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Research Article

Assessing The Effectiveness of The PNP Internal Disciplinary Mechanism in Enhancing Job Satisfaction among Personnel

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ABSTRACT

The study aimed to improve the job satisfaction among PNP personnel by addressing the issues in the PNP's internal disciplinary mechanisms. The Dasmaringas Component City Police Station PCOs and PNCOs took part in the study, descriptive comparison research design was used to examine the internal cleansing and disciplinary mechanism programs applied. The data was collected using a survey questionnaire that was consistent with PNP Memorandum Circulars 2019-027 and 20-2020. Kusumawardani (2024) asserted that work discipline increases job satisfaction. If job satisfaction decreases, so does work discipline. This was achievable because employees were satisfied with their jobs, enjoy fair working hours, and follow their superiors' and subordinates' rules. The majority of the respondents were PNCO, consisting of male participants whom were all college graduates. The research showed that the internal disciplinary procedures of the Dasmaringas Component City Police Station, particularly those related to punitive measures, had resulted in an increase in job satisfaction. It highlighted the importance of reaffirming the fundamental principles of the Philippine National Police (PNP) Maka-Diyos, Maka-bansa, Makatao, and Makakalikasan while also promoting the ethical standards of a public official. The PIAS concluded that errors resulted from the examined variables.

Keywords: *Philippine National Police, Police Non-Commissioned Officers, Internal Discipline Mechanisms, Job Satisfaction, Dasmaringas Component City Police Station*

Introduction

Civil service positions are filled through career paths rather than popular vote-based

general elections. A high career path necessitates excellent employee performance. Furthermore, a multitude of factors, including

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as discipline, work environment, and job happiness, influence how well an employee performs (Setianingrum et al., 2023).

Organizational discipline entails the exercise of self-restraint and the adherence to optimal courses of action, even when they diverge from personal inclinations. Discipline is crucial since it unites employees and fosters their respect for the organization. Moreover, servant leaders, due to their intrinsic pro-follower disposition, prioritize establishing an organizational atmosphere that discourages employee indiscipline. To achieve this, they implement certain proactive measures, including an open-door policy, leading by example, outlining objectives and responsibilities, and assuring impartiality, fairness, and openness. If some employees continue to exhibit undisciplined behavior, servant leaders typically implement specific retroactive remedies. They attentively and actively consider the transgressors' viewpoint to (1) assess the situation, (2) allow employees to express their emotions, and (3) encourage them to embrace disciplined conduct. The employees' inability to engage in these activities may compel servant leaders to resort to punitive measures as a final option. However, within the punishment administered by servant leaders, there exists an element of care, concern, and compassion. (Jit, R., et al., 2020).

Employees are the essential foundation of an organization. Their conduct is anticipated to align with the organization's rules and policies to ensure the effective achievement of its goals and objectives. The prevalent workplace disciplinary tactics employed to tackle indiscipline include preventive, corrective, and progressive. The imposition of sanctions and penalties on violators, effective leadership, and addressing employees' needs and grievances are the most efficient methods for maintaining organizational discipline, thereby facilitating the achievement of effectiveness and efficiency in service delivery and business success. Management must promptly address the desires and concerns of its employees to attain established objectives. Management should endeavor to offer possibilities that fulfill the demands of its personnel. This would significantly promote unity and compliance with regulations and requirements. (Tamunomiebi & Emeh, 2023).

Any inappropriate action taken against a police officer, like suspending them, lowering their pay, rank, or other job perk, firing them, transferring them, reassigning them, not letting them get a second job, or something similar, is called disciplinary action. An administrative hearing that a law enforcement body holds against a police officer because of an alleged violation of the law. If proven, the officer would be punished. Investigation is the process of finding out if a police officer broke the law by a public agency or an employee of a public agency, working alone, with or under the direction of another agency, or a division or unit within another agency. This is true even if the other agency says that the action is not an investigation; it includes talking to other police officers and non-police officers, making observations, reading and judging reports, records, or other documents, and looking at physical evidence. punishment given for breaking the law that doesn't lead to any disciplinary action; or for breaking the law that was negotiated and agreed upon by the police department and the police officer, based on the officer waiving their rights under this subsection and any other applicable law or constitutional provision, after talking to their lawyer or representative. (www.aele.org).

Given that the efficacy of any law enforcement organization relies on its reputation for honesty throughout the community, all police agencies should establish internal affairs teams to investigate severe legal infractions by police officers. An internal affairs unit must operate with honesty, address complaints from both internal and external sources, and maintain precise documentation of its work. Measures must be implemented to separate internal investigation files from personnel records to maintain confidentiality and prevent unwarranted impacts on police officers' evaluations and promotion prospects. In the course of an inquiry into police misconduct, the accused officer is entitled to a hearing. The police department is free to employ its own internal investigation methods to determine the guilt of its officers for misconduct. However, the community has the right to expect the police department to resolve citizen concerns in a timely and legal manner. The investigative techniques of

questioning, the use of the polygraph, the administration of physical tests to collect evidence, search and seizure, lineups, and entrapment tactics should be used by local legislation and an officer's constitutional rights. (NCJRS Virtual Library).

The PNP has faced increased scrutiny due to incidents of personnel involvement in illicit activities. The principal offenses defined and penalized under the National Police Commission Memorandum Circular 2016-002 (Revised Rules of Procedure Before the Administrative Disciplinary Authorities and the Internal Affairs Service of the Philippine National Police) are Misconduct and Neglect of Duty. The prevalent causes of these transgressions include non-compliance with directives, psychological or behavioral disorders, familial troubles, and financial difficulties.

The PNP's resilient aspiration to improve internal discipline among its members and non-uniformed personnel will utilize a three-pronged strategy to cultivate a profound sense of commitment, dedication, and responsibility towards police work, oriented towards a God-centered, service-oriented, and family-centric lifestyle. (PNP Memorandum Circular No. 20 2020).

Lalu (2018) stated that the Revitalized Internal Cleansing Program (ICP) of the PNP encompasses a three-pronged approach—preventive, punitive, and restorative (PPR)—rather than solely focusing on punishment. Preventive refers to the ongoing assessment by the PNP of systems and procedures, encompassing training, recruitment, operations, investigations, and identifying loopholes. This approach aims to eliminate opportunities or justifications for individuals to engage in illegal or criminal activities. The filing of cases against PNP personnel, along with proactive monitoring and the execution of police operations via various counterintelligence units, serves a punitive function. The Philippine National Police (PNP) is requesting assistance from the Catholic Bishops' Conference of the Philippines (CBCP) for the rehabilitation of drug users and for counselling services for PNP personnel involved in controversies. This approach effectively identifies misfits and unethical

individuals while promoting professionalism and integrity within the organization.

Ager (2018) referenced Senators Drilon, Pangilinan, Trillanes IV, Honteveros, Aquino, and de Lima, noting that in light of the recent surge in crimes involving police personnel, the Senate acknowledges the necessity of informing the public about the renewed strategy to purify their ranks, insist on accountability from the PNP, and reassure the public of the enhanced commitment of PNP personnel to their duty of serving and protecting the general public. Additionally, they assess other stories concerning rogue police officers who were either killed or apprehended for alleged participation in various illicit operations. Esguerra (2018) contends that this significantly enhances the morale of workers diligently executing their responsibilities in the face of the perils associated with police service. A well-disciplined police organization is the most effective means of earning public trust and confidence.

Fianza (2018) notes that the term internal cleansing frequently arises when a new Chief of the Philippine National Police takes office. Calivan (2020) referenced PNP Chief Gen. Camilo Cascolan during a briefing at Camp Crame, stating that out of the total personnel found guilty of administrative offenses, 4,591 were summarily dismissed for serious infractions, 7,888 received suspension terms, and 846 officers were demoted in rank. He further stated that these policemen faced punishment for their involvement in criminal activities, which included illegal drugs, grave misconduct, serious neglect of duty, serious irregularity, malversation, dishonesty, graft, and corruption.

Gen. Guillermo Eleazar, who took leadership of the 220,000-strong Philippine National Police (PNP), publicly announced the commencement of his so-called "Intensified Cleanliness Policy" (ICP) on May 7, 2021, to rectify minor and minor issues in the service. The ICP tries to organize its efforts and thrusts into three major categories. Improving recruiting is simply one of ICP's principles. This ICP is based on the broken windows philosophy, which stipulates that minor issues must be addressed immediately to prevent them from worsening. Another major goal of the ICP is to change the recruitment system to safeguard the PNP from corrupt cops

and break the culture of wrongdoing among the ranks. Eleazar stated that this entails incorporating a QR (quick response) code into the recruitment process to ensure that people who join the service are chosen purely based on their qualifications. The QR code method will be implemented throughout the recruitment process countrywide to attract the best-qualified applicants for the PNP. (www.pna.gov.ph).

The majority of offenders are comprised of Patrolmen/women, Police Corporals, and Police Staff Sergeants. The internal cleansing tactics of the Philippine National Police were insufficient in resolving the issue due to the absence of effective, action-specific remedial and punitive measures. Consequently, corrupt PNP personnel persist in engaging in criminal acts without consequence. (Nabunat et. al, 2023).

PNP Internal Affairs Service (IAS) Inspector General Atty. Brigido Dulay said the terminated officers would lose their benefits and are permanently barred from government service. A colonel is the highest-ranking officer disciplined by the internal cleansing program, Dulay added. He instructed police officers to obey the law and procedures to avoid difficulties. The reform process includes the cleansing continues. This shows that the IAS will pursue lawbreakers. (PNA, 2024).

According to the statistics supplied, 34 administrative complaints of PNP personnel were filed in various disciplinary bodies between February 2023 and August 2024. The majority of the cases filed were on grave misconduct, deliberately or through gross negligence, destroy, damage, or loss of government property entrusted to him for official use; Violation of Republic Act No. 9262; Discharge of Firearm and Grave Irregularity in the Performance of Duty Violation of PNPOP Manual 2021; Violation of Section 2 (B) Para 1 (c) Rule 21 of NMC No. 2016-002, in relation to Article 269 of the RPC "Unlawful Arrest"; R.A. 9165 Article 1 Section 3 (cc) "Planting of Evidence"; and R.A. 10591 Article V Section 38 "Liability of Planting of Evidence"; and Robbery Extortion. In the meantime, six reported cases of criminal activities involving PNP personnel have been submitted to various disciplinary authorities from February 2023 to November 2023. Instances including the breach of Section 5 and 26

Article II of R.A. 9165; the infringement of Section 5, 11, and 26 Article II of R.A. 9165 and R.A. 10591; and the violation of Article 294 - Robbery (Extortion) and Robbery by the Use of Force Upon Things.

The Philippine National Police (PNP)'s enhanced internal cleansing program under President Ferdinand R. Marcos Jr. resulted in over 6,200 police officers being prosecuted with wrongdoing ranging from lawlessness to grave misconduct. On Wednesday, PNP Internal Affairs Service (IAS) Inspector General Atty. Brigido Dulay said 572 of the 6,256 police personnel facing administrative charges since July 2022 were fired, 260 demoted, and 1,418 suspended. To make the public safer, PNP commander Gen. Rommel Francisco Marbil has ordered all police units to intensify their pursuit of high-value offenders and wanted individuals. From January 1 to July 15, police detained 6,250 wanted individuals, according to CIDG data. Marbil said 73,337 arrest warrants have been posted to PNP's e-warrant system, with most served. He also stressed the importance of police officer safety during operations, honoring the 16 officers who died and 40 injured this year in police activities. (Caliwan, 2024 PNA).

The researcher/s aims to address the gap in the effectiveness of the PNP Internal Disciplinary Mechanism technique in enhancing job satisfaction among PNP personnel. It will also address community peace and order issues to eliminate street crimes, as well as neutralize rogue police officers engaging in criminal activity since the PNP must expand its motto of serving and protecting the Filipino people from the streets to the information superhighways.

The implementation consists of three phases: punitive, preventive, and restorative, which will serve as the variables for the research study.

Statement of the Problem

The present study aimed to assess the efficacy of the PNP Internal Discipline Mechanism Strategy Program in Dasmarias Component City Police Station.

Specifically, this study sought answers to the following questions.

1. What is the demographic profile of the respondent in terms of:

- 1.1. Age;
 - 1.2. Sex;
 - 1.3. Educational attainment; and
 - 1.4. Length of service?
2. How do respondents assess the efficacy of the internal disciplinary mechanism in enhancing job satisfaction at the Dasmariñas Component City Police Station in terms of:
 - 2.1 Punitive;
 - 2.2 Preventive; and
 - 2.3 Restorative?
 3. What are the issues and challenges encountered in the implementation of the internal disciplinary mechanism strategy in Dasmariñas Component City Police Station?
 4. Based on the study's findings, what after-care program can be proposed to promote appropriate conduct among police personnel in their roles as public servants?

Scope and Limitation of the Study

The study focused on assessing the efficacy of the PNP Internal Discipline Mechanism Strategy Program at Dasmariñas Component City Police Station. It concentrated on the internal discipline with the highest number of violation cases for police personnel, covering the years 2023 and 2024, respectively.

This became the basis of the researcher(s) in crafting the aftercare program toward preventing undisciplined police personnel. The study's respondents composed by the PNP Police Commissioned Officers (PCO) and PNP Non-commissioned Officers (PNCO) at Dasmariñas Component City Police Station.

The target number of respondents was 131, determined using the Raosoft calculator, which was based on a 95% confidence level and a 5% margin of error.

Theoretical Framework

This research study was based on theoretical framework introduced by James Q. Wilson and George Kelling in 1982, utilizing broken windows as a metaphor for chaos in communities. Their theory associates' disorder and disrespect in a community with subsequent instances of major crime.

The broken windows theory significantly influenced police policy during the 1990s and

continued to be impactful into the 21st century. The theory's most significant implementation occurred in New York City under Police Commissioner William Bratton's leadership. He and others believed that the assertive order-maintenance strategies of the New York City Police Department were accountable for the significant reduction in crime rates in the city during the 1990s. Bratton commenced the implementation of the idea as the head of New York City's transit police from 1990 to 1992. Teams of undercover officers were designated to apprehend fare evaders, and as misdemeanor arrests rose, subway crimes of all types significantly declined. In 1994, upon assuming the role of New York City police commissioner, Bratton implemented his broken windows-oriented "quality of life initiative." This project targeted panhandling, unruly conduct, public intoxication, street prostitution, and unsolicited windshield cleaning or similar efforts to beg cash from motorists halted in traffic. Upon Bratton's resignation in 1996, felonies had decreased by about 40 percent in New York, and the homicide rate had been reduced by fifty percent.

Before the establishment of various incivility theories, including broken windows theory, law enforcement scholars and police primarily concentrated on serious crimes. Their main focus was on offenses deemed most severe and impactful for victims, such as rape, robbery, and murder. Wilson and Kelling presented a alternative perspective. Serious crime was perceived as the culmination of an extended sequence of events, with the hypothesis that crime arises from disorder; thus, eliminating disorder would prevent the occurrence of serious crimes.

While widely accepted in academic and law-enforcement contexts, broken windows theory faces criticism from various quarters. A point of critique is the lack of empirical evidence supporting the notion that unchallenged disorder leads to an increase in crime. To comprehensively validate the theory, it is essential to demonstrate that disorder leads to fear, that fear results in a deterioration of social controls (often termed community cohesion), and that this deterioration of social controls

subsequently contributes to crime. Ultimately, it is essential to demonstrate that crime contributes to heightened levels of disorder.

Political scientist Wesley Skogan's research, which linked specific forms of physical and social disorders to specific sorts of major crime, provided the greatest empirical evidence in favor of the broken windows idea. Skogan wisely advised against using his findings as evidence that the broken windows theory was correct. Some researchers have even questioned this qualified support. Political scholar Bernard Harcourt reanalyzed Skogan's data and discovered that when poverty, neighborhood stability, and race were statistically adjusted for, the association between neighborhood disorder and rape, burglary, assault, and purse snatching disappeared. All that was left was the connection between disorder and robbery. The shattered windows argument, according to Harcourt, encourages "zero-tolerance" policies that discriminate against the weaker groups in society.

Broken windows theory validity is unknown. The theory doesn't explain everything, and even if its correct, partner ideas are needed to explain crime. Alternative, a more complicated model must consider many more important elements. Most studies have confirmed the link between

disorder and fear. There is also considerable evidence that fear makes people want to leave disorderly communities and move to more friendly ones. The impoverished have fewer options than the middle class, who can afford to migrate. If the middle class leaves and the poor stay, the neighborhood will suffer economically. This suggests economic theory concerning neighborhood dynamics and crime may emerge next. (McKee, 2024).

The PNP is strongly founded on basic values and a distinct ideology. The philosophy is based on "service, honor, and justice." A code of conduct and ethical standards were established for police officers to follow in their personal and professional lives.

The study is based on Systems theory, focusing on evaluating the effectiveness of the internal disciplinary mechanism related to job satisfaction among PNP Police Commissioned

Officers (PCO) and PNP Non-commissioned Officers (PNCO).

This study also employed the core values of the PNP, including Makadiyos, Makabayan, and Makakalikasana, alongside the PNP Patrol Plan 2030. The internal cleansing mechanism of the PNP may not adequately resolve the issue, as it is deficient in effective and action-specific corrective, punitive, and restorative interventions that would discourage police personnel from participating in illegal activities. In light of this situation, the unethical and abusive police officers persist in engaging in illegal activities without restraint. The IAS of the PNP at the provincial level necessitates comprehensive coordination with the complainant(s), stakeholders, and police personnel to collect data and evidence based on the administrative case filed against police personnel.

In a similar manner, the present study examining the Internal Cleansing Program of the Philippine National Police is pertinent, as it addresses the issue of police officers who misuse their authority. When such officers face complaints, they are held accountable for their misconduct through sanctions proposed by officials from the Internal Affairs Service.

Conceptual Framework

This section presented the conceptual framework for this research study.

The I-P-O model simplified inputs, processes, and output within the workflow of a research study. The model is referred to as an I-P-O model or an I-P-O diagram, with both terms emphasizing the visual representation of the method that enables researcher(s) to effectively illustrate the intended output.

The inputs to be utilized encompass the demographic profile of the respondents and their assessments regarding punitive, preventive, and restorative measures. Additionally, the issues and challenges faced in the implementation of the internal disciplinary mechanism strategy at the Dasmarias Component City Police Station will be examined.

The processes employed a self-structured survey questionnaire to gauge the demographic profile and evaluate the respondents regarding the implementation of the internal

disciplinary mechanism. Additionally, the qualitative research component will consist of focus group discussions involving the internal affairs from Provincial Internal Affairs at Imus Cavite.

Finally, the culmination of the study was the aftercare program that the researcher(s) have put forth to encourage suitable behavior among police personnel in their capacities as public servants.

Research Design

Descriptive research design was a research methodology that aimed to describe or document the characteristics, behaviors, attitudes, opinions, or perceptions of a group or population being studied.

Descriptive research design did not attempt to establish cause-and-effect relationships between variables or make predictions about future outcomes. Instead, it focused on providing a detailed and accurate representation of the data collected, which can be useful for generating hypotheses, exploring trends, and identifying patterns in the data.

Survey research was the descriptive research design that the researcher uses since it involves collecting data from a sample or population through standardized questionnaires or interviews. Surveys can be used to describe attitudes, opinions, behaviors, or demographic characteristics of a group, and can be conducted in person, by phone, or online.

The principal objective was to observe, establish, and document the elements of a phenomenon in its natural state. Researcher(s) do not alter factors; they gather data in its naturally. It employed surveys, interviews, observations, or pre-existing data to collect quantitative or qualitative information. Concentrates on addressing inquiries regarding who, what, when, where, and how pertaining to a scenario.

This study, conducted with the active involvement of PCOs and PNCOs of Dasmariñas Component City Police Station, will employ a descriptive comparative research design to evaluate the implementation of the internal disciplinary mechanism program in conjunction with the internal cleansing program. The respondents, selected using simple random sampling, play a crucial role in the success of this research. Data will be collected using

survey questionnaires adopted from PNP Memorandum Circular No. 2019-027 and PNP Memorandum Circular No. 20-2020.

The objective of the survey questionnaire is to gather information that can be used for research, finding patterns, and studying things side by side. It is the most important way to learn about different people's thoughts, views, habits, and ways of doing things.

Research Method

A research design served as a systematic approach to addressing the study's question through the utilization of empirical data. Developing a research design involved making informed decisions regarding the objectives you intend to achieve and the methodology you plan to employ, the methods of sampling or the criteria established for subject selection, the methods employed for data collection, and the steps you will undertake to gather data.

The study utilized mixed-methods research. This study design combined quantitative research design and qualitative research design. In quantitative research, research questions examine the relationships among the variables under investigation and are typically formulated at the beginning of the study. These were specific and generally associated with the target population, dependent and independent variables, and research methodology. (Barroga & Matanguihan, 2022). In contrast to quantitative research, research questions in qualitative research were typically subject to ongoing review and revision. The primary inquiry examines a multifaceted array of factors related to the central phenomenon, seeking to articulate the diverse viewpoints of participants. Qualitative research developed for diverse objectives. The questions serve multiple purposes: 1) to identify and describe existing conditions (contextual research questions); 2) to describe a phenomenon (descriptive research questions); 3) to assess the effectiveness of existing methods, protocols, theories, or procedures (evaluation research questions); 4) to examine a phenomenon or analyze the reasons or relationships between subjects or phenomena (explanatory research questions); and 5) to focus on unknown aspects of a particular topic

(exploratory research questions). (Creswell & Creswell 2018).

This proposed research study used an explanatory sequential design, a two-phase design where quantitative data is collected and analyzed first, then qualitative data is collected and analyzed based on the quantitative results. Qualitative data is used to explain quantitative data. (Creswell & Creswell 2018).

Data Analysis

The treatments of the data were as follows:

1. **Percentage** was a measure of proportion. In this study, it was used to demonstrate the

demographic profile of the sample respondents. It is computed as follows:

$$P = \frac{F}{N} \times 100$$

- Where: P = the Percentage
 F = the value of a single case
 N = the value of the population
 100 = constant

2. **Weighted Mean** score employed to answer sub-problem numbers 2 and 3. The formula is as follows:

$$WM = \frac{\sum fx}{n}$$

Where:

WM - Weighted Mean

∑ - Summation sign

f - Frequency

x - Unit Weight

n - Number of respondents

Scale	Range Interval	Verbal Description
4	3.26 - 4.00	Highly Implemented (HI) (<i>Lubos na Ipinatutupad</i>)
3	2.51 - 3.25	Implemented (I) (<i>Ipinatutupad</i>)
2	1.76 - 2.50	Poorly Implemented (PI) (<i>Di Maayos na Ipinatutupad</i>)
1	1.00 - 1.75	Not Implemented (NI) (<i>Hindi Ipinatutupad</i>)

Results and Discussions

Sub-problem No. 1 The demographic profile of the respondent.

The respondents in the Dasmariñas Component City Police Station have the following demographic characteristics: age, gender, civil

status, level of education, and duration of service.

A total of 131 PNP officers were analyzed, with 128 respondents identified as follows: 97.70% from the PNCO, 3.93% from the PCO, and 0% from the NUP.

Table 1. Type/Category of Respondent

Type/Category of Respondent	f	%
Police Commissioned Officer	3	3.93%
Police Non- Commissioned Officer	128	97.70%
Non-Uniformed Personnel	0	0%
Total	131	100%

PNP Officers who engage in misconduct, negligence of duty, or unsightly behavior are subjected to pre-charge examinations in the PNP service. The respondent will have a summary hearing if there is probable cause and the

officer is charged with probable guilt. In addition to preventing negative effects, disciplining a police officer deters other officers from doing the same. The Police Service's reward or punishment system is called the PNP Disciplinary

Mechanism. For both uniformed and non-uniformed employees, it speeds up administrative cases. (inquirer.net, 2021).

The ages of the respondents are presented in Table 2. The age group primarily falls within the range of 20 to 30 years, comprising 32 individuals out of a total of 131, which accounts for

23.66%. On the other hand, 54 out of 131, which accounts for 41.22%, are within the age range of 31 to 40. Of the participants surveyed, 43 out of 131, which constitutes 32.82%, are within the age bracket of 41 to 50 years. Conversely, 3 respondents (2.29%) fall into the age category of 51 years and older.

Table 2. Age of the Respondents

Age	Frequency	Percentage
20-30 years old	32	23.66%
31-40 years old	54	41.22%
41-50 years old	43	32.82%
51 years old and above	3	2.29%
Total	131	100%

Section 30 of Republic Act No. 6975 is hereby amended to the following:

No PNP official or member may be appointed without the following qualifications,

Section 14. New applicants must be between 21 and 30 years old. Except for the last qualification, the above qualifications are continuing, and the absence of any one of them at any time shall be grounds for separation or retirement from the service: PNP personnel currently in service when this Act takes effect will have at least two years to meet the requisite educational qualification and one year to meet the weight requirement.

Section 15. The PNP may be waived only if the number of qualified applicants is less than the minimum annual quota. An applicant must be between the ages of twenty (20) and thirty-five

(35). Additionally, any applicant who does not meet the weight requirement will be given a reasonable amount of time, but not more than six (6) months, to comply with the requirement.

The PNP's Recruitment and Selection Services (RSS) resumed the first cycle of the 2020 Patrolman/Policewoman Regular Quota and proceeded until 2021. Archie Francisco Gamboa, the former Chief of the Philippine National Police (PNP), stated, "Our objective is to recruit the most qualified and exceptional candidates from the largest pool of applicants possible" (Hallare, 2020).

The majority of respondents in Table 3 are male. A total of 109 individuals were identified, representing 83.20% of the population studied. However, 22 respondents (16.79%) identified as female. The presence of males indicates a dominance within the PNP workforce. Nonetheless, this study includes participants from both genders.

The PNP has long been dominated by men, with a largely male-heavy hierarchy. This presents a challenge for women in uniformed seeking a career in a male-dominated field.

Table 3. Sex of the Respondents

Sex	Frequency	Percentage
Male	109	83.20%
Female	22	16.79%
Total	131	100%

Under RA 8551, Section 58, which entitled "An Act Providing for the Reform and Reorganization of the Philippine National Police and for

Other Purposes," amendments are made to certain provisions of Republic Act No. 6975, known as "An Act Establishing the Philippine

National Police.” In accordance with the re-structured framework of the Department of the Interior and Local Government, and for various other objectives, the Philippine National Police allocates 10% of its yearly recruitment, training, and educational quota specifically for women. Former chief PNP Senator Ronald “Bato” Dela Rosa has introduced Senate Bill 1562, which aims to enhance the recruitment quota for female officers in the Philippine National Police (PNP). The proposed legislation aims to elevate the annual recruitment, training, and education allocation for women from 10% to 15%, with a subsequent increase in the recruitment quota for women to 20% thereafter. (The Life of Maharlika, 2020).

Norman & Ricciardelli (2023), law enforcement organizations are often viewed as male-dominated paramilitary entities that value and incentivize demonstrations of strength, emotional restraint, and strict compliance with established leadership hierarchies. In the sworn ranks of the Royal Canadian Mounted Police (RCMP), as with many other police forces, men dominate women. In 2021, just 22% of regular RCMP members were women, while 75% of public service employees were male (RCMP, 2022). The analysis of educational attainment presented in Table 4 indicates that a significant majority of respondents are College Graduates, accounting for 94.76% (124). MA Units or a Master’s Degree Units Earned, while 1.53% (2), and MA or MS Degree Graduate 1.53% (2).

Table 4. Educational Attainment of the Respondents

Educational Attainment	Frequency	Percentage
College Graduate	124	94.76%
MA/MS Degree (Units Earned)	2	1.53%
MA/MS Degree Graduate	2	1.53%
Total	131	100%

A formal baccalaureate degree from an accredited institution of higher learning constitutes a fundamental qualification for appointment within the PNP service, as established in Section 14 of Republic Act 8551. Consequently, one may deduce that every respondent holds a Bachelor's degree.

Table 5 exhibits the profile of the respondents according to Civil Status. The respondents is mostly married, with 77 respondents or 58.78%. Single has 53 respondents or 40.45%, while widow/widower has 1 respondent or 0.77%.

Table 5. Civil Status of the Respondents

Civil Status	Frequency	Percentage
Married	77	58.78%
Single	53	40.45%
Widow	1	0.77%
Total	131	100%

The police profession offers a stable career, accompanied by a compensation package that reflects its essential function in upholding national security, peace, and order, while also acknowledging the inherent risks associated with the execution of their responsibilities. Congress Joint Resolution No. 01 2018 aims to enhance the base remuneration of military and

uniformed personnel within the government. This adjustment for personnel in the PNP reflects current economic conditions and seeks to foster professionalism, exemplary performance, and a steadfast commitment to service.

Table 6 presents the characteristics of respondents categorized by their length of ser-

vice. A substantial segment of the police personnel has served for 11 years or more, resulting in 72 respondents, which represents 54.96% of the total. A total of 34 respondents, which represents 25.96%, have served for a du-

ration of 6 to 10 years. Conversely, 23 respondents, corresponding to 17.56%, have served for a duration of 2 to 5 years. One respondent, which makes up 0.76%, falls within the category of less than one year.

Table 6. Length of Service of the Respondents

Length of Service	Frequency	Percentage
11 years above	72	54.96%
6 – 10 years	34	25.96%
2 – 5 years	23	17.56%
Total	131	100%

House Bill 11140, which aims to raise the mandatory retirement age for Philippine National Police (PNP) officers and non-officers, was approved with changes on Tuesday by the House Committee on Public Order and Safety, which is chaired by Representative Dan Fernandez of Santa Rosa City. Speaker Ferdinand Martin Romualdez is the primary author of the measure, which suggests that PNP officers and non-officers be required to retire at the age of 57 rather than 56, as required by Republic Act 6975, also known as the "Department of the Interior and Local Government Act of 1990." Rep. Fernandez emphasized that raising the PNP employees' retirement age will support law enforcement.

Atty. Ricardo Bernabe III, Vice Chairperson and Executive Officer of the National Police Commission (Napolcom), voiced his support for HB 11140, emphasizing that the suggested retirement age would not negatively impact police performance. Atty. Christian Molina, the Director for Legal Affairs at the Civil Service Commission, expressed the agency's backing for HB 11140.

PNP PMGen Edgar Alan Okubo regarded the measure as beneficial to the organization. "This proposal allows the PNP organization to fully utilize the knowledge and skills of its personnel, which have been developed through years of experience and diverse training in their specific fields of specialization," he stated.

The PNP has put forth a proposal that would grant uniformed personnel with less than one year of service from the act's effective date the opportunity to retire at the age of 56. Following this, they would be deemed compulsorily retired, serving as an additional amendment to the existing regulations. (House of Representative, 19th Congress, 2024).

Sub-problem No. 2. Respondents assess the efficacy of the internal disciplinary mechanism in enhancing job satisfaction at the Dasmaringas Component City Police Station.

Table 7 illustrates the respondents' assessment on the efficacy of the internal disciplinary mechanism in enhancing job satisfaction at the Dasmaringas Component City Police Station in terms of Punitive.

Table 7. Respondents Assessment on the Efficacy of the Internal Disciplinary Mechanism in Enhancing Job Satisfaction at the Dasmaringas City, Cavite Police Station in terms of Punitive

	Indicators	Weighted Mean	Interpretation (I)
1.	The punitive approach in the PNP is centered on the imposition of penalties or punishments on PNP personnel who have committed offenses.	3.04	Implemented
2.	Offenders are accountable for their wrongdoings, and punishment upholds social order and discourages future misdeeds.	3.03	Implemented

	Indicators	Weighted Mean	Interpretation (I)
3.	Observe PNP personnel who engage in minor infractions or issues within their duties.	2.98	Implemented
4.	Initiate administrative and criminal proceedings for PNP offenders.	3.04	Implemented
5.	Begin the necessary preparations for a case involving the personnel of the PNP.	3.02	Implemented
6.	The punishment was based on the gravity of their offenses and the goal is to make people feel like they are getting justice by making sure that offenders are punished for their actions.	2.96	Implemented
7.	Eliminate PNP personnel who show no signs of being able to change.	2.95	Implemented
8.	Penalize PNP offenders with harsher punishments, such as extended detention periods or placement in correctional facilities for significant offenses, and remove them from society to prevent them from committing new crimes.	2.93	Implemented
9.	Deterrence and incapacitation are ways to manage the conduct of PNP offenders and lower future crimes in the agency.	2.90	Implemented
10.	Monitor the cases that have been submitted against PNP personnel.	3.00	Implemented
Overall Weighted Mean		2.99	Implemented

Legend: Scale	Range	Interval Verbal Description
4	3.26 – 4.00	Highly Implemented (HI)
3	2.51 – 3.25	Implemented (I)
2	1.76 – 2.50	Poorly Implemented (PI)1
1	1.00 – 1.75	Not Implemented (NI)

It presents that the highest score is the item 1: "The punitive approach in the PNP is centered on the imposition of penalties or punishments on PNP personnel who have committed offenses", with a mean score of 3.04 and a verbal interpretation of Implemented. Following closely is the item 4 "Initiate administrative and criminal proceedings for PNP offenders," garnering a mean score of 3.04 and verbally interpreted as Implemented. On the other hand, although noted as implemented, the lowest mean is the indicator 8 "Penalize PNP offenders with harsher punishments, such as extended detention periods or placement in correctional facilities for significant offenses, and remove them from society to prevent them from committing new crimes," with a mean score of 2.93.

Table 7 presents the responses on individuals' evaluations of the internal disciplinary system's efficacy. The mean scores remain consistent across multiple variables. Notably, the

topic that garnered the highest number of comments pertained to the PNP's punitive position, indicating that officers who violate regulations receive fines or penalties. Despite the variance in mean results, it was believed that each element exerted a significant influence. This indicates that certain subjects, such as the accountability of criminals and the role of sentencing in maintaining societal order and deterring recidivism, require further examination or focus.

Disciplinary procedures within law enforcement have consistently generated frustration for nearly all parties engaged in the process, as well as for those concerned with the results. Law enforcement leaders often express frustration regarding the lengthy duration — sometimes extending to months or even years — required to address allegations of misconduct, from the initial report through the investigation and final resolution. Their frustration is heightened by the regularity with which their

decisions are overturned or altered by judges, civil service boards, and grievance panels. Law enforcement personnel and their associations typically perceive disciplinary actions as inconsistent and lacking in essential fairness and uniformity. (Stephens, 2024)

Meanwhile, upholding integrity helps police officers follow ethical norms and retain public trust in their impartial and just law enforcement. Integrity and accountability are linked. Accountability deters abuse and corruption. Third pillar, oversight maintains integrity and accountability throughout time. Effective oversight prevents systematic issues and promotes law enforcement transparency. (<https://www.interpol.int>, 2024).

Table 8 presents the respondents' assessment on the efficacy of the internal disciplinary mechanism in enhancing job satisfaction at the Dasmariñas Component City Police Station in terms of Preventive.

The table indicates that the respondents' overall assessment is categorized as Implemented, reflected by a mean score of 3.07. Item 7, "PNP will conduct monthly inspections of all personnel to account for individual grooming standards, issued firearms, IP Cards, Miranda Doctrine Cards, and other uniform items," stands out with the highest mean score of 3.19, indicating that respondents adhere to the grooming regulations and maintain accountability for their firearms. Item 5, "Achieve a drug-free police force," garnered a mean score of 3.15, while item 9, "PNP personnel who prioritize service, family, and God," indicates that respondents value a work-life balance that emphasizes family and a drug-free work environment. The overall weighted mean of 3.15 for all variables suggests that these initiatives are generally regarded as "Implemented."

Table 8. Respondents Assessment on the Efficacy of the Internal Disciplinary Mechanism in Enhancing Job Satisfaction at the Dasmariñas Component City Police Station in terms of Preventive

Indicators	Weighted Mean	Interpretation (I)
1. Ensure that LOI SUGO values and spiritual enhancement are implemented across the ranks at all levels.	3.00	Implemented
2. The primary focus should be on encouraging PNP personnel to undergo annual stress management orientation on LOI Lusog Kaisipan.	2.93	Implemented
3. PNP personnel will participate in a three-day (3) proactive orientation on CMC Paggabay and Pamana, which encompasses the Code of Conduct and Ethical Standards, Anti-Graft and Corruption Practices Act, PNP Disciplinary Machinery, Civil Service Administrative Code, and laws that govern public officers.	3.02	Implemented
4. Augment and fortify the PNP Internal Disciplinary Mechanism.	3.03	Implemented
5. Achieve a drug-free police force.	3.15	Implemented
6. Maintain a clean environment throughout all of the PNP's precincts, stations, and offices and change the recruitment system to shield the Philippine National Police from officers who make mistakes and to break the culture of wrongdoing within the ranks.	3.07	Implemented
7. PNP will conduct monthly inspections of all personnel to account for individual grooming standards, issued firearms, IP Cards, Miranda Doctrine Cards, and other uniform items.	3.19	Implemented
8. The PNP will implement annual random testing and neuropsychiatric evaluations for its personnel.	3.03	Implemented

Indicators	Weighted Mean	Interpretation (I)
9. PNP personnel who prioritize service, family, and God.	3.15	Implemented
10. Any employees who are suspected of engaging in unlawful activity will have their positions promptly terminated and charged accordingly.	3.10	Implemented
Overall Weighted Mean	3.07	Implemented

Legend:

Scale	Range	Interval Verbal Description
4	3.26 - 4.00	Highly Implemented (HI)
3	2.51 - 3.25	Implemented (I)
2	1.76 - 2.50	Poorly Implemented (PI)1
1	1.00 - 1.75	Not Implemented (NI)

The Drug-Free Workplace Certification Program (DFW-CP) is designed to promote a drug-free environment in local government units and private companies, while also advocating for the establishment of drug-free policies and practices within their workplaces. The aims of the program:

- a. To foster a drug-free work environment through the implementation of a drug free certification system and by offering technical support to local government units and private companies in the development and upkeep of drug-free workplace initiatives;
- b. To motivate local government units and private enterprises to actively implement measures aimed at preventing drug use in the workplace while fostering employee health and safety; and
- c. To enhance public understanding of the significance of drug-free workplaces and to motivate LGUs and private companies to actively promote employee health and safety. (DILG Joint Circular No. 518 2023).

Work-life balance has a good and significant association with total job performance, according to a study by Nadesan (2018). Employee performance is influenced by work-life balance, which is a crucial component of human resource management. When everything else is equal, a company's employees' job performance improves when there is a better work-life balance. According to Naithani (2010), companies that disregard work-life balance concerns would ultimately see a decline in staff productivity, which will make it more challenging to enhance job performance.

Respondents confirmed that work disrupted their personal lives. A male respondent stated that his work does not impact upon his personal life, since the police officer is well aware that his profession is his foremost concern. Another male respondent stated that his employment is his "main source of income," thus he guarantees that his professional responsibilities remain unaffected by his personal life and other issues. On the other hand, the female respondents who indicated that their work encroached upon their personal lives stated that they are unable to attend significant events at their children's school due to work commitments. There are familial events that the female police officer cannot attend owing to scheduling conflicts with their duties. Nonetheless, the police officer prioritizes reconciling with their children whenever time permits.

Table 9 presents the respondents' assessment on the efficacy of the internal disciplinary mechanism in enhancing job satisfaction at the Dasmariñas Component City Police Station in terms of Restorative.

The table 9 shows that the overall assessment from the respondents is classified as Implemented, with a mean score of 3.03. Item 10, "Promote and uphold the principles of conduct and ethical standards essential for public officials," is notable for achieving the highest mean score of 3.12, suggesting that respondents are committed to the principles of conduct and ethical standards vital for public officials. Item 6, "Formulate and execute a holistic moral and

spiritual recovery initiative," received a mean score of 3.11, whereas item 7, "Elevate the foundational principles of the PNP: Maka-Diyos, Makabansa, Makatao, and Makakalikasan."

The overall weighted mean of 3.07 considering all of the variables, it can be concluded that these undertakings are often regarded as "Implemented."

Table 9. Respondents Assessment on the Efficacy of the Internal Disciplinary Mechanism in Enhancing Job Satisfaction at the Dasmarinas Component City Police Station in terms of Restorative

Indicators	Weighted Mean	Interpretation (I)
1. Reconciliation between the criminal, the victim, and the community to repair the harm caused by the PNP offender's behavior.	2.98	Implemented
2. PNP offenders to own up to their mistakes, make restitution, and grow sympathetic toward the people they have wronged.	3.00	Implemented
3. Engage in community service, mediation, and restitution arrangements.	3.05	Implemented
4. Instead of incarcerating or detaining PNP offenders, offer them resources and help in their communities.	2.94	Implemented
5. Efficient oversight to promote exemplary leadership throughout all levels of the PNP.	2.99	Implemented
6. Formulate and execute a holistic moral and spiritual recovery initiative.	3.11	Implemented
7. Elevate the foundational principles of the PNP: Maka- Diyos, Makabansa, Makatao, and Makakalikasan.	3.07	Implemented
8. Form integrity circles to serve as mechanisms for accountability, mentorship, and support in the transformation of PNP personnel.	3.00	Implemented
9. Propose intervention strategies and restorative training programs.	3.03	Implemented
10 Promote and uphold the principles of conduct and ethical standards essential for public officials.	3.12	Implemented
Overall Weighted Mean	3.03	Implemented
Legend: Scale	Range	Interval Verbal Description
4	3.26 - 4.00	Highly Implemented (HI)
3	2.51 - 3.25	Implemented (I)
2	1.76 - 2.50	Poorly Implemented (PI)1
1	1.00 - 1.75	Not Implemented (NI)

This Ethical Doctrine was derived from the PNP Code of Professional Conduct and Ethical Standards (PNPCOPCES) with the introduction of supplementary and pertinent concepts. This doctrine encompasses rules, principles, recommendations, and punishments. All directed towards the internalization of ethical principles and commitment to service. The implementation of the PNP Code of Conduct as an Ethical Doctrine strengthens its role as an effective tool for the internalization of moral principles

inside the PNP. This Ethical Doctrine applies to both uniformed and non- uniformed personnel of the PNP. (PNP Ethical Doctrine, 2014).

The provisions of this Ethical Doctrine must be internalized, abided by, and followed by all members of the Philippine National Police. To this end, a law enforcement officer who is both dedicated and professionalized will be cultivated in order to foster peace and order. The principle that a public office is a public trust and that all public servants must be accountable to

the people at all times is the foundation for ensuring public safety and enhancing community participation. They are expected to serve with the uttermost responsibility, integrity, morality, loyalty, and efficiency, while also showing respect for human rights and dignity, which are the hallmarks of a democratic society. They shall consistently demonstrate their loyalty to the police service, respect the duly constituted authority, bear faithful allegiance to the legitimate government, and support and uphold the Constitution. (PNP Ethical Doctrine, 2014).

The study by Hernandez et al. (2018) concluded that community members trust the police officers in Lucena City and Pagbilao, Quezon. Their consensus is that police conduct aligns with the ethical code of conduct established by the Philippine National Police. This study indicates that the community expresses satisfaction with the ethical conduct of their police officers and maintains a belief in the professionalism of these officers. The selected community members, satisfied with the police's ethical conduct, are expected to adhere to the law, refrain from violating others' rights, and align their behavior with societal ethical standards. Despite the community's favorable view of the police officers' ethical behavior, it is essential for them to sustain their performance and enhance their professional conduct.

The findings of Nabunat et al. (2023) from this study may inform the development of a reformative program aimed at equipping Police Officers, from Patrolman/woman to Police Staff Sergeant, with the appropriate demeanor expected of public servants. Early training in the Philippine National Police is essential to prevent future misconduct as personnel advance to higher ranks. Furthermore, from the onset of the Public Safety Basic Recruit Course, or cadetship at the Philippine National Police Academy, it is essential to emphasize the requisite discipline necessary for fulfilling their duties and responsibilities as public safety officers. This approach aims not only to equip PNP recruits with the knowledge and skill set required for their roles but also to cultivate their moral and behavioral preparedness for their policing responsibilities. The Directorate for Learning and Doctrine Development (DHRDD) may imple-

ment ongoing training or seminars on PNP Ethical Standards to consistently reinforce the appropriate conduct expected of Police Officers among PNP Personnel.

Sub-problem No. 3. Issues and challenges encountered in the implementation of the internal disciplinary mechanism strategy in Dasmariñas Component City Police Station.

The challenges encountered in the implementation of the internal disciplinary mechanism were identified through a formal interview with Police Provincial Office, PIAS, Cavite on November 15, 2024.

In Terms of Punitive:

3. What offense has been committed by a member of the PNP that impacts order and discipline within the police organization?

Cavite Police Officers have committed a number of serious offenses, including anomalies in the performance of their responsibilities, failures in processes, significant misconduct, and violations of Republic Act 9262. These offenses include engaging other PNP officers who have other families and forgetting to sustain financially their own families.

Male Responder 2: *Marami tayong kapulisan na na-iinvolve sa pambabae, madalas nagiging anu yan.... major issue yan kaya ang PIAS nagsasagawa ng imbestigasyon nagpapataw ng tamang parusa kung kinakailangan para sa systematic procedure at maibalik ang tiwala ng komunidad, iniwasan natin na mabigyan ng hindi magandang impression ang ating kapulisan dito sa Cavite, kaya meron ng gc ang mga asawa ng ating kapulisan at naguusap- usap sila doon.*

Researcher: *So kailangan talaga sir kapag nag- violate ang isang pulis kailangan niya maparusahan?*

Male Responder 2: *Syempre kailangan para hindi na niya ulitin yung maling ginawa niya at hindi rin maparisan. Madalas na-gagaya lalo na sa mga lower ranks hanggang sa amin kaya may IAS*

tayo, andyan din ang pamilya natin at civilian na puwedeng puntahan para humingi ng tulong.

10. In what ways does the discipline of PNP personnel affect their performance and their level of social engagement?

The PNP values discipline since it reflects a person's character. The PNP emphasizes on character checks, particularly in recruitment, therefore police applicants are subjected to a background inquiry. To ensure that all future police officers had honesty and strong character. The PNP will not commit any crimes while performing their duties.

Researcher 3: I'm just confused as to why police officers commit crimes such as kidnapping despite getting psychological evaluations. Before becoming a police officer, there are criteria, trainings, and tests. So, I'm attempting to find out why some police officers turn into scallwags, carnappers, holdapers, and so on. Which was wrong: their police disciplinary training or their upbringing?

There is a process that a recruit goes through before becoming a police officer. As you mentioned, they will have a medical check-up and a neuropsychological examination. When he becomes a police officer, he will receive training. As the rank increases, so do the trainings. In addition to the trainings, he will also pass a psychological evaluation during promotion.

There are elements that contribute to the commission of crimes. Some police officers are complicit with criminals. My observation indicates that when the number of their wives increases, the limiting wage of the policeman necessitates substantial expenditure, leading them to engage in illicit activities for financial support. Their character reflects a personal choice to amass considerable wealth and lead a luxury lifestyle.

In Terms of Preventive:

2. What are the most common issues facing Philippine law enforcement and how do you handle those complaints?

At the Office at PIAS frequently encountered grave irregularity, particularly in the operational procedures of the PNP. Most of the police officers are not adhering to the procedures that they are supposed to be following.

It is strongly advised by Police Provincial Office, PIAS, Cavite, that police officers prioritize awareness and refresher courses, particularly in investigation and operations.

Male Responder 1: *"Karaniwan issues sa law enforcement ay corruption, pang-aabuso sa kapangyarihan, paglabag sa human rights, at kakulangan ng kagamitan". Dito sa PIAS kailangan natin ang mga kagamitan para maipatupad ang batas. Makapag-imbetiga para maisakatuparan ang transparency kasama ng pagkuha ng feedback sa komunidad".*

Male Responder 4: *We, the PNP members facing now as a challenge is the uncontrol used of social media. The uncontrol used of social media can severely compromise the police operations by advertently disclosing sensitive information. Officers or involved individuals may unknowingly share details about ongoing investigations, tactical plans, and security measures allowing criminals to adopt or obstruct law enforcement efforts. As an example in criminal, civil, and even in administrative issues or complaints, once it has been uploaded in the social media due process have already been compromise. In such way being trial publicly that would lead to different point of views that could affect the police officer and his/her family. Seen by the naked eye doesn't mean everything. Highlight the idea just because something is visible or apparent to us in the moment. It doesn't necessary reflect the full truth of reality. In many situations our perceptions are limited by our senses and important details or underlying truths may remain hidden. This concept can apply to numerous contexts from law enforcement operations*

where critical information is often kept for public views for security reasons to personal interactions to complex scientific phenomena that requires specialized tools and knowledge to fully understand. Visibility doesn't equate to complete understanding; social media rapid spread can amplify misinformation leading to public panic or hindering investigations without proper oversight. Confidential information meant to be handled discreetly, may leak will jeopardizing the safety of the police officer and integrity of operations. To mitigate risk law enforcement may implement strict guidelines in social media use, ensuring operational details remain secure and protected from public execution.

4. What constitutes the PNP disciplinary mechanism?

The PNP Disciplinary Mechanism includes three (3) stages: Preventive, Punitive, and Restorative. The Office of the PIAS focused on preventive measures, and collaborate with the Chaplain Service and HRDD to develop programs to ensure that Cavite Police force does not commit irregularities. One of the programs is inspection, conduct an inspection to ensure that PNP uniforms are worn correctly in line with PNP policy. Check to see if they follow the PNP policy, and also have record bases where we can perceive the PNP's crime violations and the common rank of the PNP Officers, which can utilize to help make recommendations to our PNP to strengthen and uphold the PNP disciplinary mechanism.

Researcher 2: *How many times in a year do you conduct an inspection?*

At PIAS, we diligently carry out inspections on a daily basis, encompassing the entirety of Cavite.

Researcher 2: *But that's only selected sir?*

Yes, only selected because time can't handle it. The first issue we face is manpower and mobility to cover everything, but whenever there are major events at a station, we go around to see if the Police Officers deployed in the area are

properly dressed and adhering to the policy mandated by our organization.

Researcher 2: *Maybe it's deployed but it's only deployed in name.*

Yes, that's another important thing, so we check the deployment. Example 10 deployments in document but during our inspection only 5 deployments. We will ask where the 5 are. It's not just deployment that we also need to inspect if they are fully equipped. They have a raincoat when it rains, a whistle and a reflector-ize vest. There have been incidences that our police have conducted a checkpoint but they have been bumped into because they did not see it, so they also need a flashlight, it needs to be fully equipped for visibility. So many aspects need to be checked.

6. What methods should be utilized for the implementation of the PNP internal disciplinary mechanism?

The PNP has implemented numerous programs for the Internal Disciplinary Mechanism, and one observation I have regarding these programs is the need for their modification. The PNP should recognize the effective practices it has already implemented and ensure the continuity of the program. The PNP has identified the programs implemented within the disciplinary mechanism, and it is evident that these initiatives have contributed to the improvement of the PNP.

7. What is the implication of enforcing discipline among PNP personnel?

The PNP is viewed by our community as a public servant who serves as a role model within the police force. They have been granted authority; therefore, it is imperative that they serve as a role model and maintain a sense of discipline to guarantee that the police officer to whom we have granted the authority to carry a firearm possesses the necessary competence and character to fulfill their responsibilities.

Male Responder 3: *To improve professionalism and accountability. Dapat kasi ang discipline ay patuloy na pinatupad ang publiko ay mas magtiwala sa ating*

mga pulis. At kapag ang mga opisyal ang pinatawan ng parusa pinalalakas nito ang kumpyansa ng publiko sa kakayahan ng puwersa ng pulisya na maglingkod at magprotekta. Mas matibay na organization at mahigpit na pagsunod sa mga pagdidisiplina ay nagpapatibay sa hanay ng PNP. Mas ma-internalize ng mga opisyal mga pamantayan at pamamaraan sa pagtakbo sa pagpapahusay sa pangkalahatang pagganap at pagkakaisa sa loob ng organisasyon.

8. What are the key takeaways of the Philippine National Police's (PNP) Internal Affairs Service in the implementation of the Internal Discipline Mechanism?

The IAS is based on the Internal Disciplinary Mechanism's Memorandum Circular. We are as focused on the preventive side as possible because the IAS avoid that the police officer would not commits a crime or breaks the law. We should always be preventive and proactive, not reactive. Let us not wait for a police officer to conduct a crime or offend. Let us develop a program to prevent this; that is why the IAS is focused on it. The PNP has an agency dedicated to punitive and restorative measures. We are in preventive mode, so we undertake inspections, audits, and visits to police stations to ensure that they are following the norms and procedures established by the PNP and distributed to lower units.

Male responder 5: Karamihan po na pumupunta sa tanggapan ng Internal Affairs Service ay mga biktima or complainant kung saan humihingi sila ng Karapatan Pang-tao at hustisya. Ngayon bilang miyembro ng IAS, ang pagiimbestiga ng may integridad dahil karamihan ng aming iniimbestigahan ay mga kawani din ng Philippine National Police. So ang pag-iimbestiga without fear or favor kung saan naipapakita mo dun sa biktima na ang PNP ay hindi kinu-kunsinte ang illegal na gawain ng ibang PNP. Pagkatapos mag conduct ng masusing pag iimbestiga ito ay pinapadala sa NHQ para sa pag conduct

ng summary hearing kung saan binibigyan din ng karapatan ang kawani ng PNP na ilatag ang kanyang ebidensya na sumusuporta sa kanyang depensa.

In Terms of Restorative:

1. What are the challenges associated with PNP nowadays?

There are numerous programs and directives within the Philippine National Police (PNP). One such example is the MBK "My Brother's Keeper" internal cleansing program. The IAS Desk is a program in the PNP, particularly in the PIAS, that allows civilians to submit a complaint and have it recorded by the PNP Officer. In addition to reporting grievances, they may also provide positive feedback regarding our PNP officers' performance.

It was absolutely and fundamentally crucial to both community members and values coaches that the anti-corruption component of the MBK, which was an internal cleansing program of the Philippine National Police (PNP), was included. The personnel of the Philippine National Police (PNP) regarded professionalism as being of the utmost significance, whereas the members of the community and the values coaches regarded it as being of intermediate significance.

Nonetheless, the significant challenge highlighted by Police Provincial Office, PIAS, Cavite was the ongoing continuity and evaluation of the programs to assess their effectiveness and the beneficial impact they have on the recipients, especially the PNP personnel on the ground.

He recommended that the PNP be allowed to continue when the results are highly satisfactory.

5. What is the significance of implementing disciplinary mechanisms within the PNP organization?

The IAS, which encompasses the PNP's diverse disciplinary mechanisms, is crucial. Our primary objective is to ensure that PNP members fulfill their responsibilities, as we desire the police to carry out their role in maintaining peace and order. We are ensuring that the police officers who are stationed outside will act morally and ethically.

9. How do you manage the disciplinary concerns within the Philippine National Police agency?

We provide advice to the police officers when they have a case in our office, as we believe that there are reasons why they make mistakes. This is one of the things that the PNP should study, in addition to identifying the causes, so that we can conduct a reformation or restorative activity. This will ensure that, after they have been punished, suspended, demoted, or dismissed, they will not commit another violation when they are brought back into the police force.

Conclusions

The following were the conclusions of the study based from the findings:

1. The majority of participants are PNCO, totaling 128 individuals, which accounts for 97.70%. In contrast, PCO with 3 represents 3.93%. The age distribution of the participants shows that 41.22% fall within the 31-40 years range, followed by 32.82% in the 41-50 years category, and 23.66% are aged 20-30, with 32 respondents in that group. There are 109 male participants, representing 83.20%, while the female participants total 22, which is equivalent to 16.79%. From the participants, 94.76%, which equates to 124 individuals, were college graduates. The majority of individuals were married, comprising 77 or 58.78%. Those with over 11 years of service accounted for 72% or 54.96%. Additionally, 34 individuals, representing 25.96%, had 6-10 years of service, while 17.56% or 23 individuals had 2-5 years of service at the Dasmariñas Component City Police Station.

2. *In Terms of Punitive:*

The internal disciplinary procedure, particularly punitive measures, improved job satisfaction at the Dasmariñas Component City Police Station, according to the study. PNP Personnel who breach regulations are punished and administrative and criminal processes are initiated. Punishment is necessary to ensure a methodical approach, repair community trust, and

prevent a poor perception of the Cavite police force.

In Terms of Preventive:

The Office of the PIAS prioritized preventive measures collaborating with the Chaplain Service and HRDD creates cross disciplinary approach that guaranteed that the Cavite Police Force would not experience any abnormalities.

In Terms of Restorative:

Reaffirming the importance of PNP's key principles Maka-Diyos, Makabansa, Makatao, and Makakalikasan and promoting public officials' ethical ideals.

3. Qualitative methods identified the thematic approach suited for internal disciplinary process implementation issues. The researcher(s) identified several issues during the formal interview: the Philippine National Police (PNP) internal disciplinary mechanisms, the lack of continuity and assessment of programs to gauge their effectiveness and positive impact on recipients, especially PNP personnel; serious irregularities, particularly in PNP operational procedures; corruption, human rights violations, and extramarital affliction.

Recommendations

The following recommendations were drawn based from the conclusions of the study:

1. Cross disciplinary approach collaboration among IAS, Chaplain Services, the Human Resources Department, LGU, PLEB, Regional Director, and Station Commander, and other agencies to address issues related to internal discipline among PNP personnel, corruption, mental health, moral welfare, public accountability, and political pressure.
2. Strengthen the implementation the Discipline Mechanism to identify and enhance optimal practices and programs for reforming PNP personnel, prioritizing awareness and refresher courses in investigation and operations.

3. Develop a comprehensive strategy for the punitive approach penalties like structured process for re-orientation and re-training after penalties are served.
4. Reintegration into service having undergone a holistic disciplinary process.
5. Reinforce community in the PNP organization that committed to serving the people and renewed dedication to their duties.
6. Further research is necessary to validate the findings of this study. It is recommended to include additional external stakeholders as respondents and to employ a mixed method approach for data collection and presentation.

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