

# Personnel's Work Attitude, Community Relations, And Productivity

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*Abstract- This study assessed the personnel's work attitude, community relations, and productivity among Criminal Investigation and Detection Group (CIDG) in Region VI-Western Visayas, Philippines, during Fiscal Year 2024. The 62 respondents were purposively selected CIDG personnel from Iloilo, Guimaras, Aklan, Antique, and Capiz. A validated and reliability-tested researcher-made questionnaire were analyzed using frequency count, percentage, mean, Mann-Whitney U test, Kruskal-Wallis H test, and Spearman's rho at the 0.05 level of significance. Findings revealed that personnel were mostly young, male, and bachelor's degree holders, concentrated in lower ranks such as Police Corporals and Patrolmen, and primarily based in Iloilo. Personnel's work attitude was "Very Good," particularly in conditioning oneself to be ready at all times, planning ahead to work efficiently, and prioritizing tasks based on urgency and risk. Community relations were assessed "To a Very Great Extent," with emphasis on preserving public safety, maintaining collaboration and visibility, and demonstrating discipline in daily interactions. Personnel's productivity was "Very Satisfactory." No significant differences were found in work attitude, community relations, and productivity when grouped by age, sex, educational attainment, rank, and location. However, significant relationships were observed among the three variables: work attitude and community relations showed a strong correlation, while work attitude and productivity, as well as community relations and productivity, showed weak but statistically significant correlations. Overall, the study highlighted that CIDG in Region VI demonstrated uniform distinction in personnel's work attitude, community relations, and productivity, underscoring the integrated role of discipline, collaboration, and efficiency in sustaining organizational effectiveness.*

**Keywords:** *Personnel's Work Attitude, Community Relations, Productivity.*

## I. INTRODUCTION

### Background of the Study

Personnel of the Philippine National Police (PNP), particularly those in the Criminal Investigation and Detection Group (CIDG), play a crucial role in maintaining peace, order, and justice. Their effectiveness relies not only on technical skills and resources but also on their work attitudes, community relations, and overall productivity.

Work attitude is the mindset and disposition of personnel toward their duties, colleagues, and organization. Positive attitudes encourage motivation, collaboration, and resilience, while negative ones lead to stress, disengagement, and turnover (Fallah, 2022). Chiedu et al. (2023) define community relations as strategic interaction and goodwill established between organizations and host communities. They stress that mutual trust, transparent communication, and responsiveness are critical determinants of productivity and legitimacy.

Productivity in policing is measured not only by arrests or case clearances but also by community outcomes and organizational efficiency. Teronen (2024) defines productivity as the efficient conversion of inputs into outputs, reflecting how effectively personnel use skills, technology, and organizational support to achieve results.

Despite the available insights, important gaps remain in the literature. For work attitude, most studies have focused on general employee behavior in business organizations, leaving limited evidence on how investigative police personnel's attitudes affect resilience, collaboration, and performance in the Philippine context. For community relations, while

research has emphasized procedural justice and trust-building, there is insufficient focus on how CIDG personnel in Iloilo Province manage relations in investigative policing, where citizen cooperation is essential. For productivity, existing studies highlight motivation, workplace environment, and leadership, yet there is inadequate exploration of how these factors interact with work attitudes and community relations to influence police productivity outcomes.

Based on this premise, the study aims to assess the work attitude, community relations, and productivity of PNP- CIDG personnel in Iloilo Province for 2024. It seeks to provide findings to guide administrators and policymakers in strengthening attitudes, improving relations, and enhancing productivity, contributing to a more effective and trusted policing system in Western Visayas.

#### Statement of the Problem

This study aimed to determine the personnel's work attitude, community relations and productivity among Philippine National- Police Criminal Investigation Detection Group in Region VI- Western Visayas, Philippines, for the Year 2024.

Specifically, this study sought to answer the following questions:

1. What is the profile of the respondents in terms of age, sex, educational attainment, rank and location?
2. What is the personnel's work attitude among Criminal Investigation Detection Group when taken as a whole and when classified according to age, sex, educational attainment, rank and location?
3. What is the extent of personnel's community relations among Criminal Investigation Detection Group when taken as a whole and when classified according to age, sex, educational attainment, rank and location?
4. What is the level of personnel's productivity among Criminal Investigation Detection Group when taken as a whole and when classified according to age, sex, educational attainment, rank and location?
5. Are there significant differences in the personnel's work attitude among Criminal Investigation

Detection Group when classified according to age, sex, educational attainment, rank and location?

6. Are there significant differences in the extent of personnel's community relations among Criminal Investigation Detection Group when classified according to age, sex, educational attainment, rank and location?
7. Are there significant differences in the level of personnel's productivity among Criminal Investigation Detection Group when classified according to age, sex, educational attainment, rank and location?
8. Are there significant relationships among personnel's work attitude, community relations, and productivity?

#### Hypotheses

1. There are no significant differences in the personnel's work attitude among Criminal Investigation Detection Group when classified according to age, sex, educational attainment, rank and location.
2. There are no significant differences in the extent of personnel's community relations among Criminal Investigation Detection Group when classified according to age, sex, educational attainment, rank and location.
3. There are no significant differences in the level of personnel's productivity among Criminal Investigation Detection Group when classified according to age, sex, educational attainment, rank and location.
4. There are no significant relationships among personnel's work attitude, community relations, and productivity.

#### Theoretical Frameworks of the Study

This study was anchored in three theories, each relating to work attitude, community relations, and productivity among police personnel. These included Ajzen's Theory of Planned Behavior, Tyler's Procedural Justice Theory, and Campbell's Individual Performance Core Concept.

For work attitude, this study was anchored on Ajzen's Theory of Planned Behavior (1991). This theory posits that behavior is determined by intention, which is shaped by attitude toward the act, subjective norms, and perceived behavioral control.

Applied to police personnel, the theory explains how positive attitudes, social support, and confidence in their ability influence motivation, collaboration, and performance in investigative work.

For community relations, this study adopted Tyler's Procedural Justice Theory (1990). This theory emphasizes fairness in interactions with authority figures, highlighting voice, respect, neutrality, and trustworthiness as essential elements.

Applied to investigative policing, the theory underscores how fair and respectful treatment by CIDG personnel fosters legitimacy, strengthens trust, and encourages citizen cooperation, which is critical in solving cases and maintaining public order.

For productivity, this study was linked to Campbell's Individual Performance Core Concept (Frese, 1993; Sonnentag, 2000). This theory identifies declarative knowledge, procedural skills, and motivation as determinants of performance, complemented by individual differences, situational factors, and regulation processes.

Applied to police personnel, the theory highlights how knowledge, skills, and motivation interact with work attitudes and community relations to shape productivity outcomes, ensuring efficiency and effectiveness in investigative operations.

#### Conceptual Framework of the Study

This study examined professional work attitude, community relations, and productivity among personnel of the Criminal Investigation and Detection Group (CIDG) in Region VI- Western Visayas, Philippines, for the Year 2024. These core workforce concepts were analyzed in relation to selected demographic attributes to identify patterns that shaped police personnel's attitudes, their capacity to build community relations, and their level of productivity in investigative policing.

As to age, respondents were categorized as "young" (39 years old and below) and "old" (40 years and above). Older personnel were presumed to demonstrate higher levels of work attitude, stronger community relations, and greater productivity due to maturity and accumulated experience.

As to sex, respondents were classified as "male" and "female." The researcher presumed that male personnel exhibit higher levels of work attitude, community relations, and productivity compared to female counterparts.

As to educational attainment, respondents were categorized as "Bachelor's Degree," "Master's Degree," and "Doctorate Degree." Personnel with higher educational attainment were presumed to be more engaged in community relations and more productive, as advanced education fosters stronger work attitudes and professional commitment.

As to rank, respondents were categorized into "Police Colonel," "Police Lieutenant Colonel," "Police Captain," "Police Lieutenant," "Police Executive Master Sergeant," "Police Chief Master Sergeant," "Police Master Sergeant," "Police Corporal," and "Patrolmen." The researcher presumed that those holding higher ranks, particularly senior officers, demonstrate stronger work attitudes, better community relations, and higher productivity due to leadership responsibilities and broader organizational authority.

As to location, respondents were grouped according to their provincial assignments: Aklan, Antique, Capiz, Guimaras, and Iloilo. The researcher presumed that personnel's work attitude, community relations, and productivity vary depending on provincial conditions, organizational structures, and community contexts.

Lastly, the researcher believed that personnel's work attitude plays a crucial role in shaping community relations, which in turn shapes productivity. Positive attitudes foster stronger relations and enhance performance, while weak attitudes hinder cooperation and reduce effectiveness.

## Research Paradigm

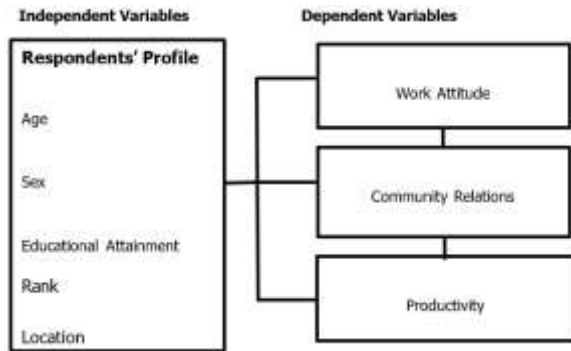


Figure 1. Schematic Diagram Showing the Relationship between the Independent and the Dependent Variables of the Study

## Significance of the Study

The results of this study would be of importance to the following:

**Philippine National Police (PNP)- Criminal Investigation and Detection Group (CIDG) Officials.** The findings provide valuable guidance for PNP-CIDG leaders and decision-makers in evaluating the strengths and weaknesses of their programs. By identifying key factors that influence productivity and public trust, officials can enhance organizational strategies, improve peace and order initiatives, and formulate evidence-based guidelines that strengthen law enforcement operations. This perspective enriches both academic relevance and practical application, ensuring that organizational reforms are grounded in research and contribute to more effective and sustainable policing systems.

**PNP-CIDG Personnel.** Personnel at all ranks benefit from clearer insights into how work attitude and community relations affect their professional performance and productivity. The study highlights the importance of professional development, discipline, and collaboration, thereby inspiring personnel to improve their services and effectiveness in safeguarding public safety.

**Human Resource Officers (PNP HRM Division).** The study provides HR officers with evidence-based insights to align training, mentorship, and productivity strategies with personnel needs. By applying the findings, HR officials can improve recruitment,

retention, and professional development policies, ensuring inclusivity and fairness across age, sex, rank, and location.

**Training Institutions (PNP Training Schools, Academies, and Partner Universities).** The research emphasizes the need to integrate modules on discipline, collaboration, and community relations into police education curricula. It also highlights the importance of expanding graduate-level opportunities to strengthen workforce qualifications and enhance productivity.

**Local Government Units (LGUs) Officials.** The findings provide LGU officials with evidence-based insights to strengthen collaborative initiatives, improve police-community partnerships, and support programs that enhance peace and order in their jurisdictions.

**Community.** The community stands as the primary beneficiary of this study, as improved police work attitude and strengthened community relations foster trust, reduce crime, and ensure safer neighborhoods. By emphasizing cooperation between law enforcement and citizens, the findings provide evidence-based recommendations that help build stronger ties, promote fairness, and enhance public safety. This perspective enriches the relevance of the research by showing how organizational excellence within the CIDG translates into tangible benefits for the people they serve.

**Researcher.** As a CIDG researcher, the study provided meaningful insights into the relationship between work attitude, community relations, and productivity among law enforcement personnel. This perspective enriched both academic relevance and practical application, strengthening scholarly competence and professional expertise while contributing to law enforcement, human resource

**Future Researchers.** The study contributes to the broader field of law enforcement and public administration research by offering a foundation for further inquiry. It invites future researchers to explore additional variables such as workplace culture, leadership effectiveness, and community expectations,

thereby supporting the development of more effective and sustainable policing systems.

#### Definition of Terms

To provide clarity on key terms used in this study, the following definitions are presented both conceptually and operationally:

**Work Attitude.** This term refers to the mindset and disposition of personnel toward their duties, colleagues, and organization. Positive attitudes encourage motivation, collaboration, and resilience, while negative ones lead to stress, disengagement, and turnover (Fallah, 2022).

In this study, work attitude referred to the professional outlook and behavioral disposition of CIDG personnel in Region VI- Western Visayas, Philippines, for the Year 2024. Its level was described as “Very Good,” “Good,” “Slightly Good,” “Bad,” and “Very Bad” using a five-point Likert scale.

**Community Relations.** refers to community relations as the strategic interaction and goodwill established between organizations and host communities. They emphasize that mutual trust, transparent communication, and responsiveness are critical determinants of productivity and legitimacy (Chiedu et. al., 2023).

In this study, community relations referred to the extent of collaboration and trust-building efforts of CIDG personnel with the communities they serve in Region VI–Western Visayas, Philippines, for the Year 2024. Its level was described as “To a Very Great Extent,” “To a Great Extent,” “To a Moderate Extent,” “To a Low Extent,” and “To a Very Low Extent” using a five-point Likert scale.

**Productivity.** refers to the efficient conversion of inputs into outputs, reflecting how effectively personnel use skills, technology, and organizational support to achieve results (Teronen, 2024).

In this study, productivity referred to the efficiency and effectiveness of CIDG personnel in Region VI- Western Visayas, Philippines, for the Year 2024, in performing investigative and community-related tasks. Its level was described as “Outstanding,” “Very

Satisfactory,” “Satisfactory,” “Fair,” and “Poor” using a five-point Likert scale.

**Personnel.** This term refers to the people who are employed in a company or organization (Cambridge, 2024). In this study, personnel referred to the members of the Criminal Investigation and Detection Group (CIDG) assigned in Region VI–Western Visayas, Philippines, for the Year 2024, who were the respondents of the research.

#### Scope and Limitation

This study focused on assessing the professional work attitude, community relations, and productivity among personnel of the Criminal Investigation and Detection Group (CIDG) in Region VI–Western Visayas, Philippines, for the Year 2024. The 62 respondents included personnel from CIDG assigned in Iloilo, Guimaras, Aklan, Antique, and Capiz, representing various provincial field units under the regional command.

Respondents were selected through purposive sampling, as they possessed specific characteristics relevant to the objectives of the study. Selection was based on official assignments within the CIDG units, ensuring that they represented diverse ranks, educational attainment, age groups, sex, and locations. A revised researcher-made questionnaire, adopted from relevant literature, served as the primary data-gathering instrument. The questionnaire consisted of four parts: Part I gathered the personal profile of the respondents (age, sex, highest educational attainment, rank, and location); Part II measured the level of work attitude through fifteen items; Part III assessed community relations through fifteen items; and Part IV was based on the personnel IPCR scale.

The instrument was validated by a panel of experts in research, statistics, law enforcement, and public administration, and was subjected to reliability testing. To establish reliability, the questionnaire was pilot tested among CIDG personnel in Negros Occidental who were not included as respondents in the main study.

Data were collected, tabulated, and analyzed using appropriate statistical tools, including frequency

count, percentage, mean, Mann-Whitney U test, Kruskal-Wallis H test, and Spearman's rho. All statistical computations were performed using the Statistical Package for the Social Sciences (SPSS), with the margin of error set at the 0.05 alpha level.

## II. REVIEW OF RELATED LITERATURE AND STUDIES

This part deals with the literature and studies relevant to the present research. This chapter was divided into four major parts: conceptual literature, foreign studies, local studies and relevance of literature and studies.

### Conceptual Literature On Personnel's Work Attitude

Personnel work attitudes are vital in shaping organizational effectiveness, particularly in law enforcement agencies such as the Criminal Investigation and Detection Group (CIDG), the primary investigative arm of the Philippine National Police (PNP). Examining how attitudes influence workplace behavior provides a foundation for understanding the performance, resilience, and commitment of CIDG personnel.

Fallah (2022) defines attitude as a persistent mindset that shapes how employees approach their work and interact with others. A positive attitude benefits both the individual and the organization by fostering effective communication, teamwork, and collaboration. Employees with constructive attitudes experience lower stress and absenteeism, demonstrate creativity, and contribute to higher productivity, enabling organizations to achieve performance targets and profitability.

Lib (2022) emphasizes that work attitudes such as organizational commitment and job satisfaction are central to understanding workplace behavior, as they influence how employees think, feel, and act in professional settings. In support of this, Codilla & Quinal (2019) argue that the success of any organization depends on the abilities and dispositions of its workforce. They note that poor attitudes and performance reduce productivity and hinder the achievement of organizational goals.

Expanding the discussion, Pavlou (2020) describes work attitudes as enduring mindsets that shape how employees perceive their jobs, colleagues, and organizational environment, beyond temporary moods or emotions. These attitudes influence job satisfaction, organizational commitment, and interpersonal relations, thereby affecting both individual performance and workplace culture. Positive work attitudes foster motivation, collaboration, and productivity, while negative attitudes contribute to disengagement, turnover, and poor customer service. Cultivating constructive attitudes is therefore essential for employee well-being and organizational success. Complementing this, Pandey and Kumari (2025) define employee attitude as an individual's feelings, perceptions, and behavioral dispositions toward their job, organization, and colleagues. They highlight that attitude is a key determinant of workplace dynamics and organizational outcomes.

Adding another dimension, Seppälä and McNichols (2022) focus on healthy workplace relationships, defining them as transparent, compassionate, and values-driven interactions between leaders and employees. They argue that such relationships shape organizational culture, enhance well-being, and strengthen productivity. Research shows that strong interpersonal connections predict workplace success, while poor relationships lead to stress, burnout, and turnover. Leaders who prioritize authenticity and kindness foster trust, engagement, and loyalty, resulting in higher performance and organizational sustainability.

Finally, Efron (2022) distinguishes attitude from temporary mood, describing it as a long-term orientation that affects customer relations, coworker interactions, and overall job satisfaction, with significant consequences for organizational success.

### Personnel's Community Relations

Community relations in policing can be defined as the deliberate effort of law enforcement agencies to build trust, cooperation, and goodwill with the communities they serve. Positive relations foster legitimacy, reduce conflict, and strengthen public confidence in police institutions. When officers engage openly, respond to community needs, and maintain transparent communication, they create an environment of mutual

respect that supports effective policing. Strong community relations not only enhance organizational reputation but also improve crime prevention, public safety, and long-term sustainability of police operations. Awan (2018) explains that police bias arises when officers unconsciously carry values and beliefs from their communities into their work. These biases, often implicit, can lead to stereotyping and unequal treatment of minority groups, particularly in the context of the “war on terror,” where Asians and Muslims were disproportionately affected.

Extending this concern to technology, Baraniuk (2015) defines predictive analytics in policing as the use of algorithms built on historical data to forecast crime. While intended to improve efficiency, these systems risk reinforcing existing stereotypes and disproportionately targeting minority communities. Supporting this critique, Brantingham et. al, (2018) argue that predictive policing algorithms replicate biases embedded in past data. This perpetuates cycles of surveillance and enforcement that unfairly focus on minority groups, eroding public trust in law enforcement. Babuta (2017) highlights the danger of over-reliance on predictive models. When algorithms are prioritized over understanding complex social dynamics, perceptions of procedural justice decline, undermining fairness in policing.

Nagtegaal (2021) suggests that algorithm-driven policing practices are perceived more positively when they remain simple and transparent. However, complex predictive systems can reduce trust and create adverse perceptions of justice among communities.

Bias also manifests in investigative practices. Minhas and Walsh (2018, 2021) found that police investigations and interviews were often influenced by negative stereotypes. Legal representatives observed that bias and assumptions of guilt were frequently based on stereotyping, undermining fairness in the justice process.

Similarly, Bustamante, et. al, (2019) explain that disproportionate arrests and enforcement against minority groups are often rooted in stereotyping and stigmatization. These practices highlight structural biases within policing systems.

Shifting toward solutions, scholars highlight the importance of community relations. NBSNET (2022) defines community relations in business as a strategy to attract motivated employees and prevent costly disputes. Positive relations with local communities’ foster trust, reduce lawsuits, and minimize project delays, thereby supporting organizational success.

Maclyn (2024) explains that community relations involve building connections between businesses and the larger demographic they serve. By aligning with community needs and values, organizations can expand clientele, strengthen customer relations, and ensure mutual benefits.

In the same vein, Design Rush (2024) highlights that strong community relations foster legitimacy, trust, and loyalty. Businesses that invest in community engagement differentiate themselves from competitors, enhance brand reputation, and ultimately improve profitability.

Further, Zannu et al. (2024) define community relations practice as deliberate strategies and programs organizations employ to foster peaceful coexistence with host communities. Rooted in Social Penetration theory, they emphasize that trust, involvement, and responsiveness matter more than financial investment, ensuring legitimacy, harmony, and sustainable productivity.

Lauer et al. (2025) describe social infrastructure as the network of organizations and spaces that facilitate social connections, relationship building, and community development. Their scoping review identified organized activities, informal interactions, and mutuality as essential dynamics for fostering inclusion, cohesion, and well-being.

Chiedu et al. (2023) define community relations as strategic interaction and goodwill established between organizations and host communities. They stress that mutual trust, transparent communication, and responsiveness are critical determinants of productivity and legitimacy.

Adding a sustainability perspective, Spiliotopoulou and Roseland (2021) define community happiness and well-being as outcomes achieved through regenerative

and productive community models. By linking sustainability with community productivity, they emphasize strengthened social connections and reduced consumption to enhance quality of life.

In health research, Chak (2018) defines relationship building for community-academic collaboration as the establishment of open, transparent, trustful, and ongoing partnerships. Equitable relationships and shared power ensure that research outcomes align with societal values and needs.

Similarly, Abubakar and Mohamad (2017) define community involvement as active participation of host communities in organizational processes, built upon trust, control mutuality, commitment, and satisfaction. Effective participation enhances peace, understanding, and legitimacy.

Finally, Chotiner (2023) defines community relations as intangible yet strategic goodwill established between organizations and host communities. He emphasizes that sustainable productivity requires cordiality, responsiveness, and transparent communication between management and stakeholders.

#### On Personnel's Productivity

Teronen (2024) defines productivity as the efficient conversion of inputs into outputs, showing how effectively employees use skills, technology, and organizational support to achieve results. She notes that remote work reshaped productivity, introducing both opportunities and challenges. Flexible policies, supervision, and HR support often improve productivity, while poor task alignment and weak coping strategies reduce efficiency.

Singh and Chaudhary (2022) describe employee productivity as the measurable efficiency of workers in transforming organizational inputs into outputs. Their systematic review highlights productivity as a multidimensional construct influenced by motivation, work-life balance, training, stress, workplace health, compensation, performance appraisal, and job satisfaction. They conclude that productivity reflects the interaction of employee attitudes, organizational practices, and external conditions, though research gaps remain in the Indian context.

Rasheed (2025) defines employee productivity as the efficiency, quality of output, innovation, and adaptability demonstrated in task performance, emphasizing its role in enhancing operational efficiency, customer value, and organizational competitive advantage. Workplace (2024) also defines productivity as the amount of work a worker can complete in a specific period of time. While measurement appears straightforward, it is influenced by tools, environment, and organizational support. Differences among employees are natural, as both high-quality and high-volume outputs contribute to organizational success.

Recruite (2024) emphasizes that employee output determines organizational success. Employees are considered human capital, possessing skills, knowledge, and motivation that drive growth. Unlike other forms of capital, the workforce can personally develop and collectively achieve company goals, making productivity central to advancement.

Spiceworks (2024) explains that employee productivity is the value produced by each worker over time, directly linked to return on investment and company outcomes. Effective productivity requires efficiency and creativity, as employees are responsible for execution regardless of business strategies or investments.

Hinds (2020) highlights the role of intrinsic incentives in reducing turnover and enhancing productivity. Pride, self-worth, and motivation increase enthusiasm and dedication, with intrinsic motivations categorized into meaning, choice, competence, and advancement all contributing to improved performance.

Ambia (2017) defines labor productivity in the construction industry as the efficiency of minimizing inputs while maximizing outputs, shaped by workers' behavior and influenced by wages, working time, compensation, job satisfaction, communication, and safety measures.

Gennara (2023) defines perceived productivity as the subjective evaluation of one's efficiency and effectiveness in achieving goals, shaped by perceived progress and validated through measures such as the Subjective Productivity Scale.

### Foreign Studies

Understanding how work attitude, community relations, and productivity are shaped in different contexts provides a foundation for analyzing law enforcement personnel in Region VI. The following foreign studies illustrate how these concepts have been examined globally, offering insights that connect directly to the objectives of this research.

Gomathy (2022) examined how employees' attitudes toward work affect organizational productivity. The study found that workers with positive attitudes are more likely to contribute innovative ideas, support company growth, and remain loyal, reducing turnover and associated productivity gaps. In contrast, employees with negative attitudes tend to focus only on minimal output, show little interest in improvement, and are more likely to leave the organization. The research highlights that workplace attitude directly influences innovation, creativity, job satisfaction, and overall productivity outcomes.

Minhas and Walsh (2021) found that police investigations and interviews were often influenced by negative stereotypes. Legal representatives observed that bias and assumptions of guilt were shaped by these stereotypes, raising concerns about fairness and impartiality in policing. Their work highlights how stereotyping can distort decision-making and undermine justice.

Bustamante, Jashnani, and Stoudt (2019) explained that stereotyping helps account for unequal treatment of minority communities. Their study linked these biases to patterns of over-policing, reinforcing mistrust and disproportionality in arrests and enforcement.

Miller et al. (2020) noted that while bias training can increase knowledge and intentions to behave fairly, it does not necessarily change actual behavior in interactions with the public. This suggests that training alone is insufficient to address deeply embedded issues such as unconscious bias.

Boafoa Okine, et. al, (2021) investigated the impact of employee motivation on productivity and performance. The study emphasized that motivation is a dynamic challenge shaped by cultural backgrounds

and individual differences. Findings revealed that when motivation strategies align with employees' needs, performance increases; however, when motivation fails to meet those needs, performance declines. The research highlights the importance of applying appropriate motivational theories in organizations to enhance satisfaction, reconcile employee goals with organizational objectives, and ultimately improve productivity.

Gold (2022) proposed that action learning may be a more effective intervention than training alone. He emphasized that unconscious bias is often covert and embedded in everyday interactions, requiring practical engagement strategies to improve police-community relations. Gold (2022) also examined police engagement with minority communities in England and Wales. His Action Learning Research project with Humberside Police applied procedural justice principles, showing that fairness in interactions can strengthen legitimacy and trust. The study demonstrated that collaborative learning with researchers can help tackle difficult issues of community engagement.

Signori et al. (2023) highlighted that community policing prioritizes building positive relationships with local communities. Their study with Greater Manchester Police revealed that officer turnover undermines trust, as knowledge and relationships are lost when officers leave. To address this, they developed a handover protocol using human-centered design, creating a framework for relational continuity in community policing.

Basinska and Daderma (2019) studied 234 Polish police officers and found that extrinsic work values were prioritized. Burnout was negatively linked to intrinsic values such as creativity, challenge, and variety, while engagement was positively associated with both intrinsic and extrinsic values. Significant differences appeared across groups, showing that intrinsic values are highly sensitive to levels of burnout and engagement.

Nishanth (2022) examined how workplace environment affects employee productivity at Sathyabama Institute of Science and Technology. The study revealed that unsafe and unhealthy conditions—

poor workstation design, lack of ventilation, noise, and inadequate safety measures—lowered performance and morale. Productivity was shown to depend on both personal motivation and workplace infrastructure, with engagement influencing innovation, collaboration, absenteeism, and retention.

Pandey and Kumari (2025) investigated employee attitudes as predictors of productivity using a survey-based design. Results indicated that job satisfaction and motivation significantly increased productivity, with differences observed between male and female employees. Stress and motivation emerged as critical factors, highlighting the need for gender-sensitive organizational strategies to sustain performance.

#### Local Studies

Examining Philippine-based research provides essential context for understanding how work attitude, community relations, and productivity are shaped within law enforcement institutions. These studies highlight both organizational strengths and persistent challenges, offering insights that connect directly to the objectives of this investigation.

Haim, et. al, (2025) investigated how community policing affects police officers' attitudes toward citizens, shifting focus from the usual citizen-facing outcomes. In an experiment conducted in the Philippines, a random subset of 705 officers was assigned to intensive community policing activities for seven months. Results showed that treatment officers developed improved understanding of citizen concerns but did not gain greater empathy, trust, or accountability for misconduct.

Building on these findings, the authors proposed an inductive theory of bureaucrat-citizen contact. They argued that contact with citizens is more likely to improve attitudes among frontline bureaucrats who are not already embedded in their communities. Conversely, contact may have negative effects when it exposes threats to officers' personal safety. This study highlights the complex dynamics of community policing, suggesting that while it can enhance awareness of citizen concerns, it does not automatically foster trust or empathy among police officers.

Mendoza et al. (2020) stated that the Philippine National Police (PNP) face challenges in governance, corruption, and national security. Thus, building a strong leadership pipeline is crucial to strengthen policing effectiveness and security sector reforms. Their study mapped factors that build or erode leadership qualities and performance, examining personality traits, organizational culture, demographic profile, and professional history. Findings showed that openness, agreeableness, neuroticism, number of transfers, area of assignment, managerial training, age, and education level all predict good performance among officers in the NCR Police Office. The study emphasized training and mentoring for young officers and deeper analysis of recruitment and selection policies to attract candidates with strong leadership characteristics.

Pelayo et al. (2019) argued that public attitude strongly shapes the policies and decisions of criminal justice institutions such as the police. Because police work is reactive, the PNP relies heavily on public support and cooperation to succeed. Negative images of the police have long been reported, making trust particularly important in democratic societies where police actions must be legitimized by citizens. Their study in Barangay Balibago, Angeles City, revealed that when police treat citizens fairly and respectfully (procedural justice), people view them as legitimate, comply with instructions, and cooperate with requests. Citizens who perceive legitimacy engage more positively, obey laws without coercion, report crimes, and express higher satisfaction with police services.

Guadamor et al. (2021) emphasized that the Philippine National Police (PNP), mandated under Republic Act 6975, enforces laws, prevents crimes, and maintains peace and order with community support. Their study in Baggao, Cagayan, surveyed 150 residents and found high satisfaction with services such as locating missing persons, issuing clearances, and conducting rescue operations. However, inconsistencies in perceptions across other mandates suggested the need for clearer procedures, continuous personnel training, and improved customer relations to sustain service satisfaction.

Codilla and Quinal (2019) explored employee work attitudes using variables such as generation, length of

service, academic achievement, and employment status. With 147 participants, findings revealed excellent attitudes among Generation X, master's degree holders, casual employees, and those with more than five years of service. Significant relationships were found between work attitude and these variables, leading to recommendations for employees to pursue higher education and for management to provide avenues for scholastic development.

Alcon (2025) examined PNP Community Relations Engagement Programs in NCR cities Quezon City, Caloocan, and Malabon. Guided by Situational Leadership Theory, the study assessed peacekeeping, community policing, public safety campaigns, outreach, and youth engagement. Results showed strongly favorable assessments (grand mean: 3.67) with coherent implementation across cities. The study highlighted trust-building, participatory governance, and transparency as essential for strengthening police-community relations and sustaining peace and order.

Calibo II et al. (2021) assessed the PNP community relations program in Dipolog City, Zamboanga del Norte. Barangay officials implemented the program effectively, and police -maintained peace processes well. However, the correlation between program implementation and peace process maintenance was significantly low. The study concluded that stronger integration and coordination are needed to link community relations initiatives with peace outcomes. Torres and Tajima (2024) conducted a scoping review on Filipino American (FA) community engagement in prevention research. Synthesizing 11 studies, they identified barriers such as cultural mistrust and linguistic mismatch. Effective strategies included integrating cultural values, recruiting from cultural sites, and employing bilingual staff. The authors concluded that culturally congruent engagement strategies are vital for building trust and encouraging FA participation in research.

#### Relevance of Related Literature and Studies

The reviewed literature was highly relevant to this investigation, as it addressed personnel work attitudes, community relations, and productivity. These areas were consistently emphasized in both international and local studies, providing a strong foundation for

examining the experiences of law enforcement personnel in the Philippines.

Conceptual literature such as Fallah (2022), Lib (2022), Pavlou (2020), and Efron (2022) highlighted that work attitudes are enduring mindsets shaping communication, collaboration, and organizational commitment. Positive attitudes foster motivation, creativity, and productivity, while negative attitudes contribute to stress, disengagement, and turnover. Codilla and Quinal (2019) and Pandey and Kumari (2025) further emphasized that employee attitudes directly influence workplace dynamics and organizational outcomes, while Seppälä and McNichols (2022) underscored the importance of healthy workplace relationships in sustaining trust, engagement, and performance. Together, these works provide a conceptual basis for understanding how personnel attitudes affect resilience, collaboration, and productivity.

Foreign studies such as Gomathy (2022), Boafoa Okine et al. (2021), and Basinska and Daderma (2019) demonstrated that employee attitudes and motivation strongly predict productivity, innovation, and engagement, while poor attitudes reduce performance and increase turnover. In policing contexts, Minhas and Walsh (2021), Savage (2013), Bustamante et al. (2019), and Miller et al. (2020) revealed how stereotypes and unconscious bias distort decision-making and undermine fairness. Gold (2022) and Signori et al. (2023) emphasized that procedural justice and community policing foster legitimacy and trust, though challenges such as officer turnover persist. Nishanth (2022) and Pandey and Kumari (2025) underscored the role of workplace environment, job satisfaction, and motivation in sustaining productivity. These studies collectively highlight the global relevance of attitudes, bias, and engagement in shaping organizational effectiveness.

Local studies including Haim, Nanes, and Ravanilla (2025), Mendoza et al. (2020), Pelayo et al. (2019), and Guadamor et al. (2021) examined policing in the Philippine context, showing that community relations, leadership, and procedural justice are critical for legitimacy and citizen cooperation. Codilla and Quinal (2019) found significant links between work attitudes and variables such as generation, education, and

employment status, while Alcon (2025) and Calibo II et al. (2021) highlighted the importance of community relations programs in sustaining peace and order. Torres and Tajima (2024) extended this to Filipino American community engagement, identifying cultural barriers and strategies for building trust. These local studies demonstrate that personnel attitudes, leadership, and community relations directly influence trust, satisfaction, and productivity in Philippine policing and organizational settings.

Together, these works provided essential insights that informed the study's conceptual framework and methodology. They helped identify key variables such as work attitude, community relations, and productivity, and clarified how these factors shape organizational success, employee resilience, and public trust. Ultimately, this body of literature offered a credible and contextually relevant foundation for analyzing the challenges and opportunities faced by personnel in law enforcement and organizational environments in the Philippines.

### III. RESEARCH METHODOLOGY

This section includes and discusses the research design, respondents of the study, reliability testing, validity of the instrument, data gathering instrument, data gathering procedure and statistical tools to be used

#### Research Design

This study aimed to determine the personnel's work attitude, community relations, and productivity among Philippine National Police, Criminal Investigation and Detection Group (CIDG) in Region VI- Western Visayas, Philippines, for the Year 2024. A quantitative method of research was applied, employing a descriptive- correlational research design.

Quantitative research is characterized by deductive approaches to the research process aimed at proving, disproving, or lending credence to existing theories. This type of research involves measuring variables and testing relationships between variables in order to reveal patterns, correlations, or causal relationships. The values underlying quantitative research include neutrality, objectivity, and the acquisition of a sizeable scope of knowledge. This approach is generally

appropriate when the primary purpose is to explain or evaluate (Leavy, 2017).

According to Saunders, Lewis, and Thornhill (2019), the purpose of descriptive research is to gain an accurate profile of events, persons or situations. Descriptive research may be an extension of a piece of exploratory research or a forerunner to a piece of explanatory research. It is necessary to have a clear picture of the phenomenon on which you wish to collect data prior to the collection of the data. This design is appropriate for this study since the study wanted to determine personnels' work attitude, community relations and productivity among PNP-CIDG.

#### Respondents of the Study

The total enumeration of 62 personnel of the Philippine National Police–Criminal Investigation and Detection Group (CIDG) in Region VI, comprising the provinces of Iloilo, Guimaras, Aklan, Antique, and Capiz, were the respondents of this study. The researcher employed purposive sampling to ensure that the respondents possessed characteristics relevant to the objectives of the research. Table 1 presents the data.

Table 1. Distribution of Respondents

Location	N	%
Iloilo	30	48.4
Aklan	8	12.9
Antique	8	12.9
Capiz	11	17.7
Guimaras	5	8.1
Total	62	100

#### Data Gathering Instrument

The researcher utilized a revised, researcher-made questionnaire adopted from relevant literature to gather data for the study. The instrument consisted of four parts. Part I collected the profile and relevant information of the respondents, including age, sex, highest educational attainment, rank, and location. Part II obtained responses from CIDG personnel regarding their work attitude through a 15-item checklist. Part III captured responses on community relations using a 15-item assessment, while Part IV - personnel's productivity was based on the IPCR.

Parts II, III, and IV of the questionnaires were carefully constructed and validated to align with the specific objectives and context of the research. Items were refined to ensure applicability to the law enforcement setting in Region VI-Western Visayas. Respondents answered using a five-point Likert scale of agreement, with the following weights and descriptions: 5- Strongly Agree, 4-Agree, 3- Uncertain, 2- Disagree, and 1- Strongly Disagree.

National Police- Criminal Investigation and Detection Group (PNP-CIDG). Representation of the respondents was measured using a five-point Likert scale with its numerical values, statistical limits, and verbal descriptions. After completing the entire data-gathering procedure, the data were studied, tabulated, interpreted, and inferences were drawn based on the results. To interpret the data, the following numerical scale and descriptions were used.

The researcher constructed a Likert Scale instrument to measure the personnel's work attitude, community relations, and productivity among the Philippine

Personnel's Work Attitude

Scale of Means	Descriptive Rating	Interpretation
4.21 – 5.00	Very Good	All personnel from CIDG demonstrated a positive sense of calling and lifetime devotion to their duties, colleagues, and organization, fostering motivation, collaboration, and resilience in promoting peace, security, public order, and safety.
3.41 – 4.20	Good	Most personnel from CIDG demonstrated a positive sense of calling and lifetime devotion to their duties, colleagues, and organization, fostering motivation, collaboration, and resilience in promoting peace, security, public order, and safety.
2.61 – 3.40	Slightly Good	Some personnel from CIDG demonstrated a positive sense of calling and lifetime devotion to their duties, colleagues, and organization, fostering motivation, collaboration, and resilience in promoting peace, security, public order, and safety.
1.81 – 2.60	Bad	Few personnel from CIDG demonstrated a positive sense of calling and lifetime devotion to their duties, colleagues, and organization, fostering motivation, collaboration, and resilience in promoting peace, security, public order, and safety.
1.00 – 1.80	Very Bad	Very few personnel from CIDG demonstrated a positive sense of calling and lifetime devotion to their duties, colleagues, and organization, fostering motivation, collaboration, and resilience in promoting peace, security, public order, and safety.

Personnel Community Relations

Scale of Means	Descriptive Rating	Interpretation
4.21 – 5.00	To a Very Great Extent	All personnel from CIDG are effective in fostering strategic interaction and goodwill with host communities, where mutual trust, transparent communication, and responsiveness serve as critical factors in crime prevention across the Region.

3.41 4.20	– To a Great Extent	Most personnel from CIDG are effective in fostering strategic interaction and goodwill with host communities, where mutual trust, transparent communication, and responsiveness serve as critical factors in crime prevention across the Region.
2.61 3.40	– To a Moderate Extent	Some CIDG personnel are effective in fostering strategic interaction and goodwill with host communities, where mutual trust, transparent communication, and responsiveness serve as critical factors in crime prevention across the Region.
1.81 2.60	– To a Low Extent	Few personnel from CIDG are effective in fostering strategic interaction and goodwill with host communities, where mutual trust, transparent communication, and responsiveness serve as critical factors in crime prevention across the Region.
1.00 1.80	– To a Very Low Extent	Very Few personnel from CIDG are effective in fostering strategic interaction and goodwill with host communities, where mutual trust, transparent communication, and responsiveness serve as critical factors in crime prevention across the Region.

Personnel’s Productivity and Review (IPCR) form of the CIDG offices in Region VI.  
 Personnel’s productivity was taken from the data recorded in the Individual Performance Commitment

Mean	Description	Interpretation
5.00	Outstanding (O)	Performance exceeds expectations. Employee delivers exceptional outputs, consistently surpasses all targets, and demonstrates a high level of initiative, quality, and efficiency. Work is completed ahead of time with significant added value.
4.00	Very Satisfactory (VS)	Performance meets and often exceeds expectations. Employee delivers high-quality work with minimal supervision and achieves most targets above the required standards.
3.00	Satisfactory (S)	Performance meets expectations. Employee completes assigned tasks and achieves required targets within acceptable quality and timelines. Standard performance is evident.
2.00	Unsatisfactory (US)	Performance falls below expectations. Employee frequently fails to meet required targets, deadlines, or quality standards. Improvement and close supervision are needed.
1.00	Poor (P)	Performance is consistently below standards. Employee fails to deliver outputs, misses deadlines, and does not meet organizational expectations. Immediate corrective measures and intensive supervision are required.

**Validity of the Research Instrument**  
 The researcher-made questionnaire was reviewed and validated by a panel of jurors selected for their expertise in research, statistics, public administration, and the English language. Validity refers to the appropriateness, meaningfulness, correctness and usefulness of inferences that a researcher makes (Frankel and Wallen, 2017).

The comments, corrections, and suggestions of the validators regarding the items in the checklist were considered in the final draft of the research instrument before it was subjected to reliability testing.

**Reliability of the Research Instrument**  
 To determine the reliability of the researcher-made questionnaire designed to measure work attitude, community collaboration, and efficiency among

CIDG personnel, the instrument was pilot tested among thirty (30) respondents from the Philippine National Police Criminal Investigation Detection Group in Negros Occidental. These respondents were not part of the actual study population but shared similar demographic characteristics with the intended respondents. The pilot testing was conducted to refine the questionnaire for clarity, ease of completion, and accurate recording of responses during the main data collection phase.

The data gathered from the pilot test were tallied, analyzed, and processed with the assistance of a statistician. Reliability analysis was performed using Cronbach's alpha, a statistical method that evaluates the internal consistency of responses across related items within each construct. A Cronbach's alpha coefficient of 0.70 or higher was considered acceptable, indicating that the items reliably measured the intended concepts. According to Saunders, Lewis, and Thornhill (2019), alpha values range from 0 to 1, with higher values reflecting stronger internal consistency.

The reliability results of the instrument demonstrated very high internal consistency across all three constructs. The Work Attitude scale yielded a Cronbach's alpha of 0.88, the Community Collaboration scale registered 0.90. These results confirmed that the questionnaire was a highly reliable tool for assessing work attitude, community collaboration, and efficiency among CIDG personnel. Hence, the instrument used in this research can be considered consistent and dependable for evaluating the intended dimensions of the study.

#### Data Gathering Procedure

After the validity and reliability of the researcher-made questionnaire had been established, the instrument was reproduced and prepared for distribution. Formal permission was secured from the appropriate authorities to administer the survey among the target respondents. The researcher personally administered the questionnaire to ensure proper conduct throughout the research process and to guarantee that the respondents clearly understood the purpose of the study.

To uphold ethical standards, the anonymity of respondents was strictly observed, and participants were assured that they would not be subjected to any emotional or physical harm. Proper documentation of dates and materials used in the study was maintained to ensure transparency and to avoid issues of plagiarism or misrepresentation.

A communication letter was presented to individuals who assisted in the validation and verification of the questionnaire items, ensuring that the final instrument was well-organized, ethically sound, and suitable for achieving the objectives of the present study.

#### Statistical Tools Used

This study employed several statistical tools to analyze the data gathered from the respondents. These tools included frequency count, percentage, mean, Mann-Whitney U test, Kruskal-Wallis H test, and Spearman's rho. Each tool was applied to address specific aspects of the research problem and to ensure accurate interpretation of the results.

**Frequency Count.** This was used to determine the distribution of respondents based on demographic variables such as age, sex, educational attainment, rank, and location. It also identified the frequency of responses for each item in the questionnaire.

**Percentage.** This was applied after tallying the total number of responses for each item. It was used to make comparisons and to study differences against a benchmark or initial value.

**Mean.** This was employed to determine the overall assessment of the dependent variables personnel's work attitude, community relations, and productivity both as a whole and when classified according to the independent variables of age, sex, educational attainment, rank, and location.

**Mann-Whitney U Test.** This was used to compare differences in the dependent variables (work attitude, community relations, and productivity) when classified according to the independent variables of age and sex.

**Kruskal-Wallis H Test.** This was applied to assess significant differences in the mean levels of the

dependent variables (work attitude, community relations, and productivity) when classified according to the independent variables of age, sex, educational attainment, rank, and location.

Spearman's rho. This was utilized to measure the strength of the relationship among the dependent variables work attitude, community relations, and productivity and their association with each other.

All statistical analyses were conducted at the 0.05 level of significance to ensure statistical reliability.

#### IV. RESULTS AND DISCUSSIONS

This section presents the summary results of the study, and the discussions of the conclusions drawn based on the findings, and the recommendations offered for future action and policy direction for the personnel's work attitude, community relations and productivity.

##### Summary

This study aimed to determine the personnel's work attitude, community relations and productivity among Philippine National- Police Criminal Investigation Detection Group in Region VI- Western Visayas, Philippines, for the Year 2024.

Specifically, this study sought to answer the following questions:

1. What is the profile of the respondents in terms of age, sex, educational attainment, rank and location?
2. What is the personnel's work attitude among Criminal Investigation Detection Group when taken as a whole and when classified according to age, sex, educational attainment, rank and location?
3. What is the extent of personnel's community relations among Criminal Investigation Detection Group when taken as a whole and when classified according to age, sex, educational attainment, rank and location?
4. What is the level of personnel's productivity among Criminal Investigation Detection Group when taken as a whole and when classified according to age, sex, educational attainment, rank and location?

5. Are there significant differences in the personnel's work attitude among Criminal Investigation Detection Group when classified according to age, sex, educational attainment, rank and location?
6. Are there significant differences in the extent of personnel's community relations among Criminal Investigation Detection Group when classified according to age, sex, educational attainment, rank and location?
7. Are there significant differences in the level of personnel's productivity among Criminal Investigation Detection Group when classified according to age, sex, educational attainment, rank and location?
8. Are there significant relationships among personnel's work attitude, community relations, and productivity?

The 62 personnel from CIDG were purposively selected from Iloilo, Guimaras, Aklan, Antique, and Capiz, representing diverse ranks, educational attainment, age groups, and sex. Data were collected using a validated researcher-made questionnaire adopted from literature and were analyzed through frequency count, percentage, mean, Mann-Whitney U test, Kruskal-Wallis H test, and Spearman's rho at the 0.05 level of significance. The study was limited to CIDG within Region VI.

##### Findings

1. The 62 personnel from CIDG in Region VI were mostly young (79.0% below 39 years old), predominantly male (74.2%), and bachelor's degree holders (80.6%). By rank, the largest group were Police Corporals (41.9%) and Patrolmen (12.9%), with fewer respondents holding senior positions such as Police Colonels (4.8%) and Police Lieutenant Colonels (8.1%). In terms of location, nearly half were from Iloilo (48.4%), followed by Capiz (17.7%), Aklan (12.9%), Antique (12.9%), and Guimaras (8.1%).
2. The personnel's work attitude among CIDG in Region VI as a whole was "Very Good" with an overall mean of 4.58. By age, younger personnel ( $M = 4.57$ ) and older personnel ( $M = 4.61$ ) both reported excellent work attitude. By sex, male personnel ( $M = 4.61$ ) had slightly higher ratings than female personnel ( $M = 4.50$ ). By educational

attainment, bachelor's degree holders ( $M = 4.56$ ) and master's degree holders ( $M = 4.67$ ) both demonstrated excellent work attitude. By rank, Police Captains ( $M = 4.83$ ), Lieutenant Colonels ( $M = 4.80$ ), Lieutenants ( $M = 4.67$ ), and Colonels ( $M = 4.64$ ) recorded higher ratings, while Police Corporals ( $M = 4.52$ ) and Patrolmen ( $M = 4.41$ ) had slightly lower but still excellent scores. By location, personnel from Capiz ( $M = 4.67$ ) and Iloilo ( $M = 4.65$ ) had the highest ratings, followed by Aklan ( $M = 4.51$ ), Guimaras ( $M = 4.46$ ), and Antique ( $M = 4.33$ ).

3. The personnel's extent of community relations among CIDG in Region VI as a whole was "To a Very Great Extent" with an overall mean of 4.65. By age, younger personnel ( $M = 4.65$ ) and older personnel ( $M = 4.62$ ) both reported very strong community relations. By sex, male personnel ( $M = 4.67$ ) had slightly higher ratings than female personnel ( $M = 4.59$ ). By educational attainment, bachelor's degree holders ( $M = 4.64$ ) and master's degree holders ( $M = 4.67$ ) both demonstrated very strong community relations. By rank, Police Captains ( $M = 4.85$ ), Lieutenants ( $M = 4.79$ ), Lieutenant Colonels ( $M = 4.78$ ), and Colonels ( $M = 4.77$ ) recorded higher ratings, while Police Corporals ( $M = 4.64$ ) and Patrolmen ( $M = 4.32$ ) had slightly lower but still very strong scores. By location, personnel from Capiz ( $M = 4.73$ ) and Iloilo ( $M = 4.72$ ) had the highest ratings, followed by Guimaras ( $M = 4.60$ ), Aklan ( $M = 4.54$ ), and Antique ( $M = 4.38$ ).
4. The personnel's level of productivity among CIDG in Region VI as a whole was "Very Satisfactory" with an overall mean of 4.80. By age, younger personnel ( $M = 4.80$ ) and older personnel ( $M = 4.82$ ) both reported very satisfactory productivity. By sex, male personnel ( $M = 4.80$ ) had slightly lower ratings than female personnel ( $M = 4.83$ ). By educational attainment, bachelor's degree holders ( $M = 4.79$ ) and master's degree holders ( $M = 4.87$ ) both demonstrated very satisfactory productivity. By rank, Police Colonels ( $M = 4.96$ ), Chief Master Sergeants ( $M = 4.96$ ), and Master Sergeants ( $M = 4.93$ ) recorded the highest ratings, while Police Corporals ( $M = 4.78$ ) and Patrolmen ( $M = 4.68$ ) had slightly lower but still very satisfactory scores. By location, personnel from Capiz ( $M = 4.87$ ) and Iloilo ( $M = 4.84$ ) had the highest ratings, followed

by Guimaras ( $M = 4.81$ ), Aklan ( $M = 4.76$ ), and Antique ( $M = 4.62$ ).

5. There were no significant differences in the personnel's work attitude among CIDG when classified by age ( $p = .702$ ), sex ( $p = .409$ ), educational attainment ( $p = .141$ ), rank ( $p = .412$ ), and location ( $p = .082$ ).
6. There were no significant differences in the personnel's extent of community relations among CIDG when classified by age ( $p = .760$ ), sex ( $p = .598$ ), educational attainment ( $p = .578$ ), rank ( $p = .310$ ), and location ( $p = .054$ ).
7. There were no significant differences in the personnel's level of productivity among CIDG when classified by age ( $p = .325$ ), sex ( $p = .259$ ), educational attainment ( $p = .052$ ), rank ( $p = .509$ ), and location ( $p = .310$ ).
8. There were significant relationships among personnel's work attitude, community relations, and productivity. Work attitude and community relations showed a strong, statistically significant relationship ( $\rho = .711$ ,  $p = .005$ ). Work attitude and productivity were weak but statistically significant ( $\rho = .284$ ,  $p = .000$ ). Community relations and productivity were also weak but statistically significant ( $\rho = .300$ ,  $p = .000$ ).

## Conclusions

1. The majority of Criminal Investigation Detection Group in Region VI are young, male, and bachelor's degree holders, concentrated in lower ranks such as Police Corporals and Patrolmen, and primarily based in Iloilo, reflecting a youthful and predominantly male workforce with strong representation in entry-level positions.
2. All personnel from Criminal Investigation Detection Group demonstrated a positive sense of calling and lifetime devotion to their duties, colleagues, and organization, fostering motivation, collaboration, and resilience in promoting peace, security, public order, and safety.
3. Personnel from Criminal Investigation Detection Group Region VI are effective in fostering strategic interaction and goodwill with host communities, where mutual trust, transparent communication, and responsiveness serve as critical factors in crime prevention across the Region.

4. Personnel from Criminal Investigation Detection Group Region VI consistently exceed expectations by delivering exceptional outputs, surpassing all targets, and demonstrating high levels of initiative, quality, and efficiency, with tasks completed ahead of time and providing significant added value.
5. Personnel from Criminal Investigation Detection Group Region VI demonstrate similar levels of work attitude regardless of their age, sex, educational attainment, rank, or location, indicating uniform excellence across demographic and organizational categories.
6. Personnel from Criminal Investigation Detection Group Region VI demonstrate similar levels of community relations regardless of their age, sex, educational attainment, rank, or location, showing consistent strength in fostering trust and collaboration across classifications.
7. Personnel from Criminal Investigation Detection Group Region VI demonstrate similar levels of productivity regardless of their age, sex, educational attainment, rank, or location, confirming that high performance is consistently maintained across all groups.
8. Personnel's work attitude, community relations, and productivity among Criminal Investigation Detection Group are closely interrelated. Personnel who demonstrate stronger work attitude also show better community relations, and both work attitude and community relations contribute to higher productivity, highlighting the integrated role of discipline, collaboration, and efficiency in sustaining organizational effectiveness.

#### Recommendations

1. Philippine National Police- Criminal Investigation and Detection Group (CIDG) Officials may continue fostering stronger community relations by encouraging personnel to actively participate in outreach programs, fairness initiatives, and trust-building activities. They may also model discipline and collaboration to reinforce organizational culture and sustain high levels of productivity.
2. Philippine National Police- Criminal Investigation and Detection Group (CIDG) Personnel may further enhance their excellent work attitude by engaging in structured training on planning, prioritization, and continuous learning.

Strengthening collaboration and discipline will help sustain excellence in community relations and productivity across all ranks and locations.

3. Human Resource Officers (PNP HRM Division) may reinforce professional development by introducing mentorship programs, leadership training, and graduate study opportunities. They may also ensure fairness and inclusivity across age, sex, rank, and location to maintain uniform excellence in work attitude and performance.
4. Training Institutions (PNP Training Schools, Academies, and Partner Universities) may integrate modules on discipline, collaboration, and community relations into police education curricula. Expanding opportunities for advanced studies will further strengthen personnel qualifications and enhance productivity.
5. Local Government Unit (LGU) Officials may collaborate with CIDG in sustaining peace and order by supporting community-based programs, participatory governance, and transparent communication channels that enhance police-community trust.
6. The community may actively engage with law enforcement through cooperation, trust-building, and participation in peace and order initiatives. Strengthened collaboration between citizens and police will reduce crime and ensure safer neighborhoods.
7. Researcher may disseminate the study's findings through policy briefs, academic forums, and stakeholder dialogues. Sharing insights with CIDG leadership, HR officers, and policymakers can inform practical reforms in workforce management, community relations, and productivity enhancement.
8. Future Researchers may explore additional factors influencing personnel performance, such as workplace culture, leadership effectiveness, and community expectations. Comparative studies across regions and ranks can deepen understanding of how supportive environments drive organizational excellence.

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