

# The Implementation of the Police Community Relation (PCR) Program of Mobile Force Company of Naga City

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## ABSTRACT

The implementation of police-community relations (PCR) programs remains a critical component of effective law enforcement, yet localized studies on unit-specific execution are limited. This study addressed this gap by determining and analyzing the extent of implementation of the PCR program of the City Mobile Force Company (CMFC), Naga City Police Office, for calendar years 2025–2026. It specifically examined program implementation across six components, assessed effectiveness along four parameters, compared appraisals between community members and police personnel, evaluated perceived effects across six domains, and proposed an improvement program based on the findings. This study employed a descriptive-inferential research design. Respondents

consisted of two groups: 384 community members from Naga City and 74 PNP personnel from the CMFC. Data were collected using structured questionnaires assessing program implementation and effectiveness. Statistical treatments included weighted mean, percentage, frequency count, rank, the Kolmogorov-Smirnov test for normality, and K-statistics for comparative analysis. The level of significance was set at 0.05. Findings showed that all programs were rated “Fully Implemented,” with Civil Society Organizations (CSO) partnerships receiving the highest score. However, a perceptual gap emerged, with PNP self-assessments significantly exceeding community ratings. Overall effectiveness was 4.46 (“Very Effective”), with Persons Involved (4.56) and Objectives (4.53) rated highest. The Kolmogorov-Smirnov test rejected normality across all four parameters ( $p$  p-values from 0.0271 to 0.00565; D-statistics: 0.277–0.304), confirming significant differences between group appraisals. Perceived benefits across six domains yielded a composite mean of 4.35 (“Strongly Agree”), with Education (4.51) ranking highest and Economic (4.20) lowest. While CMFC programs demonstrate strong procedural implementation and overall effectiveness, statistically significant perceptual gaps between police and community ratings indicate that operational success does not automatically translate into maximal public trust. The proposed “PROJECT SARABAY” operational manual offers a strategic framework to transform high performance into community-embedded governance.

**Keywords:** *police community relations, program implementation, program effectiveness, community policing, and enhancement plan.*

## INTRODUCTION

In modern law enforcement, Police-Community Relations (PCR) form a cornerstone of public safety and societal harmony. This evolving philosophy recognizes the value of building strong partnerships between law enforcement agencies and the communities they serve. At the heart of the Philippine National

Police (PNP) PCR efforts lies the conviction that public safety is achieved most effectively when officers are viewed not merely as law enforcers, but as integral community members collaborating with residents.

The 1987 Philippine Constitution provides the foundational framework for this partnership. Section 5, Article II declares that the maintenance of peace and order, the protection of life, liberty, and property, and the promotion of the general welfare are essential for the enjoyment of the blessings of democracy. Furthermore, Section 4 establishes that the primary duty of the government is to serve and protect the people, while Article XVI, Section 6 mandates a police force that is national in scope and civilian in character. Collectively, these provisions affirm that public safety is a shared obligation requiring active citizen participation.

Building on this, Republic Act No. 6975 (the DILG Act of 1990) established the PNP with a policy to promote peace and order through a system of coordination and cooperation among the citizenry, local executives, and integrated law enforcement agencies. This was further strengthened by Republic Act No. 8551 (the PNP Reform and Reorganization Act of 1998), which officially designated the PNP as a community and service-oriented agency, effectively embedding relational policing into its operational core. Today, the PNP P.A.T.R.O.L. Plan 2030 serves as the strategic roadmap toward a more capable and credible police service. Guided by the core values of *Maka-Diyos, Makabayan, Makatao, and Makakalikasan*, it reinforces the philosophy that institutional success requires a deep-rooted community partnership.

Community policing literature affirms that the shift from reactive enforcement to partnership-based models hinges on trust, fairness, and collaboration. Manresa (2023) argues that community policing actively builds connections that counter the alienation produced by conventional models—which often prioritize arrests over relationships. The study emphasizes that the efficacy of any law enforcement agency depends directly on the trust cultivated within its jurisdiction. When trust is present, citizens are more likely to cooperate and comply voluntarily; when absent, even well-resourced units struggle to achieve sustainable outcomes. However, Fiveable (2024) highlights persistent strains that undermine these relations, particularly racial bias, systemic misconduct, and historical abuses. The analysis notes that technical solutions, such as body cameras, are insufficient to rebuild eroded trust if deeper institutional and cultural problems remain unaddressed. Empirical evidence suggests that perceived misconduct—such as excessive force or discriminatory patterns—creates lasting distrust that technology alone cannot remedy.

Expanding on this, Meško and Hacin (2025) identify three core pillars of effective policing: positive relations, perceived fairness, and external legitimacy. Perceived fairness—encompassing *voice* (citizens feel heard), *neutrality* (unbiased decisions), and *respect* (dignified treatment)—acts as the mediator that transforms procedural justice into voluntary cooperation. Their longitudinal data shows that departments prioritizing these elements achieve 25–40% higher cooperation rates compared to those focusing solely on enforcement metrics. This aligns with the findings of Alos et al. (2024), who identify key enablers within Philippine Local Government Units (LGUs). Their research suggests that success relies on a tripartite framework of local government support, community cooperation (such as Barangay assemblies), and effective communication. Units receiving strong LGU support reported 35% higher PCR ratings, demonstrating that information flow and visibility are as vital as program content. This framework offers actionable guidance for units like the City Mobile Force Company (CMFC), suggesting that initiatives such as "PROJECT SARABAY" must integrate these elements to achieve a sustainable impact.

Together, these sources validate the transition toward community policing as superior to conventional models while acknowledging significant implementation barriers. While theoretical frameworks provide depth, practical studies identify the obstacles that must be overcome in the Philippine context.

Despite clear mandates, the PNP still faces significant hurdles, including historical distrust, resource shortages, and a persistent policy-practice gap where aggressive enforcement often overshadows PCR efforts. This study examines the CMFC of the Naga City Police Office—a tactically oriented unit tasked with PCR amid rapid-response priorities. By assessing program effectiveness for the 2025–2026

calendar years, this research aims to bridge the gap between policy and lived reality, fostering a more resilient partnership in Naga City.

**Theoretical Framework**

This study is anchored on the following theoretical frameworks: the H.E.A.R.T. Model by Chad Posick and Heather Hatfield (2017); the Partnership Model and Cultural Transformation Theory by Adam J. McKee and Andre L. Lewis (2016); and Social Capital Theory as articulated by Nathan W. Pino (2001). The relationship between these theories is illustrated in the theoretical paradigm of the study (see Figure 1).

The H.E.A.R.T. Model, conceptualized by Posick and Hatfield (2017), seeks to enhance police-citizen interactions through the application of five core behavioral principles: Hearing, Empathy, Apology, Respect, and Thoughtfulness. Adapting strategies traditionally used by medical professionals when interacting with patients, the model posits that a citizen's perception of fairness is influenced more significantly by how they are treated during an encounter than by the actual legal outcome of that interaction. In other words, how a person behaves and treats citizens in the encounters affects people's trust and their perception of police fairness much more than the result of the encounter is.

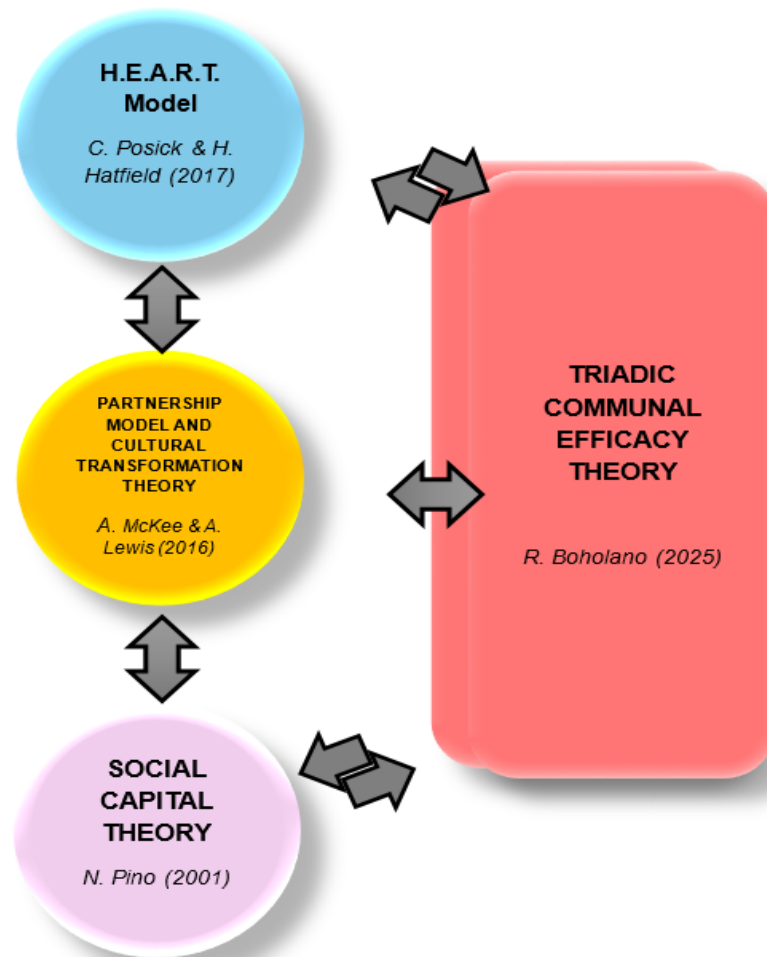


Figure 1. *Theoretical Paradigm*

To test the efficacy of the model, Posick and Hatfield (2017) applied the findings of the Police-Community Interaction Survey in 53 jurisdictions conducted by the National Police Research Platform and showed that application of the H.E.A.R.T. Model accounted for the greatest and strongest correlates of perceived fairness of police-community interactions.

Moreover, the H.E.A.R.T. Model accounts for the variation in perceived fairness of interactions at the agency level. Therefore, this model shows that relational strategies based on empathy and respect increase the legitimacy of police independent of demographics and jurisdictions. The *Partnership Model and Cultural Transformation Theory* were developed by Adam J. McKee and Andre L. Lewis (2016) to provide a theoretical basis for conceptualizing community policing. The theory is based on the Cultural Transformation Theory developed by Riane Eisler. According to Eisler, social systems can adopt dominator models, which emphasize hierarchy and coercion, or partnership models that promote cooperation and mutual respect. McKee and Lewis (2016) contend that the traditional police structure reflects the dominator model in which law enforcement officers are regarded as agents of enforcement who are distinct from the people they serve. However, the partnership model calls for the adoption of an entirely new organizational structure where police officers and community members become joint producers of security.

Eight tenets of the theory were identified, including collective accountability, cooperative problem-solving, and incorporation of community feedback into strategic decisions. The model proposes that any meaningful reform in police-community relations cannot be accomplished by implementing specific initiatives or modules but necessitates a cultural transformation in police departments.

*Social Capital Theory* with application to policing was clearly formulated by Nathan W. Pino (2001) in his proposal to use the social capital idea in the study, assessment, and implementation of community-based policing efforts. According to Pino (2001), social capital can be described as networks, norms, and trust which facilitate coordination and cooperation for mutual advantage, and identified three kinds of social capital applicable to policing, namely: bonding social capital, which relates to the trust among homogenous groups; bridging social capital, which connects heterogenous communities across social divides; and linking social capital, which refers to vertical ties between members of communities and the institutions with which they interact, including law enforcement. In his analysis of data collected via focus groups and interviews in Iowa, Pino (2001) established that social capital development is essential for community policing success in terms of the citizenry, the police, and other public/private organizations.

Social capital theories have been applied more recently by Muhammad Imam Farid (2025) in urban contexts, where it was found that effective PCR programs serve as instruments in the development of social capital in partnership forums, procedural justice training, and open communication channels.

The present study adopts these three theories because they collectively address the distinct dimensions of PCR implementation within the City Mobile Force Company of the Naga City Police Office. Posick and Hatfield's (2017) H.E.A.R.T. Model provides a micro-level analytical framework for examining how individual officers in a tactically oriented unit translate relational principles into practice during routine encounters. McKee and Lewis's (2016) Partnership Model and Cultural Transformation Theory offer a meso-level lens for assessing whether the organizational culture of a mobile force company aligns with or contradicts the relational demands of community engagement. Pino's (2001) Social Capital Theory supplies a macro-level perspective for evaluating how PCR activities contribute to building trust networks between the CMFC and the diverse communities of Naga City. Together, these theories enable a multi-level analysis that captures the complexity of program implementation within a unit where tactical duties and relational responsibilities intersect, supporting the study's objective to identify operational barriers and generate actionable recommendations grounded in established theoretical frameworks.

With the aforementioned theories, the researcher formulated the *Triadic Communal Efficacy Theory* by Boholano (2025). According to the theory, community policing is accomplished by an interaction of three factors such as observational modeling, neighborhood reintegration, and shared responsibility. The

relevance of the theory to the current research is clear, as it postulates that encounters between citizens and law enforcement agencies are not random occurrences but rather learning experiences.

Each procedural justice encounter reinforces the weak interpersonal ties existing in disorganized neighborhoods through modeling proper conduct and developing a sense of shared responsibility and trust among members of the community. Gradually, a new partnership is created between the two groups, bringing them together as one unified body committed to producing peace and security within their jurisdiction.

### Conceptual Framework

The central idea forming the conceptual paradigm of the present study is a system that is a combination of input, process, and output approach. This conceptual framework is used to understand, analyze, and design systems in various domains. Figure 2 shows the conceptual paradigm of the study.

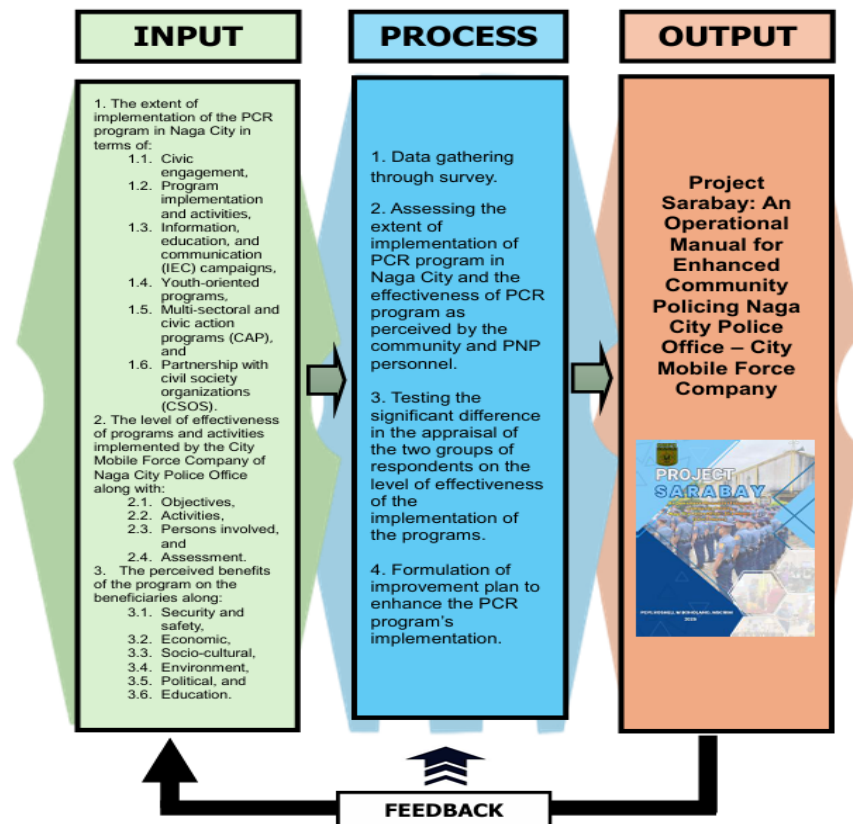


Figure 2. *Conceptual Paradigm*

**Input.** It involves the extent of implementation of the police community relation program Naga City in terms of civic engagement, program implementation and activities, information, education, and communication (IEC) campaigns, youth-oriented programs, multi-sectoral and civic action programs (CAP), and partnership with civil society organizations (CSOS); the level of effectiveness of programs and activities implemented by the City Mobile Force Company of Naga City Police Office along with objectives, activities, persons involved, and assessment; the perceived benefits of the program on the beneficiaries along: security and safety, economic, socio-cultural, environment, political, and education.

**Process.** The process consists of data gathering through survey questionnaire, to assess the extent of implementation of PCR program in Naga City and the effectiveness of PCR program as perceived by the

community and PNP personnel. This also includes testing the significant difference in the appraisal of the two groups of respondents on the level of effectiveness of the implementation of the programs; and formulation of improvement plan to enhance the PCR program's implementation.

**Output.** The output of the study is the improvement plan titled "Project Sarabay: An Operational Manual for Enhanced Community Policing Naga City Police Office – City Mobile Force Company" that will lead to better outcomes, efficiency, and sustainability of the programs and activities implemented by City Mobile Force Company of Naga City Police Office.

The *Feedback loop* enables the system to evaluate its performance, make necessary adjustments based on results, and improve in effectiveness and responsiveness. In a police force, this implies that they should continually collect information through various sources such as meetings with citizens, reviewing incidents, and conducting surveys. Every time the police interact with the community members, valuable feedback is produced. The absence of a feedback loop leads to the repetition of ineffective measures by the organization. However, in the presence of feedback, the organization can make changes to how they handle issues, whether changing patrol routes, methods of communication, or re-training their employees.

### Statement of the Problem

This study determined and analyzed the extent of the implementation of the police community relation program (PCR) of Mobile Force Company of Naga City, C/Y 2025-2026. Specifically, it sought answer the following research questions:

1. What is the extent of implementation of the PCR program in Naga City?
  - 1.1. Civic engagement,
  - 1.2. Program implementation and activities,
  - 1.3. Information, education, and communication (IEC) campaigns,
  - 1.4. Youth-oriented programs,
  - 1.5. Multi-sectoral and civic action programs (CAP), and
  - 1.6. Partnership with civil society organizations (CSOS)?
2. What is the level of effectiveness of programs and activities implemented by the City Mobile Force Company of Naga City Police Office along with:
  - 2.1. Objectives,
  - 2.2. Activities,
  - 2.3. Persons involved, and
  - 2.4. Assessment
3. Is there a significant difference in the appraisal of the two groups of respondents on the level of effectiveness and implementation of the PCR programs?
4. What are the perceived benefits of the program on the beneficiaries along:
  - 4.1 Security and safety,
  - 4.2 Economic,
  - 4.3 Socio-cultural,
  - 4.4 Environment,
  - 4.5 Political, and
  - 4.6 Education
5. What improvement can be proposed based on the findings of the study?

### Assumptions of the Study

This study was premised on the following assumptions:

1. The extent of implementation of the PCR program in Naga City in terms of civic engagement, program implementation and activities, information, education, and communication (IEC)

campaigns, youth-oriented programs, multi-sectoral and civic action programs (CAP), and partnership with civil society organizations (CSOS) varies as appraised by the respondents.

2. The level of effectiveness of programs and activities implemented by the City Mobile Force Company of Naga City Police Office along with objectives, activities, persons involved, and assessment varies significantly based on the role and perspective of the respondents.
3. The perceived effects of the program on the beneficiaries along with
4. security and safety, economic, socio-cultural, environment, political, and education aspects differs according to respondents' appraisals.
5. An improvement plan to enhance the PCR programs implementation can be proposed based on the findings of the study.

## Literature Review

### *Police Community Relation (PCR) Program*

The contemporary landscape of policing, particularly in the Philippines, is characterized by a strategic duality: the deployment of embedded, relational models alongside expansive, visibility-based security initiatives. This dual approach reflects an evolving philosophy where police presence is reconceptualized not merely as a law enforcement tool, but as a fundamental instrument of state governance and public reassurance. On one hand, programs like the Revitalized Pulis sa Barangay (RPSB) embody a deep, immersive strategy by stationing officers within barangays for extended six-month periods, especially in geographically isolated and disadvantaged areas (GIDAs). This program seeks to transform the officer's role from an external enforcer to an integrated local actor (Philippine News Agency, 2025). This model mandates activities beyond traditional crime response, including environmental scanning, family engagement, and support in civil registration and drug prevention education. The intended outcome is the cultivation of grassroots legitimacy and the facilitation of granular intelligence through trust-based relationships, positioning the police as a proactive institution within the community's social fabric rather than a reactive force summoned during crises.

Conversely, a parallel and highly visible paradigm emphasizes the institutionalization of security within specific community spheres, most notably the educational environment. Initiatives such as Oplan Balik-Eskwela represent a top-down, inter-agency strategy to embed law enforcement infrastructure directly into the scholastic ecosystem (Presidential Communications Office, 2025; Sigales, 2025). This involves the mass deployment of officers and the establishment of police assistance desks around schools, operationalized through protocols like the five-minute response policy. The rationalization for this approach is multifaceted, addressing immediate concerns over physical safety and traffic while framing schools as a frontline in broader campaigns against illicit drug networks and violent extremism (Presidential Communications Office, 2025). This model contrasts with the relational RPSB by prioritizing rapid response capability and formalized surveillance over long-term community integration, extending the state's security apparatus to the immediate periphery of academic life.

Furthermore, this philosophy of visible deterrence extends to general public spaces through nationwide operational deployments. The strategic positioning of personnel in transport hubs, commercial zones, and tourist destinations operationalizes the theory that a pervasive and accessible police presence acts as a proactive deterrent to criminal activity while performing a state-signaling function intended to project an image of omnipresent, accountable authority (Caliwan, 2025). This visibility campaign is often augmented by technology, such as the Quick Dial Quick Response system, which creates privileged communication channels for businesses to trigger automatic police deployment, thereby "hardening" specific targets through the certainty of swift intervention (Balbin, 2024). The endorsement of these programs by major business associations underscores a critical nexus between perceived security and economic vitality, as business leaders frame heightened patrols as a foundational public good that fosters an environment conducive to investment (Ayeng, 2025; Zaldarriaga, 2023). However, this perspective is

not universally held, as sustained mobilization can also evoke historical anxieties, highlighting the delicate balance between public assurance and apprehension (Ayeng, 2025).

### ***Community Policing***

The theoretical foundation for evaluating these models rests on the principle that police effectiveness and legitimacy are fundamentally dependent on the quality of their relationship with the community. Scholarly research identifies robust police-community relations as the essential bedrock for mutual trust, cooperative crime prevention, and fairer outcomes (Government Events, 2024; Powerdms, 2024). This dynamic is often described as a virtuous cycle, wherein professionalism, fairness, and procedural justice catalyze community trust, which in turn leads to greater civic cooperation and voluntary adherence to the law (Peyton et al., 2022). The concept of "policing by consent" is central here, positing that legitimacy is derived from the community's willing recognition of authority rather than coercive power alone (Martell, 2024). Despite this consensus, building trust is profoundly challenging and necessitates a move beyond superficial public relations to authentic, structural engagement. Trust is often fractured by systemic failures and cannot be rebuilt through episodic outreach alone (Coyle, 2022; Tornabene, 2024). A critical framework for addressing this is procedural justice, which emphasizes fairness, transparency, and giving citizens a voice during interactions as drivers of perceived legitimacy (Peyton et al., 2022).

An evolutionary step in this domain is the conceptualization of Relationship-Based Policing (RBP), which addresses a recognized gap in traditional community-oriented policing. While community policing philosophies are widely endorsed, they often lack a systematic framework for teaching officers the practical, relational skills required for preventative collaboration. RBP, grounded in principles from counseling psychology, provides a formal model for building genuine individual relationships, thereby redefining relational work as a core, teachable tactical competency essential for effective problem-solving (Mastoras, 2023). Translating these principles into effective practice in the Philippines reveals specific contextual challenges. Local studies indicate potential disconnects between police outreach activities and sustained safety perceptions; for instance, Civic Action Programs (CAP) like medical missions may improve the police's short-term image but have limited long-term impact on safety if not coupled with consistent and fair law enforcement (Cordero & Dela Cruz, 2021). Additionally, Information, Education, and Communication (IEC) campaigns can fail when they function as one-way broadcasts rather than genuine dialogues (Madarang, 2023).

Ultimately, contemporary policing strategies are increasingly integrated into broader national development and security agendas. The Philippine Development Plan 2023–2028 explicitly frames peace and security as critical components of the enabling environment necessary for social transformation (NEDA, n.d.). Policing is also a cornerstone of national security frameworks, particularly in countering terrorism through a "whole-of-nation" approach that integrates hard security with proactive, community-based prevention to address the root causes of radicalization (Republic of the Philippines, 2020). According to Manubag and Revisa (2025), trust built through consistent engagement is the most important factor in turning police from authority figures into trusted partners. While simple strategies like informal dialogues and participation in community activities like Oplan Kalinaw help facilitate information sharing, challenges such as community reluctance and misinformation persist.

Personnel development and welfare also significantly impact these outcomes. Laraga et al. (2025) found that the effectiveness of Non-Uniformed Personnel (NUPs) is challenged by operational strain, time constraints, and a deficit in mental health support. Similarly, studies on police training, such as the Public Safety Basic Recruit Course (PSBRC), revealed that while satisfaction is generally high across both Criminology and non-Criminology graduates, logistical issues like resource shortages can temper satisfaction (Villa-Buena & Jarque, 2024; Jarque & Villa, 2024). Pastrana (2024) further noted that while training effectiveness is high and correlates with satisfactory performance, significant differences in perception exist based on rank and age. Qualitative analyses by Williams (2024) elucidate how organizational factors shape the adoption of "guardian" versus "warrior" roles, suggesting that

transformational leadership is crucial for fostering the cognitive complexity necessary for empathetic policing.

Empirical studies by Daisy and Magbojos (2023), Aguila (2024), and Alcon (2025) confirm that while PCR programs are consistently perceived as vital, direct officer conduct and procedural justice remain the most immediate predictors of public trust. Collectively, these findings suggest that for units like the City Mobile Force Company (CMFC), successful PCR implementation requires a commitment to relational equity, continuous dialogue, and systemic reforms that address both logistical constraints and the welfare of personnel.

### ***Synthesis of the State-of-the-Art***

This section synthesizes the collective findings of the reviewed literature, which examines the multifaceted dynamics of police performance, community relations, and internal organizational effectiveness both within and beyond the Philippine National Police (PNP). A foundational group of studies, including those by Vicente (2023), Dapitan et al. (2023), Jarque and Villa (2024), Laraga et al. (2025), Pastrana (2024), and Bobong et al. (2023), converges on internal institutional factors. These researchers highlight how training, supervision, personnel welfare, and administrative policies significantly influence operational conduct and ethical adherence. Collectively, these works identify gaps in training curricula, overwhelming workloads, and inconsistent policy enforcement as critical vulnerabilities that can lead to administrative offenses and reduced institutional efficacy.

A substantial thematic cluster, comprising research from Daisy and Magbojos (2023), Manubag and Revisa (2025), Casilla and Velasco (2025), Alcon (2025), Carron et al. (2024), Nubani et al. (2023), and Mangai et al. (2022), investigates the vital nexus between police-community engagement and operational outcomes. These studies universally affirm that proactive community relations—built on trust, transparency, and collaborative initiatives—are indispensable for effective crime prevention, enhanced public trust, and improved police morale. The works of Williams (2024), Retana and Velasco (2025), and Teremetskyi et al. (2025) extend this discourse internationally, emphasizing that successful community-oriented policing is predicated on genuine partnership and the navigation of complex socio-political barriers.

Conversely, another line of inquiry focuses on the tangible strategies and challenges associated with crime prevention and suppression. Research by Binan et al. (2024), Viernes (2025), Azuelo and Elvas (2025), and Carpio et al. (2025) evaluates the effectiveness of specific tactical approaches, such as police visibility, mobile patrols, and community assistance centers. While these strategies are generally perceived as effective deterrents, their implementation is frequently hampered by logistical constraints, including inadequate equipment and budgetary limitations. Furthermore, studies by Aguila (2024), Gemilang et al. (2024), Cichoracki (2020), and De Angelis et al. (2023) shift the focus to specialized domains like internal security and counter-terrorism, underscoring the necessity of integrated, intelligence-led policing and systemic policy interventions to address complex modern threats.

Finally, a clear interdependence exists between internal organizational health and external community efficacy. Research by Sumala et al. (2024), Osumo and Salindo (2025), and Bornales and Besas (2025) bridges this gap by illustrating how police performance and public trust are mutually constitutive and deeply influenced by an officer's sense of purpose and professional challenges. International perspectives from Jonsson (2024) and Nilsson and Jonsson (2022) reinforce that trust, institutional legitimacy, and collaborative governance are universal prerequisites for effective, humane, and responsive policing. Ultimately, this comprehensive body of work advocates for a holistic reform agenda that simultaneously strengthens internal PNP mechanisms, fosters authentic community partnerships, and equips personnel with the strategic and ethical resources necessary for 21st-century law enforcement.

### Research Gap

It is important to emphasize that none of the aforementioned research serves as an exact duplicate of the current study. While certain shared characteristics exist across the literature, the unique focus of this investigation distinguishes it from previous works. This indicates that while the researcher's framework was significantly informed and influenced by data from various local and foreign authors, a distinct research gap remains. Specifically, none of the reviewed studies focused exclusively on the extent of the implementation of the Police-Community Relations (PCR) program within the City Mobile Force Company (CMFC) of the Naga City Police Office.

This study ultimately aims to bridge this gap by providing a broader dimension of information to police personnel, the Philippine National Police (PNP) organization, policymakers, and local government units. By doing so, it seeks to offer actionable insights to further enhance the execution of PCR programs nationwide. Furthermore, the findings of this research are intended to serve as a significant source of insight and a comprehensive reference for future scholars exploring the evolution of community-oriented policing.

### METHODS

#### Research Design

The researcher utilized the descriptive-inferential method to determine the data needed under present investigation. According to Sevilla (2004), descriptive survey methods show the analysis of appraisal of the data since it describes the situation or conditions, practices, and beliefs, trends, and patterns of the situation under study. It is the method that tells "what is." Moreover, the process of descriptive research goes beyond mere gathering of data. It involves an element of meaning or significance of what is described.

This method was used in drawing out the extent of implementation of the programs and activities by the city mobile force company of Naga City Police Office, the effectiveness of programs and activities implemented by the city mobile force company of Naga City Police Office, and the perceived effects of the program on the beneficiaries.

The inferential method was also used to determine the significant difference in the appraisal of the respondents and the effective implementation of the program.

#### Respondents

The study participants were divided into two groups: 384 community members from Naga City and 74 personnel from the Naga City Police Office (NCPO) Mobile Force Company. A complete census was applied to the Mobile Force Company personnel, while *random sampling* was utilized for the community members.

Inclusion was restricted to individuals randomly selected from the city's general population and all active members of the Mobile Force Company. Conversely, the study excluded other police units (e.g., station-based precincts, traffic units), non-residents of Naga City, and specific stakeholders such as local officials or CSO representatives. The scope of this study is limited to the 2025–2026 period.

#### Data Gathering Tools

The primary instrument for data collection was a structured survey questionnaire, developed by the researcher to comprehensively measure the implementation and outcomes of the police community relation (PCR) program of the city mobile force company of Naga City Police Office.

**Questionnaire.** The respondents' perceptions on the implementation of the police community relation (PCR) program of the city mobile force company of Naga City Police Office were determined through a questionnaire. The questionnaire contained the following items: The Extent of Implementation of the Programs and Activities by the City Mobile Force Company of Naga City Police Office; The

Effectiveness of Programs and Activities Implemented by the City Mobile Force Company of Naga City Police Office; and The Perceived Effects of the Program on the Beneficiaries.

**Preparation of the Questionnaire.** This was done after reading different studies related to the present study which guided the researcher in preparing the questionnaire. The questionnaire was constructed in accordance with BRUSO model defined by Peterson (2000), Brief, Relevant, Unambiguous, Specific, and Objective. The drafted questionnaire was submitted to the researcher's adviser and the Dean of the Graduate School and Research for critiquing. Thus, suggestions given for this improvement were reflected and after its approval, final copies were made for pilot testing.

**Validation of the Questionnaire.** To determine the suitability and objectivity of language used in every item and ensure the clarity of directions, the researcher administered an initial draft that was subjected to a thorough evaluation by panel of experts comprising three (3) senior PNP officers with PCR experience and two (2) academic researchers specializing in criminology and public safety. Their feedback on relevance, clarity, and completeness was incorporated into the final instrument.

The initial draft was subjected to a thorough evaluation by a panel of experts comprising three (3) senior PNP officers with PCR experience and two (2) academic researchers specializing in criminology and public safety. Their feedback on relevance, clarity, and completeness was incorporated into the final instrument. After the content validity of the survey instrument, the researcher conducted pilot testing to test the internal reliability and factor analysis using Cronbach's Alpha and KMO-Bartlett's Test of Sphericity.

The data reveals consistently strong performance across all program areas, with mean scores ranging from 4.06 to 4.34 on a 5-point scale. The dimensions of Assessment (Mean=4.34) and Education (Mean=4.31) received the highest ratings, indicating robust monitoring systems and effective educational components. Most scales demonstrate good to excellent internal reliability (Cronbach's Alpha > 0.70), with Activities ( $\alpha=0.862$ ) showing the highest consistency. The moderate standard deviations suggest a generally positive consensus with some expected variation in respondent perceptions.

However, two scales—Youth-Oriented Programs ( $\alpha=0.603$ ) and Security and Safety ( $\alpha=0.654$ ) fall below the acceptable reliability threshold, suggesting their measurement items may not cohesively capture single constructs and warrant refinement. Despite this, the overall high mean scores, particularly in civic engagement and multi-sectoral programs, present a positive evaluation of the program's implementation and outcomes across community, economic, and environmental domains.

In addition, factor analysis was used to determine if the data is suitable for the procedure. Two critical preliminary tests used for this purpose are the Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy and Bartlett's Test of Sphericity. These tests were used to validate the fundamental assumption of EFA that there are meaningful relationships within the data to be explained by a smaller number of latent factors. Table 2 presents the results of the exploratory factor analysis.

The results confirm excellent suitability for factor analysis. The KMO value of 0.932 surpasses the recommended threshold of 0.80, indicating "marvelous" sampling adequacy where the patterns of correlation are highly compact.

Concurrently, Bartlett's Test of Sphericity is statistically significant ( $\chi^2 = 2487.6$ ,  $df = 465$ ,  $p < 0.001$ ), robustly rejecting the null hypothesis that the correlation matrix is an identity matrix. This confirms the presence of sufficient significant intercorrelations among variables to justify proceeding with dimensionality reduction techniques.

The final instrument, using a 5-point Likert scale format, included tailored but comparable sections for PNP and community respondents to assess the components stated in the survey instrument. All surveys were conducted in person to ensure clarity and completeness.

**Administration and Retrieval of the Questionnaire.** The administration of the approved questionnaire was conducted with strict adherence to ethical research protocols. Prior to data collection, a formal request to undertake the study was sought clearance from the Office of the Dean of the Graduate

School and Research and coordination approvals from the Office of the PNP Chief of Naga City. In administering surveys within the PNP personnel stratum, consent from participants emphasizing its voluntary and anonymous nature occurred with planned sessions. Within the stratum of communities, surveys involving direct interaction with trained enumerators took place in identified barangays after explaining its purpose with assurances of anonymity. Written or verbal informed consent from all respondents prior to data gathering took place.

Each complete questionnaire was checked on-site for completeness while preserving respondent anonymity. All 458 questionnaires (384 community + 74 PNP) were successfully retrieved, representing a 100% response rate. The completed survey questionnaires were securely stored and later coded for data encoding, with all identifying information being removed to maintain confidentiality throughout the analysis process.

### Statistical Treatment of the Data

The researcher utilized several tools to treat the data gathered. The answers of the respondents were classified and tabulated systematically according to different variables included in the study. The statistical tools are frequency count, percentage technique, weighted mean, and Kolmogorov-Smirnov Test.

**Frequency Count.** This is to tally the answers of perceptions of the respondents and determine the percentages of each response.

**Percentage Technique.** Nominal data used consists of the raw of the frequencies of occurrence of the characteristics under consideration. Ordinary data/treatment is based on the frequency through the percentage formula. The formula is shown below:

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

Where:

- P = Percent
- f = Frequency
- N = Number of Cases

**Weighted Mean.** This approach allows researcher to give more importance to certain data points, which may be more representative or hold greater relevance in their study. Here is the formula:

$$WM = \frac{TWF}{N}$$

- Where: WM = weighted mean
- F = frequency
- W = weight of the category of responses
- N = number of responses
- T = total

**Five-Point Likert type Scale.** The Likert-type scale was used in quantifying and interpreting the weighted mean for each indicator in measuring the Extent of Implementation of the Programs and Activities by the City Mobile Force Company of Naga City Police Office, with the following interpretations:

Scale	Rating	Interpretation
5	4.20 - 5.00	Fully Implemented (FI)
4	3.40 - 4.19	Implemented (I)
3	2.60 - 3.39	Partially Implemented (PI)
2	1.80 - 2.59	Slightly Implemented (SI)
1	1.00 - 1.79	Not Implemented (NI)

In measuring the Effectiveness of Programs and Activities Implemented by the City Mobile Force Company of Naga City Police Office as Perceived by the Respondents, the following scale and interpretation was used:

Scale	Rating	Interpretation
5	4.20 - 5.00	Very Effective (VE)
4	3.40 - 4.19	Effective (E)
3	2.60 - 3.39	Moderately Effective (ME)
2	1.80 - 2.59	Ineffective (I)
1	1.00 - 1.79	Very Ineffective (VI)

In the perceived benefits of the Program on the Beneficiaries, the following scale interpretation was used:

Scale	Rating	Interpretation
5	4.20 - 5.00	Strongly Agree (SA)
4	3.40 - 4.19	Agree (A)
3	2.60 - 3.39	Moderately Agree (MA)
2	1.80 - 2.59	Disagree (D)
1	1.00 - 1.79	Strongly Disagree (SD)

**Kolmogorov-Smirnov Test.** This nonparametric statistical test used to compare distributions of two groups of respondents in the present study. The basic formula is as follows:

$$D_{n,m} = \sup |F_{1,n}(x) - F_{2,m}(x)|$$

Where:

$D_{n,m}$  = the maximum absolute difference between the two empirical cumulative distribution functions

$F_{1,n}(x)$  = empirical CDF of sample 1 (size n)

$F_{2,m}(x)$  = empirical CDF of sample 2 (size m)

**K-Statistics.** This non-parametric statistic is used to combine the size of the difference between distributions and the number of respondents into a single value that tells if the result is significant or due to chance.

The basic formula is as follows:

$$K = D\sqrt{n}$$

Where:

D = the Kolmogorov-Smirnov test statistic

n = sample size

K = the combined measure of difference and sample size

The interpretation of the result of Kolmogorov-Smirnov test and Kolmogorov-Smirnov test statistics were based on the comparison of the computed value against their respective critical value with vital consideration on the degrees of freedom and the level of significance. Hence, if the computed value is less than the tabular value, the research hypothesis is accepted, however, if the computed value is greater than the tabular value, the null hypothesis is rejected. Significance level was set at 0.05.

## RESULTS AND DISCUSSION

### **The Implementation of the Police Community Relation (PCR) Program of Mobile Force Company of Naga City**

This chapter presents the analysis and interpretation of the research data, including inferences and statements of fact. Both descriptive and inferential analyses were employed to address the research problems. The presentation of findings begins with descriptive statistics, summarizing the data using weighted means and rankings. Subsequently, inferential statistics were applied to test the hypotheses, determine significant differences, and assess the overall impact of the results.

The interpretation of these outcomes connects empirical evidence to the theoretical framework and existing literature, elucidating the implications of the statistical findings. Consequently, this chapter establishes the evidence base for the subsequent discussion and conclusions.

### **The Extent of Implementation of the Police Community Relation Program in Naga City**

The Philippine National Police have an immense constitutional and social mandate as the lead implementing agency for making sure that peace, order, and public safety are maintained. This goes beyond the enforcement of the law. It has been the very foundation of a stable country and has assured economic growth. It has been a guarantee for the preservation of democratic institutions as well. Functional policing helps achieve an atmosphere in which citizens are assured of safety, communities can prosper, and the rule of law prevails. It is within this very important context that specialized units like City Mobile Force Company play a very important role. It has the mandate to render high visibility mobile patrol services, respond immediately to emergency calls, undertake campaigns against criminality, and involve themselves in civil security arrangements.

This research centers on evaluating the extent of implementation of the programs and activities by the City Mobile Force Company of Naga City Police Office. The researcher, as a member of the PNP City Mobile Force Company, aims to determine the on-the-ground effectiveness of implementing planned programs into functional strategies. A full assessment of program implementation levels is essentially an examination of program effectiveness, mileage, and achievement. By conducting a full examination of program implementation levels of CMFC-run initiatives, including but not limited to community outreach programs, special operations, or patrols, this research aims to measure success levels in achieving PNP's main program within the distinct Naga City environment.

**Civic Engagement.** The Philippine National Police (PNP) institutionalized civic engagement and cooperation not as programs but as the underlying ideology of its community and service-oriented policing (CSOP) System. Clearly, it is now pro-active, partnership-driven, and geared towards keeping peace and order, unlike before that it was reactive and law enforcement-driven. The function of these components, therefore, is multi-dimensional and revolutionary. Table 1 discloses the results of the implementation of the police community relation program in terms of civic engagement.

Table 1. *The Extent of Implementation of the Police Community Relation Program in terms of Civic Engagement*

Indicators	COMMUNITY			PNP			AWM	I	R
	WM	I	R	WM	I	R			
1. Regular coordination and meetings with community and sectoral leaders are held to address peace and order concerns.	4.25	FI	2	4.70	FI	2	4.48	FI	2
2. Proactive conduct of informational campaigns on public safety, anti-criminality, and anti-terrorism in communities and schools.	4.10	I	4	4.55	FI	5.5	4.33	FI	4
3. Active partnership with the community in organizing and supporting “bayanihan” activities (e.g., neighborhood watch, anti-drug abuse councils, etc.).	4.30	FI	1	4.75	FI	1	4.53	FI	1
4. Conduct of periodic summits of forums with specific sectors (e.g., transport, business, youth, education, etc.) to gather feedback and build partnerships.	4.15	I	3	4.60	FI	3.5	4.38	FI	3
5. Active participation in and initiation of community service activities (e.g., medical missions, clean-up drives, tree planting, etc.).	4.05	I	5	4.55	FI	5.5	4.30	FI	5.5
6. Involving non-government organizations (NGOs) and civic groups in PCR-related projects and outreach.	4.00	I	6	4.60	FI	3.5	4.30	FI	5.5
<b>Composite Weighted Mean</b>	<b>4.14</b>	<b>I</b>		<b>4.63</b>	<b>FI</b>		<b>4.39</b>	<b>FI</b>	

**Legend:**

- 4.20 – 5.00 – Fully Implemented (FI)
- 3.40 – 4.19 – Implemented (I)
- 2.60 – 3.39 – Partially Implemented (PI)
- 1.80 – 2.59 – Slightly Implemented (SI)
- 1.00 – 1.79 – Not Implemented (NI)

A closer look on the general ratings of the data would reveal that most of programs and activities were treated as “Fully Implemented” to both the community and the PNP. Specifically, fully implemented were: Active partnership with the community in organizing and supporting “bayanihan” activities (e.g., neighborhood watch, anti-drug abuse councils, etc.), 4.53; Regular coordination and meetings with community and sectoral leaders are held to address peace and order concerns, 4.48; conduct of periodic summits of forums with specific sectors (e.g., transport, business, youth, education, etc.) to gather feedback

and build partnerships, 4.38; Proactive conduct of informational campaigns on public safety, anti-criminality, and anti-terrorism in communities and schools, 4.33; Active participation in and initiation of community service activities (e.g., medical missions, clean-up drives, tree planting, etc.), 4.30; and Involving non-government organizations (NGOs) and civic groups in PCR-related projects and outreach, 4.30.

With the overall results of 4.39, where 4.63 came from the Philippine National Police, Naga City and 4.14 were from the community, all with descriptive equivalent of “Fully Implemented” mean that a successful implementation of civic engagement and collaboration efforts by the City Mobile Force Company, which have indicated a successful change from a traditional enforcement-focused approach to a community-oriented policing strategy. It becomes apparent that the PNP has been able to root itself most in the community by co-producing safety.

The PNP City Mobile Force Company of Naga City has been able to achieve even more through their open communication and dialogue. Moreover, the divergence in perception regarding institutions and communities has been found to be minimal. The result has been the difference in perception regarding implementation and quality. This has been found for both the police and the community.

The above finding is consistent with the study conducted by Carron, O'Connor, and Chavannes (2024), which emphasized that community engagement activities have a considerable relational and well-being benefit for the officers. Moreover, the finding reinforced the idea that community engagement activities tend not only to be procedural in nature but have a deep meaning for the members of the police. Similarly, the results align with the study conducted by Mangai et al. (2022) emphasized that community engagement activities are the key elements of co-production in Johannesburg.

The common theme in the above studies is that the implementation of civic engagement and collaboration as a strategy by the PNP leads to the development of trust and cooperation, which in turn enables the role of the police to change from enforcers to a partner, hence the improvement of safety.

This implies that the PNP City Mobile Force Company of Naga City has effectively established fundamental platforms for collaborative security governance. This constitutes an effective model of policing in terms of partnership legitimacy. The fundamental strategy implication is that these initiatives must proceed on to qualitative results in terms of collective perceptions. Thus, the final strategy must aim at moving from successful program implementation to realized solidarity.

**Program Implementation and Activities.** Programs and activities form the bridge between mandate and community safety as the operational approach that the PNP needs to undertake to address crime by reducing it and to develop the good relationship that will result in the prevention of crime to make peace and order sustainable.

Table 2. *The Extent of Implementation of the Police Community Relation Program in terms of Program Implementation and Activities*

Indicators	COMMUNITY			PNP			AWM	I	R
	WM	I	R	WM	I	R			
1. Frequency of community interaction patrols as per the unit's operational plan.	4.20	FI	1	4.60	FI	1.5	4.40	FI	1
2. Regular conduct of <i>Pulong-Pulong</i> with all sectoral groups in the area of responsibility.	4.00	I	6	4.50	FI	5.5	4.25	FI	6
3. Execution of scheduled anti-criminality information	4.15	I	2	4.55	FI	3.5	4.35	FI	2.5

campaigns in barangays and schools.									
4. Active coordination and joint operations with Barangay Peacekeeping Action Teams (BPATs).	4.05	I	4.5	4.50	FI	5.5	4.28	FI	5
5. Completion of support activities for civic action projects (e.g., medical missions).	4.10	I	3	4.60	FI	1.5	4.35	FI	2.5
6. Inclusion of detailed PCR activities in the unit's monthly operational plans (OPLANs).	4.05	I	4.5	4.55	FI	3.5	4.30	FI	4
<b>Composite Weighted Mean</b>	<b>4.09</b>	<b>I</b>		<b>4.55</b>	<b>FI</b>		<b>4.32</b>	<b>FI</b>	

Table 2 reflects the results of the extent of implementation of the police community relation program in terms of program implementation and activities. The data on the extent of implementation for specific indicators were arranged in descending order: Frequency of community interaction patrols as per the unit's operational plan, 4.40; Execution of scheduled anti-criminality information campaigns in barangays and schools, 4.35; Completion of support activities for civic action projects (e.g., medical missions), 4.35; Inclusion of detailed PCR activities in the unit's monthly operational plans (OPLANs), 4.30; Active coordination and joint operations with Barangay Peacekeeping Action Teams (BPATs), 4.28; and Regular conduct of *Pulong-Pulong* with all sectoral groups in the area of responsibility, 4.25.

Taken as a whole, all indicators obtained a weighted mean score from 4.40 to 4.25 with a verbal description of "Fully Implemented." The data suggest a consistency in high levels of implementation for all the measured indicators of program execution. Such a trend suggests that the level of institutionalization of an operational framework is considerably robust within the City Mobile Force Company. This demonstrates a high level of organizational discipline, resource commitment, and operational control, suggesting that the activities are not isolated initiatives but are instead regular, scheduled, and expected functions of the force. In essence, the data confirms that the theoretical framework of collaborative policing has been effectively institutionalized within the unit's planning and execution cycles.

Carron O'Connor, and Chavannes (2024) emphasized that community engagement activities are most meaningful and beneficial to officers when they are systematically integrated into regular police operations, rather than as isolated events. The high implementation scores for scheduled patrols, barangay information campaigns, and structured PCR activities reflect an institutionalized approach that aligns with Carron et al.'s conclusion that embedded, routine engagement fosters relationship-building and enhances officers' sense of purpose.

Similarly, the results support the work of Retana and Velasco (2025), who highlighted that the effectiveness of the Philippine National Police in integrating public safety and service relies heavily on formalized coordination and consistent program execution with local units. The documented active coordination with BPATs and inclusion of detailed PCR activities in monthly OPLANs resonate with their findings that structured, planned collaboration is critical for operational success and community trust. Thus, the observed high level of implementation affirms that institutionalizing community-oriented programs within operational frameworks as demonstrated in both earlier studies is essential for sustaining effective police-community partnerships and achieving crime prevention objectives.

It can be deduced based on the data that the high implementation ratings imply that the City Mobile Force Company of Naga City has successfully operationalized the principles of community-oriented

policing, demonstrating that institutional commitment to sustained partnership and co-production of safety can effectively bridge the gap between police and the public, serving as a replicable model for other units seeking to enhance their operational effectiveness.

**Information, Education, and Communication (IEC) Campaigns.** The PNP's IEC campaigns are a proactive crime prevention strategy that empowers communities through public awareness, reducing criminal opportunities. They build public trust and foster police-community partnership, making safety a shared responsibility and strengthening social resilience against crime.

Table 3. *The Extent of Implementation of the Police Community Relation Program in terms of Information, Education, and Communication (IEC) Campaigns*

Indicators	COMMUNITY			PNP			AWM	I	R
	WM	I	R	WM	I	R			
1. Proactive dissemination of flyers, posters, and brochures on crime prevention and community safety in all barangays.	4.30	FI	1	4.75	FI	1	4.53	FI	1
2. Regular holdings of forums and lectures in communities and schools on issues like anti-drug abuse, anti-cybercrime, VAWC, etc.	4.25	FI	2	4.70	FI	2.5	4.48	FI	2
3. Active use of official Facebook page or other social media platforms to broadcast alerts, safety tips, and PCR updates.	4.15	I	5	4.60	FI	5	4.38	FI	5
4. Use of IEC materials and messages in the local language (Bikol Naga) that are easy for the community to understand.	4.20	MI	3.5	4.65	FI	4	4.43	FI	4
5. Implementation of simple methods (e.g., feedback forms, polls) to assess community understanding and reception of IEC messages.	4.20	MI	3.5	4.70	FI	2.5	4.45	FI	3
<b>Composite Weighted Mean</b>	<b>4.22</b>	<b>FI</b>		<b>4.68</b>	<b>FI</b>		<b>4.45</b>	<b>FI</b>	

Table 3 exhibits the results of the extent of implementation of the programs and activities by the city mobile force company of Naga City Police Office in terms of information, education, and communication (IEC) campaigns. Notable, all indicators included were all rated as “Fully Implemented.” In order of their descending ranks, following quantitative ratings were obtained: Proactive dissemination of flyers, posters, and brochures on crime prevention and community safety in all barangays, 4.53; Regular holdings of forums and lectures in communities and schools on issues like anti-drug abuse, anti-cybercrime, VAWC, etc., 4.48; Implementation of simple methods (e.g., feedback forms, polls) to assess community understanding and reception of IEC messages, 4.45; Use of IEC materials and messages in the local language (Bikol Naga) that are easy for the community to understand, 4.43; and Active use of official Facebook page or other social media platforms to broadcast alerts, safety tips, and PCR updates, 4.38.

The average weighted mean is 4.45 which is fully implemented, taken from the responses of community, 4.22 and from the group of PNP 4.68. Thus, it is noteworthy that IEC campaigns of the city mobile force company of Naga City Police Office have been implemented in a comprehensive and

institutionalized manner in all critical domains. The data suggests a maturity and a strategic approach that effectively employs a multi-channel methodology by combining traditional grassroots dissemination with modern digital engagement and is notably attentive to cultural relevance through local language adaptation.

These findings are in line with several contemporary studies that discuss the comprehensive implementation of IEC campaigns by the City Mobile Force Company within the context of community-oriented policing. Cristobal (2025) discusses social media policing strategies and points out that proactive digital dissemination and community engagement through FB and other social media platform are critical to broadcasting alerts and safety tips, which aligns with the use of social media for PCR updates observed in their work. Similarly, Guelas (2022) stresses the need for visibility and positive community interaction of police, such that the method of distributing flyers and holding community forums, similar to what the survey has been documented, is important in increasing trust and cooperation from the public toward crime prevention. On the other hand, Viernes (2025) demonstrates that effective police visibility and community partnership strategies include the foundation of crime prevention, especially when local context and multi-channel communication can ensure that the community understands and is responsive to them.

This suggests that while procedural execution and coverage of IEC activities are robust, there exists a gap between the police assessment of their outreach efficacy and the internalized reception and perceived value of those communications within the community. This is a critical area that needs strategic refinement beyond mere implementation metrics.

**Youth-Oriented Programs.** The development and implementation of PNP programs within youth-oriented initiatives form a sound, proactive core for community safety. It ensures that trust is instilled, mentorship provided, and opportunities availed to the youth to lead them into positive roles and contributions. As opposed to waiting until the crime has been committed, it attempts to root out the source of the crime problem and changes the police from an adversary to an ally in the prevention of the same peace and order from the grassroots.

Table 4. *The Extent of Implementation of the Police Community Relation Program in terms of Youth-Oriented Programs*

Indicators	COMMUNITY			PNP			AWM	I	R
	WM	I	R	WM	I	R			
1. Active and sustained partnership with specific schools for continuous programs (e.g., tree planting, classroom repairs, reading programs, etc.).	4.25	FI	1	4.65	FI	3	4.45	FI	1.5
2. Organization of sports (e.g., basketball, volleyball, etc.) between police officers and youth to build rapport and promote healthy lifestyles.	4.15	I	4.5	4.60	FI	5	4.38	FI	5
3. Establishment and support of programs that involve youth in community service (e.g., youth volunteer corps, clean-up drives).	4.20	FI	2.5	4.65	FI	3	4.43	FI	3
4. Conduct of workshops or seminars for out-of-school youth (OSY) on	4.10	I	6	4.55	FI	6	4.33	FI	6

livelihood skills, leadership, or digital literacy.									
5. Providing accessible channels for youth to seek guidance and support from police officers on personal and safety concerns.	4.20	FI	2.5	4.70	FI	1	4.45	FI	1.5
6. Active implementation of interventions and activities specifically designed to deter youth from engaging in illegal activities.	4.15	I	4.5	4.65	FI	3	4.40	FI	4
<b>Composite Weighted Mean</b>	<b>4.18</b>	<b>I</b>		<b>4.63</b>	<b>FI</b>		<b>4.41</b>	<b>FI</b>	

Reflected in Table 4 exhibits the results of the extent of implementation of the police community relation program in Naga City in terms of youth-oriented programs. Notably, all indicators included were all rated as “Fully Implemented”.

In order of their descending ranks, following quantitative ratings were obtained: Active and sustained partnership with specific schools for continuous programs (e.g., tree planting, classroom repairs, reading programs, etc.), 4.45; Providing accessible channels for youth to seek guidance and support from police officers on personal and safety concerns, 4.45; Establishment and support of programs that involve youth in community service (e.g., youth volunteer corps, clean-up drives), 4.43; Active implementation of interventions and activities specifically designed to deter youth from engaging in illegal activities, 4.40; Organization of sports (e.g., basketball, volleyball, etc.) between police officers and youth to build rapport and promote healthy lifestyles, 4.38; and Conduct of workshops or seminars for out-of-school youth (OSY) on livelihood skills, leadership, or digital literacy, 4.33.

The average weighted mean is 4.41 which is “Fully Implemented,” taken from responses from the community, 4.18 (mostly implemented) and 4.63 (fully implemented) from the PNP. Thus, it is noteworthy to note that the institutionalized and overall strategy of the city mobile force company of Naga City Police Office goes beyond mere token gestures.

There appears to be an overall operational change from the erstwhile law and order-oriented focus to an engaged and participatory one. Furthermore, the range of programs indicates an ambivalent strategy that encompasses building relations and developing capabilities. In other words, the strategy aims at the protective factors that act as buffers for the youth and the enablers that integrate the youth constructively.

The above findings closely align to the findings of Mangai et al. (2022), emphasized the critical role of structured, collaborative initiatives between law enforcement and community institutions including schools in crime prevention and social cohesion. According to Mangai et al. (2022), effective partnerships often involve co-produced activities such as educational programs, community clean-ups, and youth engagement through sports, which not only deter criminal involvement but also build trust and collective efficacy.

Based on the aforementioned findings, the data implies that these programs are successfully fostering necessary trust between the police and youth, a complete shift in the role of the police from being enforcers to being mentors. This aims to be a proactive measure in the prevention of crime through the generation of alternative, positive options and the eradication of risk aspects such as idle time. In terms of policymaking, there is clear conclusive support to support the replication of this holistic community policing strategy.

**Multi-Sectoral and Civic Action Program (CAP).** A multi-sectoral and civic action program, implemented by the PNP in partnership with government agencies, NGOs, and the private sector, supports

community development projects. This strategy prevents the PNP from being limited to enforcement by addressing socio-economic roots of crime, such as poverty. Through joint efforts in delivering collective goods like medical or training services, the PNP gains legitimacy within the communities it serves.

Reflected in Table 5 exhibits the results of the extent of implementation of the police community relation program in terms of multi-sectoral and civic action program. The mean values for the implementation of the multi-sectoral and civic action program were assessed by the following indicators in descending order: Conduct of free medical check-ups, dental services, and medicine distribution in partnership with NGOs, LGUs, and health professionals, 4.33; Organization of seminars and workshops in partnership with TESDA, DTI, or NGOs on entrepreneurship, vocational skills, and financial literacy for community members, 4.33; Collaborative conduct of training with DRRMO and other agencies on first aid, basic life support, and disaster resilience for community volunteers, 4.28; Facilitation of regular meetings with representative from NGOs, academe, business sector, and GOCCs to address community issues and plan collaborative projects, 4.28; Joint activities with environmental groups and the community, such as tree planting, coastal clean-up drives, and anti-pollution campaigns, 4.28; and Active participation in or initiation of “bayanihan” projects like building footbridges, repairing schools, or cleaning public spaces with community volunteers, 4.23.

Table 5. *The Extent of Implementation of the Police Community Relation Program in terms of Multi-Sectoral and Civic Action Program*

Indicators	COMMUNITY			PNP			AWM	I	R
	WM	I	R	WM	I	R			
1. Conduct of free medical check-ups, dental services, and medicine distribution in partnership with NGOs, LGUs, and health professionals.	4.10	I	1.5	4.55	FI	2	4.33	FI	1.5
2. Active participation in or initiation of “bayanihan” projects like building footbridges, repairing schools, or cleaning public spaces with community volunteers.	4.00	I	5.5	4.45	FI	6	4.23	FI	6
3. Collaborative conduct of training with DRRMO and other agencies on first aid, basic life support, and disaster resilience for community volunteers.	4.05	I	3.5	4.50	FI	4.5	4.28	FI	4
4. Organization of seminars and workshops in partnership with TESDA, DTI, or NGOs on entrepreneurship, vocational skills, and financial literacy for community members.	4.10	I	1.5	4.55	FI	2	4.33	FI	1.5
5. Facilitation of regular meetings with representatives from NGOs, academe, business sector, and GOCCs to address community issues and plan collaborative projects.	4.00	I	5.5	4.55	FI	2	4.28	FI	4
6. Joint activities with environmental groups and the	4.05	I	3.5	4.50	FI	4.5	4.28	FI	4

community, such as tree planting, coastal clean-up drives, and anti-pollution campaigns.								
<b>Composite Weighted Mean</b>	<b>4.05</b>	<b>I</b>	<b>4.52</b>	<b>FI</b>	<b>4.29</b>	<b>FI</b>		

Taken generally, the average weighted mean earned was 4.29 with descriptive rating of “Fully Implemented.” However, despite a nuanced discrepancy between the two-grouped of respondents’ perspectives, indicates a high level of program execution but reveals a critical perceptual gap.

Such divergence is analytically expected because internal implementors rate according to activities completed and the putative operational output, while the external beneficiaries’ rate according to the impact they have felt and experienced, depth of engagement, and sustained visibility. The fact that the groups converge to the “Fully Implemented” class implies a quantitative score from both groups fallen within the high, conclusive range; however, this subtle difference in verbal descriptors is significant.

On the other side, a uniformly high ratings reflect a deliberate PNP strategy of using partnership policing as a paradigm. This set of data shows that there is a focused effort on policing outside of law enforcement, where the police organization is a community organizer and resource coordinator that seeks to confront socio-economic determinants of security headlong relating to general health, means of liveliness, and disaster risk reduction and management.

The above findings resonate with the study of Williams (2024), whose phenomenological work on community-focused policing in marginalized groups is emphasizing the revolutionary effects of collaborative work between police and community stakeholders apart from the general police work. The author emphasizes that police legitimacy and operational effectiveness are profoundly enhanced when officers engage in sustained, empathetic partnerships with community stakeholders a perspective that aligns with your survey results highlighting programs such as free medical services, vocational workshops, and bayanihan projects conducted alongside NGOs, LGUs, and volunteers.

Moreover, Jonsson (2024) pointed out that successful collaboration requires police to recognize external organizations as trustworthy partners and to establish clear, structured roles and principles. In addition, collaboration must be organizationally institutionalized to move beyond ad-hoc engagements toward systematic, impact-oriented cooperation.

The data implies that while the intervention is operationally successful, there remains an opportunity to enhance the view of the community perception with regard to transparency and greater interaction to ensure alignment of the set marks with the experience of the community.

**Partnership With Civil Society Organizations (CSOS).** For the PNP, working hand-in-hand with Civil Society Organizations (CSOs) is not only a nice-to-have but also a necessity. Such engagement is crucial in cultivating police trust and support from communities that then become proactive participants in crime prevention instead of mere witnesses. CSOs also play a crucial role in giving police valuable grassroots information and serving as conduits between police and marginalized communities that need improved police responsiveness. Most significantly and meaningfully, engagement with CSOs enables police-centric oversight that promotes and cultivates accountability.

Table 6 presents the results of the extent of implementation of the programs and activities by the city mobile force company of Naga City Police Office in terms of partnership with civil society organizations (CSOS). The assessment data indicates that all the key indicators on the comprehensive implementation of PNP-CSO collaborative mechanisms have a verbal rating of “Fully Implemented.” Arranged in descending order were: Establishment of written Memoranda of Agreement (MOAs) or Terms of Reference (TORs) with CSOs to define roles and objectives in PCR activities, 4.53; Active involvement of CSO representatives in the deliberations and committees of the City/Barangay Peace and Order Council (POC), 4.53; Collaborative development of project proposals and action plans with CSOs, including the sharing of resources (e.g., venues, materials, volunteers, etc.), 4.48; Conduct of joint assessment meetings with CSO partners to review the impact of collaborative programs and plan for improvements, 4.48; and

Facilitation of training sessions and workshops where CSOs are tapped as resource persons on their expertise (e.g., human rights, community organizing, legal aid, etc.), 4.45.

Table 6. *The Extent of Implementation of the Police Community Relation Program in terms of Partnership Civil Society Organizations (CSOS)*

Indicators	COMMUNITY			PNP			AWM	I	R
	WM	I	R	WM	I	R			
1. Establishment of written Memoranda of Agreement (MOAs) or Terms of Reference (TORs) with CSOs to define roles and objectives in PCR activities.	4.30	FI	1.5	4.75	FI	1.5	4.53	FI	1.5
2. Collaborative development of project proposals and action plans with CSOs, including the sharing of resources (e.g., venues, materials, volunteers, etc.).	4.25	FI	3.5	4.70	FI	4	4.48	FI	3.5
3. Facilitation of training sessions and workshops where CSOs are tapped as resource persons on their expertise (e.g., human rights, community organizing, legal aid, etc.).	4.20	FI	5	4.70	FI	4	4.45	FI	5
4. Active involvement of CSO representatives in the deliberations and committees of the City/Barangay Peace and Order Council (POC).	4.30	FI	1.5	4.75	FI	1.5	4.53	FI	1.5
5. Conduct of joint assessment meetings with CSO partners to review the impact of collaborative programs and plan for improvements.	4.25	FI	3.5	4.70	FI	4	4.48	FI	3.5
<b>Composite Weighted Mean</b>	<b>4.26</b>	<b>FI</b>		<b>4.72</b>	<b>FI</b>		<b>4.49</b>	<b>FI</b>	

The data shows that there exists a strong institutional emphasis in formally establishing the relationship between PNP-CSO collaboration, as indicated by the fully implemented categorization in relation to the procedural indicators. This means that there exists an effective structural integration where there are systematic procedures for shared planning, exchange of resources, and mutual evaluation. Nevertheless, the existence of the gap between the PNP self-assessment and the community's perception of mostly Implemented warrants critical analysis. This gap would indicate the existence of the possibility where there might be some kind of procedural adherence but with an operational outcome that may not have become fully actualized or felt at the community level.

The above findings resonate with the conclusions of several other scholars who similarly identify a critical disjuncture between the formal architecture of police-community partnerships and their practical efficacy or perceived legitimacy. This gap, evident in Camo and Aguilar (2024) observation of differing implementation ratings between the PNP and the community, is echoed in the work of Mangai et al. (2022), who found that historical legacies of distrust in Johannesburg fundamentally constrain the effectiveness of even well-structured partnerships.

The Jonsson’s (2024) research in Sweden further substantiates this, indicating that organizational institutionalization of collaboration is a necessary but insufficient step, as its success is ultimately moderated by the willingness and trust of civil society organizations a key variable in community perception.

The theoretical framework provided by Teremetskyi et al. (2024) aligns by detailing the essential legal and principled components of partnership while concurrently acknowledging the obstacles posed by on-the-ground realities, which can hinder the translation of formal agreements into tangible outcomes.

Lastly, Retana and Velasco (2025) offer a pragmatic lens, enumerating specific systemic barriers such as political interference and resource scarcity that impede operational execution, thereby providing a clear explanation for why a procedural gap in perception, as documented by Camo and Aguilar (2024), might emerge. Collectively, these authors affirm that the journey from documented protocol to impactful, community-validated collaboration is a complex process fraught with intervening attitudinal, historical, and practical challenges.

This perceptual lag implies that institutional legitimacy is not solely derived from formal agreements and committee membership. The findings underscore the necessity of complementing quantitative metrics with qualitative assessments of partnership quality and community trust. For sustainable peacebuilding, the PNP must bridge this perception gap by ensuring that collaborative processes translate into tangible, inclusive, and perceptibly effective security outcomes, thereby moving from institutionalized partnership to transformative co-production of safety.

### **Summary of Results on the Extent of Implementation of the Programs and Activities by the City Mobile Force Company of Naga City Police Office**

Table 7 discloses the summary of results on the extent of implementation of the programs and activities by the city mobile force company of Naga City Police Office in terms of civic engagement and collaboration, program implementation and activities, information, education, and communication (IEC) campaigns, youth-oriented programs, multi-sectoral and civic action programs (CAP) and partnership with civil society organizations (CSOS).

Table 7. *Summary of Results on the Extent of Implementation of the Programs and Activities by the City Mobile Force Company of Naga City Police Office*

Parameters	COMMUNITY			PNP			AWM	I	R
	WM	I	R	WM	I	R			
Civic Engagement and Collaboration	4.14	I	4	4.63	FI	3.5	4.39	FI	4
Program Implementation and Activities	4.09	I	5	4.55	FI	5	4.32	FI	5
Information, Education, and Communication (IEC) Campaigns	4.22	FI	2	4.68	FI	2	4.45	FI	2
Youth-Oriented Programs	4.18	I	3	4.63	FI	3.5	4.41	FI	3
Multi-Sectoral and Civic Action Programs (CAP)	4.05	I	6	4.52	FI	6	4.29	FI	6
Partnership with Civil Society Organizations (CSOS)	4.26	I	1	4.72	FI	1	4.49	FI	1
<b>Composite Weighted Mean</b>	<b>4.16</b>	<b>I</b>		<b>4.62</b>	<b>FI</b>		<b>4.39</b>	<b>FI</b>	

On the general standing, it appears that the highest rating of 4.49 is on partnership with civil society organizations (CSOS), followed by information, education and communication (IEC) campaigns, 4.45; Youth-Oriented Programs, 4.41; Civic Engagement and Collaboration, 4.39; Program Implementation and

Activities, 4.32; and Multi-Sectoral and Civic Action Programs (CAP), 4.29, all had descriptive equivalent of “Fully Implemented.”

Hence, the thrusts and directions of the city mobile force company of Naga City Police Office programs and activities to ensure that peace and order in the community have been attained. However, the overall findings are nuanced by a critical perceptual divergence: the “Fully Implemented” composite measure, wherein the PNP self-assessment outranks community assessment. Such discrepancy points to the essential conundrum of community policing—the difference between procedural output and perceived outcome.

This pattern of strong institutional implementation aligns with the results of several related studies. Retana and Velasco (2025) similarly reported a high composite score indicating strong agreement on the PNP’s role in local governance, reflecting a consensus on the effective integration of police functions within community frameworks. Likewise, Viernes (2025) found that both police personnel and residents perceived police visibility strategies as very effective in crime prevention, demonstrating a convergence in positive assessment between the institution and the community. Furthermore, Amar and Nabe (2024) documented high levels of community engagement in crime prevention activities and a high perception of police effectiveness, reinforcing the pattern where robust program implementation correlates with positive community safety outcomes.

In view of the above findings, it implies that the assumption that success in implementation operationally does not translate well or swiftly to gaining the commensurate level of community trust or satisfaction. Thus, there should be not only an improvement in demonstrating process compliance but, further, community impact, including citizen feedback incorporated for programming design, making partnership in governance more trustful rather than transactional or process bound.

### **The Effectiveness of Programs as Perceived by the Community and PNP Personnel of Naga City**

The Philippine National Police (PNP) is the primary agency responsible for ensuring the safety of the general public and enforcing the rule of law. However, the efficacy and efficiency the PNP strives to attain as a peacekeeping institution depend on its ability to sustain beyond a responsive approach that primarily enforces the law and instead become more entrenched within the community as a crime-preventing entity.

Empirical evidence suggests that the most effective approach to policing would involve its harmonious integration with the governance and citizen engagement that the community actively pursues—as the backbone of a collective crime-prevention effort (Camo & Aguilar, 2024; Carron, O’Connor, & Chavannes, 2024; Viernes, 2025; Teremetskyi et al., 2024; Retana & Velasco, 2025; and Mangai et al., 2022). Efficacy and the successful implementation of all policing efforts would therefore no longer depend on the crime rate but on the overall development and improvement of community cohesion as a basis for community security.

**Objectives.** Clear and concise objectives are specific, measurable, achievable, relevant and time-bound (SMART) goals which offer clarity and direction to policing. Well defined objectives are not only useful in clarifying the end goals of an organization but also in defining the sphere of activities in which the organization operates.

Table 8 discloses the effectiveness of programs and activities implemented by the city mobile force company of Naga City Police Office in terms of objectives. All evaluated indicators of the program’s objectives obtained a verbal rating of “Very Effective,” arranged in descending order based on their scores: Awareness of objectives among beneficiaries, 4.58; Clarity of the program’s goals as communicated to stakeholders (e.g., community, NGO’s, commerce), 4.55; Adaptability of objectives to changing community concerns, 4.53; Alignment of objectives with community needs, 4.50; and Degree to which objectives are measurable, and time bound, 4.50.

Table 8. *The Effectiveness of Programs as Perceived by the Community and PNP Personnel of Naga City in Terms of Objectives*

Indicators	COMMUNITY			PNP			AWM	I	R
	WM	I	R	WM	I	R			
1. Clarity of the program’s goals as communicated to stakeholders (e.g., community, NGO's, commerce).	4.35	VE	1.5	4.75	VE	3	4.55	VE	2
2. Alignment of objectives with community needs.	4.30	VE	3.5	4.70	VE	5	4.50	VE	4.5
3. Degree to which objectives are measurable, and time bound.	4.25	VE	5	4.75	VE	3	4.50	VE	4.5
4. Awareness of objectives among beneficiaries.	4.35	VE	1.5	4.8	VE	1	4.58	VE	1
5. Adaptability of objectives to changing community concerns.	4.30	VE	3.5	4.75	VE	3	4.53	VE	3
<b>Composite Weighted Mean</b>	<b>4.31</b>	<b>VE</b>		<b>4.75</b>	<b>VE</b>		<b>4.53</b>	<b>VE</b>	

**Legend:**

- 4.20 – 5.00 – Very Effective (VE)
- 3.40 – 4.19 – Effective (E)
- 2.60 – 3.39 – Moderately Effective (ME)
- 1.80 – 2.59 – Ineffective (I)
- 1.00 – 1.79 – Very Ineffective (VI)

The strong performance suggests exemplary alignment between institutional planning, stakeholder communication, and community-centric adaptation. Such consistency reflects a mature policing model that effectively translates policy into actionable, trusted community engagement. The results, therefore, point to an extraordinary level of excellence in an objective measure framework wherein strategic intentions are well assimilated into public safety.

The above findings are consistent with that of De Angelis, Armenia, and De Angelis (2023), whose systems analysis of terrorism reduction underscores the necessity of clear, adaptable, and measurable objectives in security initiatives; Osumo and Salindo (2025), whose phenomenological study links clear institutional goals and community-aligned objectives to enhanced officer morale and operational purpose; De Guzman et al. (2024), whose work on PNP controversies demonstrates that transparent, needs-based programming rebuilds trust and aligns with the survey’s emphasis on objective clarity and community relevance; Macabeo (2022), whose evaluation of the PNP Human Rights Development Program highlights how program success depends on well-defined, adaptable, and collaboratively implemented objectives; and Tindoy and Magbojos (2025), whose research on police subculture and performance confirms that clearly communicated and ethically aligned objectives improve perceived effectiveness and community satisfaction.

The data implies that policymakers and program planners should make a priority out of creating awareness and support from the community. Moreover, goals should be more clearly defined and also be able to adjust and change when the need arises. By being more future focused in terms of structuring law enforcement approaches in relation to the growing demands of the community and implementing a more rigorous way to measure success, Naga City Police Office will be able to enhance its services and provide a more lasting impact, ultimately bringing about a safer and more harmonious community.

**Activities.** The PNP activities significantly enhances community safety, public trust, and social cohesiveness. By sustaining police presence, crime-prevention programs, and activity engagement with the

community, the PNP does not only deter criminal activities but also involves the residents as active partners in peace and order. Such activities will continue to ensure public confidence, police legitimacy, and collaborative problem-solving are suitably enhanced.

Table 9. *The Effectiveness of Programs as Perceived by the Community and PNP Personnel of Naga City in Terms of Activities*

Indicators	COMMUNITY			PNP			AWM	I	R
	WM	I	R	WM	I	R			
1. Relevance of activities to the program's goals.	4.20	VE	1.5	4.60	VE	3	4.40	VE	2
2. Frequency of community engagement activities conducted.	4.10	E	6	4.55	VE	5.5	4.33	VE	6
3. Variety of activities offered (e.g., seminars, patrols, dialogues).	4.15	E	4	4.60	VE	3	4.38	VE	3.5
4. Participation rate of community members in activities.	4.20	VE	1.5	4.65	VE	1	4.43	VE	1
5. Resource adequacy (logistics, budget, personnel) for activities.	4.15	E	4	4.60	VE	3	4.38	VE	3.5
6. Innovation in activity design to address emerging issues.	4.15	E	4	4.55	VE	5.5	4.35	VE	5
<b>Composite Weighted Mean</b>	<b>4.16</b>	<b>E</b>		<b>4.59</b>	<b>VE</b>		<b>4.38</b>	<b>VE</b>	

Table 9 highlights the effectiveness of programs and activities implemented by the city mobile force company of Naga City Police Office in terms of activities. Based on the composite assessment, the activities of City Mobile Force Company obtained a verbal rating of “Very Effective” with the average score of 4.38. In descending order of effectiveness were: Participation rate of community members in activities, 4.43; Relevance of activities to the program’s goals, 4.40; Variety of activities offered (e.g., seminars, patrols, dialogues), 4.38; Resource adequacy (logistics, budget, personnel) for activities, 4.38; Innovation in activity design to address emerging issues, 4.35; and Frequency of community engagement activities conducted, 4.33.

The data shows a perceptible divergence in the evaluative perspectives of the community and the police organization itself. The composite rating is within the range of “Very Effective,” but the total score masks an important divergence: the community consistently rated the activities as “Effective,” while the self-assessment of the PNP was “Very Effective” on all indicators. This perceptual gap suggests that while the programs may be structurally sound and well-executed at an institutional level, their lived experience and perceived impact at the community level were somewhat more moderate.

This difference might be due to different assessment mechanisms. The ratings of the PNP possibly reflect internal metrics in terms of output, planning, and operational delivery. In contrast, community assessment, are inherently grounded in subjective experiences, accessibility, and the tangible fulfillment of local expectations. The higher community score for participation rate is encouraging, yet the lower ratings in other domains imply that engagement may not yet be fully transformative or deeply resonant with all community needs.

Empirical evidence suggests that police activities are perceived and measured to be highly effective in maintaining peace and order. Viernes (2025) disclosed that in Isabela, police visibility strategies were deemed very effective in preventing crimes, acting as a strong deterrent that instills fear among would-be offenders, thereby reducing criminal incidence.

Similarly, Retana and Velasco (2025) also showed that the integration of public safety and service by the PNP was strongly agreed upon by the respondents, with composite scores nearing 4.0, indicating robust effectiveness in local governance and community safety. This has been further reinforced by Camo

and Aguilar (2024), who evaluated the PNP personnel to be very competent and their crime mitigation programs as very effective in implementation, monitoring, and evaluation within Camarines Sur. In the cyber world, Cristobal (2025) discussed how social media policing was effective, describing the PNP strategies as effective to highly effective in disseminating information, engaging the community, and improving emergency response. Lastly, Guelas (2022) concluded that proactive strategies of Mobile Patrol Units, such as increased police visibility and positive interaction within the community, were effective in improving public security and developing community satisfaction in Sorsogon. These studies collectively indicate that structured police initiatives-whether through physical presence, integrated services, or digital engagement-are critically effective in promoting public order and safety.

The gathered data implies a need for enhanced participatory governance and feedback integration in policing programs. Closing this perception gap requires moving beyond quantitative outputs toward qualitative co-creation of activities. Institutional efforts should prioritize deepening trust through transparency, aligning innovation with community-identified priorities, and fostering dialogue that treats residents not merely as beneficiaries but as partners in evaluation and design. This alignment is essential for transforming procedural effectiveness into sustained relational legitimacy.

**Person's Involved.** Community involvement is crucial for promoting peace and stability, as it brings together members from diverse backgrounds to work collaboratively. Such engagement fosters a sense of shared responsibility, helps prevent crime, and promotes neighborhood harmony. When community members actively participate in development, they are better equipped to understand and address their own problems collectively, leading to locally tailored solutions that are more effective than those imposed by outsiders.

Table 10 illustrates the effectiveness of programs and activities implemented by the city mobile force company of Naga City Police Office in terms of persons involved. It is noted that the two groups of respondents had claimed that the different indicators under these programs and activities were very effective among the respective communities they served. Arranged in descending ranks were Competence of police personnel in community relations, 4.58; Representation of diverse community sectors (e.g., youth, women, elders, etc.), 4.58; Responsiveness of involved personnel to community feedback, 4.58; Involvement of local/community leaders and stakeholders in planning, 4.53; and Collaboration with NGOs and other government agencies, 4.53.

Table 10. *The Effectiveness of Programs as Perceived by the Community and PNP Personnel of Naga City in Terms of Persons Involved*

Indicators	COMMUNITY			PNP			AWM	I	R
	WM	I	R	WM	I	R			
1. Competence of police personnel in community relations.	4.35	VE	2	4.80	VE	2	4.58	VE	2
2. Involvement of local/community leaders and stakeholders in planning.	4.30	VE	4.5	4.75	VE	4.5	4.53	VE	4.5
3. Representation of diverse community sectors (e.g., youth, women, elders, etc.).	4.35	VE	2	4.80	VE	2	4.58	VE	2
4. Collaboration with NGOs and other government agencies.	4.30	VE	4.5	4.75	VE	4.5	4.53	VE	4.5
5. Responsiveness of involved personnel to community feedback.	4.35	VE	2	4.80	VE	2	4.58	VE	2

<b>Composite Weighted Mean</b>	<b>4.33</b>	<b>VE</b>	<b>4.78</b>	<b>VE</b>	<b>4.56</b>	<b>VE</b>
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The uniform judgment of community and police respondents on the effectiveness of the initiatives in being “very effective” for all indicators concerning persons involved indicates a crucial and positive convergence on perceptions. The convergence of views draws attention to a collective acknowledgment of the human and relational aspects of these initiatives, especially in terms of the capability of the personnel and the level of collaborative engagement. The collective agreement indicates a successful metamorphosis of the initiatives from mere procedure-based implementation to a level of building relational elements, which form the crux of community-oriented models of policing. The uniform excellence in rating indicates a level of mutual benefit through developed capability and open communication.

Consistent with the findings of Manubag and Revisa (2025), that building trust and relationship development, consistent police presence, transparency, and responsiveness transformed community skepticism into cooperative partnerships. The authors demonstrate that successful initiatives and projects are not just transactional but are transformative, creating a positive feedback system where engaged officers feel more fulfilled, and communities perceived greater police competence and responsiveness.

Despite of having a high score, the implication is clear: there should be a continuing investment in the soft skills of police personnel, deepening of stakeholder networks, and institutionalization of feedback mechanisms to make collaboration dynamic, responsive, and representative of the continuously changing composition and concerns of the community.

**Assessment.** Programs and activities within the PNP organization must be rigorously evaluated in order that they are effective, that those in charge are accountable for them, that resources are used to best advantage and that they are in line with the organization’s objectives. This organization evaluates its projects in order to determine whether they are producing the effects they were designed to achieve and contributing to the organization’s overall objectives. Evaluating their activities allows organizations to decide on areas requiring improvement and to discover what they do well.

Table 11 displays the assessment of two groups of respondents on the effectiveness of programs and activities implemented by the city mobile force company of Naga City Police Office in terms of assessment. Notably, all the indicators included were all rated as “Very Effective.” In order of their descending ranks, following quantitative ratings were obtained: Regularity of program monitoring and evaluation, 4.38; Incorporation of community feedback into program improvements, 4.38; Evidence of sustained positive outcomes from assessments, 4.38; Efficiency of corrective actions based on assessments, 4.35; Use of standardized assessment tools (e.g., surveys, feedback forms), 4.33; and Transparency in sharing evaluation results with the community, 4.30. The average weighted mean is 4.12 which is “Effective,” taken from the responses of the community and 4.58 which is “Very Effective” from the PNP.

Table 11. *The Effectiveness of Programs as Perceived by the Community and PNP Personnel of Naga City in Terms of Assessment*

Indicators	COMMUNITY			PNP			AWM	I	R
	WM	I	R	WM	I	R			
1. Regularity of program monitoring and evaluation.	4.15	E	2	4.60	VE	2.5	4.38	VE	2
2. Use of standardized assessment tools (e.g., surveys, feedback forms).	4.10	E	4.5	4.55	VE	5.5	4.33	VE	5
3. Transparency in sharing evaluation results with the community.	4.05	E	6	4.55	VE	5.5	4.30	VE	6

4. Incorporation of community feedback into program improvements.	4.15	E	2	4.60	VE	2.5	4.38	VE	2
5. Efficiency of corrective actions based on assessments.	4.10	E	4.5	4.60	VE	2.5	4.35	VE	4
6. Evidence of sustained positive outcomes from assessments.	4.15	E	2	4.60	VE	2.5	4.38	VE	2
<b>Composite Weighted Mean</b>	<b>4.12</b>	<b>E</b>		<b>4.58</b>	<b>VE</b>		<b>4.35</b>	<b>VE</b>	

Thus, it is noteworthy to note that a coherent strategic direction and appropriate implementation and reception of the community programs of the City Mobile Force Company: it has clear objectives, develops varied and frequent activities, is carried out by competent and collaborative personnel, and includes organized forms of assessment. In addition, it is an indicative of a policing model that effectively weaves together goal setting, diversified and frequent engagement, competent and collaborative personnel, and structured evaluation mechanisms.

However, a significant disparity appears between the perceptions of the community and the self-rating of the PNP. This perceptual disparity, rather than discounting the overall effectiveness, also expresses an important reality of the program’s effectiveness, where institutional confidence does not entirely correlate with community support. This indicates that, despite the effectiveness of the program, there is a potential improvement in the sense of ownership on the part of the community.

Labata (2024) similarly notes that while community stakeholders recognize police efforts in public safety, gaps in trust and engagement persist, underscoring the need for sustained community participation to foster a sense of ownership a theme directly resonant with the observed disconnect between PNP self-assessment and community perceptions. Alcon (2025) reinforces this by emphasizing that program effectiveness is not solely determined by operational metrics but also by the depth of community integration and perceived legitimacy, suggesting that even well-structured initiatives require conscious strategies to align institutional confidence with public trust.

Daisy and Magbojos (2023) further corroborate this dynamic in their examination of police-community relations, where high institutional performance ratings did not always translate into proportional community satisfaction, pointing to the importance of transparency and consistent community feedback in bridging perceptual gaps. Williams (2024) expands on this by exploring how lived experiences of police officers shape community engagement, noting that officer morale and perceived public support significantly influence program implementation a finding that echoes the study’s observation that institutional confidence may not fully reflect community sentiment. Cristobal (2025) examines the role of social media and structured communication in police-community engagement, highlighting that systematic assessment and transparency in sharing results much like the use of standardized evaluation tools noted in the study are critical for maintaining community trust and validating program outcomes.

This imply that future efforts should prioritize not only maintaining high operational standards but also enhancing participatory communication and relational trust to align internal assessments more closely with community lived experiences.

### **Summary of Results on the Effectiveness of Programs as Perceived by the Community and PNP Personnel of Naga City**

Table 12 discloses the summary of results on the effectiveness of programs and activities implemented by the city mobile force company of Naga City Police Office in terms of objectives, activities, persons involved, and assessment.

The composite evaluation reveals that the programs and activities implemented by the City Mobile Force Company are rated as “Very Effective” overall, attaining a composite weighted mean of 4.46. Among the key parameters assessed, Persons Involved received the highest score (4.56), followed closely

by Objectives (4.53). The dimension of Activities was also rated very effective (4.38), while Assessment obtained slightly lower but still strong score of 4.35. The above data means that the community programs have been implemented with considerable operational proficiency and strategic alignment, achieving a substantively effective outcome. However, the persistent divergence between institutional and community appraisal signifies that procedural success does not automatically equate to maximal public trust or perceived impact. As a result, the findings underscore the imperative to transcend conventional service delivery by fostering more inclusive dialogue, transparent communication of results, and collaborative mechanisms for feedback and adaptation.

Table 12. *Summary of Results on the Effectiveness of Programs as Perceived by the Community and PNP Personnel of Naga City*

Parameters	COMMUNITY			PNP			AWM	I	R
	WM	I	R	WM	I	R			
Objectives	4.31	VE	2	4.75	VE	2	4.53	VE	2
Activities	4.16	E	3	4.59	VE	3	4.38	VE	3
Persons Involved	4.33	VE	1	4.78	VE	1	4.56	VE	1
Assessment	4.12	E	4	4.58	VE	4	4.35	VE	4
<b>Composite Weighted Mean</b>	<b>4.23</b>	<b>VE</b>		<b>4.68</b>	<b>VE</b>		<b>4.46</b>	<b>VE</b>	

Carron, O'Connor, and Chavannes (2024) offer corroborating evidence. The authors found that community engagement activities significantly benefit officers' mental wellbeing and relationship-building, demonstrating internal operational success. However, this aligns with the identified divergence, as their work also implies that such institutional gains do not automatically translate to full community trust, reinforcing the need for more inclusive dialogue and transparent communication to bridge perceptual gaps.

To solidify long-term impact, future initiatives should prioritize embedding community voice directly into both planning and evaluation cycles, thereby transforming operational success into deeper, more sustainable trust and collaborative ownership of safety outcomes.

### **Test of Significant Difference on the Appraisal of the Two Groups of Respondents on the Level of Effectiveness of the Implementation of the Programs**

In this study, the researcher sought the significant difference in the appraisal of the two groups of respondents on the level of effectiveness of the implementation of the programs using Kolmogorov-Smirnov Test. Table 13 reveals the results.

Table 13. *Test of Significant Difference on the Appraisal of the Two Groups of Respondents on the Level of Effectiveness of the Implementation of the Programs*

Test Component	Parameters			
	Objectives	Activities	Persons Involved	Assessment
n	10	12	10	12
Mean	4.53	4.38	4.56	4.35
Std. Deviation	0.22348	0.2291	0.2386	0.2459
K	0.8803	0.9613	0.9642	1.0016
D	0.2784	0.2775	0.3049	0.292
Asymp. Sig. (2-tailed)	.0271	.0113	.00898	.00565
Decision	Rejected	Rejected	Rejected	Rejected

Interpretation	Significant	Significant	Significant	Significant
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For **Objectives**, the Kolmogorov-Smirnov test yielded a D-statistic of 0.2784 ( $K = 0.8803$ ) with a p-value of .0271. Since the p-value is less than the 0.05 significance threshold, the null hypothesis was rejected. The D-statistic falls outside the 95% acceptance region of  $[0, 0.262]$ , confirming that the observed distribution deviates significantly from normality. The effect size, as measured by D, is large at 0.2784, indicating a substantial discrepancy between the empirical distribution of responses and the theoretical normal distribution.

Similarly, **Activities** produced a D-statistic of 0.2775 ( $K = 0.9613$ ) with a p-value of .0113. The null hypothesis is again rejected, as the p-value is below 0.05. The test statistic exceeds the upper bound of the acceptance region  $[0, 0.242]$ , supporting the conclusion of non-normality. The effect size remains large ( $D = 0.2775$ ), suggesting that the departure from a normal distribution is not trivial and bears practical significance.

For **Person's Involved**, the test yielded a D-statistic of 0.3049 ( $K = 0.9642$ ) with a p-value of 0.00898. This p-value falls well below the alpha level, providing strong evidence against the null hypothesis. The D value lies outside the  $[0, 0.262]$  acceptance interval, and the large effect size ( $D = 0.3049$ ) indicates a pronounced divergence from normality. The probability of committing a Type I error in rejecting the null is approximately 0.9%, reflecting a high degree of confidence in the alternative hypothesis that the distribution is non-normal.

The parameter **Assessment** exhibited the strongest evidence against normality, with a D-statistic of 0.292 ( $K = 1.0016$ ) and a p-value of 0.00565. The test statistic exceeds the critical bound of the acceptance region  $[0, 0.242]$ , and the associated effect size is large ( $D = 0.292$ ). The p-value indicates only a 0.57% chance of erroneously rejecting the null hypothesis, thereby affirming that the sample distribution is significantly different from a normal distribution.

Across all four parameters, the Kolmogorov-Smirnov test consistently rejected the null hypothesis of normality, as evidenced by p-values ranging from 0.0271 to 0.00565, all below the 0.05 significance level. The D-statistics, all exceeding their respective critical values, ranged from 0.277 to 0.304, with effect sizes uniformly classified as large. These findings collectively indicate that the data for Objectives, Activities, Persons Involved, and Assessment do not approximate a normal distribution, thereby supporting the application of nonparametric statistical methods in subsequent analyses.

The results show that the responses of common people and the police are not the same. The difference is significant, meaning it is unlikely to have happened by chance. In short, the two groups view the four areas such as Objectives, Activities, Persons Involved, and Assessment differ from one another.

This implies that interventions or further analysis should prioritize the three significant areas where notable discrepancies exist, rather than focusing on objectives where consensus appears stable.

The findings corroborate with that of Camo and Aguilar (2024) that reported no significant difference in perceptions of organizational competence among stakeholder groups, whereas significant differences emerged in operational areas such as training and logistics.

Likewise, Tindoy and Magbojos (2025) found consensus on foundational aspects like police subculture but significant disparities in evaluative components like performance and ethics. Both studies reinforce that while strategic goals are uniformly perceived, execution and assessment often yield statistically varied appraisals across different respondent groups.

### **Perceived Effects of the Program to the Beneficiaries**

The Philippine National Police is the primary law enforcement agency that maintains peace and order throughout the country. Its role involves preventing and suppressing crimes, conducting investigations, and enforcing laws in every community. Through visible patrols, anti-criminality

campaigns, and coordination with local governments and active participation by citizens, the PNP deters crime, responds to emergencies, and creates a secure environment to attain national stability and public safety.

**Security and Safety.** Security is the protection of individuals and assets from those who intend to harm them. Safety is the protection of people and assets from harm not caused by human intent but by accident. These two concepts are the pillars upon which a stable society is built. Table 14 presents the perceived effects of the PNP program to the beneficiaries in terms of safety and security.

Notably, all indicators were all rated as “Strongly Agree.” In order of their descending Ranks, following quantitative ratings were obtained: Enhanced reporting of crimes due to better police-community relations, 4.33; Reduction in crime rates in the community, 4.30; Increased feeling of safety among residents, 4.28; Improved trust between police and community members, 4.28; Lower incidence of violence and conflicts, 4.28; and Faster police response time to incidents, 4.23.

Table 14. *The Perceived Effects of the Program on the Beneficiaries in Terms of Safety and Security*

Indicators	COMMUNITY			PNP			AWM	I	R
	WM	I	R	WM	I	R			
1. Reduction in crime rates in the community.	4.10	A	1.5	4.50	SA	3.5	4.30	SA	2
2. Increased feeling of safety among residents.	4.05	A	4	4.50	SA	3.5	4.28	SA	4
3. Faster police response time to incidents.	4.00	A	6	4.45	SA	6	4.23	SA	6
4. Improved trust between police and community members.	4.05	A	4	4.50	SA	3.5	4.28	SA	4
5. Enhanced reporting of crimes due to better police-community relations.	4.10	A	1.5	4.55	SA	1	4.33	SA	1
6. Lower incidence of violence and conflicts.	4.05	A	4	4.50	SA	3.5	4.28	SA	4
<b>Composite Weighted Mean</b>	<b>4.06</b>	<b>A</b>		<b>4.50</b>	<b>SA</b>		<b>4.28</b>	<b>SA</b>	

**Legend:**

- 4.20 – 5.00 – Strongly Agree (SA)
- 3.40 – 4.19 – Agree (A)
- 2.60 – 3.39 – Moderately Agree (MA)
- 1.80 – 2.59 – Strongly D
- 1.00 – 1.79 – Strongly Disagree (SD)

The composite weighted mean is 4.05 which is “Agree” taken from the responses of community members and 4.50 which is “Strongly Agree” taken from the responses of PNP. Thus, it is noteworthy to note that a positively perceived impact overall, affirming the program’s contribution to safety and security. Notably, the relational aspects of policing, such as community trust and cooperation, are perceived more strongly than direct operational outcomes like response times.

This suggests the initiative has been successful in fostering essential community engagement, which is a foundational element of effective law enforcement. However, the data revealed a significant perceptual disparity between the two respondent groups. While both communities and PNP personnel positively assess the program’s impact, the notably higher composite rating from the PNP indicates a pronounced gap in evaluation. This divergence suggests that the program’s successes, particularly in fostering community relations, are internally perceived as more robust than they are externally experienced.

Such a normative bias within the organization is a common sociological phenomenon, where implementers may conflate procedural efforts with substantive outcomes.

The findings corroborate with that of Viernes (2025), that increased police visibility significantly fosters fears among criminals or offenders, serve as a deterrent, and thus reduce crime incidence by strengthening police-community partnerships, thereby enhancing public trust and cooperative crime reporting. Similarly, Amar & Nabe (2024) established that effective crime prevention measures directly improve community safety, with the public’s perception of police acting as a critical mediator in this relationship, thereby reinforcing trust and encouraging proactive community engagement in safety initiatives.

Despite obtaining a high rating along this aspect, it reflects a very clear perceptual gap between the community assessment and the self-assessment by PNP personnel. Both are positive, the variance suggests that community perceptions of tangible security gains on the ground lag behind the police’s own performance rating. Therefore, to solidify and advance these gains, the strategic focus must evolve from building relational capital to enhancing visible operational efficacy, ensuring that improved trust directly translates into more consistently felt security.

**Economic.** Investors’ perception of the level of safety and security that a country provides is a major factor in determining its economic growth. This is because a secure nation state can inspire investor confidence. In a society where a strong and trustworthy police force is present, individuals are deterred from engaging in illicit activities. This environment enables businesses to flourish without fear of crime. Table 15 displays the perceived effects of the PNP program to the beneficiaries in terms of economics.

A closer look on the general ratings of the data would reveal that the following indicators obtained a verbal rating of “Moderately Agree.” Specifically, Enhanced tourism due to perceived safety, 2.82; Reduction in economic losses from crimes (e.g., theft, vandalism), 2.82; Lower costs for private security measures, 2.80; Job creation linked to community policing initiatives, 2.78; and Increased investor confidence in the community, 2.77.

Table 15. *The Perceived Effects of the Program on the Beneficiaries in Terms of Economic*

Indicators	COMMUNITY			PNP			AWM	I	R
	WM	I	R	WM	I	R			
1. Increased investor confidence in the community.	3.95	A	4.5	4.35	SA	5	2.77	MA	5
2. Reduction in economic losses from crimes (e.g., theft, vandalism).	4.00	A	2	4.45	SA	1.5	2.82	MA	1.5
3. Job creation linked to community policing initiatives.	3.95	A	4.5	4.4	SA	3.5	2.78	MA	4
4. Enhanced tourism due to perceived safety.	4.00	A	2	4.45	SA	1.5	2.82	MA	1.5
5. Lower costs for private security measures.	4.00	A	2	4.4	SA	3.5	2.80	MA	3
<b>Composite Weighted Mean</b>	<b>3.98</b>	<b>A</b>		<b>4.41</b>	<b>SA</b>		<b>2.80</b>	<b>MA</b>	

The data suggest that the PNP program is perceived to have a moderately positive economic impact on the community. The PNP programs and their presence contribute to urban development beyond economic terms by fostering a sense of community in urban areas, though to a moderate degree. When residents feel their community is somewhat safer, the result is a tendency for residents to get to know one another better. Better relations between neighbors sometimes lead to community projects and maintenance

of the local environment. Investments in the visibility of police departments can generate some economic benefits of a police presence, creating a potential cycle where police presence and economic stability moderately reinforce one another.

This is in consonance to the findings of Getembe (2024) posits that robust law enforcement is a crucial driver of socio-economic advancement, achieved through the mitigation of crime and the cultivation of public confidence; these factors subsequently foster investment and promote secure economic operations. It also bears similarity to the findings of the study conducted by Norov and Odkhuu (2025), underscore the essential function of police forces in safeguarding economic stability, especially through the suppression of money laundering and enhancing financial integrity.

The slightly lower, yet still positive, ratings for systemic enablers such as investor confidence and job creation suggest that, while the foundational security of economic growth is being laid, the full translation into broader, long-term development remains in process. The community recognizes the reduced costs

and jobs created but feels these are secondary, albeit beneficial, effects.

The data implies that economic development through PNP's role is validated but can be deepened strategically. Law enforcement should concretely collaborate with the local economic planners and tourism boards to harness documented safety gains explicitly to catalyze investment and livelihood sustainability programs. This develops the needed conscious link between immediate crime reduction and comprehensive local economic advancement.

**Socio-Cultural.** The PNP has a profound role as agents of socialization and norm enforcement. In interpreting and applying the laws, they express and remake the values of society, define appropriate behavior, and manifest what community means. Their everyday interactions serve to build or erode civic culture by deepening or weakening public trust in institutions. Community engagement by the police can enhance senses of inclusion, reduce cultural conflict, and build collective efficacy. On the other hand, biased policing aggravates social cleavage and marginalization. Police, beyond law enforcement, police action directly affects social cohesion, cultural norms, and the perceived legitimacy of the state within the community fabric.

Exhibited in Table 16 is the perceived effects of the PNP program to the beneficiaries in terms of socio-cultural. Notable, the two groups of respondents unanimously rated all the indicators "Strongly Agree." Specifically, they were: Improved police-community rapport and mutual respect, 4.50; Reduction in social discrimination and biases in policing, 4.48; Strengthened community cohesion and solidarity, 4.45; Promotion of gender-sensitive policing approaches, 4.45; and Greater inclusivity of marginalized groups in community programs, 4.45.

Table 16. *The Perceived Effects of the Program to the Beneficiaries in Terms of Socio-Cultural*

Indicators	COMMUNITY			PNP			AWM	I	R
	WM	I	R	WM	I	R			
1. Strengthened community cohesion and solidarity.	4.25	SA	3.5	4.65	SA	4	4.45	SA	4
2. Improved police-community rapport and mutual respect.	4.30	SA	1	4.70	SA	1.5	4.50	SA	1
3. Reduction in social discrimination and biases in policing.	4.25	SA	3.5	4.70	SA	1.5	4.48	SA	2
4. Promotion of gender-sensitive policing approaches.	4.25	SA	3.5	4.65	SA	4	4.45	SA	4

5. Greater inclusivity of marginalized groups in community programs.	4.25	SA	3.5	4.65	SA	4	4.45	SA	4
<b>Composite Weighted Mean</b>	<b>4.26</b>	<b>SA</b>		<b>4.67</b>	<b>SA</b>		<b>4.47</b>	<b>SA</b>	

The data suggests that the effects of PNP program on the beneficiaries has transcended mere procedural compliance, as it has facilitated a notable normative shift within the police organization and interactions with the society. The high ratings respectively indicate a transformation regarding the underlying relations between the organization and society, which underscore mutual values of enhanced trust, legitimacy, and shared values.

This is supported by the findings of Carron, O'Connor, and Chavannes (2024) that community engagement activities promote positive relationship-building activities among officers and community members, which positively contribute to officers' mental wellbeing. Likewise, the study also supports the contention of Mangai et al. (2022) that effective police-community partnership would not only reduce crime but also maintain public confidence in the police and eventually enhance the social cohesion of all individuals, which directly resonates with the themes of strengthened community cohesion and solidarity and greater inclusivity of the most marginalized groups.

The data implies that the initiative has been catalytically effective in achieving an integrated approach to the inclusive, respectful, and cohesive terms of the social contract. Most critically, the strategic fit between the self-appraisal requirements demanded by the PNP's community need is spot on, reflecting an internalization of the socio-cultural values. In addition, the achievement of this new social capital is the ultimate end-state goal outcome because it represents the ultimate victory within the program. The challenge is to institutionalize this community-driven culture into the very training, promotion, and performance goals.

**Environment.** Increasingly police and other agencies of law enforcement are contributing to conservation. Community policing encompasses not only enforcing the law but also engaging with the public and raising awareness of environmental issues which are key to sustainability.

Table 17. *The Perceived Effects of the Program to the Beneficiaries in Terms of Environment*

Indicators	COMMUNITY			PNP			AWM	I	R
	WM	I	R	WM	I	R			
1. Decreased illegal activities harming the environment (e.g., logging, pollution).	4.20	SA	3	4.60	SA	4.5	4.40	SA	3.5
2. Improved cleanliness and order in public spaces.	4.15	A	5.5	4.60	SA	4.5	4.38	SA	5.5
3. Community-led environmental protection initiatives.	4.25	SA	1	4.65	SA	1.5	4.45	SA	1
4. Reduction in vandalism and destruction of public property.	4.20	SA	3	4.65	SA	1.5	4.43	SA	2
5. Increased awareness of eco-friendly policing practices.	4.20	SA	3	4.60	SA	4.5	4.40	SA	3.5
6. Preservation of parks and recreational areas due to better security.	4.15	A	5.5	4.60	SA	4.5	4.38	SA	5.5

<b>Composite Weighted Mean</b>	<b>4.19</b>	<b>A</b>	<b>4.62</b>	<b>SA</b>	<b>4.41</b>	<b>SA</b>
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Table 17 presents the perceived effects of the PNP program to the beneficiaries along with environment. Rated “Strongly Agree” in descending order were: Community-led environmental protection initiatives, 4.45; Reduction in vandalism and destruction of public property, 4.43; Increased awareness of eco-friendly policing practices, 4.40; Decreased illegal activities harming the environment (e.g., logging, pollution), 4.40; Improved cleanliness and order in public spaces, 4.38; and Preservation of parks and recreational areas due to better security, 4.38.

The data suggest that the effects of PNP program on the beneficiaries is perceived to have successfully extend its impact into the sphere of environmental stewardship and public space management. Such an outcome indicates the success of the program in capitalizing on improved police and community relations to address broader issues of quality of life. In addition, protecting the environment naturally enhances public health, promotes sustainability and contributes to community well-being. High levels of effectiveness within policing prevent ecological systems from being undermined by criminal activities.

Mangai et al. (2022) underscored that such joint efforts by the police and the community are highly necessary in promoting public safety and building trust, which directly affects the development of initiatives by the community and protection of common spaces and hence prevents vandalism. Similarly, Guelas (2022) asserted that that the greater the visibility of the police and their positive interactions with the community, the greater the sense of satisfaction and feeling of security among the community members. This forms the basis of maintaining the cleanliness of the area and protecting the environment.

The findings imply that it has become necessary that such a community co-production strategy be institutionalized. It must become a part of the standard operating procedures and performance goals of the PNP that environmental protection goals and frameworks for community partnership be mainstreamed.

**Political.** Police responsibilities are not limited to enforcement of laws; they also serve to safeguard the citizens’ rights. A properly accountable police service contributes to upholding civil rights by supporting the legal system, thus reinforcing democratic practices. When police operations are used to implement a political agenda, they may end up losing their objectivity. Selective law enforcement can foster division by creating societal disparities that are often politically motivated.

Table 18. *The Perceived Effects of the Program to the Beneficiaries in Terms of Political*

Indicators	COMMUNITY			PNP			AWM	I	R
	WM	I	R	WM	I	R			
1. Increased public trust in local government and law enforcement.	4.05	A	1.5	4.50	SA	1.5	4.28	SA	1.5
2. Enhanced cooperation between police and local officials.	4.00	A	4	4.45	SA	4	4.23	SA	4
3. Reduced political interference in police operations.	3.95	A	6	4.40	SA	6	4.18	A	6
4. Greater transparency in police-community engagements.	4.05	A	1.5	4.50	SA	1.5	4.28	SA	1.5
5. Improved handling of politically sensitive situations.	4.00	A	4	4.45	SA	4	4.23	SA	4
6. Strengthened adherence to human rights in policing.	4.00	A	4	4.45	SA	4	4.23	SA	4

<b>Composite Weighted Mean</b>	<b>4.01</b>	<b>A</b>	<b>4.46</b>	<b>SA</b>	<b>4.24</b>	<b>SA</b>
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Viewed in Table 18 are the perceived effects of the PNP program to the beneficiaries in terms of political. Rated “Strongly Agree” were increased public trust in local government and law enforcement, 4.28; greater transparency in police-community engagements, 4.28; enhanced cooperation between police and local officials, 4.23; improved handling of politically sensitive situations, 4.23; strengthened adherence to human rights in policing, 4.23. However, reduced political interference in police operations, 4.18 obtained a verbal rating of “Agree.”

The data suggest a strong approximation regarding the positive impact of the program on the political domain, as reflected in the overwhelming affirmation of its role in the enhancement of public trust and institutional cooperation. The shared perception points to a substantial promotion of the legitimacy of the police and its viability within a democratic framework. The shared concern for improved compliance with human rights principles points to a crucial alignment with the constitution. However, a salient nuanced emerges in the perception of political interferences, still viewed positively but with marginally less conviction than other indicators. This subtle disparity in convictions suggests that while the program has effectively improved formal community and institutional relations, its capacity to mitigate deeper, informal political pressures on police operational autonomy is perceived as less absolute. This would tend to point to a possible boundary in the initiative’s transformative reach against entrenched political dynamics.

This is supported by the findings of Macabeo (2022), who highlighted the importance of developing institutional policies, as it contributed largely to building community trust, with zero human rights violations being reported. In fact, according to Retana and Velasco (2025), the enhanced role of the PNP in the integration of public safety and services with the help of partnership arrangements with the Local Government Units contributed largely towards enhanced public perception of the effectiveness of the PNP, as well as increased cooperation among the institutions.

Similarly, Tindoy and Magbojos (2025) found that a positive police subculture and work ethics served as a mediator in community perceptions, which influenced a higher rating in terms of performance and trust, thus reflected in reduced political interference and appropriate handling of sensitive situations.

The program’s primary achievement lies in its establishment of a basis of trust and transparency. To fortify these advancements, future strategic efforts must deliberately engage with the political context of policing, emphasizing institutional protections and cultural practices that shield operational integrity from external pressures, thus strengthening democratic accountability.

**Education.** Relationships between the police and educational institutions are crucial in maintaining law and order. The development of an individual’s character and their views is, to a considerable extent, the result of their education. This also contributes to intellectual development through critical thinking and the realization of social issues. Students can participate positively in society by learning in school about civic duties, conflict resolution and the legal system. The education system empowers its learners to be law-abiding citizens by instilling in them a feeling of belonging and personal responsibility.

Table 19 discloses the perceived effects of the PNP program to the beneficiaries in terms of education. The perceived effects of the PNP program in the educational domain are uniformly excellent, with all indicators obtained a verbal rating “Strongly Agree”.

Table 19. *The Perceived Effects of the Program to the Beneficiaries in Terms of Education*

Indicators	COMMUNITY			PNP			AWM	I	R
	WM	I	R	WM	I	R			
1. Improved school safety and security measures.	4.35	SA	1	4.75	SA	2	4.55	SA	1
2. Increased awareness of crime prevention among students.	4.25	SA	5	4.70	SA	5	4.48	SA	5.5

3. Enhanced police-school partnership programs (e.g., anti-drug campaigns).	4.30	SA	2.5	4.75	SA	2	4.53	SA	2
4. Reduction in school-related violence and bullying.	4.30	SA	2.5	4.70	SA	5	4.50	SA	3.5
5. Higher student and teacher attendance due to safer environments.	4.25	SA	5	4.75	SA	2	4.50	SA	3.5
6. Increased youth participation in leadership and civic education programs.	4.25	SA	5	4.70	SA	5	4.48	SA	5.5
<b>Composite Weighted Mean</b>	<b>4.28</b>	<b>SA</b>		<b>4.73</b>	<b>SA</b>		<b>4.51</b>	<b>SA</b>	

In descending order of their mean scores, these are: Improved school safety and security measures, 4.55; Enhanced police-school partnership programs (e.g., anti-drug campaigns), 4.53; Reduction in school-related violence and bullying, 4.50; Higher student and teacher attendance due to safer environments, 4.50; Increased awareness of crime prevention among students, 4.48; and Increased youth participation in leadership and civic education programs, 4.48. The data suggest that the program of PNP along with educational domain effectively intersects educational outcomes on clear and impactful dimensions, with respondents perceiving those effects to be uniformly robust across a continuum of related indicators.

The results describe a model of intervention whereby security measures and institutional partnerships are the basic entry points, which in turn allow for critical secondary benefits such as reduced violence, increased attendance, and the proactive development of student awareness and civic participation.

This pattern suggests that the program goes beyond a narrow mandate for security, positioning police as an enabling force within the educational environment. By integrating law enforcement into school operations creates a setting where safety actively supports essential academic and social growth. This approach invests in both immediate security and the eventual development of a responsible, involved citizenry.

This is further supported by Viernes (2025) who asserted that a consistent police presence deters criminal behavior and enhances public perception of safety an effect that extends into school settings. Similarly, Williams (2024) observed that community-oriented policing when applied with empathy and consistency can positively influence youth perceptions of law enforcement and encourage civic involvement. In addition, Mangai et al. (2022) emphasized the importance of police-community partnerships including school-based collaborations in reducing crime and raising safety awareness. And lastly, Macabeo (2022) notes that community participation and educational initiatives help reduce human rights abuses and build trust.

Moreover, the data implies that a school-based program constitutes a crucial investment in the safety of the community and social capital. This program should rather be mainstreamed and possibly scaled up as it deals with the immediate safety issues simultaneously with being a preventive social program. This seems to be a highly strategic and sustainable form of policing.

### **Summary of Results on the Perceived Effects of the Program to the Beneficiaries**

Table 20 discloses the summary of results on the perceived effects of the program to the beneficiaries of the City Mobile Force Company of Naga City Police Office in terms of security and safety, economic, socio-cultural, environment, political and education. The assessment of PNP programs of the six indicators, as evaluated by community and PNP respondents, yielded a composite weighted mean of 4.35, interpreted as “Strongly Agree”. Education ranked highest with a mean of 4.51; Socio-cultural at 4.47; Environment at 4.41; Security at 4.28; and Political at 4.24. The Economic indicator, while rated Strongly Agree with a mean of 4.20, ranked lowest at sixth place. Overall, respondents strongly agree that PNP

programs positively impact all six indicators, with education receiving the highest recognition and economic benefits the lowest, though still within the Strongly Agree range.

Table 20. Summary of Results on the Perceived Effects of the Program to the Beneficiaries

Indicators	COMMUNITY			PNP			AWM	I	R
	WM	I	R	WM	I	R			
Safety and Security	4.06	A	4	4.5	SA	4	4.28	SA	4
Economic	3.98	A	6	4.41	SA	6	4.2	SA	6
Socio-cultural	4.26	SA	2	4.67	SA	2	4.47	SA	2
Environment	4.19	A	3	4.62	SA	3	4.41	SA	3
Political	4.01	A	5	4.46	SA	5	4.24	SA	5
Education	4.28	SA	1	4.73	SA	1	4.51	SA	1
<b>Composite Weighted Mean</b>	<b>4.13</b>	<b>A</b>		<b>4.57</b>	<b>SA</b>		<b>4.35</b>	<b>SA</b>	

The data suggests that education and socio-cultural domains where policing actively builds social capital and fosters future citizenship. This success is rooted in improved community relations, which also underpin strong scores in environment and security and safety. However, the relatively lower scores in the political and, especially, economic domains suggest a diffusion of impact when translating social trust into systemic governance reform and tangible material prosperity. The program excels at building relational foundations but faces challenges in leveraging that capital for broader institutional and economic change.

Carron, O'Connor, and Chavannes (2024) found that community engagement holds profound personal significance for police officers, extending beyond institutional benefits. Viernes (2025) affirmed that police visibility strategies are strongly viewed as crime deterrents. Teremetsky et al. (2024) concludes that successful collaboration is built on principles of equality, mutual trust, and voluntary participation, which enhance law enforcement efficacy and community oversight.

Retana and Velasco (2025) confirm the PNP's strong role in local administration and public safety. According to Mangai et al. (2022), partnerships with businesses, media, and schools are essential for effective crime reduction and community empowerment. Tindoy and Magbojos (2025) found that a positive subculture and strong work ethics significantly enhance perceived police performance and community satisfaction.

The data imply that while the program has been superlative in fostering trust and transformative social outcomes, its capacity to catalyze broader institutional and material progress is not yet fully realized. Therefore, the strategic implication is the need for a deliberate pivot. Future program iterations must architect specific channels to convert accrued social capital into concrete economic and political gains. This requires transitioning from a model focused on community relations to one of multidimensional partnership, formally integrating with local economic planning and governance bodies to co-design initiatives that explicitly translate safety into investment, livelihood, and enhanced political accountability, thereby achieving a more uniform and holistic developmental impact.

### **PROJECT SARABAY: An Operational Manual for Enhanced Community Policing Naga City Police Office – City Mobile Force Company**

This proposed improvement plan introduces a strategic enhancement framework for the Naga City Police Office's City Mobile Force Company (CMFC), rooted in a rigorous tripartite performance evaluation. By leveraging documented strengths in program execution and community impact, the framework shifts the institutional focus from static achievement toward a model of progressive optimization. This approach seeks to move beyond traditional metrics to achieve a more profound level of institutional-community integration.

Two latent opportunities serve as the catalyst for this initiative: the perceptual divergence between internal personnel and community stakeholders, and the performance gradients existing within high-scoring indicators. These nuances suggest that even within a successful operation, there is significant room to align internal perceptions with public reality. By addressing these gaps, the CMFC can deepen its impact and ensure that departmental success is mirrored by community sentiment.

Grounded in the principles of modern public administration, the proposed interventions move toward systemic reform. Key strategies include the formalization of multi-sectoral governance councils, the deployment of adaptive feedback mechanisms, and a deliberate effort to link policing activities to broader civic goals, such as economic vitality and participatory governance. The ultimate objective is to transition the CMFC from a standard law enforcement unit into an integrated public safety entity—one that is deeply embedded in Naga City’s social and developmental ecosystem. By bridging perceptual divides and fostering co-produced security, this framework aims to solidify institutional legitimacy and establish a replicable gold standard for holistic, community-centric policing.

### **Summary**

The present study determined and analyzed the extent of implementation of the police community relations program of the City Mobile Force Company of Naga City Police Office for calendar year 2025-2026, specifically describing the extent of implementation in terms of civic engagement, program implementation and activities, information, education, and communication campaigns, youth-oriented programs, multi-sectoral and civic action programs, and partnerships with civil society organizations; the perceived effectiveness of the program as evaluated by the community and PNP personnel along the dimensions of objectives, activities, persons involved, and assessment; the presence of a significant difference between the two groups' appraisals of program effectiveness; the perceived benefits to beneficiaries in terms of security and safety, economic, socio-cultural, environmental, political, and educational aspects; and a proposed improvement plan to enhance PCR program implementation based on the study's findings.

This study tested the null hypothesis that there is no significant difference in the appraisal of the two groups of respondents on the level of effectiveness of the implementation of the programs. The respondents of the study were composed of two groups, namely: the members of the community of Naga City which was composed of 384 respondents and 74 PNP personnel of mobile force company of Naga City Police Office. This study utilized the descriptive-inferential method of research that was used in this study using the following statistical tools/treatment: weighted mean, percentage, frequency count, rank, Kolmogorov-Smirnov test, and K-statistics. The level of significance was set at 0.05.

### **Findings**

From the statistical treatment of the data with the corresponding analysis and interpretation thereto, the following findings have surfaced:

1. The extent of implementation of the programs and activities of the Naga City Police Office’s mobile force company obtained a rating from 4.29 to 4.49, all classified as “Fully Implemented,” with the highest score for partnerships with civil society organizations. However, a key finding reveals a perceptual gap: the PNP’s self-assessment is significantly higher than the community’s, underscoring the distinction between procedural outputs and perceived outcomes in community policing.
2. The City Mobile Force Company’s programs received an overall descriptive rating of “Very Effective” with a composite mean of 4.46, with the highest scores for Persons Involved (4.56) and Objectives (4.53), and slightly lower but still strong scores for Activities (4.38) and Assessment (4.35). Despite this procedural and strategic effectiveness, a persistent divergence between institutional and community appraisals indicates that operational success does not automatically translate into maximal public trust or perceived impact.

3. The Kolmogorov-Smirnov test consistently rejected normality across all four parameters (Objectives, Activities, Persons Involved, Assessment), with p-values from .0271 to .00565 and D-statistics ranging between 0.277 and 0.304. All surpassing critical values and denoting large effect sizes.
4. On the perceived effects of the programs on the beneficiaries, based on pooled assessments from community and PNP respondents across 6 indicators, the composite weighted mean of 4.35 with a verbal description of “Strongly Agree” indicates overall positive evaluation of program impact. Among the domains, Education obtained the highest aggregate rating of 4.51, followed by Socio-cultural, 4.47; Environment, 4.41; Security, 4.28; and Political, 4.24; whereas Economic ranked lowest, 4.20 is still within the “Strongly Agree” range.
5. An improvement plan can be proposed to transform high performance into transformative community-embedded governance and to advance the CMFC from an exemplar of effective law enforcement to a nationally recognized model of integrated public safety.

## CONCLUSIONS

In the light of the findings, the following conclusions were drawn:

1. All assessed programs and activities of the City Mobile Force Company have been fully implemented. The implementation is strongest in Partnership with Civil Society Organizations (CSOs), indicating a highly effective collaborative framework. The consistent high ratings across all indicators confirm a comprehensive and successful execution of the CMFC’s operational portfolio.
2. The effectiveness of programs and activities of the City Mobile Force Company are collectively “Very Effective.” Effectiveness is highest in the dimension of Persons Involved, underscoring exceptional personnel performance and engagement, followed by the attainment of the program Objectives. The strong ratings for Activities and Assessment further confirm effective execution and evaluation mechanisms across all operational domains.
3. There is a significant difference in the appraisal of the two groups on the level of effectiveness of the implemented programs across all parameters.
4. The two groups of respondents strongly agree the programs have positive effects. The impact is perceived most strongly in the Education, Socio-Cultural, and Environment domains. Perceived effects in Security and Safety, Political, and Economic domains are also positive, though comparatively less pronounced. This indicates that while the CMFC Naga is successful in the law enforcement mandate and social outreach, there is a lack of alignment between institutional missions and the expectations of the community.
5. An improvement plan titled, “PROJECT SARABAY: An Operational Manual for Enhanced Community Policing Naga City Police Office – City Mobile Force Company.” This plan is an intervention and a strategic blueprint for progressive institutional evolution that translate existing strengths into deeper, more sustainable, and systemic community impact.

## Recommendations

In the light of the findings and conclusions, the following recommendations were formulated:

1. The Local Government Unit of Naga City may establish a permanent Multi-Sectoral Safety Council with CSOs and community leaders to provide strategic co-governance and enhance lower-ranked civic action programs.
2. The Naga City Police Office, Community Representatives and Civil Society Organizations may create joint PNP-community review panels to develop metrics and publicly report on the effectiveness of Activities, Personnel, and Assessment, directly addressing the perceptual gaps.

3. The PNP-Naga City Mobile Force Company and LGU of Naga City as well as local communities may institute mandatory community co-evaluation sessions for all major programs, using shared rubrics to align internal and external assessments of implementation quality.
4. The TESDA, DOLE, and other government agencies may collaborate with the PNP-Naga City Police Office for continuous livelihood partnerships to design initiatives that directly link safety programs to measurable economic gains and security outcomes for the community.
5. The PNP and National Police Commission may adopt a Community-Embedded Policing Charter, drafted with civil society, to codify the principles and processes of shared responsibility for safety and transform community engagement from activity-based to governance-based.

### Recommendations for Future Research

Based on the recommendations of the study, the researcher suggests the following topics for future research:

1. Track program effects community safety and trust over 3-5 years to measure sustainability.
2. Investigate the root causes of differing views between police and community on program execution and assessment.
3. Calculate the social and financial return on investment (SROI) of key programs to justify and guide funding.
4. Analyze other successful police community units to identify transferable strategies for national improvement.
5. Investigate the optimal integration of technology to support the recommended enhancement plan.

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