

ORIGINAL RESEARCH ARTICLE

Self-Concept and Anger Management of Police Officers

Sunshine Bilbao, Jarish Jan Glovasa, Pete Andre Similatan, Noreen M. Javier

Faculty of Criminal Justice Education, Davao Oriental State University; ORCID: Sunshine Bilbao: <https://orcid.org/0009-0000-1348-5658>, Jarish Jan Glovasa: <https://orcid.org/0009-0004-6025-6646>, Pete Andre Similatan: <https://orcid.org/0009-0007-1114-0032>, Noreen M. Javier: <https://orcid.org/0000-0003-3866-9853>

*Corresponding author: noreen.javier@dorsu.edu.ph

ABSTRACT

Police work is often viewed as a high-stress profession due to its demanding nature. Officers face numerous complex situations daily and must make quick decisions under pressure. Therefore, it is essential to examine and evaluate the well-being of law enforcement officers, as these factors are closely tied to their performance within the police force. Consequently, this study aims to determine the level of self-concept and anger management of police officers from the Davao Oriental Police Provincial Office in Mati City, Philippines. A quantitative research design using a descriptive-correlational approach has been employed to examine the relationship between self-concept and anger management among police officers. A total of 146 respondents have been selected through a complete enumeration method. The data was analyzed using mean and correlation techniques. The study's findings revealed that most respondents were between the ages of 31 and 35, the majority were non-commissioned officers, and had served for 10 to 12 years. The results indicated that the respondents had a high level of self-concept. Regarding anger management, the study showed that police officers effectively managed their anger in work-related situations. The findings highlighted that officers with a positive self-concept are more likely to regulate their anger effectively, leading to healthier emotional control. Additionally, those who observe effective anger management strategies in their colleagues tend to adopt similar behaviors, fostering a more harmonious work environment.

Keywords: Anger management, Davao Oriental Police Provincial Office, Mati City, police officer, self-concept

Submitted: 27 Jan 2025
Revised: 16 Feb 2025
Accepted: 06 Aug 2025
Published: 08 Sep 2025



How to cite: Bilbao S., Glovasa, J. J., Similatan, P. A., and Javier, N. M. (2025). Self-Concept and Anger Management of Police Officers. *Davao Research Journal*, 16 (3), 27-34. <https://doi.org/10.59120/drj.v16i3.428>

INTRODUCTION

The nature of a police officer's work positions law enforcement as one of the most intriguing and complex professions (Cain, 2015). This profession is characterized by a conflicting public perception that weighs the use of force and authority in fulfilling their duties against persistent challenges to their integrity. Due to work demands, many employees face immense pressure to maintain smooth operations and achieve desired goals. This constant strain can eventually take a toll, often leading to chronic stress and anger (Huang, 2017). Anger can significantly impact the performance of police officers, who are tasked with the vital civic responsibility of protecting lives and property.

In Anambra State, Nigeria, it is unsurprising that a significant majority, with 99% of the police personnel surveyed, exhibited a low sense of self-concept (Chukwuegbo, 2022). The observed low self-concept among the officers can also be understood through the lens of Igbo (2017), who examined the misuse of police authority and extrajudicial killings in Nigeria. Igbo emphasized that such killings represent a severe abuse of power and a grave

violation of individuals' rights to life and due process, factors that may significantly influence the behavior and mindset of law enforcement officers. Moreover, studies have connected police stress to a range of behavioral issues, such as consuming alcohol excessively, performing poorly at work, having unstable personal relationships, and even domestic violence (Bishopp and Boots, 2014). Additionally, research indicates that employees with greater degrees of burnout symptoms also tend to be more aggressive; this pattern has been observed by medical interns (Sahraeian and Edrisi, 2020) and police officers (Queiros et al., 2013). In an October 20, 2023, interview with 104.9 XFM Santiago, a Santiago City Police Office representative revealed that a police officer was involved in a shooting in Tumauni, Isabela, which injured a civilian and killed another police officer. The suspect now faces homicide charges, a violation of the Omnibus Election Code, and administrative action from the PNP. This incident underscores the reality that even law enforcement officers are not above the law and can face serious consequences for reckless behavior. It also reflects the internal challenges faced by police organizations, where stress and unregulated aggression

among personnel can lead to violent actions, ultimately eroding public trust. To restore confidence, the police must be seen as approachable protectors of the community, rather than sources of fear or intimidation (Dela Cruz, 2024).

The urgency of this study lies in the critical role of police officers in the Davao Oriental Police Provincial Office, who play the frontline enforcers and role models of emotional resilience. With the Philippine National Police (PNP) actively implementing programs aimed at strengthening self-concept and anger management, there is a pressing need to assess the effectiveness of these efforts, especially in high-stress environments. By examining the link between self-concept and anger management, this research can provide timely insights that inform more targeted, evidence-based interventions—essential for enhancing officer well-being, reducing misconduct, and ensuring safer, more harmonious communities.

MATERIALS AND METHODS

Description of the study area

The study was conducted at the Davao Oriental Police Provincial Office, which is located in Mati City, Davao Oriental. The researchers chose to survey the Davao Oriental Police Provincial Office because the population of police personnel is relatively moderate. In their pursuit of peace and order, police officers are trained to effectively perform their duties while adhering to a strict code of conduct. However, during their service, police officers may encounter countercharges, allegations of misconduct, and duty failures, leading to significant stressors that affect their overall well-being and mental health. In this case, the population of police officers assigned to the DOPPO is manageable, making it feasible to gather data from all subjects.

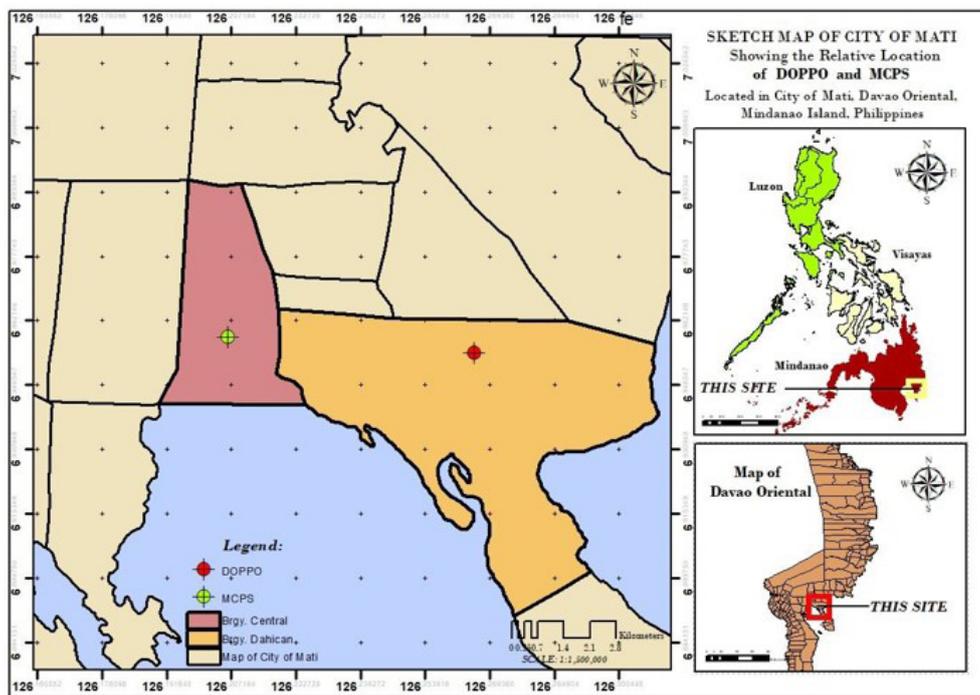


Figure 1. Map of the study area.

Data collection

The researchers included a total of 146 police officers currently assigned to the Davao Oriental Police Provincial Office. Of these, 127 were non-commissioned officers, while 19 were commissioned officers. Non-commissioned officers hold ranks ranging from Patrolman to Police Executive Master Sergeant, while commissioned officers are ranked from Police Lieutenant to Police General. Part of the inclusion criteria were those who had served for at least one year at the provincial office and held a permanent position. The researchers considered that the mix of rank, age, and experience reflects a balanced and diverse police force with both fresh insights and seasoned expertise. Police officers who were retired, discharged, or absent without

leave were excluded from the survey. Respondents who choose not to take part in the survey can do so freely, without facing any consequences, penalties, or loss of benefits as outlined in the withdrawal criteria.

Additionally, an adapted-modified questionnaire in the study of Faustino and Guhao (2022) was utilized. The first part assessed the self-concept of police officers, focusing on physical, moral-personal, and social dimensions. In contrast, the second part evaluated their anger management skills, examining escalating strategies, calming strategies, and negative attribution.

Meanwhile, a 4-point Likert scale was used, with 4 representing the highest score and one the lowest. Each score corresponded to specific descriptive equivalents and interpretations.

Table 1. Likert scale for self-concept of police officers.

Rating scale	Descriptive rating	Interpretation
4	Very High	Statements pertaining to self concept is always manifested
3	High	Statements pertaining to self concept is often manifested
2	Low	Statements pertaining to self concept is sometimes manifested
1	Very Low	Statements pertaining to self concept is never manifested

Furthermore, the second part assesses anger management strategies, calming strategies, negative attribution, and self-awareness among police officers, focusing on four key areas: escalating

Table 2. Likert scale for anger management of police officers.

Rating scale	Descriptive rating	Interpretation
4	Very High	Statements pertaining to anger management is always manifested
3	High	Statements pertaining to anger management is often manifested
2	Low	Statements pertaining to anger management is sometimes manifested
1	Very Low	Statements pertaining to anger management is never manifested

Furthermore, this research adhered to strict ethical standards to ensure the protection and well-being of all participants. Informed consent was obtained from each police officer involved, clearly explaining the purpose of the study, their voluntary participation, and the right to withdraw at any time without consequence. Confidentiality and anonymity were maintained throughout the research process, with personal data securely stored and reported in a way that prevents individual identification. Additionally, the study avoided any form of coercion or harm, and participants were treated with respect, ensuring that their dignity and professional integrity were upheld at all times.

Data analysis

The researchers used frequency count to identify the respondents’ socio-demographic profile, which comprised age, rank, and length of service. Additionally, mean computation was utilized to calculate the level of self-concept and the anger management of police officers. This involved summing the products of the frequency and the assigned weights, then dividing by the total number of respondents. With regards to the third

objective, the researchers utilized correlation as a statistical tool. A correlation study looks at the relationship between two or more variables. Researchers use correlation to see if a relationship between two or more variables exists, but the variables themselves are not under the control of the researchers.

RESULTS

For police officers, self-concept is especially important, as it shapes their sense of identity, confidence, and emotional control in high-pressure situations. A strong, positive self-concept helps officers maintain professionalism, manage stress, and interact effectively with the community. In contrast, a weak or negative self-concept can contribute to poor judgment, emotional instability, and misconduct.

The self-concept among police officers has an overall mean of 2.83 with a descriptive interpretation of high. The highest mean value was 3.23, indicating that police officers were able to maintain their body flexibility effectively. Then, the lowest among all the statements got 2.31, which suggests that they seldom catch illnesses that fall into high descriptive interpretation.

Table 3. Self-concept in terms of physical attributes.

Statement	Mean	Descriptive interpretation
My body is flexible	3.23	High
I am able to perform agility test	3.15	High
I seldom catch illnesses	2.31	Low
Whatever I do seems to work out well	2.43	Low
I feel confident when performing coordinated movements	3.03	High
Over-all Mean	2.83	High

However, the statements that police officers rarely get sick and that whatever they do tends to work out well received lower average scores of 2.31 and 2.43, respectively, placing them in the Low category. The overall mean score of 2.83 suggests that,

despite the lower ratings on specific aspects such as illness and success, police officers generally maintain a positive perception of their physical flexibility and coordination abilities.

Table 4. Self-concept in terms of emotional attributes.

Statement	Mean	Descriptive interpretation
I can express deep and strong feelings to my workmates	3.09	High
I feel comfortable expressing almost everything to my workmates	3.05	High
I feel that I am able to expose my weaknesses to my workmates	2.48	Low
I show deep emotions to my workmates	2.78	High
I share and discuss problems with my workmates	2.94	High
Over-all Mean	2.80	High

Emotional attributes

The findings revealed that police officers generally exhibit a high level of moral awareness and interpersonal openness in the workplace, as reflected in the overall mean score of 2.83. The highest mean score of 3.09, indicating comfort in expressing deep emotions to colleagues, suggests a strong sense of trust and camaraderie among officers. This reflects positively on the organizational culture within

DOPPO, where emotional connection and mutual support are valued.

However, the lower mean score of 2.48 on the ability to reveal personal weaknesses suggests that while officers are emotionally open, vulnerability may still be stigmatized. This could be due to the nature of police work, where strength and control are often emphasized. Addressing this gap through leadership support, peer mentoring, and psychological safety initiatives could enhance team cohesion and personal well-being.

Table 5. Self-concept in terms of personal attributes.

Statement	Mean	Descriptive interpretation
I seek my coworkers' attention when I'm facing troubles	2.97	High
I can change how I do things, but who I am stays the same	2.78	High
I can substantially change the kind of person I am	2.79	High
By exploring myself, I want to understand what I truly am like	2.98	High
My beliefs about myself seem to change often	2.46	Low
Over-all Mean	2.80	High

Personal

The data on self-concept related to personal attributes reveals that DOPPO police officers generally maintain a positive view of themselves, as shown by the overall weighted mean of 2.80, categorized as high. This suggests that officers have a healthy self-image, which is important for maintaining morale, confidence, and professionalism in the field. The highest mean score of 2.98, which reflects efforts by officers to seek information about themselves to understand their true nature better, indicates a

culture of self-awareness and personal growth within the organization. This trait can contribute to emotional intelligence, better decision-making, and improved interpersonal relationships among personnel.

On the other hand, the lowest mean score of 2.46, which suggests that officers' beliefs about themselves remain relatively stable, implies a sense of stability in self-identity. While this can mean a strong and consistent self-concept, it may also point to a need for openness to growth and adaptation, especially in a dynamic field like law enforcement.

Table 6. Self-concept in terms of social attributes.

Statement	Mean	Descriptive interpretation
I am not embarrassed to let people know my opinion	3.03	High
If a task is difficult, that just makes me more determined	3.12	High
I feel comfortable whenever I am with my workmates	3.47	High
I would like my workmates to be with me whenever I am confronted of bad news	2.87	High
When progress is difficult, I often find myself thinking it just worth the effort	2.36	Low
Over-all Mean	2.97	High

Social attributes

The results from Table 4 reveal that DOPPO personnel generally view their social interactions positively, with an overall weighted mean of 2.97, categorized as high. This suggests that officers typically perceive themselves as socially integrated and capable of building constructive relationships within the workplace. The highest mean score of 3.47, indicating comfort in the presence of workmates, reflects a strong sense of camaraderie and peer support among police officers in Mati City. This level of social ease is essential in high-pressure environments like law

enforcement, where teamwork, trust, and clear communication are critical to operational success. It also suggests that the physical and social environment in DOPPO fosters a sense of belonging, encouraging collaboration and mutual respect.

However, the lowest mean score of 2.36, tied to discouragement during difficult progress, highlights an area of concern. It suggests that some officers may feel demotivated or disheartened when facing setbacks, which could impact their perseverance and job satisfaction. While the score still falls within a high interpretation overall, it reveals an underlying need for stronger resilience-building and motivational support systems.

Table 7. Anger management in terms of escalating strategies.

Statement	Mean	Descriptive interpretation
When arguing with someone, I often raise my voice	2.39	Low
When someone fight with me, I fight back	2.32	Low
If I keep thinking what made me mad, I get angrier	2.81	High
I can feel my blood is rising when I start to get mad at someone	2.82	High
When I am provoked, I fight back	2.34	Low
Over-all Mean	2.97	High

Anger management of police officers

The findings indicate that DOPPO personnel are generally capable of managing their emotional responses, particularly in high-stress or confrontational situations. The overall mean score of 2.97, categorized as high, suggests that officers often experience intense emotional reactions—especially physical signs of anger such as a rise in blood pressure or tension—but they typically exercise self-control and avoid aggressive behavior.

The highest mean score of 2.82, related to feeling physical signs of anger, reflects a typical physiological response to stress or conflict. This is natural in a demanding profession like

policing, where officers are regularly exposed to high-pressure environments. However, the lowest mean score of 2.32, associated with retaliating when provoked, shows that DOPPO personnel tend to choose non-aggressive responses, which speaks to their professionalism and emotional discipline.

These results suggest that DOPPO officers are emotionally self-aware and have developed mechanisms to regulate their behavior, even when experiencing strong emotions. This is a critical quality in law enforcement, as it helps maintain public trust, de-escalate potentially violent situations, and promote a safe working environment for both officers and the community.

Table 8. Anger management in terms of calming strategies.

Statement	Mean	Descriptive interpretation
I take time out as a way to control my anger	3.35	High
Taking a break is a good way for me to calm down	3.38	High
I often think of something pleasant to keep from thinking about my anger	3.39	High
I prefer to get out of the way when someone hassles me	3.32	High
When I feel myself getting angry, I try to tell myself to calm down	3.40	High
Over-all Mean	3.37	High

Calming strategies

The results highlight that DOPPO personnel exhibit strong emotional self-regulation skills, with an overall high mean score of 3.37, suggesting that officers regularly apply effective strategies—such as self-talk, taking breaks, and avoiding conflict—to manage their anger. The highest average score of 3.40, reflecting officers’ tendency to calm themselves when anger arises consciously, demonstrates a high level of self-awareness and emotional discipline, which is essential for law enforcement professionals.

Similarly, the relatively high score of 3.32 for avoiding conflict and using positive thinking suggests that officers not only manage their emotions internally but also make intentional efforts to de-escalate potentially confrontational situations. This proactive approach supports a culture of professionalism and

reinforces public trust in the police force. The strong aversion to anger, with a score of 3.16 for not liking to be mad, indicates that officers place a high value on emotional control and maintaining composure, even under stress. This mindset helps foster a respectful and collaborative working environment.

In contrast, the lowest score of 2.10, relating to feeling like a “bomb ready to explode” around others, confirms that officers do not typically feel overwhelmed or emotionally volatile. This low level of perceived emotional instability reflects a commendable degree of emotional resilience and social composure, further supporting their ability to function effectively in challenging situations. Overall, the data suggest that DOPPO personnel are well-equipped with internal coping mechanisms that allow them to handle anger constructively, maintain professionalism, and contribute to a safe and respectful workplace culture.

Table 9. Anger management in terms of negative attribution.

Statement	Mean	Descriptive interpretation
I don’t like to be mad	3.16	High
When a person is nice to me, I wonder what they want	2.98	High
When someone is rude to me, I insist on respect	3.10	High
When someone is around, I feel like a bomb waiting to explode	2.10	Low
I easily get annoy at petty things	2.21	Low
Over-all Mean	2.71	High

Negative attribution

The findings suggest that DOPPO personnel maintain a healthy level of emotional self-control and resilience, especially in socially challenging or high-pressure situations. The highest mean score of 3.16, indicating that officers generally dislike being angry, reflects a strong aversion to negative emotional states. This implies that many officers consciously prioritize emotional balance, likely to remain professional, focused, and effective in their duties.

In contrast, the lowest mean score of 2.10, tied to feeling like a “bomb ready to explode” in the presence of others, suggests that officers do not commonly experience feelings of emotional

volatility or loss of control. This indicates a notable level of emotional resilience, especially important in a policing context where calm, composed decision-making is critical.

The overall mean score of 2.71, still within the high category, shows that DOPPO personnel tend to be assertive and emotionally cautious. They can handle interpersonal interactions without becoming overly reactive or sensitive to minor frustrations. This balanced approach likely contributes to more effective conflict resolution, stronger teamwork, and public trust. Together, these results point to a professional culture within DOPPO that values emotional intelligence and self-regulation, which are essential traits for maintaining discipline, ensuring officer safety, and building positive community relations.

Table 10. Correlation between self-concept and anger management.

		Anger management			Overall	Interpretation
		Escalating strategies	Calming strategies	Negative attribution		
Self-concept	Physical	0.05	-0.06	0.23	0.28	Rejected
		0.000	0.48	0.005		
	Moral	0.31	0.12	0.23	0.31	Rejected
		0.000	0.14	0.004		
	Personal	0.40	-0.010	0.30	0.25	Rejected
		0.000	0.26	0.000		
	Social	0.13	0.15	0.14	0.21	Rejected
		0.13	0.07	0.010		
	Overall	0.47	0.100	0.31	0.35	Rejected
		0.000	0.001	0.000		

*Significant at $p < 0.05$

The results indicate that for DOPPO personnel, self-concept, across physical, moral, personal, and social dimensions, has a significant influence on how officers manage anger. The rejection of the null hypothesis confirms that these self-concept components are closely linked with key anger management strategies, including escalation control, calming techniques, and attribution patterns.

This moderate yet meaningful correlation highlights that police officers with a more developed and positive self-concept are better equipped to handle anger in a controlled, constructive manner. For a law enforcement agency like DOPPO, where officers routinely face high-stress and emotionally charged situations, this connection is critical.

DISCUSSION

Police officers in DOPPO often face high-stress environments, whether responding to emergencies in remote barangays or maintaining peace during local events. Their self-concept is shaped by how well they feel equipped, physically and mentally, to perform these duties. More so, a positive perception of police officers in terms of physical abilities can contribute to better performance during field operations, especially in physically demanding tasks like arrests, patrols, or emergency response. In Davao Oriental, while physical coordination is seen positively, the lower ratings in illness and success may point to underlying health concerns or morale issues.

Emberlin (2018) argues that it is a misconception to assume that officers are always psychologically strong, as fear can undermine their courage. He further emphasizes that true courage involves confronting and pushing through fear, even when it feels overwhelming. On the other hand, Nowicki (2000) asserts that twelve characteristics make up a good police officer, including: courage or being able to meet physical and psychological challenges, thinking clearly during times of high stress, ego or believing one is a good officer, and having the self-confidence that enables one to solve complex crimes. This means that if officers are struggling with mental health issues or a lack of confidence, they may not be able to adequately pursue or detain suspects or perform other tasks such as operating their patrol cars. Therefore, true professionalism in policing requires a high degree of self-concept (Chukwuebo, 2022).

In terms of emotional attributes, the finding reflects positively on the organizational culture within DOPPO. The relatively high levels of openness in expressing strong emotions suggest that police officers feel comfortable and supported in sharing their experiences with colleagues. However, the lower mean reveals personal weaknesses, which point to a remaining cultural barrier around vulnerability. This is likely influenced by the demands of police work, where officers are often expected to project toughness, composure, and control.

The result above is supported by the study of Blanco (2023), which provides that police officers' training must also focus on cognitive, emotional, social, and moral aspects to understand and adapt to new modern knowledge. Providing service and assisting others are fundamental goals of being a police officer. Their primary responsibility is to safeguard individuals from potential threats and prevent crime within the community, all while fostering a sense of peace and security.

Additionally, a positive self-concept among police officers not only enhances individual well-being but also supports overall team dynamics, as confident officers are more likely to engage constructively with their colleagues and the community. The result of the study confirms that officers' efforts to seek information about themselves to understand their true nature indicate that there is a culture of self-awareness and personal growth within DOPPO. According to Violanti et al. (2017), one of the duties and

responsibilities of today's law enforcement professionals is to develop the ability to deal with risk, ambiguity, and unpredictability in their field of work. Because of the increased stress in the workplace, which can lead to weariness, psychological or mental diseases, or even suicidal behavior, police officers need to be resilient and learn how to cope with the many demands of their profession (Queirós et al., 2020).

In the context of the Davao Oriental Police Provincial Office (DOPPO), the physical working environment is a critical factor influencing officers' sense of connection, morale, and performance. In a study conducted by Blanco et al. (2023), the participants shared their experiences about their work. Some mentioned the support they have provided for people, even outside of their work. According to one participant, when she encountered a woman being physically abused by her husband, she immediately responded by calling DSWD to provide her with help and justice. However, the process made the police officer use her own money and car. The dedication and desire to serve the righteous ethical cause of police officers influence how productive and motivated officers are at work (Fortenbery, 2015).

Furthermore, the happiness that police officers derive from their work is significantly influenced by organizational support, which in turn affects their performance and overall well-being. Officers tend to be more satisfied with their jobs when they see that their department is supporting them with sufficient resources, leadership, and training (LaGree et al., 2023). In addition, efficient communication channels, equitable policies, and acknowledgement of their endeavors foster a favorable work atmosphere, amplifying their feeling of inclusion and satisfaction in the company. On the other hand, a lack of assistance or insufficient funding might cause unhappiness, which could lower morale and influence the caliber of care that police officers offer. In the end, organizational support is a significant factor in determining law enforcement officers' job happiness and general effectiveness (Stormer, 2021).

In maintaining the public's safety and attaining the effectiveness of being a police officer, a strong relationship built by mutual trust between the police officers and the communities is essential. As the relationship between police officers and communities builds confidence, it gives the police officers the dedication to work effectively and beyond their assigned tasks. Additionally, as police officers are motivated to work, they become more engaged in altruism (Basinka and Daderman, 2019).

The individual's overall impression of life, emotions, and dispositional features may significantly influence anger management, and these findings are consistent with their viewpoints (Tian, 2019). The idea of affectivity is closely associated with anger management. Having a high level of positive affectivity is characterized by feelings of euphoria, pleasure in one's activities, joy, social time, and extraversion, while having a low level of positive affectivity is characterized by feelings of drowsiness, fatigue, and lethargy, as well as feelings of loneliness (Yung, 2018).

In reality, police officers often encounter situations that may trigger anger, but they manage it effectively through strategies like self-talk, conflict avoidance, and positive thinking. The results pointed out that officers prioritize emotional balance and are emotionally resilient, controlling their reactions well in social situations. The result appears to be associated with "John Wayne Syndrome," which is characterized by emotional retreat as a result of being forbidden from expressing feelings and sentiments, which are natural reactions to frustration and in line with the "maximum tolerance," which is the guiding principle imposed to law enforcement officers (Kurtz and Upton, 2018).

In this case, police officers resolve to uphold societal norms and expectations, organizational procedures, and constitutional standards. Since anger represents the emotional or affective

component of behavior and hostility represents the cognitive component, these are considered precursors of physical and verbal aggression, which are the instrumental or motor components of behavior. The results suggest that low levels of these aggression factors imply that respondents have a comparatively low tendency to act aggressively or cause harm (Dela Cruz, 2024).

Self-concept significantly influences anger management among police officers in the Davao Oriental Police Provincial Office. By focusing on improving self-awareness and emotional regulation, it is possible to reduce anger-related conflicts and promote better interactions both within the police force and with the public. Therefore, implementing training and support programs aimed at enhancing self-concept could improve emotional control, teamwork, and overall performance in the force. The findings of this research align with Guhao and Faustino's (2022) study, which established a direct connection between an individual's self-concept and the expression of anger. The result confirms that anger management is significantly related to Self-Concept at the 0.05 level of significance. It showed that individuals with lower self-concept scores had slightly lower anger-arousal levels compared to those with medium arousal, though the difference was not significant.

Additionally, the ever-growing literature on emotional regulation shows that it is a central aspect of people's affective functioning, influencing well-being, positively or negatively, as a function of how effectively people manage their emotional responses to everyday events. For instance, inappropriate or burdensome regulation may lead the person to experience longer or more severe negative affect (e.g., anger, anxiety), interpersonal difficulties, behavioral and health problems, and lesser resilience to stressful events (Iwueke et al., 2023). Furthermore, it was found that socializing with friends, as opposed to spending time solely with family, significantly contributes to socialization and can aid in anger management. However, this does not imply that individuals prefer to be distant from their families or spend excessive time alone (Guhao and Faustino, 2022).

The study shows that officers with a stronger, more positive self-concept are better able to apply strategies such as de-escalation, calming techniques, and rational attribution of intent, tools that reduce the likelihood of reactive or aggressive behavior. This connection reinforces the idea that how officers see themselves—e.g., as morally upright, socially competent, physically capable directly impacts how they respond to provocation or stress. These findings carry practical implications for police leadership and training programs. By focusing on self-concept development through structured interventions, DOPPO can improve not only the well-being of individual officers but also the overall climate of the organization. This would help foster a culture of emotional maturity, reduce conflict and misconduct, and enhance public trust.

CONCLUSION

The result emphasizes that a person's self-image, self-worth, and ideal self shape their actions, behaviors, and emotional responses. Officers who perceive themselves positively are more likely to adopt calming strategies and avoid escalating conflicts, as their self-concept encourages self-control and emotional maturity. In a high-stress profession such as policing, the way officers perceive themselves, through their self-image, self-worth, and ideal self, can significantly influence their professional conduct and interactions with the public. This research underscores that a strong, positive self-concept enables officers to regulate their emotions more effectively, reducing the risk of impulsive or aggressive behavior during tense situations. Finally, the findings provide important insights for law enforcement agencies to develop training programs that support and reinforce officers'

self-concept and anger management skills, aiming to improve self-control and uphold professional behavior, particularly in high-pressure environments.

ACKNOWLEDGMENT

We sincerely thank our panel chair, Dr. Nonilito O. Carpio; our panel members, Ms. Sharlyn D. Calipusan and Mr. Felix M. Corvera; and our research coordinator, Ms. Maria Linel B. Talamera, for their invaluable support and guidance. We are grateful to the respondents from the Davao Oriental Police Provincial Office, whose willingness to share their time and effort contributed significantly to the success of this research.

AUTHOR CONTRIBUTIONS

Bilbao, Glovasa, and Similitan conceived the study. Javier improved the title and objectives and developed the framework. Bilbao and Similitan conducted the survey, tallied the results, while Javier and Similitan provided the interpretation and analysis, and enhanced the discussion. Bilbao led the writing of the manuscript, incorporating the comments of the adviser and panel members. Similitan and Glovasa finalized the details of the research and allowed the manuscript to be routed among the panel members. Javier repackaged the research, aligning it with the format of Davao Research Journal, and compiled the revisions and suggestions of the editor and reviewer.

FUNDING SOURCE

Not applicable. This research study is personally funded by the researchers, who are now graduates of the Bachelor of Science in Criminology, together with their adviser.

DECLARATION

Informed consent statement

This study was approved by the ethics board of the university and obtained consent from proper authorities.

Conflict of interest

The researchers declare no conflict of interest between them and the Davao Oriental Police Provincial Office community in which this research was conducted. Be assured that the procedure, methods, and objectives of this research are aligned with the goals and aspirations of the Davao Research Journal.

AI Disclosure

The authors declare that no Artificial Intelligence (AI) or AI-assisted technologies were used in the preparation of this manuscript.

REFERENCES

- Basinska Beata A. and Dåderman Anna M. (2019). Work Values of Police Officers and Their Relationship With Job Burnout and Work Engagement. *Psychol.*, 14 March 2019. Sec. Organizational Psychology. Volume 10 - 2019 | <https://doi.org/10.3389/fpsyg.2019.00442>
- Bishopp, S. A., and Boots, D. P. (2014). General strain theory, exposure to violence, and suicide ideation among police officers: A gendered approach. *Journal of Criminal Justice*, 42(6), 538-548. <https://ir.library.louisville.edu/etd/3325/> Retrieved from: <https://doi.org/10.18297/etd/3325>

- Blanco, J., Doloque, E. M., Bonifacio, S. R., Ancheta, G. J., Evangelista, C. B. S., Jose, J., and Tus, J. (2023). # HerStory: The Psychological Well-Being, Lived Experiences, and Challenges Faced by Female Police Officers.
- Cain, M. E. (2015). *Society and the Policeman's Role*. Routledge. Retrieved from https://www.researchgate.net/publication/343523984_Selfrighteousness_Authoritarianism_Compassion_and_Aggression_of_Police_Officers_in_Quezon_City. DOI: <https://doi.org/10.4324/9781315688541>
- Cheng and Huang (2022). Courage: Theories, Measurements, and Correlate Factors[J]. *Advances in Psychological Science*. Retrieved from: <https://journal.psych.ac.cn/xlkxjz/EN/Y2014/V22/I7/1170>
- Chukwuegbo, H. N., Nwosu, I. A., Etele, V. A., Obi, J.-S. C., Ezebude, N. C., and Nwankwo, C. A. (2022). Self-Concepts of Police Personnel in Anambra State, Nigeria. *Socialscientia: Journal of Social Sciences and Humanities*, 7(2). Retrieved from <https://journals.aphriapub.com/index.php/SS/article/view/1544>
- Dela Cruz, R. T. (2024). Levels of Stress And Aggression Among Police Officers. *AIDE Interdisciplinary Research Journal*, 9(1), 57–72. <https://doi.org/10.56648/aide-irj.v9i1.131>
- Emberlin, R. (2018). Lessons in Leadership: When patience is a cop's best weapon. *Police 1*. <https://www.police1.com/lessons-in-leadership/articles/lessons-in-leadership-when-patience-is-a-cops-best-weapon-jqpeLqbzL3LtMp/> Retrieved from: DOI: 10.5281/zenodo.7595194
- Faustino, J.B., and Guhao, E.S. (2022). Self-Concept, Interpersonal Relationship and Anger Management of City Transport and Traffic Management Office Personnel in Davao City. *International Journal of Innovative Science and Research Technology* ISSN No:-2456-2165 Retrieved from: [https://ijisrt.com/assets/upload/files/IJISRT22MAY1351_\(1\).pdf](https://ijisrt.com/assets/upload/files/IJISRT22MAY1351_(1).pdf)
- Fortenbery, M.J.A., (2015). Improving Motivation and Productivity of Police Officers. Retrieved from: <https://leb.fbi.gov/articles/featured-articles/improving-motivation-and-productivity-of-police-officers>
- Huang, J., Tang J., Tang, L., Chang, H., Ma, Y., Yan, Q., and Yu, Y. (2017). Aggression and related stressful life events among Chinese adolescents living in rural areas: A cross-sectional study. *Journal of Affective Disorders*, Volume 211, 2017, Pages 20-26, ISSN 0165-0327, Retrieved from: <https://doi.org/10.1016/j.jad.2016.12.044>. (<https://www.sciencedirect.com/science/article/pii/S0165032716316330>)
- Igbo, E. U. (2017). The Use and Abuse of Police Powers and Extrajudicial Killings in Nigeria. *African Journal of Criminology and Justice Studies*, 10, 83-99. Retrieved from <https://www.scirp.org/reference/referencespapers?referenceid=2709803>
- Iwueke, N. M.-A., Isiwu, P. I., and Nwonyi, S. K. (2023). Family Social Support and Emotional Regulation as Predictors of Personal Growth Among Serving Corps Members in Owerri Metropolis. *Journal of Good Governance and Sustainable Development in Africa*, 8(1), 34-46. Retrieved from <https://journals.rcmss.com/index.php/jggsda/article/view/909>
- Kurtz, D. L., and Upton, L. L. (2018). The gender in stories: How war stories and police narratives shape masculine police culture. *Women and Criminal Justice*, 28(4), 282-300. <http://dx.doi.org/10.1080/08974454.2017.1294132>
- LaGree, D., Houston, B., Duffy, M., and Shin, H. (2023). The effect of respect: Respectful communication at work drives resiliency, engagement, and job satisfaction among early career employees. *International Journal of Business Communication*, 60(3): 844–864. Retrieved from <https://shorturl.at/1nHLU> on March 11, 2024.
- Nowicki, H.A. (2000). Understanding stress in female and male law enforcement officers. *Psychology of Women Quarterly*, 17, 289–301. Retrieved from: <https://journals.aphriapub.com/index.php/SS/article/view/1544/1469>
- Queiros, C., Kaiseler, M., and Da Silva, A. L. (2013). Burnout as a predictor of aggressivity among police officers. *European Journal of Policing Studies*, 1, 110–134. <https://doi.org/10.5553/EJPS/2034760X2013001002003>
- Queirós, C., Passos, F., Bártolo, A., Marques, A. J., Da Silva, C. F., and Pereira, A. (2020). Burnout and stress measurement in police officers: Literature review and a study with the operational police stress questionnaire. *Frontiers in psychology*, 11, 587. Retrieved from <https://doi.org/10.3389/fpsyg.2020.00587>
- Sahraeian, A., and Edrisi, F. (2020). Evaluating the relationship between burnout and aggression in medical interns of Shiraz University of Medical Sciences. *Sadra Medical Journal*, 8, 419–428. Retrieved from: doi: 10.30476/smsj.2020.81905.1013
- Stormer, M.R. (2021). Occupational Stress and Job Satisfaction in Law Enforcement: Contributing Factors and the Roles Leaders Play. Doctoral Dissertation, The Chicago School of Professional Psychology. Retrieved from <https://shorturl.at/8g94c> on March 11, 2024.
- Violanti, J. M., Charles, L. E., McCanlies, E., Hartley, T. A., Baughman, P., Andrew, M. E., Fededulegn, D., Ma, C. C., Mnatsakanova, A., and Burchfiel, C. M. (2017). Police stressors and health: a state-of-the-art review. *Policing (Bradford, England)*, 40(4), 642–656. Retrieved from: <https://doi.org/10.1108/PIJPSM-06-2016-0097>

 © Bilbao et al. (2025). **Open Access.** This article published by Davao Research Journal (DRJ) is licensed under a Creative Commons Attribution-Noncommercial 4.0 International (CC BY-NC 4.0). You are free to share (copy and redistribute the material in any medium or format) and adapt (remix, transform, and build upon the material). Under the following terms, you must give appropriate credit, provide a link to the license, and indicate if changes were made. You may do so in any reasonable manner, but not in any way that suggests the licensor endorses you or your use. You may not use the material for commercial purposes. To view a copy of this license, visit: <https://creativecommons.org/licenses/by-nc/4.0/>

Print-ISSN 2244-4432 Online-ISSN 2984-7125