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## Assessment on the job Performance of police personnel: A Philippine case

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### Abstract

Public attitude strongly shapes the policies and decisions of Criminal Justice institutions such as the police. Knowing the resident's opinions about the police is equally important for law enforcement agencies. In addition, issues of trust are particularly important in democratic societies, where police actions have to be legitimized by the citizens. This study determined the level of satisfaction of the police personnel as perceived by the police respondents and community representative in terms of index, non-index crime and public safety. Results of the study showed that group respondents were strongly satisfied with the performance of the police

personnel. However, non-index crime was rated by the community respondents as satisfied. This is an indication that there is still a need to elevate the performance of the police personnel in terms of non-index crime. Moreover, data revealed that there is a statistically significant difference between group respondents' level of satisfaction in terms of index, non-index and public safety. Thus, the results suggested there is still a need to improve the connection and relationship between police personnel and community to prevent and address crimes immediately.

**Keywords:** Police performance, community participation, urbanized cities, crime index

### 1. Introduction

Crime incidence is prevalent in all cultures, whether rural or urban. While there is no specific explanation why crimes are committed, there are many reasons that are related to high crime rates. High crime rates are seen in countries or regions where there is a high level of poverty and low work availability. A number of recent studies have shown that crime is on the rise worldwide. Latest statistics show that Venezuela has a crime index of 84.86, the highest in any country in the world. The U.S. State Department released a Level 4 travel warning to Venezuela, meaning that travel to the country is not safe and travelers should not be permitted to travel there. The high crime rate in Venezuela has been attributed to corruption among the Venezuelan authorities, a weak justice system and poor gun control (World Population Review, 2020) [21].

Police officers are one of the many professions that are important to the growth of national economic and social development, since they have a central role and authority in sustaining stability, maintaining public protection and security, and protecting common property for people of the community and society who are essential physical needs in human society (Chokprachakhat, 2011) [4]. In every community, a country's diverse development is kept back by living in an unhealthy and destructive climate. In addition, the functions and duties of police officers are highly influential in improving the infrastructure of a country (Royal Thai Government Gazette, 2004; gallager, 2001) [17].

It is not undeniable that police authorities are perceived as legitimate when trusted by citizens. As a result, these people are more likely to comply with the law and to coordinate with the authorities. As police officers are able to provide people with basic protection and security, trust is built for the police (Goldsmith, 2003) [19].

For instance, previous research by Chalum et al. (2001) and Tyler 2001 stated that cities have faced a significant increase in crime and delinquency which provokes a feeling of insecurity and an increasing lack of trust in the police. This crisis of confidence in the police is reinforced by the growing role of private security companies in security matters and the diminishing role of the state. In urban areas, this is most evident in the expressed concerns of the public about the inability of the police to ensure security in certain zones of the city, and in particular, the poorer neighbour hoods. There is popular disquiet about the police focus on 'bigger' crimes which leads to a neglect of every day delinquencies and hooliganism. Corruption and power abuse also compound the negative perception of police.

A large number of existing studies in the broader literature have emphasized that public attitude strongly shapes the policies and decisions of criminal justice institutions such as the police. Negative image has been the staple of the news regarding the Philippine National Police and there had been several efforts to ameliorate the same. Due primarily to the reactive nature of police work, the police as a public institution rely more heavily on the support and cooperation of the public to achieve success in the performance of their duties than other criminal justice agencies. What people think about the police and their work is highly important because it may well serve as a significant social indicator of the political health of the society as a whole (Pelayo et al., 2019) [14]. Studies of Halsey, 2004 & White (2008) [11, 8] have shown that the criminal justice institutions and their policies tend to be strongly influenced by different public attitudes. The police, as a public institution, solely depend on the cooperation and support of the public to attain the success in the performance of their responsibilities than any other criminal justice agencies.

In the Philippines, the police are severely under-funded and suffer from deep-rooted institutional deficiencies (Global Integrity 2010, US Department of State 2012). Both a 2011 national survey conducted by Pulse Asia and Transparency International's Global Corruption Barometer in the year 2010-2011 identify the Philippine National Police (PNP) as one of the institutions perceived as the most corrupt by Filipino respondents which affect the public's perception towards the police. Close to one-third (32 per cent) of the surveyed households who had contact with the police in 2009 reported having paid a bribe. (Transparency International, April 19, 2013). According to the Social Weather Stations (SWS), the Philippine National Police (PNP) got (9%) considered as-very little trust on the police agency (SWS, National Survey on People's level of trust in institutions, May 28-June 14, 2003 as cited by Edna et al., 2010). Further, the PNP is mandated by our constitution to protect the welfare of every citizenry (Lobete, 2016) [13]. In February 1, 2013, the Philippine Star, a national newspaper, published the results of the Social Weather Stations survey which showed that "6 out of 10 Filipinos were satisfied with the performance of the Philippine National Police (PNP) with a 50% net satisfaction rating". However, the administration's continuing war on illegal drugs has put our police personnel in negative publicity. A local report by the Human Rights Watch group, mentioned that death incidents involving the Philippine National Police were justified as self-defense; a statement denied by eyewitnesses who portrayed the killings as cold-blooded murders of defenseless suspects in custody. Internationally, the South China Morning Post in a February 2018 issue, reported that Europe has been vocal in their criticism of President Rodrigo Duterte's war on drugs policy which was linked to almost 4,000 deaths of drug suspects. Although, a study on the public's perception on drugs conducted in General Santos City, revealed that community members favored the police work pertaining to drugs, particularly the "OplanTokhang" (Garay, 2018) [8, 16]. Alternatively, a long-running local television show helped put the limelight on the positive impact of police personnel to the community. Locally, during the 2020 Sinulog festival, the PNP's visibility and active participation gained a lot of approval. The Cebu City mayor commended the police for a peaceful celebration. Their performance and efforts in ensuring public safety during Sinulog contributed to a zero

crime-rate when the activities were happening (Philippine News Agency, Jan. 22, 2020). When police officers can provide the basic safety and security of the citizens, trust for the police is established (Goldsmith, 2003) [19]. Public trust legitimizes police authority and public view of the police serves as a social indicator of the society's political health (Kaarianen, 2007; Bradford et al., 2009, Pelayo et al., 2019) [1, 14].

The Crime Information Reporting and Analysis System (CIRAS) published in October 2019 statistics that showed a downward trend in total crime volume in Region 7 since 2016 up to 2018, with a large downward spike of 28.3% in 2018. There was a decrease of 44.3% in index crimes and 22.7% in non-index crimes in 2018. There was an average of 47.5% reduction in the top three index crimes in Region 7 of theft, physical injuries and robbery in 2018. Of the three major cities in Metro Cebu, the Cebu City Police Office (CCPO) recorded the highest total crime volume at 2,438 cases followed by Mandaue City Police Office (MCPO) at 1,550 cases and the Lapu-Lapu Police Office (LCPO) recorded the number of cases at 617 in the year 2018. Conversely, the later, with the lowest recorded crime volume in 2018, had the highest decline in total crime volume at 39%. These achievements in lowering the crime statistics in the region were attributed to "a PNP organizational structure in place and complete with human and resources competences", as stated by Police Senior Superintendent Joel Doria. Additionally, the PNP Police Regional Office 7 (PRO7) in its 2018 annual Executive Summary assured that "Central Visayas is still safe to business, leisure and live in."

Conducting a study on the community and police personnel perception towards the PNP will provide the organization with assessments of their own work. However, a study by Caliso et al. in 2017 involving 1,200 households in Metro Manila corroborated the framework proposed by Easton in 1965 that perceptions toward the police is greatly determined by perceptions toward other institutions in the society. Based on the above literature and studies, the researchers believed that understanding the perceptions of the respondents on the performance of the police personnel would contribute to the overall performance of the Philippine National Police in terms of handling index, non-index crime and public safety.

## 2. Aims and objectives of the study

The preceding discussion raises interesting questions about the performance of the police personnel. Hence, the main purpose of this research determined the level of satisfaction on the police personnel in the identified crime indices (index and non-index crime and public safety) in the three independent cities in Metro Cebu to improve their work performance and would likely to change their behavior and increase their work performance.

### 2.1 Hypothesis

There is no significant difference on the perceptions of the respondent groups as to the identified crime indices in three independent cities in metro Cebu.

## 3. Methodology

This research utilized the quantitative methodology with the used of descriptive research design in determining the perceptions of the community and of the police personnel towards performance of law enforcement, maintenance of peace and order, prevention of crimes, investigation of crimes

and ensuring public safety based on the peace and order index, sub-classified as index crime rate and non-index crime rate and on the public safety index. The quantitative research dealt with information analysis using the percentage, mean, and standard deviation. In addition, test of significance (t-test) analysis at the .05 level of significance was applied. The survey questionnaire was adapted and modified the Community Evaluation Survey questionnaire published by the Philippine National Police Regional Office 7. In the validation of the questionnaire the researcher sought the

assistance of the adviser. He was requested to review the questions and made remarks and suggestions for the improvement of the instruments. Considering the valuable inputs from the adviser the final form of the question sheet was created

**4. Results**

The results showed that all of the indices had a positive result with the work performance of the police personnel.

**Table 1: Index Crime**

S. No.	Index Crime	Police Personnel		Community	
		Mean	SD	Mean	SD
1.	Local police force has the capacity to fully enforce the law	5.00	0.00	4.38	0.441
2.	Local police are dedicated to reducing levels of crime	4.98	0.048	4.41	0.343
3.	Local police force does a good job of working with residents in your community to solve local crime	4.97	0.047	4.36	0.354
4.	Local police force works hard at reducing the threat and impact of serious crime.	4.99	0.049	4.43	0.349
5.	Local police forces use their authority and force appropriately	4.96	0.046	4.27	0.355
6.	Local police force meets the expectation as police service	4.98	0.048	4.34	0.564
	Mean	4.98	0.040	4.37	0.401

In order to determine the level of satisfaction of police personnel in terms of index crime, the mean results were provided in the table. As shown in table 1, all items were rated strongly satisfied. Statement refers to the satisfaction with the performance of the police officers to fully enforce laws and it got the highest weighted mean of 5.00 (sd=0.00) which verbally described as strongly satisfied. While statement, which refers to the satisfaction with local police in terms of their authority and application of force appropriately during reinforcement got the lowest weighted mean of 4.96 (sd=0.046) which also verbally described as strongly satisfied. This indicates a positive result in terms of how police personnel enforce the law and how they use their

authority and force appropriately in handling an index crime. On the other hand, in terms of index crime, community respondents gave an overall weighted mean of 4.37 (sd=0.401) which verbally described as strongly satisfied. Statement refers to local police force works hard at reducing the threat and impact of serious crime has the highest weighted mean of 4.43 (sd=0.349), which verbally described as strongly satisfied while the statement local police forces use their authority and force appropriately got a weighted mean of 4.27 (sd=0.355) which also verbally described as strongly satisfied. This implied that community respondents were satisfied with the performance of the police personnel.

**Table 2: Non-index Crime**

S. No.	Non-index Crime	Police Personnel		Community	
		Mean	SD	Mean	SD
1.	Local police force does a good job of supplying information to the public.	4.99	0.008	4.25	0.582
2.	Local police force does a good job of promptly responding to calls.	4.95	0.080	4.10	0.452
3.	Local police force uses crime prevention measures and programs effectively	4.95	0.082	4.05	0.290
4.	Local police force maintains appropriate visibility in the community	4.95	0.087	4.03	0.287
5.	Local police force plays a valuable role in reducing organized crime.	4.94	0.076	4.09	0.295
6.	Local police force are capable in solving non-index crimes	4.96	0.046	4.32	0.201
	Mean	4.96	0.063	4.14	0.351

The finding of the study, as presented in table 2, shows that the respondents strongly satisfied on their response's terms of non-index crime performance of police personnel. The statement local police force does a good job of supplying information to the public on ways to reduce non-index crime such as vehicular accidents, reckless imprudence cases resulting in homicide, physical injury and damage to property got the highest weighted mean of 4.99 (sd=0.008) which verbally described as strongly satisfied, followed by the statement local police force in solving non-index crimes such as vehicular accidents, reckless imprudence cases resulting in homicide, physical injury and damage to property garnered a weighted mean of 4.96 (sd=0.046) which also verbally described as strongly satisfied. Meanwhile, statement local police force plays a valuable role in reducing organized crime got the lowest weighted mean of 4.94 (sd=0.076) which also verbally described as strongly satisfied. Moreover, non-index

crime got an overall weighted mean of 4.96 (sd=0.063), which verbally described as strongly satisfied. This indicates that respondents were satisfied with the performance of the police personnel. Community respondents, on the one hand, got an overall weighted mean of 4.14 (sd=0.351) which verbally described as satisfied in a non-indexed crime. Statement refers to the local police force in solving non-index crimes such as vehicular accidents, reckless imprudence cases resulting in homicide, physical injury and damage to property got the highest weighted mean of 4.32 (sd=0.201), which verbally described as strongly satisfied. While statement refers to police force maintains appropriate visibility in the community got the lowest weighted mean of 4.03 (sd=287), which verbally described as satisfied. This implies that community respondents were satisfied with the police performance in terms of non-index crime.

**Table 3: Public Safety Index**

S. No.	Public Safety	Police Personnel		Community	
		Mean	SD	Mean	SD
1.	Local police force clearly understands your safety needs and concerns	4.97	0.051	4.58	0.390
2.	Security in the police presence	4.95	0.125	4.32	0.425
3.	Local police force is sensitive to the needs of different cultures and groups	4.90	0.130	4.27	0.374
4.	Local police force does a good job of being approachable and easy to talk to	4.95	0.069	4.16	0.330
5.	Local police forces are respectful	4.96	0.065	4.02	0.240
6.	Local police force can deliver the service needed to make sure the city is a safe place to live	4.97	0.063	4.26	0.204
	Mean	4.95	0.083	4.27	0.327

Table 3 shows the response of the respondents in terms of public safety index. Data shows that public safety index got an overall weighted mean of 4.95 (sd=0.083) which verbally described as strongly satisfied. Statement refers to local police force clearly understands your safety needs and concerns and local police force can deliver the service needed to make sure the city is a safe place to live got the highest weighted mean of 4.97 (sd=0.051 & 0.063) which verbally described as strongly satisfied. While, the statement refers to local police force does a good job of being approachable and easy to talk to got the lowest weighted mean of 4.90 (sd=0.130), which also verbally described as strong satisfied. This implied that respondents were satisfied with the performance of the police personnel in terms of giving public safety across the city. Meanwhile, the response of the community representative in terms of public safety got an overall weighted mean of 4.27 (sd=0.327) which verbally described as strongly satisfied. The statement refers to local police force clearly understands your safety needs and concerns got the highest weighted mean of 4.58 (sd=0.390) which verbally described as strongly satisfied, while statement local police forces are respectful got the lowest weighted mean of 4.02 (sd=240) which verbally described as satisfied. This implies that the community respondents were satisfied with the performance of the police personnel in terms of elevating the public safety across the city.

**Table 4: Test of Significant Difference index Crime**

	Variable 1	Variable 2
Mean	4.98	4.365
Variance	0.0002	0.00323
Observations	6	6
Hypothesized Mean Difference	0	
df	5	
t Stat	25.72193764	
P(T<=t) two-tail	2.27609E-07	
t Critical two-tail	2.446911846	

Table 4 shows the significant difference between the group respondents statistically significant difference in terms of index crime. The data shows that the p- value P (T<=t) two tail (0.0000037) gives us the probability that a value of the t-statistic (25.72193) would be observed that it is larger than in absolute value than t Critical two tail (2.44). Since the p-value is less than our alpha 0.05, hence the data reject the null hypothesis.

**Table 5: Test of significant difference non-index Crime**

	Variable 1	Variable 2
Mean	4.956667	4.14
Variance	0.000307	0.01376
Observations	6	6
Hypothesized Mean Difference	0	
df	5	
t Stat	16.8665	
P(T<=t) two-tail	1.34E-05	
t Critical two-tail	2.570582	

Table 5 shows the test significant difference between the group respondents in terms of non-index crime. The data shows that the p- value P (T<=t) two tail (0.000013) gives us the probability that a value of the t-statistic (16.8665) would be observed that it is larger than in absolute value than t Critical two tail (2.57). Since the p-value is less than our alpha 0.05, hence the data reject the null hypothesis that there is no significant difference between group respondent's perception on the level of satisfaction on non-index crime. Thus, there is significant difference between respondents' perceptions on the performance of the police personnel in terms of non-index crime.

**Table 6: Test of significant difference on public safety**

	Variable 1	Variable 2
Mean	4.95	4.268333
Variance	0.00068	0.034657
Observations	6	6
Hypothesized Mean Difference	0	
df	5	
t Stat	8.882493	
P(T<=t) two-tail	0.000301	
t Critical two-tail	2.570582	

Table 6 shows the test significant difference between the group respondents in terms of public safety. The data shows that the p- value P (T<=t) two tail (0.000013) gives us the probability that a value of the t-statistic (8.882493) would be observed that it is larger than in absolute value than t Critical two tail (2.57). Since the p-value is less than our alpha 0.05, hence the data reject the null hypothesis that there is no significant difference between group respondent's perception on the level of satisfaction on public safety. This indicates that there is a significant difference between respondents' response on the performance of the police personnel in terms of public safety.

**5. Discussion**

The succeeding paragraphs were the findings drawn from statistical analysis of data as arranged based on the identified indicators. Data revealed that group respondents were strongly satisfied with the performance of the police personnel in terms of index crime which garnered a final weighted mean of 4.98, which verbally described as strongly satisfied for the police respondents and a final weighted mean of 4.37, which verbally described as strong satisfied for the community respondents. As to the non-index crime on the other hand, got a final weighted mean of 4.96, which verbally described as strongly satisfied for the police respondents and a final weighted mean of 4.14 which verbally described as satisfied based on the response of the community. In terms of public safety, the group respondents were strongly satisfied with the performance of the police personnel. Further data

shows that police respondents got the highest final weighted mean of 4.95 which verbally described as strongly satisfied while community respondents got a weighted mean of 4.27 which verbally described as strongly satisfied as well. Based on the data, it shows that group respondents were strongly satisfied with the performance of the police personnel in terms of index crime and public safety. However, non-index crime on the other hand got an overall result of satisfied which is the lowest.

Moreover, based on the statistical significance of the data between the group respondent's satisfaction on the police performance in terms of index, non-index and public safety it can be observed that the p-value (index = 0.0000023, non-index= 0.000034, public safety= 0.00030) is less than our alpha 0.05, hence the data reject the null hypothesis that there is no significant difference between group respondents' perceptions.

## 6. Conclusion

This study was conducted to determine the level of satisfaction of the group respondents as to the performance of the police personnel in terms of index, non-index, and public safety. In line with this study, the results of the data analysis indicated that there was statistically significant difference on the perceptions of the group respondents. Data showed that police respondents perceived that Philippine National Police have done their job in accordance with the law and the welfare of the Filipino citizen which was rated as strongly satisfied. On the other hand, community respondents have rated the index crime and public safety as strongly satisfied, while non-index crime was rated satisfied. This result shows that there is still a need to strengthen the police force of the Philippine National Police to prevent and solve non-index crime.

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## Conflict of Interests

The authors declare no conflict of interest.

## Author Contributions

Conceptualization, statistical analysis and methodology, writing-review and editing; supervision and draft preparation. All authors have read and agreed to the published version of the manuscript.

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