighted that opportunities for growth and development enhance employees' intrinsic motivation and long-term commitment. These findings suggest that when employees perceive career advancement opportunities as accessible and well-communicated, they develop more positive attitudes toward their work, supporting the present study's rejection of the null hypothesis for this relationship.

Furthermore, the domain of direction exhibited some of the strongest relationships with attitude toward work, particularly with commitment (r = .784, p < .000) and corporate communication (r = .769, p < .000). These results are consistent with Sinha (2024), who emphasized the role of supportive leadership and clear organizational direction in fostering commitment and satisfaction. Additionally, Munawaroh et al. (2023) noted that clarity in goals and communication strengthens employees' understanding of organizational expectations, leading to improved engagement and positive work attitudes. The findings also resonate with Obeng et al. (2020), who identified organizational direction and structure as key determinants of employee perceptions that directly influence work attitudes.

The results can also be explained through established motivational theories. According to Herzberg's Two-Factor Theory, aspects of organizational climate, including reward systems and career development, serve as hygiene factors that prevent dissatisfaction, while motivators enhance job satisfaction. The high ratings in these indicators suggest that employees' hygiene needs are being met, promoting positive attitudes toward work. Vroom's Expectancy Theory further supports the findings, as employees' perceptions of achievable rewards and clear organizational goals reinforce motivation and favorable work attitudes. In addition, Maslow's Hierarchy of Needs highlights that a positive organizational climate addresses higher-order needs, such as esteem and self-actualization, through recognition, professional growth, and goal alignment, thereby contributing to more positive attitudes. Overall, the study confirms that a strong organizational climate is a critical determinant of employees' work attitudes, aligning with both empirical research and theoretical frameworks.

Significant Influence between Organizational Climate and Attitude toward Work

The multiple regression analysis revealed that reward system, career development, and direction significantly predict organizational climate, with the model explaining 78.5% of the variance in the dependent variable (Adjusted R^2 = .785; F = 131.401). These findings underscore the substantial role of organizational mechanisms in shaping employees' perceptions of their work environment and are strongly supported by existing literature. The result showed that there was a significant influence between organizational climate and attitude toward works; therefore, the null hypothesis stating that there was no significant influence between organizational climate and attitude toward work was rejected.

Table 4. Significant Influence between Organizational Climate and Attitude toward Work

Independent Variable	Unstandardized Coefficients		Standardized Coefficients	t-stat	p-value	Decision @ α= 0.05
	β	SE	Beta			
Reward System	0.595	0.092	0.492	6.475	< .001	Rejected
Career Development	-0.211	0.087	-0.199	-2.431	0.017	Rejected
Direction	0.538	0.073	0.619	7.326	< .001	Rejected

Dependent Variable: Attitude toward works   *Adjusted R square : .785*
F-ratio: 131.401

Among the predictors, direction emerged as the strongest positive predictor of attitude toward works (β = 0.538, Beta = 0.619, p < .001). This result aligns with Sanchez (2022) and Abun

et al. (2023), who emphasized that clear organizational direction, well-defined goals, and consistent leadership guidance significantly enhance employee engagement and motivation. Similarly, Praningrum et al. (2023) and Gil et al. (2023) highlighted those supportive and inclusive organizational climates—often reinforced by strong leadership direction—foster adaptability, commitment, and job satisfaction. The present finding confirms that when employees clearly understand organizational goals and expectations, their perceptions of organizational climate improve substantially.

The reward system also demonstrated a strong and positive influence on attitude toward works ($\beta = 0.595$, Beta = 0.492, $p < .001$). This finding mirrors the results of Sanchez (2022) and Abun et al. (2023), who reported that equitable and transparent reward systems significantly enhance employees' motivation and engagement. Consistent with Gil et al. (2023), fair recognition and compensation mechanisms contribute to a sense of organizational support, which strengthens positive climate perceptions. The present study reinforces the notion that employees who perceive fairness and recognition in rewards are more likely to view their organization as supportive and motivating.

In contrast, career development exhibited a significant but negative effect on attitude toward works ($\beta = -0.211$, Beta = -0.199, $p = .017$). This nuanced result is supported by Plasencia (2024) and Munawaroh et al. (2023), who found that perceived inadequacies in career advancement opportunities or limited growth pathways can lead to decreased motivation and job satisfaction. The negative coefficient suggests that while career development programs may exist, they may not meet employees' expectations or may be perceived as inaccessible or inequitable. This finding highlights that career development, if poorly structured or communicated, can undermine positive organizational climate despite strong leadership direction and reward systems.

Herzberg's Two-Factor Theory explains the positive effects of the reward system, emphasizing that hygiene factors prevent dissatisfaction, while motivators enhance satisfaction. The negative influence of career development may indicate that current opportunities are perceived as insufficient, highlighting a need to align career advancement with employee expectations better. Direction, as an organizational climate element, positively influenced attitudes in line with Vroom's Expectancy Theory, demonstrating that clarity in goals and organizational direction motivates employees and strengthens engagement. Similarly, Maslow's Hierarchy of Needs supports these findings, suggesting that a supportive organizational climate fulfills higher-order needs, such as esteem and self-actualization, which, in turn, enhance employees' work attitudes. Overall, the study confirms that organizational climate is a critical determinant of employees' attitudes, and targeted improvements in career development practices could further strengthen work attitudes among law enforcers.

CONCLUSIONS

The study demonstrates that organizational climate has a significant impact on law enforcers' attitudes toward work. Key elements such as reward systems, career development, and organizational direction play a crucial role in shaping a positive work environment. Employees who perceive fairness in recognition, competitive compensation, and clear growth opportunities exhibit higher job satisfaction, commitment, and motivation.

The findings confirm a significant relationship and influence between organizational climate and work attitudes, indicating that a well-structured organizational environment fosters positive employee behaviors. When employees understand their role in achieving organizational goals and perceive alignment with these objectives, they demonstrate greater engagement, dedication, and willingness to contribute beyond their formal responsibilities. This highlights the practical importance of strengthening organizational climate elements to improve overall workforce performance.

Furthermore, the study advances the field by emphasizing that continuous assessment and enhancement of organizational climate through transparent reward systems, career development initiatives, and effective communication of organizational direction can directly enhance employee attitudes, engagement, and productivity. While improvements in organizational climate are critical, the study also recognizes that external and individual factors may influence employee perceptions. Future research should examine these additional variables to develop targeted strategies to optimize both organizational climate and employee engagement, ultimately contributing to a more committed and high-performing law enforcement workforce.

From a theoretical perspective, the study contributes to organizational and criminological literature by empirically reinforcing the link between organizational climate and attitude toward work. The findings support existing frameworks that emphasize the role of environmental and organizational factors in shaping employee motivation, commitment, and engagement. By demonstrating strong associations across multiple climate domains and work attitude dimensions, the study extends theoretical understanding of how organizational climate functions as a multidimensional construct influencing both psychological and behavioral responses among law enforcers. This strengthens the applicability of organizational behavior theories within law enforcement and public service contexts.

Practically, the findings provide valuable insights for law enforcement administrators, policymakers, and organizational leaders. Investing in transparent and equitable reward systems, structured career development programs, and clear organizational direction can significantly enhance employee attitudes and performance. Improving communication of organizational goals, aligning rewards with performance, and providing clear pathways for professional growth can foster greater commitment, reduce disengagement, and enhance overall organizational effectiveness. These implications underscore the importance of climate-focused interventions as a proactive strategy to improve workforce morale and productivity in law enforcement agencies.

LIMITATION & FURTHER RESEARCH

This study has several limitations that should be considered when interpreting the findings. First, the research focused only on law enforcers from the municipalities of Kapalong and Santo Tomas, Davao del Norte, Philippines, which may limit the generalizability of the results to other regions or law enforcement agencies with different organizational structures and cultures. Second, the study relied on self-reported survey questionnaires, which may be subject to response bias, as participants could have provided socially desirable answers rather than fully reflecting their true perceptions. Third, the study examined only specific organizational climate indicators, reward systems, career development, and organizational direction, without considering other potentially influential factors such as leadership style, workload, or external socio-economic conditions.

Based on these limitations, further research is recommended to expand the scope and depth of understanding in this field. Future studies could include a larger, more diverse sample of law enforcement personnel across regions to enhance the generalizability of the findings. Longitudinal research designs may also be employed to examine changes in organizational climate and work attitudes over time, providing insights into causal relationships. Additionally, subsequent research could explore other organizational and individual factors, such as leadership practices, team dynamics, and personal resilience, to identify additional determinants of employees' attitudes toward work. Finally, qualitative studies, such as interviews or focus groups, could complement quantitative findings and provide a more nuanced understanding of how organizational climate shapes employee experiences and engagement.

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