

Fostering A Culture of Trust and Accountability Through Leadership in the PNP Provincial Perspective

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Abstract- The research assessed the leadership style manifested by the office and the performance of Non-Commissioned Officers at Police Office, Bohol during calendar year 2023 as bases for sustainable action plan. This study focused on the forty-five (45) total respondents thirty-six (36) are males and nine (9) are females. The study used a descriptive-correlational method, the quantitative-qualitative approaches and four different sets of research instruments were utilized. There two sets of survey questionnaires used in this study. transformational leadership, transactional leadership, laissez-faire leadership style, and autocratic leadership. The second tool is the performance ratio crafted from the IPCR of the PNP. Last is interview Guide Questions. On the perception of the leadership styles manifested as to transformational leadership, transactional, authoritarian and laissez-faire within the office, reveals a very high level of agreement across all indicators. As to the level performance of the police commissioned and non -commissioned officer performance classified as Outstanding across all measured indicators on the job knowledge, supervisory control, organizational responsive, reveals an outstanding commitment to maintaining operational integrity. As to the personal qualities the assessment of personal qualities among police officers, shows an outstanding level of moral and ethical character. On the test of significant relationship all leadership styles do not correlate to key result areas on Output, Supervisory, Control. As to the practices of the commissioned officer in performing their leadership style, the data on the practices of commissioned officers in their leadership style, indicates that these officers consistently manifest core leadership practices. On the test of significant relationship, it is concluded that all leadership styles do not correlate to key result areas on Output, Supervisory and Control. A sustainable plan must be implemented and enforced.

Indexed Terms- Public Administration, Fostering the Culture of Trust and Accountability, Descriptive design, Leadership Style in the PNP Regional Perspective, Bohol, Philippines.

I. INTRODUCTION

Rationale of the Study

Leadership serves several functions crucial to the success of an organization. One of the most important functions of a leader is to provide a vision for the company. The leader explains the vision and what members of the organization must do to achieve it. The organization fosters a culture of empowerment among its employees, promoting the cultivation of innovative thinking and the assumption of initiative within their respective positions. The organization fosters a culture of empowerment among its employees, promoting the cultivation of innovative thinking and the assumption of initiative within their respective positions. Leaders have the ability to establish a work environment that fosters a sense of value, motivation, and inspiration among employees, thereby encouraging them to achieve excellence (Alrowwad et al., 2020; Emon et al., 2023). The leadership style in question elicits favorable consequences that permeate across the entire organization. leadership is important to police officers since they lead by example, leaders in law enforcement must maintain a high level of professionalism and integrity, which is essential for maintaining public trust. This leadership style is effective because it enables police leaders to create a culture of trust and accountability within the organization. As chief of police for many years I the researcher aims to contribute a legacy to the organization through this humble study on the styles of leadership in an organization as a driving force behind an organization, navigating it towards its goals, influencing its culture, and shaping its overall performance.

Theoretical Background

The recent study is grounded of the leadership style of Srivasta (1994) who highlighted that leadership styles among executives and supervisors reported a

significant positive relationship between the overall work climate of employees. Work climate was also found related to various individual dimensions of organizational leadership, communication, interaction, influence in decision-making, goal-setting, and control. This proposition is also supported by the Path Goal Theory of leadership by Evans in 1970. It has been developed to explain how a leader's behavior affects the work climate of an organization. He said that the key elements of leadership style are how the person influences the work climate of an organization to achieve the goal.

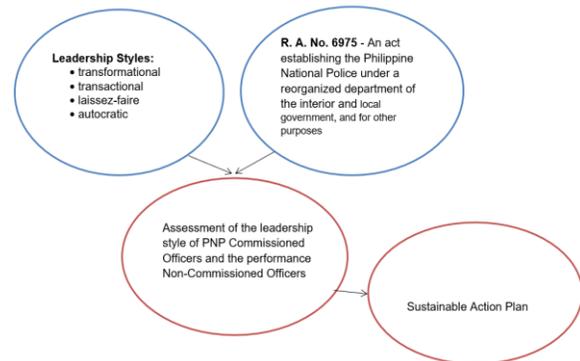
Newstrom, Davis, (1993), it states that leadership style is the manner and approach of providing direction, implementing plans, and motivating people. As seen by the employees, it includes the total pattern of explicit and implicit actions performed by their leader.

The first major study of leadership styles was performed in 1939 by Kurt Lewin who led a group of researchers to identify different styles of leadership (Lewin, Lippit, White, 1939). This early study has remained quite influential as it established the three major leadership styles: (U.S. Army, 1973): The first leadership style is the authoritarian or autocratic - the leader tells his or her employees what to do and how to do it, without getting their advice This kind of leadership had been practiced by our traditional leaders. It is worth remembering that though this leadership style is not anymore common today but still it contributed a well sounded leadership . The major autocratic leadership style characteristics include: The autocratic leader retains all power, authority, and control, and reserves the right to make all decisions. Autocratic leaders distrust their subordinate's ability, and closely supervise and control people under them. Participative or democratic - the leader includes one or more employees in the decision making process, but the leader normally maintains the final decision making authority. Delegative or laissez-fair (free-rein) - the leader allows the employees to make the decisions, however, the leader is still responsible for the decisions that are made.

RA 8551, also known as the PNP Reform Law, builds upon the framework established by RA 6975. It aims to further reform and reorganize the PNP, addressing issues such as personnel development, career progression, promotion, and modernization efforts within the police force.

Section 24 Power and Functions. This empowers the PNP to enforce the laws and ordinances in the protection of lives and properties. And to maintain peace and order in a society. Furthermore, in order to carry the task of these police officers section 37 emphasizes the performance evaluation system that made them perform effectively of their jobs. As PNP leaders or supervisor it is necessary to be competent and be confident to do the entrusted to them in leading their subordinates.

The present study is being anchored on the above mentioned theories in able to determine the level of distributed leadership style of and their performance.



II. THE PROBLEM

Statement of the Problem

The research assessed the leadership style manifested by the office and the performance of Non-Commissioned Officers at Police Office, Bohol during calendar year 2023 as bases for sustainable action plan.

Specifically, the study answered the following:

1. What is the demographic profile of the commissioned officers as to:
 - 1.1 age ;
 - 1.2 gender;

- 1.3 civil status;
- 1.4 highest educational attainment;
- 1.5 length of service;
- 1.6 trainings/seminars attended; and
- 1.7 performance rating?

What is the perception of the leadership styles manifested in the office as to:

- 2.1 Transformational
 - 2.2 Transactional
 - 2.3 Autocratic
 - 2.4 Laissez Faire
2. What is the level performance of the police Commissioned and Non -commissioned officer in the performance in the office task and responsibilities key result areas.
- 3.1 output;
 - 3.2 job knowledge;
 - 3.3 work management;
 - 3.4 interpersonal relationship;
 - 3.5 concern for the organization; and
 - 3.6 personal qualities?
3. Is there significant relationship between the levels manifested in the office and the performance of the non- commissioned officers?
4. What are the practices of the Commissioned Officer in performing their leadership style?
5. Based on findings, what sustainable action plan can be crafted?

Statement of Null Hypotheses

Ho2: There is no significant relationship between the levels of leadership styles manifested in the office and the performance of the non- commissioned officers.

Significance of the Study

The significance of the study was mainly to acquaint the PNP commissioned officers in regard to the distributed leadership and be mindful of the performance. The outcome of this study would be of advantage the following:

Station Commander. To learn and understand the essence of leadership in an organization and inspired wisely to hire employees who are highly motivated and committed.

Subordinates. To internalize the strong tool as they perform their duties and responsibilities towards performance.

Community. Served and gave awareness on the laws, policy and programs in the community.

The Researchers. Benefited from the findings of this study and utilized as reference to improve his knowledge and skills on the managerial leadership style.

Future Researchers. This study was significance and made used for further related study.

Finally, the findings of this study served as basis for future researchers to conduct another related study to another locale.

III. RESEARCH METHODOLOGY

This chapter presented the research design, research environment, participants of the study, instrumentation, data gathering and procedure and data analysis.

Design

The researcher employed descriptive design using the quantitative and qualitative approach in this research study. This frequency distribution research makes use of quantitative and qualitative approach and interview method in qualitative approach.

Quantitative data collection methods were entered on the quantification of relationships between variables. Quantitative data gathering instruments established relationship between measured variables. When these methods were used, the researcher was usually detached from the study and the final output was context free.

Qualitative data was concerned with non-statistical methods of inquiry and analysis of social phenomena. It drawn on an inductive process in which themes and categories emerge through analysis or data collected by such techniques such as interviews. Samples were usually small and were often purposively selected. Qualitative research used detailed descriptions from

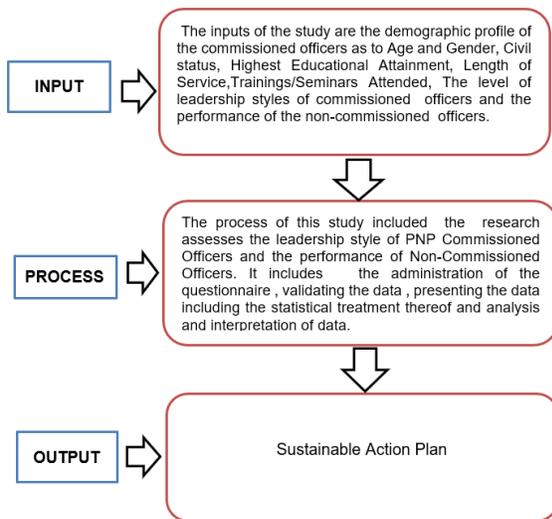
the perspective of the research participants themselves as a means of examining specific issues and problems under study.

Flow of the Study

The research flow followed the input-process-output, which served as the structure and guide for the direction of the study.

The inputs of the study were the demographic profile of the commissioned officers as to age and gender, Civil status, Highest Educational Attainment, Length of service, Trainings/Seminars Attended, The level of leadership styles of commissioned officers and the performance of the non-commissioned officers.

The process of this study included the research assessed the level of leadership style of PNP Commissioned Officers and the performance of Non-Commissioned Officers. It included the administration of the questionnaire, validating the data, presenting the data including the statistical treatment thereof and analysis and interpretation of data. Output of the study included suggestions, recommendations and Sustainable Action Plan.



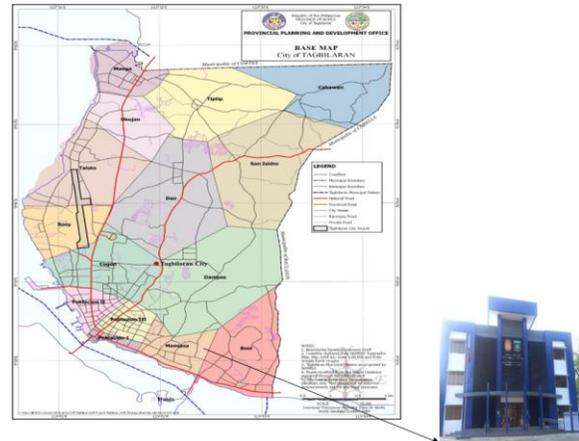
FLOW OF THE STUDY

Figure 2

Environment

The Bohol PPO Headquarter of Camp Francisco Dagohoy was situated at J.A Clarin St., Tagbilaran City, Bohol. Accordingly, it was built during Marcos

regime under the command of the defunct Philippine Constabulary. Since then, it was deliberately refurbished during the period of the succeeding Provincial Director's and was continued during the incumbency of police colonel Lorenzo Alfeche Batuan. Inside the camp we have a basketball covered court, tennis court, conference hall, Officer's quarter and chapel.



Location Map for the Research Site Environment

Figure 3

Respondents

Table 1 showed the distribution of the respondents. Of the forty five (45) total respondents thirty six (36) are males and nine (9) are females. Police career was a men's world and only few women were entice to join the police force.

Table 1

Distribution of Respondents

CCPO Doing Work	Personnel Actual Police	Population			Percentage %
		M	F	T	
Police Commissioned Officers		1		1	2.22
Police Non-Commissioned Officers		35	9	44	97.78
Total		36	9	45	100.00

Instruments

There were two sets of survey questionnaires used in this study. It was contextualized in the local setting and will be subjected to validation by a panel and experts. The first set of the tool assesses the different leadership styles of Police Commissioned officers adapted from the study of Anyango (2015) with the following indicators: transformational leadership, transactional leadership, laissez-faire leadership style, and autocratic leadership. The scale to be used for this variable in order to measure it was the Multi-Factor Leadership Questionnaire. The respondents will indicate their answers on a five-point Likert scale that ranges from 5-1 corresponding from always manifested to not manifested at all. Additionally, the scale will be used to determine the choice for a response to each item in the questionnaire. The second tool is the performance ratio crafted from the IPCR of the PNP.

Interview Guide Questions. To find out the practices and problems encountered by PNP officials an interview and questionnaire guide questions are made and prepared by the researcher. It is a semi-structured interview and questionnaire to explore the practices and problems meet by the PNP officials specifically at Bohol.

Gathering of Data Procedures

Prior to conduct of the study, the researcher prepared a letter request to conduct a study. Upon the approval of the permit, the researcher personally administered the questionnaires to the respondents of the study. The researcher with the assistance of his select subordinates administer the questionnaire with full of patience. Retrieval of the questionnaires was done as soon as possible.

The researcher conducted an interview with the research respondents. An interview guide was used to gather the data from the respondents. It is FGD interview. The researcher took down the responses of the respondents using the interview pad provided.

Data was submitted to the statistician for tabulation, analysis and interpretation. The interview and questionnaire guide questions for the practices and problems encountered by PNP Commissioned and

Non- Commissioned Officers and was coded and thermalized.

Statistical Treatment of Data

The responses of the subjects and respondents were carefully encoded, tabulated, analyzed and interpreted.

Frequency Distribution and Percentage was utilized to determine the profile and distribution of the respondents.

Weighted Mean were used to determine the level of distributive leadership style and the level of performance of the school principals.

Pearson-r was used to test the significant difference of the level of performance and profile of the research participants and the level of distributed style and level of performance.

The responses of the principals on the practices and problems encountered was transcribed and coded using

Thematic Content Analysis. Thematic analysis was historically a conventional practice in qualitative research which involves searching through data to identify any recurrent patterns. A theme is a cluster of linked categories conveying similar meanings and usually emerges through the inductive analytic process which characterizes the qualitative paradigm.

Scoring Procedure

Table 2 Parameter of Limits for Distributive Leadership Style

Scale	Mean Range	Response Categories	Interpretation
5	4.50 – 5.00	Strongly Agree	Very High
4	3.50 – 4.49	Agree	High
3	2.5 – 3.49	Neutral	Average High
2	1.50 – 2.49	Disagree	Low
1	1.00 – 1.49	Strongly Disagree	Very Low

Table 3 Parameter of Limits for the Performance of PNP Officers

Scale	Mean Range	Response Categories	Interpretation
5	4.50 – 5.00	Outstanding	Very High
4	3.50 – 4.49	Very Satisfactory	High
3	2.5 – 3.49	Satisfactory	Average High
2	1.50 – 2.49	Unsatisfactory	Low
1	1.00 – 1.49	Poor	Very Low

IV. DEFINITION OF TERMS

To have a better understanding of the words and to attain clearness and to attain logical presentation of the study the following terms are defined operationally.

Challenges. Refers to the obstacles and hindrances encountered by the police officials in the PNP system that affects their leadership and performance.

Commissioned officers. Refers to the Active PNP uniformed personnel with the rank of Inspector up to Director General.

Descriptive Method. It is a strategy that teaches the concepts behind context specific vocabulary by using high-frequency, reusable, common words.

Leadership Style. Refers to a leader's methods, characteristics, and behaviors when directing, motivating, and managing their teams.

Transactional leadership. A leadership style that utilizes rewards and punishments to motivate and direct followers. This approach to leadership, also sometimes referred to as managerial leadership, emphasizes the importance of structure, organization, supervision, performance, and outcomes.

Transformational leadership. is a management philosophy that encourages and inspires employees to innovate and develop new ways to grow and improve the path to a company's future success. Using this method, executives give trusted employees the

independence to make decisions and support new problem-solving approaches.

Delegative or laissez-fair (free-rein). the leader allows the employees to make the decisions, however, the leader is still responsible for the decisions that are made.

Authoritarian or autocratic .the leader tells his or her employees what to do and how to do it, without getting their advice.

Performance. The act of performing a ceremony, play, piece of music, etc. the execution or accomplishment of work, acts, feats, etc. a particular action, deed, or proceeding.

Output. The act of turning out; production: the factory's output of cars; artistic output. the quantity or amount produced, as in a given time: to increase one's daily output. the material produced or yield; product.

Job knowledge. Measures employee's demonstrated job relevant knowledge and essential skills, such as work practices, policies, procedures, resources, laws, customer service, and technical information, as well as the relationship of work to the organization's mission.

Work management. Work management is a broad system and way of getting work done, which includes projects, planning, and processes. This holistic way of working focuses on connecting the dots between teams, providing clarity, and streamlining cross-functional collaboration.

Interpersonal relationship. Refers to reciprocal social and emotional interactions between the patient and other persons in the environment. Almost every mental disorder is accompanied by problems in this respect.

Concern for the organization. It is a type of business group common in Europe, particularly in Germany. It results from the merger of several legally independent companies into a single economic entity under unified management.

Personal qualities. The characteristics that define who you are. Rather than what you can do or what you've learned, they're your innate qualities and natural talents.

Military leadership is the process of influencing others to accomplish the mission by providing purpose, direction, and motivation. The most fundamental and important organizational technique used by military is the chain of command.

Non-commissioner officers. Refers to the rank nomenclature starts at Police Officer 1, the equivalent of Private in the Armed Forces of the Philippines (AFP) followed by PO2 (Private First Class), PO3 (Corporal), Senior Police Officer 1 (Sergeant), SPO2 (Staff Sergeant), SPO3 (Technical Sergeant), and SPO4.

Public Administration. Refers to the implementation of government policies, determining the policies and programs of governments, specifically, the planning, organizing, directing, coordinating, and controlling of government operations.

AI-Machado, D. O. M. (2016). Teachers' Perceptions of Elementary School Principals' Leadership Attributes and Their Relationship to School Effectiveness. Doctorate Dissertation, Walden University.

V. RESULTS AND DISCUSSIONS

This chapter presented the summary results, discussions on findings, conclusions and proposed appropriate recommendations.

VI. SUMMARY

The research assessed the leadership style manifested by the office and the performance of Non-Commissioned Officers at Police Office, Bohol during calendar year 2023 as bases for enhanced action plan. The study surveyed the following the demographic profile of the commissioned officers, the perception of the leadership styles manifested in the office, the level performance of the police

Commissioned and Non-commissioned officer in the performance in the office task and responsibilities key result areas, significant relationship between the levels manifested in the office and the performance of the non-commissioned officers and the practices of the Commissioned Officer in performing their leadership style. The researcher made use of the qualitative of research with the use of the questionnaire as the main tool in the gathering of important data. Quantitative method of research is the method of research in which data were quantified from the response of the questionnaire which were presented, analyzed and interpreted.

VII. FINDINGS

On the perception of the leadership styles manifested in the office as to transformational leadership within the office, reveals a very high level of agreement across all indicators. These findings align closely with the study's focus on fostering trust and accountability through leadership. Transformational leadership, as perceived by personnel, plays a critical role in enhancing motivation, professional growth, and a sense of purpose within the organization, contributing to a positive and productive organizational culture within the PNP. On the transactional leadership the data on perceptions of transactional leadership within the office, indicates a very high level of agreement.

In alignment with the study's focus on fostering accountability through leadership, this perception of transactional leadership suggests that supervisors provide a stable, organized environment where rewards and recognitions are contingent on meeting defined goals. This approach complements transformational leadership by establishing a solid foundation for professional accountability and structured achievement within the PNP.

As to the authoritative leadership this leadership style is data-driven, focuses on setting high expectations, and often involves a strong emphasis on mission accomplishment. While this leadership style can foster trust, clarity, and motivation within teams, it can also lead to perceptions of rigidity or inflexibility if not executed with an awareness of individual needs and team dynamics. The data on perceptions of authoritative leadership within the office, as indicates

a generally high level of agreement. indicating that personnel recognize the directive and structured approach of their supervisors. Overall, this balance in perceptions of authoritative leadership aligns with the study's focus on fostering accountability.

On laissez-faire leadership the data on perceptions of laissez-faire leadership within the office, reveals a high level of agreement. This partial application of laissez-faire leadership aligns with the study's focus on fostering accountability and trust.

As to the level performance of the police commissioned and non-commissioned officer in the office task and responsibilities key result areas.

In the output. The data on performance in output among police commissioned and non-commissioned officers, as shown, indicates an exceptional level of performance classified as Outstanding across all measured indicators.

This outstanding performance in key result areas suggests a well-motivated and capable workforce that meets or exceeds organizational expectations. Such high levels of output reflect positively on the leadership styles present in the organization, as they likely contribute to an environment that promotes productivity, accountability, and professional excellence. This aligns with the study's focus on fostering a culture of trust and accountability, reinforcing that the organization's performance standards are being achieved and sustained effectively.

On the job knowledge the data on job knowledge of police commissioned and non-commissioned officers, it reflects an outstanding level of performance across all evaluated areas. This outstanding job knowledge aligns closely with the study's emphasis on leadership fostering a culture of accountability and competence.

On the supervisory control the data on supervisory control among police officers, as detailed in Table 15, showcases an outstanding level of performance across all supervisory functions. This level of excellence in supervisory control highlights the alignment between leadership practices and the organization's goals of accountability and performance. The results demonstrate a structured and responsive supervisory

approach that contributes positively to organizational effectiveness and reflects well on the culture of trust and accountability fostered within the institution.

People Management the data on people management for police officers, as presented reflects an outstanding level of effectiveness in managing and supporting personnel. This strong performance in people management aligns well with the study's focus on building a culture of trust and accountability.

On the organizational responsive the data on organizational responsiveness among police officers, reveals an outstanding commitment to maintaining operational integrity. Such outstanding performance in organizational responsiveness supports a culture of vigilance and preparedness, essential qualities for fostering a secure, efficient, and reliable organization.

As to the personal qualities the assessment of personal qualities among police officers, shows an outstanding level of moral and ethical character. These scores highlight that officers meet and exceed expectations in their personal conduct, reflecting a workforce grounded in ethical behavior and social responsibility.

Overall, these outstanding ratings in personal qualities reinforce the leadership's focus on cultivating morally upright and community-focused officers, essential for maintaining public trust and ensuring the organization's success.

On the test of significant relationship all leadership styles do not correlate to key result areas on Output, Supervisory, Control

In light of the findings, leadership development programs can be tailored to reinforce effective styles and address areas needing improvement, ultimately leading to improved performance in key result areas and better service delivery to the community considering that transformational and transactional works well with people management to get results; transactional, authoritative and laissez-faire delineates job knowledge and transactional optimizes both job knowledge and people management in getting through better results and performance. and that all leadership styles do not correlate to key result areas on Output, Supervisory, Control

As to the practices of the commissioned officer in performing their leadership style, the data on the practices of commissioned officers in their leadership style, indicates that these officers consistently manifest core leadership practices.

Overall, these results indicate that commissioned officers play a proactive role in guiding their teams, setting clear expectations, and fostering a culture of mutual respect and continuous improvement, critical components of effective leadership in the organization.

CONCLUSION

On the test of significant relationship, it is concluded that all leadership styles do not correlate to key result areas on Output, Supervisory and Control

RECOMMENDATIONS

In the light of the findings, it is recommended that the output as the sustainable plan must be implemented and enforced.

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