

# Influence of Psychosocial Factors Among Police Officers with Administrative Cases: An Ethnographic Study

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**Abstract**— Maintaining peace and order is one of the most challenging responsibilities of law enforcement worldwide. To achieve this, a well-trained, fit, and disciplined police force is required to protect the public's lives and property. However, police officers can sometimes face administrative cases or disciplinary proceedings due to various psychosocial factors that may influence their conduct. The study aims to explore and analyze the impact of administrative case to police officers. The study utilized qualitative research method, specifically ethnographic research design. The participants of the study were composed of 10 uniformed personnel of the Philippine National Police in National Capital Region Police Office, under Regional Personnel Holding and Account Section (RPHAS) who were facing administrative complaints/cases. The study found that administrative cases are seen as both for career growth and disciplinary measures to maintain accountability; police cultures are defined by the organization which transcend from generation; and the administrative cases have an impact to better public service. To address the problems, the researcher recommended that there is a need to further educate the police in cultural diversities and train to navigate cultural differences sensitively as proactive measures in managing negative impact of administrative cases among police officers.

**Keywords**— Philippine National Police, Administrative Cases, Psychosocial Factors, Police Culture

## I. INTRODUCTION

Police misconduct is widespread globally. It includes excessive force, racial profiling, corruption, and abuse of power. This is due to many factors, such as systemic issues, societal influences, insufficient training, and a lack of accountability. While most officers serve and protect their communities, individual actions can erode public trust in law enforcement (Vicente, 2023).

Maintaining peace and order is one of the most challenging responsibilities of law enforcement worldwide. To achieve this, a well-trained, fit, and disciplined police force is required to protect the public's lives and property. Police officers face more serious incidents than those in other professions, which can negatively affect their physical and mental wellbeing when interacting with a cautious and sometimes hostile public (Akinola et al., 2020).

Moreover, police personnel are trained to do their tasks and are motivated to uphold the code of conduct in the promotion of peace and order and the enforcement of the law. Police officers engage in countering charges from complainants, code of conduct violations, or failure to carry out responsibilities

during service. As a result, they faced administrative charges (Vicente et al., 2020).

The Philippine National Police (PNP) is responsible for investigating all types of crime to ensure justice for victims and hold perpetrators accountable. The PNP has faced numerous challenges that have put the organization at risk. Despite declining public perception and poor performance, the PNP is committed to transforming and restoring its rightful place as the people's protector. Mandated by Republic Act 6975 as amended by RA 8551, the PNP's duty is to enforce the law, prevent and control crimes, maintain peace and order, and ensure public safety and internal security with the active support of the community (Ligson, 2021; Lobete, 2018).

Based on the statistics of the Philippine National Police Internal Affairs Service (PNP IAS) in the first five months of the year, more policemen are reportedly facing administrative charges. From January to May 2019, 2,291 police personnel were penalized with administrative charges, up nearly 36% over the 1,683 charged cops during the same time period in 2018. Additionally, the average monthly number of cases filed jumped to 458 this year from 337 last year (Malonzo, 2019).

Police officers are typically in charge of keeping public order and safety, enforcing the law, and preventing, detecting, and investigating illegal activity (Banton et al., 2024). The government's primary responsibility is to serve and protect its people and may call them to defend the state, and in order to do so, all citizens may be forced, under certain conditions, to render personal military or civil service (Article II, Section 4, 1987 Phil Constitution). The Home Rule Theory indicates that police officers are regarded as community workers who defend the effectiveness of their responsibilities based on the clear demands of the people. According to this theory, members of the Philippine National Police are state agents who must serve and protect the community. They are the protectors of human rights, and they must serve the public with a strong sense of responsibility and self-sacrifice (Magtaan et al., 2022).

According to Clifford Shaw and Henry D. McKay's Social Disorganization Theory, which they established at the Chicago School of Criminology, a person's physical and social circumstances play a significant role in the behavioral decisions they make. Power comes with being a police officer, and some of them abuse it to commit crimes. The fact that personnel of the police force are from various locations, each

with its own distinct culture, shows how ethnic and cultural blending occurs inside the PNP organization. Since these cultural orientations are the cornerstones of their wellbeing, they will continue to be as they are even after the training. By putting the theory into practice, it is presupposed that cultural preferences and demographic characteristics have an impact on how police behave and the types of crimes they may commit (Magtaan et al., 2022).

Acquiring greater knowledge of police culture is the first step toward improving legitimacy, respect, and trust between officers and the community, as well as making beneficial changes to police decision-making (Anthony, 2018). As similar to the study of demographic and socio-cultural factors as correlates to administrative offenses of PNP (Philippine National Police) members examines how individual characteristics like age, gender, educational background, and cultural/social influences may relate to or contribute to administrative infractions committed by police officers. This line of inquiry focuses on identifying demographic and sociocultural patterns or risk factors that could predispose certain officers to engage in misconduct or policy violations.

In contrast, the study of the influence of psychosocial factors among police officers with administrative cases looks at the psychological and social dynamics that may underlie or precede such misconduct. This could include investigating personality traits, coping mechanisms, work-related stress, mental health, peer/organizational influences, and other psychosocial variables that may shape an officer's decision-making and behavior, leading to administrative issues. By integrating the demographic/socio-cultural and psychosocial approaches, researchers could develop a more holistic understanding of the complex interplay of individual, social, and organizational dynamics that contribute to administrative offenses among police personnel.

The primary objectives of this ethnographic study were firstly, to identify and describe the administrative cases of the police officers; secondly, to describe the culture of the police officers with administrative cases; thirdly, to identify the influence of psychosocial factors among police officers with administrative cases; and lastly, to propose proactive measures that will help the Philippine National Police (PNP) to lessen the commission of misconduct.

The key variables examined in this ethnographic study on police misconduct were administrative cases, police culture, psychosocial factors, and proactive measures. The administrative cases variable looked at the specific types of violations, that the police officers had been involved in, providing important context about the nature and scope of the misconduct issues. The police culture variable explored the organizational norms, values, and behavioral patterns prevalent among the group, shedding light on how the cultural environment may contribute to or enable such misconduct. The central focus was the psychosocial factors variable, which identified the psychological and social elements, like stress, social support, and job satisfaction, that influenced the officers' propensity for administrative violations. Finally, the proactive measures variable involved proposing concrete interventions and actions the Philippine National Police could

implement to reduce future incidents of police misconduct, translating the research findings into practical solutions. By closely examining these interconnected variables through an ethnographic approach, the study sought to develop a comprehensive understanding of the complex issue of police misconduct and identify ways to promote greater accountability and integrity within the force.

The study aimed to explore and analyze the influence of psychosocial factors among police officers in the National Capital Region Police Office (NCRPO) who are facing administrative cases. In order to improve the behavior, professionalism, and overall performance of police officers in the NCRPO, the study aims to contribute to the development of evidence-based methods by investigating the cultural differences of police officers with administrative cases and suggesting coping mechanisms. The ultimate objective is to foster an efficient and responsible police force that effectively serves and defends the community. The PNP, being the primary law enforcement agency in our country, serves the enforcement of law within their area of responsibility and has an immense effect on their community, which is given a particular trust by their community. By helping the PNP organization through the result of this study, the community will give back its trust and full confidence to the PNP for their safety. In addition, this study will also be of help to NAPOLCOM, the agency that supervises and controls the PNP. Through the collaborative effort of the NAPOLCOM and PNP in implementing the result of this study through its recommendatory measures, there will be a more excellent PNP organization.

## II. METHODS

### *Research Design*

This study used qualitative research method, specifically ethnographic research design. According to Tenny (2022), originating in social and cultural anthropology, ethnography is a study design that places the researcher in close contact to the participant's environment. In order to create a thorough account of the social phenomena that took place during the research period, the participant in the study can employ a range of data gathering techniques during this immersion. Put another way, the goal of ethnography is for the researcher to fully immerse oneself in the research community in order to provide firsthand reports of acts, behaviors, events, etc. from someone who is a member of the population. One advantage of ethnographic research is that it allows the researcher to interact directly with the target population, which may enable the discovery of data that would otherwise be very challenging to collect and record.

Therefore, this research design is appropriate because the researcher is a member of the National Police Commission and is in charge of the entire Philippine National Police.

### *Participants*

The study was conducted at National Capital Region Police Office (NCRPO) and the participants were composed of 10 uniformed personnel of the Philippine National Police in National Capital Region Police Office, under Regional

Personnel Holding and Account Section (RPHAS) who were facing administrative complaints/cases. The RPHAS is the unit responsible for holding PNP personnel who are detailed in other government agencies, seconded personnel, those with pending cases, those who are under suspension, without assignment and floating status, those confined in hospitals, on UN mission, and other circumstances such as RTU/Temporary Status. The researcher chose the group of respondents because they were the best respondents to answer the questions.

The participants of the study composed of ten Police Non-Commissioned Officers, who were 1) Police officers who are currently assigned in National Capital Region Police Office under the Regional Personnel and Accounting Section (NCRPO – RPHAS); 2) Police Non-commissioned Officers (PNCO) with the ranks from Patrolman/Patrolwoman (Pat) up to Police Executive Master Sergeant (PEMS); 3) They are charged for administrative case and pending in different administrative disciplinary authorities; and 4) Willing to take part of the study.

Researcher chose them as the participants of the study because PNCOs are typically the front-line personnel who directly interact with the public. Their roles may require them to handle challenging and potentially high-stress situations. This direct interaction with the public can increase the likelihood of encountering situations where misconduct may occur.

The researcher conducted in-depth interviews with police officers who had been involved in administrative cases. The goal was to explore the psychosocial factors that may have influenced their behavior and decision-making leading up to the administrative cases.

According to the study, the data gathered through these interviews were found to be saturated, meaning the researchers were able to identify recurring themes and patterns in the responses from the participants. This data saturation allowed the researchers to reach robust findings and conclusions.

#### *Instrument*

The study utilized structured interview questions as the primary instrument to conduct the research study. It was followed a predetermined set of questions and a fixed format for each participant. This standardization ensured that all participants were asked the same questions in the same manner. It helped minimize bias and ensured consistency in data collection, making the study more reliable.

The interview questions consisted of two parts Preliminaries, which contained the question to the participants if they were willing to be part of the study; and Interview Proper, which included the set of interview questions.

Upon completing the initial round of in-depth interviews with the police officers involved in administrative cases, the researcher has recognized the need for additional data collection and clarification. While the primary interview data had reached saturation, the researcher likely identified certain areas that required further exploration or validation. By conducting follow-up interviews, the researcher could have enriched the ethnographic data, gained deeper contextual

understanding, and strengthened the credibility and transferability of the study's findings.

#### *Data Gathering Procedures*

The researcher created her own set of unstructured interview questions. However, during the validation of the interview questions, one expert validator commented/suggested a new set of interview questions, which the researcher adopted to use as the interview questions. After approval from the expert validators, it was then submitted to the Ethics Committee of the Lyceum of the Philippines University Batangas Graduate School for Ethics Approval. After receiving ethics approval, the researcher forwarded letter request to the Acting Chief of PNP NCRPO-RPHAS to seek approval to conduct the interviews. After the approval of the request, the researcher coordinated with PNP NCRPO – RPHAS personnel regarding this study.

The researcher went to PNP NCRPO RPHAS to conduct the first interview and provided a brief explanation to the police officers who had pending administrative cases, discussing the purpose and details of the study. The participants for the interviews were randomly selected from among those facing administrative complaints or cases.

After the interview, the researcher encoded the statements provided by the participants. After encoding, the researcher called again the participants to verify their statements and discussed the themes derived from the gathered information.

#### *Data Analysis*

Upon completion of the data, the data gathered from the structured interview questions were analyzed by encoding the answers of the participants, reading and re-reading each transcript as well as listening to the audio recording. Also, data analysis was carried out using narrative thematic analysis which includes the 3C – Coding, Categorizing and Conceptualizing.

First, the researcher engaged in a careful coding process, closely examining the interview transcripts line by line and assigning descriptive codes to capture the essential ideas, concepts, and experiences expressed by the participating police officers. This initial coding allowed them to identify patterns and potential themes emerging from the raw interview data. The researcher then proceeded to the categorizing phase, organizing the related codes into higher-level categories or themes that represented the key psychosocial factors identified in the study. This involved further refinement, merging related categories, and ensuring the themes were mutually exclusive and comprehensive in capturing the nuances of the data. Finally, the researchers moved to the conceptualizing phase, where they looked for connections and relationships between the various categories. By grouping the related categories together based on their underlying meanings and similarities, the researchers were able to synthesize the data and develop a deeper, more abstract understanding of the psychosocial factors influencing the officers' behavior and decision-making.

By systematically applying the 3C's approach, the researcher was able to develop a robust and well-grounded set of themes that illuminated the complex interplay of psychosocial factors influencing the police officers with

administrative cases, ultimately leading to the presentation of the key insights and conclusions in the study.

#### Ethical Considerations

Approval from the Lyceum of the Philippines University of Graduate School and Ethics Review Committee was sought prior to data gathering.

The informed consent of participants was sought from the participants during the conduct of interview, where the contact details of the researcher was also provided. To ensure anonymity, the names of the participants were not required, and codes were applied to prevent any identifiers.

In favor with researcher and participants of the study, details from the informed consent will not mention in the research due to confidentiality in gathering information regarding the desired result to ensure anonymity and codes will be applied to prevent any identifiers.

To ensure the confidentiality and privacy of the data gathered, the researcher did not permit unauthorized individuals to have access to the raw data. The researcher will also implement proper disposal of accomplished interview questions right after the submission of manuscript. The forms were marked as *“For Educational Purposes Only”* so that no part of its content will be used for other purposes.

### III. RESULTS AND DISCUSSION

#### *On the aspect of Administrative Cases*

Based on the interviews conducted to police officers with administrative cases, the researcher found that administrative case means to be as disciplinary action, complaint about service, punishment and case filed which is to ensure the accountability of law enforcement. However, some participants suggest that administrative case is a process wherein a police officer will attain career growth and it could maintain professionalism among ranks. This implies that filing of administrative cases ensure order and integrity of public service.

Under the Philippine National Police Memorandum Circular No. 2018-041 or the Guidelines and Procedure on the Availment of Legal Defense Fund, an administrative case against Philippine National Police (PNP) personnel is a formal legal proceeding instituted before a prosecutor's office, court, or other authorized body. This excludes cases that are classified as Breach of Internal Discipline (BID) or Conduct Unbecoming of a Police Officer (CUPO), as defined in specific NAPOLCOM Memorandum Circulars (NMC 2017-001 as amended by NMC 2016-002).

This affirmation is based on the statements given by the participants, which are:

*“Administrative case is a disciplinary action for police officers who commit wrongdoings; complaint o reklamo sayo ng tao dahil may nalabag kang mali sa batas; and absence of responsibility or compliance na hindi sya nagawa resulting to punishment”.*

Administrative cases filed by authorities against officials or employees who violate rules or procedures are closely linked to the concept of disciplinary liability for police officers. This disciplinary responsibility serves a dual purpose

- it shapes police officers' choices to engage in lawful conduct, and it represents the state's reaction to a police officer's failure to properly execute their duties. In this way, disciplinary liability is a crucial mechanism for ensuring police effectively fulfill their responsibilities and uphold the rule of law. The concepts of discipline and responsibility are tightly intertwined, as disciplinary responsibility is a specific type of legal accountability that public officials, such as police officers, must maintain (Bolledo, 2021; Kalenichenko et al., 2021).

Beyond the concept of disciplinary liability, the literature also examines the importance of police integrity. Police integrity is best understood as “the normative tendency of police officers to resist the temptation to abuse their professional rights and privileges,” according to Klockars et al. (2006), as cited by Modise (2022). The right conditions, such as regulations and norms of conduct, trained police officers, and comfortable workplaces, are needed for police to be able to do their jobs efficiently and effectively. Certain aspects, like a code of conduct which helps officers in their work by assisting them in developing professional judgment, training that prepares recruits for the future rather than upholding traditional principles, and recruiting from a representative pool, are not costly in terms of resources. Building on this, Kalenichenko (2021) highlights how the administrative disciplinary mechanism in the Philippines serves as a tool to maintain discipline and organizational order within the Philippine National Police. Furthermore, disciplinary responsibility of police officers was one of the primary elements in ensuring that police officers efficiently executed their official tasks and did not break the law or official discipline.

Taken together, these findings underscore the multifaceted nature of police accountability and the need for a comprehensive approach. Both formal disciplinary mechanisms and the fostering of police integrity through organizational practices and culture appear essential for upholding the rule of law and public trust in law enforcement. The research suggests that a balanced strategy addressing both systemic and individual-level factors can enhance the effectiveness and ethical conduct of police forces.

Furthermore, police officers become involved in administrative cases due to a variety of reasons, such as sickness, due to wrong encounter, wrong accusations, and in line of duty. These situations expose them to physical risks, social concerns, legal consequences, and other work-related challenges. The overarching theme conceptualized by the researcher is the Adversity and Challenges of Police Officers, highlighting the complex and difficult circumstances that can lead to administrative proceedings against law enforcement personnel as they navigate the inherent risks and adversities of their profession.

Police officer often find themselves in difficult circumstances where it is essential that they perform their duties as best they can to protect their physical integrity and the well-being of the public (Giessing et al., 2019). Due to their exposure to a number of risk factors, such as long work hours, working shifts, occupational stress, and hazardous or traumatic

situations, police officers may experience difficulties sleeping. Inadequate sleep is linked to negative health consequences, diminished mental health, and reduced productivity, safety, and performance at work (Garbarino et al., 2019).

This is similar to the statements given by the participants which are:

*“Nagkaroon kasi ako ng sakit; nanlaban ang suspect; and we are suspected of an incident that we have never committed.”*

The study of Vicente et al. (2020) list further explanations for the administrative cases that police personnel commit. According to it, the main reasons administrative proceedings were brought against the respondents were carelessness and impatience. The effects on work performance included anxiety-related insomnia, lessons learnt, a decrease in work excitement, and an improvement in leadership style. The family's financial difficulty was seen as a detrimental influence on family relations, while a strengthened relationship within the family was seen as a positive outcome.

Moreover, the study of Vicente (2023) points to additional concerns such inadequate supervision and training. Additionally, a lack of supervision and leadership fosters an atmosphere in which people may purposefully or unintentionally violate laws and regulations. Other research conducted in 2023 by Nabunat, Baygan, and Aguillon points to additional causes of police officer transgressions, including disobedience, behavioral and psychological disorders, familial conflicts, and financial difficulties. This simply suggests that there are many variables that can be considered, depending on the viewpoint the researcher chooses, while analyzing the complicated reasons police personnel commit administrative cases or become involved in administrative proceedings.

To help police officers overcome their challenges and adversity, intervention strategies that could aid in acquiring the requisite attributes that could be beneficial to them are needed. This could take the shape of instruction or guidelines for hiring and choosing candidates. The study conducted by Mendoza et al. (2021) supports this, indicating that mentoring and training programs are crucial in preparing new recruits and young officers for the demands of the military. They also recommend a more thorough examination of the PNP's recruiting and selection procedures in order to guarantee that the organization successfully draws in the best applicants who possess the necessary leadership qualities and service-oriented building blocks.

In result of the irregularities, police officers were filed administrative cases. In the study of Peñalba & Macabeo in 2022 states that, the complaint that will be made against the police officers is based on the specific offense, which pertains to a specific act or omission that they have committed. The circumstances under which the negligent police officer must provide an explanation for the accusation made against them in the complaint are included in the specific offense. According to NAPOLCOM Memorandum Circular No. 2016-002, it was defined as the specific act that police personnel committed that qualifies as an administrative offense.

Administrative cases have the potential to significantly affect society, per the study conducted by Vicente (2023).

Public trust in law enforcement can be damaged by police misconduct or the excessive use of force. People may be less willing to report crimes or assist the police, which could result in higher crime rates. Protests, violence, and social unrest are some other potential results. Recent years have seen an increase in police administrative cases in the Philippines, with allegations of police corruption and brutality receiving extensive media coverage as well as close analysis by civil society organizations.

This is similar to the statements given by the participants which are:

*“Positive ma'am sa drugs; Na accused ako ng cheating sa schooling; I have been charged with physical injuries; and I have an administrative case and that is AWOL”*

The majority of participants tested positive for drug use during the required drug test which was a violation of Special Penal Law which was considered as Conduct Unbecoming of a Police Officer under NAPOLCOM Memorandum Circular 2016-002. Records from the Philippine National Police-Internal Affairs Service (PNP-IAS) show that fifty police officers were found to have used illegal drugs this year compared to 35 in 2019, and Tupas (2020) reports that the number of police officers who tested positive for illegal drugs increased by 42.85 percent this year. Furthermore, Villeza (2024) reports that PNP Chief Gen. Benjamin Acorda Jr. disclosed at a news briefing those five officers from the National Capital Region Police Office and one from PNP Region 8 tested positive for drugs. According to a 2016 study by Miller and Galvin that Erdos (2022) cited, law enforcement officers get involved in drug use for a variety of reasons, including managing stress from their jobs and personal lives, ignoring physical pain, dealing with anxiety, depression, and post-traumatic stress disorder (PTSD), trying to stay awake or get enough sleep, and other medical issues that can be both physical and psychological.

Furthermore, it was reported that one of the participants engaged in academic dishonesty and was accused of Conduct Unbecoming of a Police Officer. Chala (2021) claims that in numerous social and economic settings, people frequently have to decide between engaging in various forms of opportunistic or unlawful behavior to enhance their well-being, which may involve taking advantage of others for personal gain. Tax fraud, free-riding on public resources, unjustified benefit claims, and the bribery and corruption of public officials are all frequent occurrences. Similar to other fraudulent actions, academic dishonesty is posing a serious danger to the educational systems of nearly every nation in the globe. According to (Blumberg et al., 2020), law enforcement agents endure several moral dangers in addition to physical and psychological difficulties in their line of work. The moral dangers encompass moral anguish, moral harm, compassion fatigue, ethical destruction, and behaviors that result in moral judgment errors.

Moreover, the participant was involved in physical injuries in relation to R.A 7610. Kuzik (2019) asserts that police contact proceeds well and without any injuries when the public complies with the officer's requests. Unfortunately, not everyone follows through, and the situation becomes tense and

this can lead to stressful meetings where physical harm or even death to the subject(s) or the officer can occur. Furthermore, the suspect was killed during the police operation which led the participant being charged with murder. It is supported by Jobard's study as cited by Cojean et al, in 2020 that one of the most significant security-related concerns in public policy is the police's decision to use lawful violence because it indicates the quality of their acts. It also provides some insight into the nature of the political system. Legitimate violence takes place in every nation inside a legal framework that establishes the guidelines that law enforcement must adhere to in order to carry out their duties.

In addition, law enforcement officials who abuse their power to threaten those under custody in exchange for money are guilty of robbery by extortion, according to the Supreme Court (Requejo, 2023). However, one of the participants was suspected of extorting the arrestee during "Oplan Sita". According to De Leon (2023), the Supreme Court's ruling made clear that police officers are not allowed to ask money from private citizens in exchange for an agreement not to charge them; they are supposed to enforce the law, not to demand money from them. Moreover, some participants faced Absence Without Leave (AWOL). PNP Memorandum Circular 2016-065 states that any official or employee who leaves their place of employment without securing a leave of absence permission is considered to be AWOL.

Furthermore, the nature of the administrative case refers to how the offense is defined and classified under Rule 21 of NAPOLCOM Memorandum Circular No. 2016-002, entitled and "Revised Rules of Procedure before the Authorities for Administrative and Internal Disciplinary Action. PNP Service." Generally, these cases fall into eight categories: Non-performance (neglect of duty), Misconduct or Malfeasance, Irregularity in the Performance of Duty or Mifeasance, Dishonesty, Conduct Unbecoming of a Police Officer, Incompetence, Oppression, and Disloyalty to the Government. Moreover, this offense can be classified into Light, Less Grave Misconduct and Grave Misconduct. According to the aforementioned circular, the case description establishes the nature and classification of the offense committed.

Most participants faced charges of Grave Misconduct, followed by Conduct Unbecoming of a Police Officer and Less Grave Misconduct. The study of Vicente et al. (2020), which was referenced in the 2010 Revised Rules on Administrative Cases in the Civil Service, states that grave misconduct is defined as an act or omission that constitutes a violation of the law and is punishable under the RPC or special laws, where the maximum penalty is imprisonment is six months and one day.

However, any act or behavior of a police officer, irrespective of rank, done in his official on private capacity which, in dishonoring or disgracing himself as a police officer, seriously comprises his character and standing in the PNP in such a manner as to indicate vitiated or corrupt state of moral character which shows his unworthiness to remain in the police service is considered Conduct Unbecoming of a Police Officer under NAPOLCOM Memorandum Circular 2016-002.

Furthermore, Less Grave Misconduct is an act or omission that constitutes a violation of law punishable under RPC or special laws where the duration of imposable penalty imprisonment of one month and one day to six months Vicente et al. (2020).

It is seen from the results that there is an existence of misconduct with various severity based on the responses of the respondents. It only implies that commission of administrative cases is present even if there is a strict guidelines and punishment. The basis for the commission is reflected on the study conducted by Peñalba and Macabeo in 2022. They concluded that the commission of the administrative offenses were contributed by negligence, incompetency, anger management, and sexual misconduct. They argued that consistent preventive measures are needed to improve police discipline based on morale and morale enhancement, psychosocial intervention programs, and skills-based activities.

Moreover, participants state that the police force has two distinct groups of officers - those without any administrative cases filed against them, who are assigned to administrative roles within the police office, and those who do have open administrative cases against them, who are the operatives working out in the field. This suggests there may be some issues or concerns within the department that have led to disciplinary proceedings against certain officers, resulting in a separation of administrative and operational duties. It merely demonstrates how police offices were implicated when it came to such violations and how differences in law enforcement functions might have played a role.

The study by Donner and Jennings (2014), as cited in Macabeo and Peñalba (2022), suggests that police officers are especially susceptible to stress and strain due to their direct interactions with the community. This heightened level of strain can potentially cause police officers to lose self-control, self-restraint, or self-discipline. As a result, police officers may be more prone to committing infractions, misconduct, or misdemeanors.

This is similar to the statements given by the participants which are:

*"Ang mga nakakasuhan naman talaga commonly is mga operatives; when you are an operative, you are prone to administrative cases because you are always in the field; and those police officers who are assigned in the office, they are performing their duties properly."*

Moreover, according to Cubitt (2021), police agencies have access to a variety of management tactics to help control misconduct among their officers. Although a lot of these tactics are widely used, there isn't much actual data to support their efficacy. These consist of giving officers prizes or flattering remarks, taking corrective action after persistent complaints, and moving between offices. Serious misconduct by police personnel can be avoided through having a varied variety of employment choices, good behavioral reinforcement, and quick and appropriate local complaint resolution procedures.

Thus, this aligns closely with the principles of Differential Association Theory as outlined by Edwin Sutherland. In

essence, the differential association theory suggests that individuals learn criminal behaviors, including the techniques, motivations, and justifications for such actions, through their associations and interactions with others who engage in deviant or unethical practices (Vinney, 2019). This theoretical perspective highlights the importance of the social environment and the influence of peer networks in shaping an individual's propensity to participate in misconduct, including within the context of law enforcement organizations.

In the context of administrative cases, the themes of "Safeguarding Police Integrity, Adversity or Challenges of Police Officers, and Existence of Misconduct with Various Severity and Differences on Law Enforcement Functions" highlight the complex landscape of police accountability. Preserving the integrity of the police force is crucial, yet officers may face significant adversity and challenges in their duties. Misconduct, ranging in severity, can occur, underscoring the need for robust oversight and differentiated approaches to law enforcement functions. Addressing these themes requires a balance between supporting officers, maintaining public trust, and ensuring proper disciplinary measures for any wrongdoing, all within the framework of administrative proceedings.

#### *On Police Culture*

The study of Drummond, as cited in Tamayo (2018) suggests that police culture is a more potent force that ensure to preserve commitment in the service. This culture must solidly be founded upon on morality, and any deviance to norms must be punished heavily. Moreover, according to Anthony (2018), police culture shapes attitudes and opinions about communities' people in a police jurisdiction, leading to barriers for officer's acceptance of training initiatives to implement new methods of dealing with the public. Nevertheless, in this study police culture are social and personal norms of the police which is based on the Law Enforcement Practices and Expectations. It implies that these practices and expectation is the very foundation of the police culture which is difficult to change due to the length of time it is utilized, and it becomes incorporated on the person's routine and way of thinking and manifested trough their behavior.

The Philippine National Police is the national police force which is national in scope and civilian in character. Likewise, their motto states that "to serve and protect". In addition to its vision, purpose, and objectives, Patalinghug & Sarcena (2021) stated that the Philippine National Police (PNP) serves the public by preventing crime and defending people's property and lives. The role of police organizations is to carry out activities to safeguard the property and rights of individuals. To promote the welfare and defend the rights of individuals, rules and regulations governed the conduct of operations including patrol, traffic management, and investigation. In accordance with its mandate, the PNP established efficient operating strategies that address the community's ongoing issues, including criminal activity that disrupted the peace and order in the area. Since the police are fundamentally responsible for preventing crime and solving it, they are mandated by the government to enforce laws through patrol,

traffic management, and criminal investigation. These measures serve as motivators for the establishment of peace and order. Peace and order were therefore rationally associated with community progress.

This is similar to the statements given by the participants, which are:

*"Police culture shapes how police officers perform our duty and what's expected of us. It's like a set of unwritten rules that can influence our behavior. For instance, if the organization values community engagement, the police officers will focus on building relationships with the public; and particularly on conducting our duties and responsibilities whereas compliances tend to be more strict nowadays, as a police officer, it is helpful for our citizens their safety prior to the legal orders of the Philippine National Police organization on preventing crimes so as the expectations of our civilians towards police officers".*

Furthermore, police integrity can be best understood as the normative tendency of police officers to resist the temptation to abuse their professional rights and privileges. according to the study of Klockars et al. (2006), as cited by Modise (2022). The right conditions, such as regulations and norms of conduct, trained police officers, and comfortable workplaces, are needed for police to be able to do their jobs efficiently and effectively. Certain aspects, like a code of conduct which helps officers in their work by assisting them in developing professional judgment, training that prepares recruits for the future rather than upholding traditional principles, and recruiting from a representative pool, are not costly in terms of resources.

This is similar to the statement given by the participant, which is:

*"The culture within our police department shapes our behavior and expectations, as these require us to act with integrity and transparency in the performance of our duties".*

This implies a multifaceted approach to policing that aims to foster stronger relationships between the police and the public, while also maintaining a focus on professional standards and the fulfillment of core duties. The emphasis on building relationships with the community implies a shift towards a more collaborative and community-oriented policing model, where officers actively engage with citizens to build trust and understanding. This could lead to improved information sharing, more effective problem-solving, and a greater sense of partnership between the police and the people they serve. At the same time, the focus on performing one's job and fulfilling expectations reflects a commitment to professionalism, accountability, and adherence to policies and procedures.

Police must keep a balance between upholding the law and their duty to safeguard the rights of individuals and maintain public safety. They can use force as needed to implement the law since they are representatives of the government. They must, however, also observe legal and constitutional rights and respond to public concerns Abalos et al. (2023).

Thus, this aligns closely with the principles of Social Contract Theory as outlined by Thomas Hobbes. Abalos et al. (2023) assert that the Social Contract Theory offers important

insights into the complex relationship between laws and regulations in a society. According to this view, laws and regulations are created by mutual consent between the government and the people, rather than being coercive by a ruling authority. Fundamentally, the Social Contract Theory holds that people voluntarily give up some rights and obey the laws that the state imposes.

Moreover, the theme of 'Adaptive Police Culture and Community Engagement' underscored the participants' perceptions of the law enforcement's adaptability in embracing changes in police culture. This theme highlighted how the participants viewed the law enforcement's adaptability as closely tied to their ability to be responsive, demonstrate ethical conduct, and align their practices with the unique dynamics and expectations of the community they serve.

This is similar to the statements given by the participants, which are:

*“Adaptation of changing of rules and regulations of our legal orders from our newly assigned chief pnp’s for the betterment of our organization; focusing on community policing; and perform better in their duties”.*

To begin with, a law enforcement agency that promotes community involvement will benefit from improved problem-solving abilities due to increased trust in the police department and an established connection with the officers. The process of organizations and individuals forming ongoing, long-term collaborations with the goal of implementing a common vision for the benefit of a community is known as community engagement. Community members, government officials, and police leadership all have an important role in developing and implementing effective public safety programs. Due to the negative public perception of law enforcement, police organizations need to find ways to engage with the communities they serve that improve their reputation and strengthen their relationships with the people they are tasked with protecting (Modise, 2023).

Moreover, effective leadership is crucial for any organization, and law enforcement agencies are no exception. Policing, like many other fields, faces its own unique leadership challenges. These include the need to adapt quickly to rapid changes and continuously adjust to diverse political and environmental factors (Alise, 2021). Policing is a constantly evolving field, and the concerns of the community can shift rapidly, even on a weekly basis. Police departments, regardless of their size, cannot make the necessary adjustments to cope with these changes alone. Community members and political leaders must work collaboratively to drive meaningful changes. They play a crucial role in advancing positive initiatives forward. Together, the police and community residents need to be open-minded and willing to learn about the realities of policing. They must work together to develop practical, workable solutions to address public safety challenges. It is essential that both parties recognize and acknowledge the commitment of police officers to safeguarding their neighborhoods (Modise, 2023).

The implications of these themes include understanding the factors that influence the ethical decision-making and integrity of police officers, identifying the organizational and

cultural aspects that enable or hinder their ability to adapt and effectively engage with the community, and informing policy decisions and training programs to better support police officers in upholding their role as guardians of public safety while maintaining ethical standards.

#### *On the Psychosocial Factors*

The behavior, attitudes, and decision-making of police officers can be significantly influenced by their level of organizational identification - the degree to which they feel a sense of belonging and commitment to the police force. The research by Hamid & Earlyanti (2022) suggests that organizational commitment reflects an individual's ability and willingness to align their personal behavior with the needs, priorities, and goals of the organization they work for. Maintaining a strong sense of commitment to the organization is crucial, as not all employees fully grasp the importance of being committed to their workplace.

This is similar to the statements given by the participant, which are:

*“Maintaining a high level of professionalism and feeling part of an organization can motivate them to act better and make better decisions to rebuild trust and improve their behavior and decisions to demonstrate their commitment to the service.”*

It is supported by Filstad (2022) asserting that the desire of a police officer to build their identity in the organization is reflected on their engagement. Commitment creates a strong emotional attachment to the idea of “us” and the idea of being part of something larger than yourself. Belonging represents the imagination of the police mission and the pride in being a part of it. It is about “being here and now” and looking out for each other when things are tough. The connection between membership and identification with the police is further amplified by materiality and symbolism, as is often the case with police chiefs. The sense of belonging to the police by wearing the same uniform, using the same objects and symbols becomes central to one’s identity as a police officer.

Adding to this, an employee's total job performance can be significantly impacted by their organizational commitment level. This emphasizes how crucial it is to encourage employees to have a high level of dedication in order to promote successful organizational outcomes (Ennis et al, 2018; Esther et al., 2019; Hamid & Earlyanti, 2023).

The findings of this research are corroborated by a study of Kinkhabwala (2019), who postulates that an organization's unique character is shaped by a dynamic system of shared values, beliefs, philosophies, experiences, habits, expectations, conventions, and behaviors. The company's activities are guided by its culture, which also serves as an unwritten code of conduct and a common sense of identity. It is well acknowledged that as no one is flawless, no organization, community, or culture can be flawless. However, it can be beneficial to assess the extent of the cross-cultural gaps beforehand and devise effective solutions to address them.

Furthermore, the presence of harmonious diversity within law enforcement agencies has been shown to have a positive impact on the overall organizational culture and effectiveness



of the police force. When there is a harmonious mix of diverse perspectives and backgrounds represented among the police officers, it can contribute to improved public service delivery.

The study by Fair (2023) further highlights that having a diverse pool of law enforcement officers can offer significant benefits to society as a whole. When a police department is composed of officers from diverse backgrounds, it can help increase community trust and the rate of cooperation from citizens. This is especially important in cities where community relations with the police have been strained or have deteriorated due to past practices. Fostering diversity within the police force can be a crucial strategy for rebuilding public trust and securing greater citizen cooperation, which are essential for effective policing and community well-being.

This is similar to the statements given by the participants, which are:

*“Promoting respect and understanding among officers; officers can understand and communicate with residents much better; and harmonious diversity in a police force creates a more inclusive and supportive culture. This can improve police effectiveness because officers come from a variety of backgrounds.”*

Thus, diversity in community policing improves overall law enforcement efficiency, which is one of its primary benefits. Diverse police agencies are better suited to manage conflicts that may emerge in the community as a result of variations in cultural norms and values. The representation of different police officers in the areas they serve facilitates a better understanding and connection with the local populace. This, in turn, improves communication, builds trust, and fosters stronger collaboration among all parties (Verizon, 2023).

In contrast to the positive impacts of organization identification, conformity to the organizational culture and customs of the police force can also have negative influences on the behavior, attitudes, and decision-making of officers, particularly those who have faced administrative cases. An overly rigid adherence to the police organization's norms and expected practices, without sufficient room for individual reflection and accountability, may lead to problematic outcomes.

This is similar to the statements given by the participants which are:

*“Challenging for police officers; affects everything from how they act to how they think and decide; and might feel extra pressure to fit.”*

Organizational policies and legislation alone are not sufficient to drive real behavior change. Rather, the underlying culture of the organization must be aligned with the core values and highest standards of the profession. If the organizational culture does not reflect these terminal values, then any policies or rules put in place will have limited impact and be largely ineffective, much like empty campaign promises (Reynolds, 2022).

According to a study conducted by Magtaan, Remotin, and Dalugdog (2022), the bulk of the indicators on the organizational and personal cultural elements that influence the commission of administrative offenses were disputed upon by the respondents, but they did agree on some of them. However, there is a statistically significant difference and association between the demographic profile and the administrative offense committed with regard to educational attainment and monthly income, whereas there is a statistically significant difference and association with regard to religion and housing data between the socio-cultural profile and the administrative offense committed. The statistical significance of organizational culture elements is evident in the factors influencing the commission of administrative offenses and the administrative offenses committed.

The findings of this research are confirmed by a study of Kinkhabwala (2019) who postulates that an organization's unique character is shaped by a dynamic system of shared values, beliefs, philosophies, experiences, habits, expectations, conventions, and behaviors. The company's activities are guided by its culture, which also serves as an unwritten code of conduct and a common sense of identity. It is well acknowledged that as no one is flawless, no organization, community, or culture can be flawless. However, it can be beneficial to assess the extent of the cross-cultural gaps beforehand and devise effective solutions to address them.

The key implications of the three themes centered around strengthening organizational support systems, promoting inclusive and adaptive police culture, and mitigating the negative impact of organizational stressors. By enhancing police officers' sense of organizational identification, embracing diverse perspectives within law enforcement, and fostering an organizational culture that values innovation and professional integrity, the study can inform the development of evidence-based policies, training programs, and interventions to improve the well-being, ethical decision-making, and community engagement of police officers, ultimately leading to stronger police-community relationships and enhanced public safety outcomes.

#### *Propose Proactive Measures*

In this proposal, the researcher outlines several proactive measures that the Philippine National Police (PNP) may implement to systematically reduce the incidence of unethical behavior and abuse of power by its officers. These measures encompass various aspects including assignment of experienced supervisors to oversee field operations, the creation of robust mechanisms to protect whistleblowers, and the implementation of a comprehensive strategy to address the influence of organizational culture and customs. By adopting these coordinated approaches, the PNP can systematically reduce unethical behavior and abuse of power, while fostering a culture of integrity and accountability.

Key Result Findings	Proposed Actions	Objectives	Persons Involved
Operatives are more prone to administrative cases compared to administrative officers.	Assign experienced supervisors who have a deep understanding of operative functions and can effectively guide and support them.  (e.g. Job Rotation and Exposure, Competency Assessment, and Specialized Training)	To enhance supervision and mentorship.	Chief, PNP and NAPOLCOM
The prevalent police culture in the PNP are lapses in police arrest, bata-bata system, follow first before you complain and go with the flow which can be viewed as negative practices within the PNP organization.	Create mechanisms to protect whistleblowers within the PNP who report misconduct, abuses, or corrupt practices.  (e.g. Policy Development, Awareness and Training, and Reporting Mechanisms)  Ensure confidentiality, non-retaliation, and support for individuals who come forward with information about negative practices.	To establish whistleblower committee protection/unit/board	PNP-IAS (Internal Affairs Service) and PNP's top management
Police officers, especially those who have faced administrative cases, are heavily influenced by their organization's culture and custom.	Implement a comprehensive strategy to address the influence of organizational culture and customs on police officer behavior, attitudes, and decision-making.	To cultivate an ethical organizational culture that prioritizes professional integrity and accountability.	Center for Police Strategy Management (CPSM)

IV. CONCLUSION

- Majority of the police officers with administrative cases are operatives. They described administrative cases as disciplinary action for police officers who commit violations and wrongdoings that affects the order and integrity of the organization and public service. However, they claimed that they became involved in administrative cases due to a variety of reasons, such as sickness, due to wrong encounter, wrong accusations, and in line of duty.
- The prevalent police culture in the PNP are lapses in police arrest, bata-bata system, follow first before you complain and go with the flow which can be viewed as negative practices within the PNP organization.
- Based on the interviews, it was found out that police officers are heavily influenced by their organization's culture and custom the police officers. It was stated that the sense of belongingness and harmonious diversity which created inclusive and supportive culture, motivated them to act better and make better decisions to rebuild trust. However, it was also noted that some participants argued that these factors negatively influenced them as they feel pressured to fit on the expectations within the police department.
- Proactive measures were proposed that would help the PNP lessen the commission of misconduct. These include strict supervision of operative functions, creating mechanisms to protect whistleblowers within the PNP and comprehensive strategy to address the influence of organizational culture and customs.

V. RECOMMENDATION

- To address the concerns raised by police officers regarding administrative cases, a comprehensive review and reform of the disciplinary system is recommended. The National Police Commission (NAPOLCOM) may be the responsible agency for the comprehensive review and reform of the PNP's disciplinary system as described in the passage. As the government agency tasked with the

supervision and control of the Philippine National Police, the NAPOLCOM's responsibilities include formulating policies and programs for the police force, exercising administrative control and operational supervision over the PNP, overseeing the PNP's internal affairs and disciplinary procedures, and establishing qualifications and standards for police officers. In addition, The PNP's Internal Affairs Service (IAS) may be tasked with examining the criteria and procedures for initiating administrative cases, ensuring fairness, transparency, and consistency. The IAS may also need to strengthen internal accountability mechanisms through independent oversight and robust whistleblower protection.

- To address the negative elements of police culture within the Philippine National Police (PNP), such as the reported lapses in arrest procedures, the (favoritism) system, and the pressures to "follow first before you complain" or "go with the flow," a multifaceted approach recommends a comprehensive, multi-pronged strategy to address the negative elements of police culture within the Philippine National Police (PNP). The responsible for addressing the negative elements of police culture within the Philippine National Police may primarily fall on the PNP's leadership and various internal units and commands. The PNP's top management, including the PNP Chief, the PNP Command Group, and the Regional/Provincial/City Police Offices, may be responsible for spearheading the cultural transformation efforts. They may need to implement robust training programs on lawful and ethical arrest protocols, establish clear and impartial disciplinary mechanisms to address abuses of authority, promote a culture of accountability and integrity where all officers are held to the same high standards, and empower whistleblowers and internal reformers to challenge unethical practices without fear of retaliation. In addition, the PNP's Internal Affairs Service (IAS) may be responsible for strengthening the disciplinary mechanisms and ensuring impartial investigations of alleged misconduct.

3. To address the conflicting influences of organizational culture and customs on police officers, a balanced approach is recommended, a strategy that seeks to strike a careful balance between addressing the positive and negative aspects of the organizational culture within the Philippine National Police (PNP). The responsible for addressing the conflicting influences of organizational culture and customs on police officers within the Philippine National Police (PNP) may primarily fall on the PNP Chief, who would need to spearhead efforts to strike a balance - strengthening the positive aspects of the organizational culture that foster a sense of belonging, diversity, and mutual support to motivate officers, while also identifying and mitigating any negative cultural elements or unwritten expectations that may be exerting undue pressure and encouraging unethical conduct.
4. To effectively address misconduct within the Philippine National Police (PNP), it is recommended that the PNP's Internal Affairs Service (IAS) may take the lead in implementing a comprehensive set of proactive measures. These may include strict supervision of operative functions, the creation of robust mechanisms to protect whistleblowers, and the development of a comprehensive strategy to address the influence of organizational culture and customs that may contribute to misconduct. The PNP leadership, including the Chief of Police and regional/local commanders, may provide strong support and oversight to ensure the successful implementation of these measures, which are crucial for fostering a culture of accountability and integrity within the organization.
5. Future researchers may conduct a qualitative study using these variables and to further study using relevant variables to provide a more nuanced understanding of the administrative case process within the Philippine National Police (PNP). This could include exploring the lived experiences and perspectives of officers involved in administrative cases, as well as examining the role of leadership, supervision, and internal accountability mechanisms. Additionally, future research could delve into the broader ecosystem of police-community relations, investigating how public trust, perceptions of fairness, and legitimacy influence officer conduct and the administrative case system.

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