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Research Article

Assessing The Community and Service Oriented Policing System of Sarangani Province: Basis for Enhanced Implementation of Community and Service Oriented Policing System

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ABSTRACT

This study examined stakeholder assessments of the implementation of the Community and Service-Oriented Policing (CSOP) system in Sarangani Province, Philippines. A quantitative survey involved 737 respondents: 400 local residents, 203 local officials, and 134 Philippine National Police (PNP) personnel. The assessment covered community interaction and engagement, organizational empowerment, holistic approach, delivery of basic services, and alignment with the Sustainable Development Goals (SDGs), together with perceived implementation challenges. Across the five dimensions, the reported overall ratings indicated high implementation; PNP personnel consistently rated the initiatives as Extremely Implemented, whereas residents and local officials rated them as Highly Implemented. One-way analyses of variance showed significant differences among respondent groups in perceived implementation of basic service delivery ($F = 10.64$, $p < .001$) and SDG alignment ($F = 11.10$, $p < .001$), but not in the other three implementation dimensions. Perceived challenges also differed significantly across groups in organizational empowerment ($p = .03$), holistic approach ($p = .02$), basic services ($p < .001$), and SDG alignment ($p < .001$). These findings indicate differences in how institutional and community stakeholders assess CSOP priorities, especially where policing activities intersect with local government services and development goals. The study proposes clearer responsibility-sharing, accessible community feedback channels, and coordinated monitoring to support more responsive community-oriented policing.

Keywords: *Basic services, Community and service-oriented policing, Sarangani province, Stakeholder perceptions, Sustainable development goals*

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Introduction

Community-oriented policing emphasizes collaboration between law enforcement agencies and the communities they serve in identifying public safety concerns, addressing local problems, and strengthening police accountability. Unlike approaches centered primarily on enforcement and incident response, it encourages sustained communication, public participation, and shared problem-solving while preserving the police mandate to protect rights and maintain public order. The Organization for Security and Co-operation in Europe (OSCE, 2022) identifies accessibility, responsiveness, and cooperation with communities and government institutions as central characteristics of police–public partnerships.

The importance of these partnerships extends to public confidence in law enforcement. Residents may evaluate policing initiatives through the accessibility of officers, responsiveness to complaints, opportunities for participation, and the services they encounter in daily life. Police personnel, in contrast, may place greater emphasis on operational activities, institutional programs, and the resources committed to implementation. Such differences are important in evaluating community policing because favorable institutional assessments do not necessarily establish that initiatives are equally visible or accessible to community members. In a systematic review, Gill et al. (2014) found more consistent benefits of community-oriented policing for citizen satisfaction and police legitimacy than for direct reductions in crime or fear of crime, emphasizing the need to distinguish perceived improvements from verified public safety outcomes.

In the Philippines, community- and service-oriented policing has an established policy foundation. Republic Act No. 8551, or the Philippine National Police Reform and Reorganization Act of 1998, identifies the Philippine National Police (PNP) as a community- and service-oriented agency responsible for maintaining peace, order, and public safety. Subsequently, the National Police Commission adopted the Community and Service-Oriented Policing (CSOP) system through Resolution No. 2015-342, emphasizing participation among local executives, the PNP, and the community. Resolution No. 2017-005 further approved implementing guidelines for the city and municipal CSOP system. These provisions establish an institutional basis for collaborative policing; however, the existence of formal policies does not itself demonstrate how consistently stakeholders experience their implementation.

Within the CSOP system, meaningful implementation involves more than police visibility or periodic community activities. It also encompasses community interaction and engagement, organizational empowerment, a holistic approach to public safety, coordination in the delivery of basic services, and contributions to the Sustainable Development Goals (SDGs). These dimensions involve overlapping responsibilities across the police, local government units, and community organizations. In particular, collaboration on basic services should be distinguished from direct police responsibility for health, education, and other services ordinarily delivered through relevant government agencies. Assessing these dimensions therefore requires attention to the perspectives of both implementing institutions and the intended community beneficiaries.

Normative Sponsorship Theory provides a relevant interpretive foundation for this approach because community initiatives require cooperation and support among groups with shared, although not necessarily identical, objectives (Trojanowicz, 1990). In the context of CSOP, PNP personnel may assess initiatives according to their institutional responsibilities and reported activities, whereas residents and local officials may evaluate the extent to which these initiatives respond to community priorities and produce visible assistance. This distinction offers a possible explanation for differences in stakeholder assessments, although the specific reasons for such differences must not be assumed without additional evidence.

In Sarangani Province, the practical question is whether CSOP initiatives are perceived similarly across the stakeholders responsible for implementing, supporting, and experiencing them. The policy framework defines the intended roles of participating institutions but does not establish how local residents, local officials, and PNP personnel assess specific components of implementation or the challenges associated with them. A localized comparative assessment is therefore necessary to identify

where perceptions converge, where they diverge, and which areas may warrant institutional review. This focus addresses a practical evidence need without presuming that differences in survey responses establish differences in actual program performance.

Accordingly, this study assessed the implementation of the CSOP system in Sarangani Province using survey responses from 737 participants comprising local residents, local officials, and PNP personnel. It examined five dimensions—community interaction and engagement, organizational empowerment, holistic approach, delivery of basic services, and SDG alignment—together with perceived implementation challenges and differences among respondent groups. The findings served as a basis for proposing improvements in stakeholder coordination, community engagement, organizational support, and responsive implementation. The investigation focused on stakeholders' assessments and did not independently determine the causal effects of CSOP on crime incidence or other public safety outcomes.

Theoretical Framework of the Study

Figure 1 presents the theoretical foundation of the study, which is anchored on Normative Sponsorship Theory. This theory holds that community-based programs are more likely to succeed when they are supported by groups that share common interests, values, and goals regarding public safety and community well-being. In the context of Community and Service-Oriented Policing (CSOP), the theory is relevant because the effective implementation of policing initiatives depends not only on the police organization itself but also on the cooperation and support of community stakeholders, including local officials and residents. Thus, the framework provides a suitable basis for examining how different sectors assess the implementation of CSOP initiatives in Sarangani Province.

The framework assumes that the implementation of CSOP may be understood through five key dimensions: community interaction and engagement, organizational empowerment, holistic approach, delivery of basic services, and alignment with the Sustainable Development Goals (SDGs). These dimensions represent the major areas through which CSOP is operationalized in the locality. Community interaction and engagement refer to the extent to which the police establish communication, participation, and partnership with community members. Organizational empowerment pertains to the institutional capacity, support mechanisms, and internal readiness of the police organization to carry out CSOP programs effectively. The holistic approach reflects the integration of peace and order efforts with broader community concerns, while delivery of basic services emphasizes coordination with local institutions in responding to community needs. Alignment with the SDGs highlights the contribution of CSOP initiatives to broader development goals, particularly those related to peace, justice, and strong institutions.

Rather than treating effectiveness as a directly measured outcome, the present study uses these dimensions as the basis for assessing the level of implementation of CSOP and the challenges encountered in its implementation. Guided by Normative Sponsorship Theory, the framework recognizes that stakeholder groups may not evaluate these dimensions in the same way. PNP personnel may assess implementation in relation to organizational programs, compliance, and operational efforts, whereas local officials and residents may evaluate CSOP according to visibility, accessibility, responsiveness, and the extent to which these initiatives address actual community concerns. In this sense, the theory helps explain why differences in perception may emerge across stakeholder groups, even within the same implementation setting.

By illustrating these relationships, Figure 1 serves as a guide for understanding how the core dimensions of CSOP shape stakeholder assessments of implementation and perceived challenges. It also provides the analytical basis for examining whether significant differences exist among the assessments of local residents, local officials, and PNP personnel. Ultimately, the framework supports the study's objective of generating evidence-based recommendations to strengthen the implementation of CSOP in Sarangani Province.

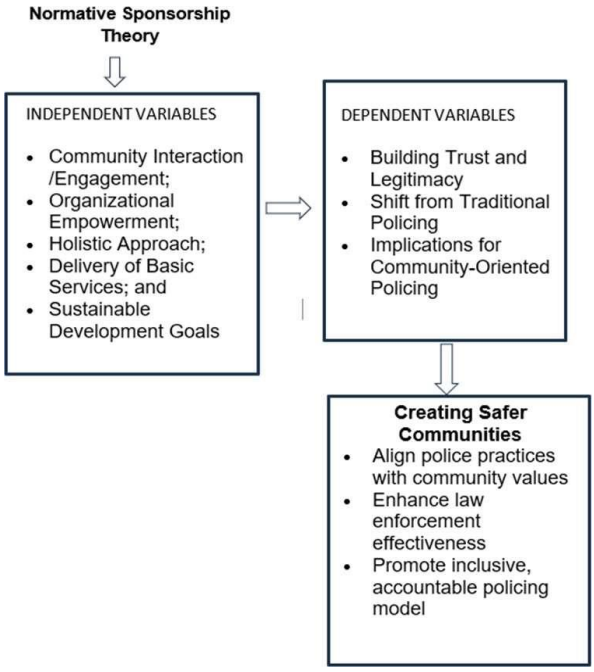

Figure 1. Theoretical Framework

Statement of the Problem

This study aimed to assess the implementation of the Community and Service-Oriented Policing (CSOP) system in Sarangani Province, Philippines, based on the perceptions of local residents, local government officials, and Philippine National Police (PNP) personnel. Specifically, it examined the perceived extent of implementation, the challenges associated with CSOP initiatives, and the differences in assessments among the three respondent groups. The findings served as the basis for developing a proposed action plan to strengthen CSOP implementation in the province.

Specifically, the study sought to answer the following research questions:

1. What is the demographic profile of the respondents in terms of:
   1.1. Age;
   1.2. Sex;
   1.3. Civil status;
   1.4. Educational attainment; and
   1.5. Length of service?
2. How do local residents, local government officials, and PNP personnel assess the extent of implementation of the Community and Service-Oriented Policing (CSOP) system in Sarangani Province in terms of:
   2.1. Community interaction and engagement;
   2.2. Organizational empowerment;
   2.3. Holistic approach;
   2.4. Delivery of basic services; and
   2.5. Alignment with the Sustainable Development Goals (SDGs)?
3. What is the perceived level of challenges associated with the implementation of CSOP initiatives across the five identified dimensions?
4. Is there a statistically significant difference in the assessments of CSOP implementation among local residents, local government officials, and PNP personnel across the five identified dimensions?
5. Is there a statistically significant difference in the assessments of implementation challenges among the three respondent groups across the five identified dimensions?
6. What action plan may be proposed based on the findings to strengthen the implementation of the Community and Service-Oriented Policing system in Sarangani Province?

Hypotheses of the Study

The following null hypotheses were tested at the 0.05 level of significance:

H_{01}: There is no statistically significant difference in the assessments of the extent of implementation of the Community and Service-Oriented Policing (CSOP) system among local

residents, local government officials, and Philippine National Police (PNP) personnel across the five identified dimensions: community interaction and engagement, organizational empowerment, holistic approach, delivery of basic services, and alignment with the Sustainable Development Goals (SDGs).

H_{02}: There is no statistically significant difference in the assessments of challenges associated with the implementation of the Community and Service-Oriented Policing (CSOP) system among local residents, local government officials, and Philippine National Police (PNP) personnel across the five identified dimensions.

Scope and Limitations of the Study

This study assessed the implementation of the Community and Service-Oriented Policing (CSOP) system in Sarangani Province, Philippines, based on the perceptions of local residents, local government officials, and Philippine National Police (PNP) personnel. The investigation focused on five dimensions: community interaction and engagement, organizational empowerment, holistic approach, delivery of basic services, and alignment with the Sustainable Development Goals (SDGs). It examined the perceived extent of implementation, identified challenges associated with CSOP initiatives, and determined whether statistically significant differences existed among the assessments of the three respondent groups. The findings served as the basis for developing a proposed action plan to strengthen CSOP implementation in the province.

The study employed a quantitative approach involving 737 respondents, comprising 400 local residents, 203 local government officials, and 134 PNP personnel. The investigation focused on survey responses from the March–April 2025 study period and was confined to the variables identified in the research questions. Although respondents represented different demographic characteristics and stakeholder categories, the study did not directly examine individual encounters with law enforcement, institutional decision-making processes, or broader socioeconomic and political conditions that may influence perceptions of community policing. Furthermore, the investigation did not independently assess crime reduction, public safety outcomes, or the actual effectiveness of CSOP programs through administrative performance records.

The findings were subject to geographical, methodological, and temporal limitations. As the investigation was conducted in Sarangani Province, the results may not fully represent the perceptions and experiences of stakeholders in other provinces or municipalities with different institutional, socioeconomic, and cultural conditions. The reliance on self-reported survey responses may have introduced response biases, particularly because PNP personnel, local officials, and residents may evaluate implementation from different institutional positions and experiences. Moreover, the comparative analysis identified differences in stakeholder assessments but did not establish causal relationships or determine the specific factors responsible for these differences. Consequently, the findings should be interpreted within the study's methodological boundaries while providing localized evidence that may inform institutional coordination, community engagement, and proposed improvements in CSOP implementation.

Methodology

This section describes the research design, locale, instrument, validation procedures, population and sampling, and data-gathering process used to examine stakeholder assessments of Community and Service-Oriented Policing (CSOP) in Sarangani Province.

Research Design

The study employed a quantitative descriptive-comparative research design to assess the perceived extent of implementation of the Community and Service-Oriented Policing (CSOP) system in Sarangani Province and the challenges associated with its implementation. This design was appropriate because the study sought to describe the assessments of three stakeholder groups local residents, local government officials, and Philippine National Police (PNP) personnel and examine differences among their responses.

The descriptive component covered five dimensions: community interaction and engagement, organizational empowerment, holistic approach, delivery of basic services, and

alignment with the Sustainable Development Goals (SDGs). The comparative component examined whether assessments of implementation and associated challenges differed significantly among the three groups, consistent with the research questions and one-way analysis of variance (ANOVA) reported in the study. Responses were obtained through a structured questionnaire. The design supported comparisons of stakeholder perceptions but did not establish causal effects or independently verify CSOP operational outcomes.

Research Locale

The study was conducted in Sarangani Province in the SOCCSKSARGEN Region (Region XII), southern Mindanao, Philippines. Sarangani is a province, rather than a town, and comprises communities with differing geographic, cultural, and livelihood characteristics. Its provincial and municipal institutions provide the administrative context for police–community coordination and public safety initiatives.

Sarangani Province was selected as the setting for examining CSOP from the perspectives of community residents, local officials, and PNP personnel. These groups occupy distinct positions in the implementation and experience of policing initiatives, providing a relevant basis for assessing differences in perceptions of engagement, organizational support, service coordination, and SDG alignment. The study was confined to the respondents and locations actually covered by the survey; findings should not be presumed to represent every municipality or community in the province.

Research Instrument

The study used a structured survey questionnaire containing closed-ended items and five-point rating scales. The instrument obtained respondents' demographic information, including age, sex, civil status, educational attainment, and length of service, and elicited their assessments of the perceived extent of CSOP implementation and its associated challenges.

The implementation and challenge items covered the same five dimensions: community interaction and engagement, organizational empowerment, holistic approach, delivery of basic services, and alignment with the SDGs. Separate response interpretations were used for implementation and challenges, as specified in the original rating scales. The standardized instrument enabled descriptive summaries and comparisons across the three stakeholder groups. Its ratings reflected respondents' perceptions and should not be equated with independently verified institutional performance.

Validation of the Instrument

The original manuscript reports that the questionnaire underwent expert review by individuals knowledgeable in community policing and research methodology. The review focused on the relevance and clarity of the items and their alignment with the study objectives. The manuscript also describes pilot testing before the main survey to identify items requiring refinement and mentions Cronbach's alpha as the method used to examine internal consistency.

However, the available methodological account does not specify the number and qualifications of the validators, the pilot-test sample size, or the numerical Cronbach's alpha coefficient. These details must be obtained from the original validation records and statistical output before reporting that acceptable reliability was established. [Insert verified validator details, pilot-test sample size, revisions, and reliability coefficient here.

Population and Sampling Technique

The study included 737 respondents from three stakeholder categories: 400 local residents, 203 local government officials, and 134 PNP personnel. Community residents provided perspectives on the visibility and accessibility of CSOP initiatives, while local officials and police personnel contributed assessments informed by their respective roles in public administration and policing. Respondent eligibility and the actual recruitment process must be documented consistently with the final sampling records.

The original manuscript refers to Slovin's formula for sample-size determination but also describes both random selection and convenience sampling. These are different procedures, and the available narrative does not establish which approach was actually followed.

Furthermore, the population denominators and sampling frames underlying the three subgroup allocations were not provided. Accordingly, probability sampling, proportional allocation, and a 95% confidence claim should not be asserted without supporting records. [Insert the verified sampling frame, selection procedure, population basis, and sample-size computation here.

Data-Gathering Procedure

The researcher first reviewed relevant literature, policies, and available documents on CSOP to inform the study and prepare the survey instrument. Administrative coordination was undertaken with relevant local government and police offices in Sarangani Province. The original manuscript states that the research proposal, informed-consent forms, and questionnaire were submitted for consideration by the Institutional Ethics Review Committee; the outcome and reference number of that review require confirmation from the researcher's records.

Following instrument preparation and the requisite administrative arrangements, questionnaires were distributed to the selected respondents through the channels described in the original study, including personal delivery or electronic distribution, where applicable. Completed questionnaires were collected, organized, and reviewed for completeness before the responses were coded and tabulated. Descriptive statistics summarized respondent profiles and CSOP assessments, while one-way ANOVA was used to examine differences among the three stakeholder groups. The analyses formed the basis for interpreting stakeholder perceptions and proposing an enhanced CSOP implementation plan.

Statistical Treatment of Data

The survey responses were analyzed using descriptive and inferential statistical techniques consistent with the quantitative descriptive-comparative research design. Frequency counts and percentages were used to describe the respondents' demographic characteristics, including age, sex, civil status, educational attainment, and length of service.

Mean scores and standard deviations were used to summarize the assessments of local residents, local government officials, and Philippine National Police (PNP) personnel concerning the extent of Community and Service-Oriented Policing (CSOP) implementation and the challenges associated with its implementation. These assessments covered five dimensions: community interaction and engagement, organizational empowerment, holistic approach, delivery of basic services, and alignment with the Sustainable Development Goals (SDGs). Mean scores were interpreted using the five-point scales presented in Table 1.

Table 1. Consolidated Rating Scales for CSOP Implementation and Implementation Challenges

Scale	Mean interval	CSOP implementation	Implementation challenges
1	1.00–1.79	Not Implemented	No Challenge
2	1.80–2.59	Slightly Implemented	Minor Challenge
3	2.60–3.39	Implemented	Moderate Challenge
4	3.40–4.19	Highly Implemented	Notable Challenge
5	4.20–5.00	Extremely Implemented	Major Challenge

One-way analysis of variance (ANOVA) was used to determine whether assessments differed significantly among the three independent stakeholder groups across each of the five CSOP dimensions. Separate analyses addressed the extent of implementation (SOP 4) and perceived implementation challenges (SOP 5). Statistical significance was evaluated at the 0.05 level. A significant omnibus ANOVA result was interpreted as evidence that at least one group mean differed, without assuming which specific pairs differed in the absence of verified post hoc comparisons.

Cronbach's alpha was identified in the original study as the measure used to examine the internal consistency of the survey questionnaire during instrument validation. However, the available manuscript section does not provide the coefficient or supporting reliability output; therefore, no numerical reliability conclusion is reported here.

Results and Discussions

This section presents and discusses the findings concerning the implementation of the Community and Service-Oriented Policing (CSOP) system in Sarangani Province, based on the assessments of local residents, local government officials, and Philippine National Police (PNP) personnel. The analysis covers five dimensions: community interaction and engagement, organizational empowerment, holistic approach, delivery of basic services, and alignment with the Sustainable Development Goals (SDGs). It also examines the perceived challenges associated with CSOP implementation and the statistically significant differences in assessments among the three respondent groups. The findings are interpreted in relation to the study's objectives and Normative Sponsorship Theory, providing an empirical basis for the proposed CSOP Implementation Enhancement Plan.

Sub-problem No. 1. Demographic Profile of the Respondents

Table 2. Consolidated Demographic Profile of Local Residents, Local Officials, and PNP Personnel in Sarangani Province (N = 737)

Variable	Category	Local Residents (n)	Local Officials (n)	PNP Personnel (n)	Total n (%)
Age	20–25 years	3	2	0	5 (0.7)
	26–30 years	75	34	22	131 (17.8)
	31–35 years	102	54	32	188 (25.5)
	36–40 years	80	44	31	155 (21.0)
	41–45 years	82	41	28	151 (20.5)
	More than 46 years*	58	28	21	107 (14.5)
Sex	Male	333	168	95	596 (80.9)
	Female	64	32	38	134 (18.2)
	Prefer not to say	3	3	1	7 (0.9)
Civil status	Single	85	42	28	155 (21.0)
	Married	311	161	103	575 (78.0)
	Annulled	3	0	1	4 (0.5)
	Widow	1	0	1	2 (0.3)
	Widower	0	0	1	1 (0.1)
Educational attainment	High school	269	1	0	270 (36.6)
	Vocational training	78	1	0	79 (10.7)
	Bachelor's degree	53	199	129	381 (51.7)
	Master's degree	0	1	5	6 (0.8)
	Doctorate	0	1	0	1 (0.1)
Length of service	1–5 years	104	28	22	154 (20.9)
	6–10 years	110	57	43	210 (28.5)
	11–15 years	31	51	16	98 (13.3)
	More than 15 years	80	66	53	199 (27.0)
	Not applicable	75	1	0	76 (10.3)

The study involved 737 respondents, comprising 400 local residents (54.3%), 203 local officials (27.5%), and 134 PNP personnel (18.2%). The largest age category was 31–35

years (n = 188, 25.5%), followed by 36–40 years (n = 155, 21.0%) and 41–45 years (n = 151, 20.5%). These distributions indicate that respondents from several adult age groups participated in the assessment, with the highest concentrations in the 31–45-year categories. The sample was predominantly male (n = 596, 80.9%), while 134 respondents (18.2%) were female and seven (0.9%) preferred not to disclose their sex.

In terms of civil status, most respondents were married (n = 575, 78.0%), while 155 (21.0%) were single. Annulled, widowed, and widower categories collectively accounted for fewer than 1% of the sample. Educational attainment varied across stakeholder groups: bachelor's degree holders constituted the largest category (n = 381, 51.7%), followed by respondents with a high school education (n = 270, 36.6%) and vocational training (n = 79, 10.7%). The group distribution shows that most local officials and PNP personnel reported bachelor's degrees, whereas high school education was the largest category among residents. These descriptive differences are relevant to the accessibility and communication of CSOP information but were not independently tested as determinants of program assessments.

Regarding length of service, the largest category was 6–10 years (n = 210, 28.5%), followed by more than 15 years (n = 199, 27.0%) and 1–5 years (n = 154, 20.9%). However, the variable also included local residents, for whom the nature of the reported service was not defined in the supplied methodology. Consequently, the results should not be interpreted uniformly as police or public-service tenure until the questionnaire's operational definition is verified.

Overall, the demographic profile establishes the composition of the three stakeholder groups whose assessments of CSOP implementation and perceived challenges were compared in the succeeding analyses. Consistent with Normative Sponsorship Theory, differences in institutional roles and community positions provide context for understanding stakeholder perspectives. Nevertheless, the demographic distributions alone do not demonstrate that age, sex, civil status, educational attainment, or length of service caused differences in perceived implementation. The inferential comparisons presented in the study concern respondent categories rather than the demographic variables summarized here.

Sub-problem No. 2. Extent of Implementation of Community and Service-Oriented Policing

Table 3. Consolidated Stakeholder Assessments of CSOP Implementation in Sarangani Province (N = 737)

CSOP Dimension	PNP Personnel M (SD)	Local Residents M (SD)	Local Officials M (SD)	Reported Overall M (SD)	Overall Rating
Community interaction and engagement	4.26 (0.79)	4.16 (0.61)	4.06 (0.74)	4.15 (0.69)	Highly Implemented
Organizational empowerment	4.25 (0.70)	4.17 (0.68)	4.17 (0.74)	4.18 (0.70)	Highly Implemented
Holistic approach	4.27 (0.73)	4.10 (0.71)	4.13 (0.65)	4.14 (0.70)	Highly Implemented
Delivery of basic services	4.27 (0.69)	3.95 (0.81)	4.13 (0.66)	4.06 (0.76)	Highly Implemented
Sustainable Development Goals (SDGs)	4.29 (0.69)	3.96 (0.76)	4.02 (0.74)	4.03 (0.75)	Highly Implemented

Table 3 presents the consolidated assessments of 737 respondents concerning five dimensions of Community and Service-Oriented Policing (CSOP) implementation in Sarangani Province. The reported overall dimension means ranged from 4.03 to 4.18, all interpreted as Highly Implemented. Organizational empowerment obtained the highest overall mean (M = 4.18, SD = 0.70), followed by community interaction and engagement (M = 4.15, SD = 0.69) and the holistic approach (M = 4.14, SD = 0.70). Delivery of basic services (M = 4.06, SD =

0.76) and alignment with the Sustainable Development Goals (M = 4.03, SD = 0.75) received the lowest overall assessments. These scores describe respondents' perceived extent of implementation and should not be interpreted as independent verification of program performance.

Across all five dimensions, PNP personnel consistently assigned higher ratings than the two external stakeholder groups. PNP means ranged from 4.25 to 4.29, corresponding to Extremely Implemented, whereas the means of local residents (3.95–4.17) and local officials (4.02–4.17) remained within Highly Implemented. The contrast was most pronounced between PNP personnel and residents in SDG alignment (4.29 versus 3.96) and delivery of basic services (4.27 versus 3.95). Within basic services, residents gave particularly lower ratings to the regular monitoring of police-supported service activities (M = 3.81) and referral arrangements connecting residents with other service providers (M = 3.87). For SDG alignment, residents rated the contribution of CSOP to inclusive societies, access to justice, and institutional effectiveness at 3.85. These item-level results suggest topics for closer examination concerning the visibility, accessibility, and communication of collaborative initiatives.

Normative Sponsorship Theory provides an interpretive basis for considering these differences. Police personnel may evaluate CSOP in relation to institutional activities and inter-agency programs, whereas residents may emphasize the services and assistance they actually encounter. Local officials may also assess implementation in light of coordination demands and government responsibilities. Basic services such as health and education are principally delivered by agencies other than the police, which may contribute through partnership, referral, and safety support. These differences in standpoint are plausible interpretations, not empirically established explanations. Clearer communication, shared monitoring, and community feedback may help address the perceptual gap. The statistical significance of group differences is considered separately under SOP 4, rather than inferred from these descriptive means.

Sub-problem No. 3. Perceived Challenges Associated with CSOP Implementation

Table 4. Consolidated Stakeholder Assessments of Challenges in the Implementation of Community and Service-Oriented Policing in Sarangani Province (N = 737)

CSOP Dimension	PNP Personnel M (SD)	Local Residents M (SD)	Local Officials M (SD)	Overall M (SD)
Community interaction and engagement	3.82 (0.89)	3.78 (0.87)	3.82 (1.03)	3.81 (0.90)
Organizational empowerment	3.71 (1.02)	3.90 (0.85)	3.72 (0.97)	3.82 (0.92)
Holistic approach	3.69 (1.03)	3.98 (0.80)	3.93 (0.73)	3.91 (0.84)
Delivery of basic services	3.70 (1.00)	3.84 (0.86)	4.06 (0.77)	3.88 (0.87)
Sustainable Development Goals (SDGs)	3.69 (1.00)	3.88 (0.74)	4.11 (0.78)	3.91 (0.81)

The respondents identified notable perceived challenges across all five dimensions of Community and Service-Oriented Policing (CSOP) implementation. The highest overall ratings were recorded for the holistic approach (M = 3.91, SD = 0.84) and alignment with the Sustainable Development Goals (SDGs; M = 3.91, SD = 0.81), followed by delivery of basic services (M = 3.88, SD = 0.87). Organizational empowerment (M = 3.82, SD = 0.92) and community interaction and engagement (M = 3.81, SD = 0.90) received slightly lower, but still notable, ratings.

The findings indicate that respondents perceived challenges across the range of CSOP activities rather than within a single implementation domain.

The assessments also varied descriptively across respondent categories. Local residents rated challenges in the holistic approach (M = 3.98) and organizational empowerment (M = 3.90) more highly than PNP personnel (M =

3.69 and 3.71, respectively). Local officials reported the highest challenge ratings for SDG alignment (M = 4.11) and delivery of basic services (M = 4.06), compared with the corresponding PNP ratings of 3.69 and 3.70. These descriptive contrasts are relevant to understanding how the groups experience or evaluate community safety initiatives, although the data do not independently establish the institutional reasons behind the differences.

Normative Sponsorship Theory provides a useful perspective for interpreting these patterns. Police personnel may focus on resources, activities, and internal implementation requirements, whereas residents may place greater weight on community participation, accessibility, and the visible results of collaborative programs. Local officials may likewise consider the practical coordination required to connect police initiatives with services and broader development commitments. These are plausible interpretations rather than tested explanations. They underscore the value of examining CSOP through multiple stakeholder perspectives rather than relying solely on internal assessments.

The findings support consideration of clearer inter-agency responsibilities, structured community feedback, and shared monitoring of collaborative activities, particularly those concerning basic services and SDG-related initiatives. These responses should be framed as proposed improvements requiring local assessment and evaluation, not as demonstrated solutions to verified operational deficiencies. Statistical tests of between-group differences are presented separately under SOP 5; the mean differences in this table alone do not establish statistical significance.

Sub-problem No. 4. Differences in Stakeholder Assessments of CSOP Implementation

Table 5. Differences in Assessments of Community and Service-Oriented Policing Implementation Among Respondent Groups (N = 737)

CSOP Dimension	Local Residents M	Local Officials M	PNP Personnel M	F	p	Decision
Community interaction and engagement	4.16	4.06	4.26	2.93	.06	Not significant
Organizational empowerment	4.17	4.17	4.25	0.69	.50	Not significant
Holistic approach	4.10	4.13	4.27	2.61	.08	Not significant
Delivery of basic services	3.95	4.13	4.27	10.64	< .001	Significant
Sustainable Development Goals (SDGs)	3.96	4.02	4.29	11.10	< .001	Significant

Table 5 presents the one-way analysis of variance (ANOVA) of assessments of Community and Service-Oriented Policing (CSOP) implementation among local residents, local government officials, and Philippine National Police (PNP) personnel. No statistically significant differences were reported for community interaction and engagement (F = 2.93, p = .06), organizational empowerment (F = 0.69, p = .50), or the holistic approach (F = 2.61, p = .08). The null hypothesis was therefore not rejected for these three dimensions. These results indicate insufficient evidence of differences among the stakeholder groups, rather than proof that their perceptions were identical.

In contrast, statistically significant differences were reported for the delivery of basic services (F = 10.64, p < .001) and alignment with the Sustainable Development Goals (F = 11.10, p < .001). For basic services, PNP personnel recorded the highest mean (M = 4.27), followed by local officials (M = 4.13) and local residents (M = 3.95). A similar descriptive pattern emerged for SDG alignment, with means of 4.29 for PNP personnel, 4.02 for local officials, and 3.96 for residents. The results establish

statistically significant differences somewhere among the three groups in these two dimensions; without verified post hoc comparisons, they do not establish which particular group pairs differ significantly.

These dimensions merit closer consideration because they involve responsibilities extending beyond traditional police functions. PNP personnel may evaluate CSOP through their involvement in partnership activities, coordination efforts, and institutional programs, whereas residents may assess these initiatives according to the availability, visibility, and responsiveness of services in their communities. Local officials may view the initiatives in relation to local government service delivery and inter-agency cooperation. Health, education, and similar basic services are ordinarily provided by appropriate government agencies, with the police contributing through coordination, referral, and public safety support. Differences in role expectations may therefore help interpret the observed pattern, but the survey did not directly test these explanations.

Within the perspective of Normative Sponsorship Theory, cooperation among police institutions, local officials, and residents requires common priorities and mutually recognized contributions. The comparatively higher PNP ratings alongside lower community ratings in basic services and SDG alignment suggest the importance of examining whether institutional activities are understood and experienced similarly by intended beneficiaries. Clearer delineation of responsibilities, joint program monitoring, accessible feedback channels, and regular stakeholder dialogue may help address these perceptual differences. These are proposed responses rather than interventions proven effective by the present study.

Sub-problem No. 5. Significant Differences in Respondents' Assessments of CSOP Implementation Challenges

The one-way analysis of variance (ANOVA) revealed no statistically significant difference among local residents, local government officials, and Philippine National Police (PNP) personnel in their assessments of challenges relating to community interaction and engagement ($F = 0.11$, $p = .89$). Accordingly, the null hypothesis was not rejected for this dimension. Although the respondent groups reported comparable mean ratings (3.78–3.82), this nonsignificant result does not establish identical experiences or views of engagement-related challenges.

Table 5. Differences in Assessments of Challenges Associated with CSOP Implementation Across Three Stakeholder Groups (N = 737)

CSOP Dimension	Residents M	Officials M	PNP M	F	p	Decision
Community interaction and engagement	3.78	3.82	3.82	0.11	.89	Not significant
Organizational empowerment	3.90	3.72	3.71	3.70	.03	Significant
Holistic approach	3.98	3.93	3.69	4.19	.02	Significant
Delivery of basic services	3.84	4.06	3.70	7.92	< .001	Significant
Alignment with Sustainable Development Goals (SDGs)	3.88	4.11	3.69	10.39	< .001	Significant

In contrast, statistically significant differences were reported for organizational empowerment ($F = 3.70$, $p = .03$), the holistic approach ($F = 4.19$, $p = .02$), delivery of basic services ($F = 7.92$, $p < .001$), and alignment with the Sustainable Development Goals ($F = 10.39$, $p < .001$). The null hypothesis was therefore rejected for these four dimensions. These omnibus findings indicate that at least one stakeholder group differed in each dimension, but they do not identify which specific pairs differed significantly without verified post hoc comparisons.

Descriptive mean patterns illustrate where stakeholder concerns may diverge. Local residents reported higher ratings of challenges in organizational empowerment ($M = 3.90$) and the holistic approach ($M = 3.98$) than PNP personnel ($M = 3.71$ and $M = 3.69$, respectively). Local officials gave the highest challenge assessments for delivery of basic services ($M = 4.06$) and SDG alignment ($M = 4.11$), compared

with PNP means of 3.70 and 3.69. These differences suggest areas for closer examination of organizational support and coordination across institutions. Since higher scores indicate greater perceived challenges, they should not be interpreted as more favorable assessments.

Normative Sponsorship Theory offers a framework for considering how stakeholder roles and shared responsibilities relate to these findings. Local residents may assess challenges in relation to the accessibility of CSOP initiatives, local officials may emphasize interagency coordination and service responsibilities, and PNP personnel may focus on operational arrangements within the organization. These explanations remain plausible interpretations rather than tested causes.

The significant findings involving basic services and SDGs support further review of coordination arrangements, responsibility-sharing, public communication, and community feedback mechanisms in Sarangani Province.

Sub-problem No. 6. Proposed Action Plan for Strengthening CSOP Implementation

Table 6. Proposed Community and Service-Oriented Policing Implementation Enhancement Plan for Sarangani Province

Priority Area /	Proposed Activities	Proposed Implementing Partners / Resources	Timeline After Approval	Monitoring Indicators
Community interaction and engagement Challenges: M = 3.81 (Notable)	Conduct regular barangay-level police–community dialogues and youth-focused prevention activities. Strengthen existing SMS or other secure feedback channels; publish issue-resolution updates without disclosing complainants' identities.	PNP community relations units; barangay councils; LGUs; youth/community organizations. Meeting venues, outreach materials, communication channels.	0–3 months to organize; quarterly dialogues and ongoing feedback.	Number of dialogues and participating stakeholder groups; feedback received and acknowledged; documented follow-up actions.
Organizational empowerment Challenge differences: F = 3.70, p = .03	Conduct competency-based training on communication, conflict resolution, cultural responsiveness, and inter-agency coordination. Review personnel and equipment needs; incorporate community feedback into periodic CSOP performance reviews.	PNP leadership, training and logistics personnel; LGU partners; qualified training providers. Training modules, needs-assessment records, available equipment.	0–6 months for needs assessment and initial training; annual refreshers.	Staff trained; competency assessments completed; resources and gaps documented; corrective actions reviewed.
Holistic approach Challenge differences: F = 4.19, p = .02	Establish practical referral coordination with existing social welfare, health, education, and legal-assistance services. Organize targeted civil society crime-prevention and public-safety orientations with community input; avoid duplicating established agency programs.	PNP; LGUs; DSWD, DOH, DepEd, and relevant civil society partners, subject to agreement. Referral directory and shared orientation materials.	0–3 months to map services; 3–9 months to pilot coordination.	Updated service directory; joint activities held; referrals documented; partner feedback obtained.

Priority Area /	Proposed Activities	Proposed Implementing Partners / Resources	Timeline After Approval	Monitoring Indicators
Delivery of basic services Implementation: F = 10.64, p < .001; challenges: F = 7.92, p < .001	Conduct joint service-access reviews and community needs consultations. Clarify that LGUs and sector agencies lead health, education, and infrastructure delivery while the PNP supports safety, referral, and coordination. Monitor joint outreach activities and residents' experience of service access.	LGU service offices and relevant sector agencies as service leads; PNP as coordination/safety partner; civil society groups. Existing service records, referral forms, feedback tools.	0–3 months for role mapping; 3–6 months for joint reviews; ongoing monitoring.	Agreed agency responsibilities; referral completion; joint activities reviewed; service-user feedback and unresolved issues.
Sustainable Development Goals (SDGs) Implementation: F = 11.10, p < .001; challenges: F = 10.39, p < .001	Orient CSOP focal personnel and community partners on SDG 16 and SDG 17. Integrate relevant, measurable indicators into existing CSOP monitoring and community consultations. Prepare periodic progress summaries distinguishing police contributions from LGU-wide development outcomes.	PNP CSOP focal persons; LGU planning offices; barangay councils; community and academic partners. SDG reference materials, existing development monitoring records.	0–6 months for orientation and indicators; annual review.	Staff/partners oriented; agreed SDG-linked indicators; reports issued; community validation and follow-up documented.

The proposed CSOP Implementation Enhancement Plan consolidates the five action-plan areas presented in the original manuscript into a coordinated set of measures for Sarangani Province. The priorities are grounded in respondents' reported challenges across community interaction and engagement (M = 3.81), organizational empowerment (M = 3.82), the holistic approach (M = 3.91), delivery of basic services (M = 3.88), and SDG alignment (M = 3.91). These descriptive results identify perceived areas for improvement but do not independently confirm operational deficiencies.

Particular attention is directed toward delivery of basic services and SDG alignment because the original ANOVA results reported significant stakeholder differences in assessments of implementation (F = 10.64 and F = 11.10, respectively; both p < .001) and challenges (F = 7.92 and F = 10.39, respectively; both p < .001). The proposed responses therefore emphasize clear responsibility-sharing, accessible referrals, community consultation, and transparent progress reporting. Police participation in basic services is framed as partnership and public-safety support rather than responsibility for delivering health, education, or infrastructure services assigned to other agencies.

The plan also responds to differences in perceived organizational empowerment challenges (F = 3.70, p = .03) and holistic-approach challenges (F = 4.19, p = .02), while maintaining community engagement as a cross-cutting priority. Normative Sponsorship Theory supports the proposal's emphasis on coordinated participation among the PNP, local authorities, and residents whose roles and expectations may differ. The proposed implementation periods begin only upon institutional approval; indicators are intended for subsequent monitoring. The plan has not been implemented or evaluated by the present study, and its effectiveness requires assessment using appropriate program and stakeholder evidence.

Conclusions

Based on the findings of the study, the following conclusions were drawn:

1. The five dimensions of Community and Service-Oriented Policing (CSOP) implementation received overall mean ratings ranging from 4.03 to 4.18, all interpreted as Highly Implemented. Philippine National Police (PNP) personnel consistently reported higher implementation ratings (4.25–4.29; Extremely Implemented) than local residents and local officials (Highly Implemented). These results reflect favorable but differing stakeholder assessments rather than independently verified levels of institutional performance.
2. Respondents perceived notable implementation challenges across all five dimensions, with overall domain means ranging from 3.81 to 3.91. The holistic approach and alignment with the Sustainable Development Goals (SDGs) received the highest challenge ratings (both M = 3.91), followed by delivery of basic services (M = 3.88). These perceptions identify priorities for institutional review but do not independently establish the presence or severity of operational deficiencies.
3. The one-way ANOVA results showed statistically significant differences among stakeholder groups in assessments of CSOP implementation concerning delivery of basic services ($F = 10.64$, $p < .001$) and SDG alignment ($F = 11.10$, $p < .001$). No statistically significant differences were reported for community interaction and engagement, organizational empowerment, or the holistic approach. The significant omnibus findings do not identify which specific respondent-group pairs differed without verified post hoc comparisons.
4. Assessments of implementation challenges differed significantly among stakeholder groups for organizational empowerment ($p = .03$), the holistic approach ($p = .02$), delivery of basic services ($p < .001$), and SDG alignment ($p < .001$), but not for community interaction and engagement ($p = .89$). These results indicate that implementation-related concerns were not assessed uniformly across stakeholder categories, particularly where CSOP intersects with organizational capacity and inter-agency responsibilities.
5. Viewed in relation to Normative Sponsorship Theory, the findings emphasize the importance of considering the perspectives of police personnel, local officials, and residents when planning collaborative public-safety initiatives. Differences in stakeholder roles and expectations may help interpret the observed rating patterns, although the study did not directly test their causes. The findings support a proposed CSOP Implementation Enhancement Plan centered on participation, coordinated service referrals, institutional capacity-building, and transparent monitoring, subject to implementation and evaluation.

Recommendations

Based on the findings and conclusions, the following recommendations are proposed:

1. The PNP and local government units (LGUs) in Sarangani Province should strengthen inclusive community–police dialogue and feedback arrangements. Regular consultations should provide meaningful opportunities for residents, youth, and culturally diverse communities to communicate public-safety priorities, while responsible offices document concerns raised, actions taken, and feedback provided to participants.
2. The PNP, LGUs, and relevant service-delivery agencies should clarify institutional responsibilities through coordinated referral protocols, agreed communication channels, and periodic joint review of activities. Particular attention should be given to basic services, where the police role should focus on public-safety support, coordination, and referral rather than replacing agencies responsible for healthcare, education, or infrastructure.
3. CSOP coordinators and partner institutions should establish a practical monitoring framework for initiatives linked to SDG 16 (peace, justice, and strong institutions) and SDG 17 (partnerships for the goals). Indicators may include stakeholder participation, referral follow-through, response timeliness, partnership activities, and accessible reporting of progress; such measures

should be validated with community representatives and should not be presented as proof of SDG impact without outcome data.

4. PNP leadership and partner LGUs should conduct a competency-based training needs assessment and provide targeted development in community engagement, culturally responsive communication, conflict resolution, inter-agency coordination, and monitoring. Resource and equipment requests should be based on documented operational needs, accompanied by clear accountabilities and periodic review of training completion and application.
5. The proposed CSOP Implementation Enhancement Plan should be considered for phased adoption, subject to institutional approval, available resources, and existing policies. Implementing agencies should establish baseline information and regularly assess program reach, service accessibility, community satisfaction, and coordination performance. Future research should verify reported composite statistics, clarify the sampling procedure, and, where feasible, use post hoc comparisons and additional administrative or qualitative evidence to explain stakeholder differences.

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