

Demographic and Socio-Cultural Profiles as Correlate to Administrative Offense of the Philippine National Police Members

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Abstract

This study determined the correlation between the demographic and socio-cultural profile and the commission of administrative offense of the members of Philippine National Police in Cavite, Laguna, Batangas, Rizal, and Quezon (CALABARZON), Philippines, using the quantitative descriptive research design. The purposive convenient random sampling was utilized in gathering the data from the 238 police personnel who have administrative cases filed before the Regional Internal Affairs Service within Calendar Year 2016 to 2017 and assigned in the Regional Headquarters of CALABARZON Police Provincial Office (PPO). The respondents agreed on some indicators but disagreed on the majority of the indicators on the personal-cultural and organizational-cultural factors affecting the commission of administrative offenses. However, the difference and association between the demographic profile and the administration offense committed shows statistical significance on the educational attainment and monthly income while between socio-cultural profile and administrative offense committed shows statistical significance on religion and housing data. The factors affecting the commission of administrative offenses and the administrative offense committed shows statistical significance on organizational cultural factors. The results of the study have potential implication on the organizational human resource management, legal services provided to the police officers, trainings given by the PNP training division and subjects offered by the colleges and universities.

Keywords: *Administrative Offense, Demographic Profiles, Organizational-Cultural, Factors, Personal-Cultural Factors, Philippine National Police, Socio-Cultural Profiles*

Article History:

Received: March 20, 2022

Accepted: May 16, 2022

Revised: May 11, 2022

Published online: May 24, 2022

Suggested Citation:

Magtaan, P.B., Remotin, R.V. & Dalugdog, W.D. (2022). Demographic and Socio-Cultural Profiles as Correlate to Administrative Offense of the Philippine National Police Members. *International Review of Social Sciences Research*, Volume 2 Issue 2, pp. 21 - 45. DOI: <https://doi.org/10.53378/352888>

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1. Introduction

The Philippine National Police is the country's primary law enforcement agency, with a national in scope and a civilian in character. Activated on January 29, 1991 under Section 23, Chapter III, of Republic Act 6975, it was created by combining the then Philippine Constabulary (PC) and the Integrated National Police (INP). While it aspires to become a highly competent, active, and motivated organization, the PNP was ranked as the most corrupt institution in the Philippines in 2013 according to a survey by the Global Corruption Barometer of the anti-corruption watchdog Transparency International (Romero, 2013). In addition, Morella (2017) cited extrajudicial killings and enforced disappearances by police and military forces were the Philippines' most significant human rights issue as released by the US State Department annual human rights report in 2015. As of August 2017, data show that police have reported killing 2,250 drug suspects, and another 3,710 people killed in unexplained circumstances as part of President Rodrigo Duterte's controversial drug war. Aside from the provisions of Administrative Code, the PNP adheres to the provision of NAPOLCOM Memorandum Circular 2016-002. Under this law, a police officer can be charge of neglect of duty or nonfeasance, irregularities in the performance of duty or misfeasance, misconduct or malfeasance, dishonesty conduct unbecoming of a police officer, incompetency, oppression and/or disloyalty to the government. These administrative offenses are further classified into light, less grave and grave or serious offense. Penalty of these violations meted reprimand, forfeiture of salary, suspension, demotion or dismissal from the service.

The police as the first mover of criminal justice system are responsible for enforcing the laws, maintaining public order, and also entrusted to embody order and justice in the society. Sometimes there are collateral damages in carrying out their mission such as suspect killed in police operations, damage properties, violation of human rights and abuse of authority. As such, to regulate the performance of police officers, there are disciplinary authorities entrusted with powers to investigate misconduct, irregularities in the performance of duties and other violation of administrative laws. According to Cabal (2017), the Internal Affairs Service (IAS) has 839 pending cases as of August 2016, the National Police Commission (NAPOLCOM) has 1,255 pending cases against nearly 4,000 police officers from 2010 to 2016 and Office of the Ombudsman has 515 cases filed against PNP officers as of 2016. Accordingly, most of the cases filed at the NAPOLCOM involve officers ranked Police Officer 1, Police Officer 2 and Police Officer 3. Majority of offenses are for grave misconduct, serious neglect of duty and dishonesty.

Several studies found that police misconduct is correlated to individual factors such as age, race, gender, and education (Greene et al., 2004; Kane & White, 2009; Lersch & Kunzman, 2001; Donner, 2013). In addition, several other studies identified police culture as correlate to police attitude and misconduct. For instance, Anthony (2018) identified that police culture shapes attitudes and opinions about communities and people in a police jurisdiction, leading to barriers for officers' acceptance of training initiatives to implement new methods of dealing with the public. Similarly, Wilson (1968) as cited by Workman-Stark (2017) found police behavior influenced by the police culture and the working-class backgrounds of police recruits whereas Skolnick (1966) as cited by Workman-Stark (2017) argued that police culture arises from the common tensions that are associated with the job of being a police officer. Crank (1998) explains police culture as the bi-product of modern police work, with common themes relating to the danger of the street environment, the authority to use violence, officer discretion, isolation from the public, shift-work, bureaucracy, conflict between front-line officers and managers, and vague and conflicting mandates.

While several authors identified culture as potential attribute of police misconduct, cultural factors eventually evolved to two facets: personal-cultural and organizational-cultural factors. Personal-cultural factors include attributes personality and attitude of police officer which Rokeach et al. (1971) as cited in Pressbooks (n.d.) found police personality distinct from others does exist and predetermined attributes are identified with the new occupation. The distinct police personality is attributed to predispositions of personality that are present before the recruits' induction into the police subculture, which allow the individuals to comfortably choose and fit into the subculture (Conti, 2010; Rokeach et al., 1971). While the police subculture is distinct, at times it does attempt to catch up to the norms of the mainstream culture and can shift from negative attributes to positive attributes (Skolnick, 2008). On the other hand, Wilson (1968) explains that attitudes and behaviors of officers on the role of police are shaped by organizational characteristics and goals. Research examining the effects of organizational influence on individual officers' behavior found organizational complexity and large bureaucratic structures negatively affect the probability of making an arrest. For example, Maguire (1994) found influence of organizational context and structure on arrest rates in child abuse cases. While several studies account variations in police behavior within the organizational theory framework, few empirical studies analyzed the validity of the rational, constrained rational and loosely coupled models (Eitle, 2005; Mastrofski et al., 1987). The majority of them concluded that the

degree to which an organization can direct the behaviors of line officers depends on the size and structure of the organization (Terpstra & Schaap, 2013).

As fundamentally similar to the current study, the study of Donner (2013) linked self-control and police misconduct through behavioral measure that filled the gap between the self-control theory and police misconduct. The present study combined the demographic and socio-cultural factors to assess the administrative offenses of police officers filed at IAS. The demographic data include differences on age, sex, civil status, education, rank, length of service, length of residency and monthly income while socio-cultural data include place of birth, length of years in place of birth, religion, ethnic group, spoken dialect, occupation of parents, housing data and family size. Since socio-cultural and demographic differences have limited literature and studies in Philippine settings, this research explores the difference and relationship among members of Philippine National Police assigned in Region 4A with administrative case regardless of its status. Specifically, this study assesses the following:

1. Categories of administrative offense committed by police officers.
2. Personal-cultural factors as attributes of administrative offenses.
3. Organizational-cultural factors as attributes of administrative offenses.
4. Difference and association between demographic profile and administrative offenses.
5. Difference and association between socio-cultural profile and administrative offenses.

From the variables of the study, the research paradigm is depicted in figure 1.

Figure 1

Research Paradigm

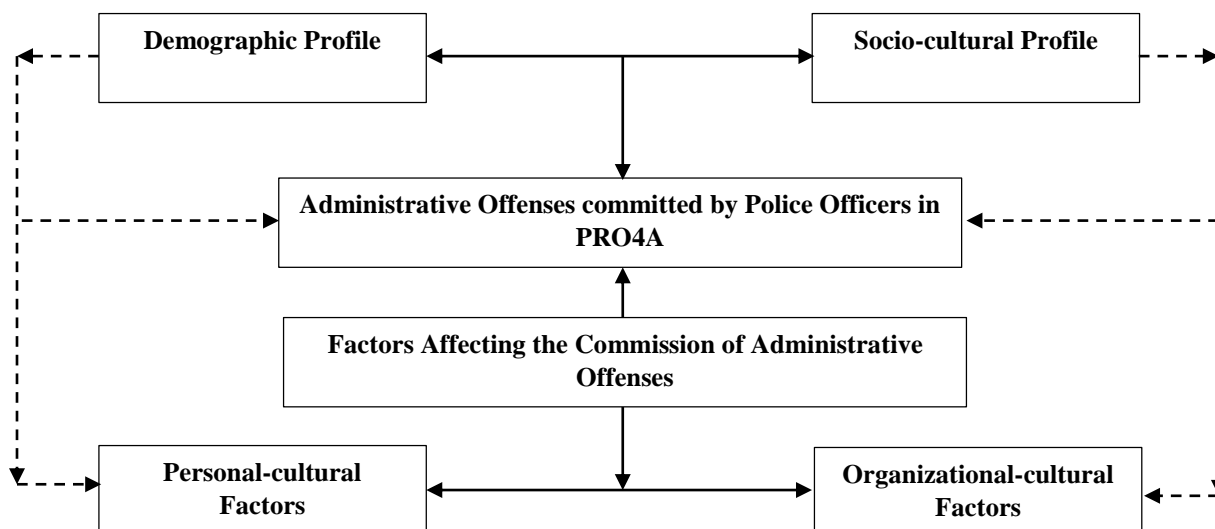


Figure 1 shows the interconnectedness of the study variables. The demographic profile of the respondents includes age, sex, civil status, highest educational attainment, rank, length of service, length of residency in Region 4A, and monthly family income while the socio-cultural profile of the respondents includes place of birth, length of years in place of birth, religion, ethnic group, spoken dialect, occupation of parents, housing data, and family size. These profiles are considered factors in the type of administrative offense committed by police personnel assigned in Region 4A. Further, these may also explain how these factors affects in the commission of administrative offense. The second rectangle represents the administrative cases committed or filed against police officers which categorized as motu proprio investigations and non-motu proprio investigations. This type of administrative cases may have relationship on the profile of the respondents and the factors that affects the commission of administrative offense. Lastly, are the identified factors affecting the commission of administrative offenses in terms of personal-cultural factors and organizational-cultural factors. These identified factors are associated to demographic and socio-cultural profile as they committed administrative offense.

The study has positive implications on human resource management, especially recruitment and work assignment of police officers to avoid commission of administrative offenses, enhance work performance, and satisfy the demands of changing community. The personal and organizational cultural factors may link personal and organization data to develop a program or action plan that can the best practice of the region.

2. Theoretical Framework

Police refers to the body of armed men which as an institution is capable of exercising its duties by armed physical forces in the preservation of peace and order, detection and investigation of crimes, and enforcement of laws. It is the policy of the State to promote peace and order, ensure public safety and further strengthen local government capability aimed towards the effective delivery of basic services for the citizenry through the establishment of a highly and competent police force that is national in scope and civilian in character (Section 4, Article 2 of the 1987 Constitution).

The Home Rule Theory explains that policemen are considered as servants of the community who defend for the effectiveness of their function upon the express wishes of the people (Agas & Guevarra, 2005). This theory posits that members of Philippine National Police

are agents of the state and shall serve and protect the community. They are the protector of human rights and shall serve the public with deep sense of responsibility and self-sacrifice.

Another theory is the Social Disorganization, developed by Clifford Shaw and Henry D. McKay of Chicago School of criminology, which states a person's physical and social environments are primarily responsible for the behavioral choices that a person makes. At the core of social disorganization theory is that location matters when it comes to predicting illegal activity. It was noted that neighborhoods with the highest crime rates have at least three common problems: physical dilapidation, poverty, and higher level of ethnic and culture mixing. It was claimed that delinquency was not caused at the individual level but is a normal response by normal individuals to abnormal conditions. Further, this theory also suggest that a person's residential location is more significant than the person's characteristics when predicting criminal activity and the juveniles living in the area acquire criminality by the culture's approval within the disadvantaged urban neighborhoods. Therefore, location matters when it comes to criminality according to social disorganization theory (Bond, 2015). Applying this theory in connection with the offenses committed by the members of police force, socio-cultural factors affect behavior of every police officer, thus, it is inherent to a person regardless of his occupation. Being police officer carries power and some of them abuse such power in the commission of an offense. Ethnic and culture mixing in the PNP organization is evident because members of the police force came from different regions and every region has their own sets of culture. Even after the training, it will remain at it is since these cultural orientations are the foundations of their well-being. Applying the theory, it assumes that cultural orientations and demographic profile affect the behavior of the police and the nature of offense they may be committed.

The Control Balance Theory, originally developed by Charles R. Tittle (1995), predicated on the idea of control, which is (1) the degree to which others and a person's surroundings can limit an individual's behavioral options and (2) the extent to which an individual can escape from these controls and exercise such controls over others. The ratio of controls exercised to controls experienced constitutes the control ratio, which is the central cause of deviance in the theory. The key assertion of control balance theory is that control ratio imbalances will be associated with deviance because they will lead to an imbalance between motivation toward deviance and constraints on deviance behavior. Control imbalances can be of two types: (1) control deficits, which occur when the control that individuals can exercise is exceeded by the amount of control to which they are subject, and (2) control surpluses, which indicate that the

controls that individuals can exercise surpass the controls they experience. Importantly, in this initial statement of the theory, control deficits are hypothesized to impact only “repressive” types of deviance (similar to street crime), whereas control surpluses should affect only “autonomous” deviance (analogous to white-collar crime and elite deviance). As control ratios approach a balanced point, in which controls exercised and controls experienced are equal, deviance becomes less likely, because deviant motivation and constraints on deviance will be balanced. Direct tests of control balance theory, however, showed that both control deficits and control surpluses tended to be associated with deviance, regardless of whether it was repressive or autonomous. Tests that examined contingent or causal chain relationships between control ratios and other theoretical variables also tended to be supportive and, again, generally without regard to the type of deviance in question (Curry, 2012). This theory frames the study wherein different controls in the organization includes laws and regulations, and the extent how individual internalized such controls without abusing their powers and privileges as police officer.

3. Methodology

3.1. Research Design

This study used quantitative research method, specifically descriptive research design by employing survey questionnaire as the primary data gathering instrument. A survey questionnaire was used to determine the demographic and socio-cultural profile of the police-respondents, types of administrative case filed before the Regional Internal Affairs Service 4A and their perception on the cultural factors affecting its commission.

3.2. Respondents and Sampling Technique

The statistics of administrative case for the Calendar Year 2016-2017 was considered in the selection of respondents who have administrative case filed in the Regional Internal Affairs Service 4A (RIAS 4A) whether it is motu proprio or non-motu proprio. If the respondents have multiple administrative cases, the study considered only the most recent filed. The population of the study totaled 581 police officers with administrative cases filed. Using the Slovin’s Formula with 5% margin of error, the computed sample size for Regional Headquarters was 14, Cavite was 103, Batangas was 47, Laguna was 67, Rizal was 160 and Quezon was 29. The instrument was distributed to the targeted total sample and able to obtain 71.4% retrieval rate in Regional

Headquarters, 53.4% retrieval rate in Cavite, 85.1% retrieval rate in Batangas, 47.8% retrieval rate in Laguna, 54.4% retrieval rate in Rizal and 48.4% retrieval rate in Quezon comprising a total of 238 or 60.07% retrieval rate. This is similar to the study conducted by Donner (2013) – 30%, Gould (2000) – 32% and Hodgins et al. (2001) – 57%, that there is a moderate-to-low retrieval rate in longitudinal police research.

The study used the purposive convenient technique in the selection of the respondent. This non-probability sampling technique allows selecting relevant samples with respect to their cooperation and willingness.

The majority of the respondents were 26 to 30 years old (44.54%), male (97.48%), married (90.76%), police officer 1 to police officer 3 (79.41%), college graduate (91.60%), 5 to 10 years in service (48.32%) with monthly income of P50,000 and below (89.50%). The socio-cultural profile shows that majority of them are from Luzon (87.82%), Roman Catholic (73.52%), Tagalog ethnicity (71.43%), speaks tagalog (69.75%), with parents privately employed (51.68%), owns house and lot (80.25%) with four and below family members (56.72%). The complete list of demographic and socio-cultural profile of the respondents are shown in Appendix A.

3.3. Research Instrument

The study used researcher-made survey questionnaire composed of four (4) parts: Part 1 is the demographic profile in terms of age, sex, civil status, highest educational attainment, rank, length of service, length of residency in Region 4A, and monthly family income; Part 2 is the socio-cultural profile in terms of place of birth, length of years in place of birth, religion, ethnic group, spoken dialect, occupation of parents, housing data, and family size; Part 3 is the different administrative offenses committed with regards to motu proprio investigation and non-motu proprio investigations; and part 4 is the perception of the respondents on personal-cultural and organizational-cultural factors affecting commission of an offense. The instrument was formulated based on the provisions of NAPOLCOM Memorandum Circular 2016-002 with insights from the study conducted by Donner (2013).

The research instrument was validated by Police Chief Inspector, the Chief of Investigation, Intelligence and Prosecution Division of Regional Internal Affairs Service 4A. After the validation and corrections have been made, the questionnaire was tested for reliability

to validate the questionnaire appropriateness in measuring the parameters in the study. Nunally and Bernstein (1994) suggest that an alpha greater than or equal to 0.70 would suffice to conclude that the tool is reliable and valid. As a result, since the test scale alpha is greater than 0.73, the tool used in this study is reliable and valid.

3.4. Data Gathering Process

The study was conducted at Police Regional Office 4A (CALABARZON), the third most number of police officers and the third most number of administrative offenses investigated by Regional Internal Affairs Service. The survey questionnaire was distributed in places where identified personnel with administrative case were assigned. The researcher explained the contents of the survey before handing out to the respondents. The study also used emails and couriers like LBC and JRS Express to send the survey questionnaires. The survey questionnaires were retrieved days after. There are low retrieval rates of questionnaires in some provinces but the researchers personally visited the stations to retrieve the questionnaire but the efforts were not able to meet more than the half of what have been distributed.

3.5. Statistical Tools

The basic statistical tools were used to interpret and analyze the data gathered. Likewise, the binary logistic regression was used to determine the difference and association between the demographic profile, socio-cultural profile and factors affecting the commission of administrative offenses to the administrative offense committed.

3.6. Ethical Considerations

The study used an informed consent form from Ethics and Review Committee and cover letter addressed to individual respondents. The permission of the head of unit/station was secured as well as the consent of the concerned personnel prior to the administration of questionnaire. The rights of the personnel were highly respected specially the presumption of innocence and the right to remain silent about their case. The study ensured that the police officer-respondent's rights, privacy and confidential information about the person are not divulged or included in this research. In addition, the participation in the survey was completely voluntary.

4. Results and Discussion

Table 1

Categories of Administrative Offense Committed by Police Officers

Administrative Case	Frequency (N=238)	Percentage
<i>Non-Motu Proprio Investigation (NMPI)</i>	94	39.50
<i>Motu-Proprio Investigation (MPI)</i>	144	60.50

Table 1 displays the types of administrative offenses filed against police personnel at the Regional Internal Affairs Service 4A. The results show motu-proprio investigations with the highest frequency count of 144 or 60.50% while non-motu-proprio investigation has 94 or 39.50%. Motu-proprio includes cases exclusively investigated by Internal Affairs Service such as incidents where police personnel discharge a firearm; incidents where death, serious physical injury, or any violation of human rights occurred in the conduct of police operation; incidents where evidence was compromised, tampered with, obliterated, or lost while in the custody of police personnel; incidents where a suspect in the custody of the police was seriously injured; and incidents where the established rules of engagements have been violated (NAPOLCOM Memorandum Circular 2016-002). On the other hand, non-motu proprio includes investigation of cases arising from a private complainant. The war against illegal drugs is one of the key factors in increasing motu-proprio cases investigated by Internal Affairs Service.

According to Morella (2017), extrajudicial killings and enforced disappearances by police and military forces were the Philippines' most significant human rights issue. As of August 2017, data show that police have reported killing 2,250 drug suspects, and another 3,710 people killed in unexplained circumstances.

Table 2 shows the perception of the respondents on the factors affecting the commission of administrative offenses in terms of personal cultural factors.

The only indicator agreed was “*police officers believe that they are powerful than civilian*” with the highest weighted mean of 2.60. This is one of the reasons why police faced administrative charges for treating themselves as superior than civilian. This is also a clear manifestation of violating the Philippine Constitution which states “...*sovereignty resides in the*

people and all government authority emanates from them”. Police officers must recognize civilian supremacy and it should be understood that there can be no enforcement apart from the law. Respect for rule of law and civilian supremacy (PNP Guide Book on Human Rights-based Policing, n. d.) is best exemplified when the police practices accountability for all its actions or, as the case may be, inaction on matters related to the protection of people’s legal rights. This is also a manifestation of abuse of authority, and they must be held accountable.

Table 2

Perception on Personal Cultural factors affecting the commission of administrative offenses

Indicators	Weighted Mean	V.I.	Rank
1. Police officers believe that they are powerful than civilian.	2.60	A	1
2. Dominance over the subordinates and civilian.	1.95	DA	2
3. Cultural differences and conflicts exist between the police and community.	1.92	DA	3
4. Past experience on brutality and violence acquired during training.	1.87	DA	4
5. There is language barrier between the police officers and the community where he/she is assigned.	1.82	DA	5
6. Lack of understanding and existence of conflict between the police and the community.	1.79	DA	6
7. Lack of community support and trust to police officers.	1.67	DA	7
8. Lack of respect to human right and the rule of law.	1.49	SD	8
9. Inherent misbehavior from superior and relatives.	1.43	SD	9
10. Personal satisfaction and gratification.	1.42	SD	10
11. Use of social media and idolism from movies.	1.34	SD	11
12. Lack of self-control and regulations over material things.	1.27	SD	12
13. Unsatisfied amount of income.	1.26	SD	13
Composite Weighted Mean	1.68	DA	--

Legend: SA – Strongly Agree (3.51-4.0); A – Agree (2.51-3.5); DA – Disagree (1.51-2.5); SD – Strongly Disagree (1.0-1.5)

Meanwhile, indicators “*dominance over the subordinates and civilian*” and “*cultural differences and conflicts exist between the police and community*” gained weighted mean of 1.95 and 1.92, respectively which the respondents disagreed. Dominance over subordinates and civilian is not a factor that affects commission of administrative offense because the police organization promotes camaraderie among its members and collaboration to the community in law enforcement. Quiambao (n. d.) cited that camaraderie is manifested by the PNP members’ commitment and concern to one another and a binding spirit that enhances teamwork and

cooperation in the Police Organization, extending to people they serve. In addition, cultural conflict is not also a factor that affects commission of administrative offense among police officers. The police culture inherited by the organization in the defunct Philippine Constabulary specially during martial law was gradually diminished by the new sets of recruits who are baccalaureate degree and training anchored on service, honor, justice and respect to human rights. This is supported by Ketchell (2018), which statistics from the Crime Survey for England and Wales indicate an increasing number of people believe that their local police force is doing a good or excellent job. Yet, over the past 40 years, police researchers worldwide have regularly condemned police cultures for being defined by prejudice, discrimination and exclusion.

The least among the indicators is the “*unsatisfied amount of income*” that reaped a weighted mean of 1.26, described as “strongly agree”. This implies that salary of police officer has no significant association with the commission of administrative offense. It was supported by Becker and Stigler (1974) as cited by Dharmapala et al. (2018) that the higher compensation can deter malfeasance among law enforcers. Starting January 2017, the salary of Police Officers doubled from current base pay (Cayetano, 2016).

The composite weighted mean is 1.68, interpreted as “disagree”. The respondents generally disagree that personal cultural factors do not affect the commission of administrative offense. This further indicates that personal life of police personnel was kept in private and does not affect the commission of administrative offense. According to Guevara (2014), police officer will behave in a manner that does not bring discredit to their agencies or themselves. A police officer’s character and conduct while off duty must always be exemplary, thus maintaining a position of respect in the community in which he lives and serve. The officer’s personal behavior must be beyond approach. This is further sustained by Anthony (2018), decisions made by street-level police officers during encounters with the public have an immediate and long-lasting effect. Police culture shapes attitudes and opinions about communities and people in a police jurisdiction, leading to barriers for officers’ acceptance of training initiatives to implement new methods of dealing with the public.

Table 3 shows the perception of the respondents on the factors affecting the commission of administrative offenses in terms of organizational cultural factors.

Table 3*Perception on Organizational Cultural Factors affecting the Commission of Administrative Offenses*

Indicators	Weighted Mean	V.I.	Rank
1. Just following orders from superior and other ranking officers in the organization.	3.08	A	1
2. Organizational beliefs and tradition of the police service.	2.87	A	2
3. Organizational dysfunction and poor leadership performance.	2.64	A	3
4. Limited resources of the organization.	2.57	A	4
5. Organization's demands for accomplishments.	2.53	A	5
6. Lack of support from the organization to the welfare of individual police officer.	2.47	DA	6
7. Lack of guidance and supervision of personnel.	2.16	DA	7
8. Acceptance and recognition from the group within the organization.	1.81	DA	8
9. Presence of temptations in the workplace.	1.71	DA	9
10. Dissatisfaction to the organization's goal and objectives.	1.67	DA	10
11. Crab mentality among members of the organization.	1.46	SD	11
12. Ignorance of the laws and regulation of the organization.	1.34	SD	12
13. Peer pressure and influence.	1.19	SD	13
Composite Weighted Mean	2.12	DA	--

Legend: SA – Strongly Agree (3.51-4.0); A – Agree (2.51-3.5); DA – Disagree (1.51-2.5); SD – Strongly Disagree (1.0-1.5)

The indicators “*just following orders from superior and other ranking officers in the organization*” and “*organizational beliefs and tradition of the police service*” garnered the highest weighted mean of 3.08 and 2.87, respectively, both described as “agree”. This result may mean that police officers face administrative case because of the demand of organization for accomplishments specially in anti-illegal drug operations, anti-illegal gambling and arrest of wanted person. Duterte campaigned for president with a pledge to clean up the drug menace for good. Within days of winning the election he launched a scorched earth approach targeting anyone suspected of being involved in consuming or selling narcotics. The national police estimates that more than 6,000 people were assassinated by law enforcement, paramilitaries and vigilantes since July 2016. The police say that at least 2,000 people were shot and killed by officers in “self-defense” during anti-drug operations. Around 33 people are killed for every one person injured, making this the deadliest drug war ever (Muggah, 2017). With this situation, police leaders must carry out the mandate of the president and as a result, many police officers were facing administrative and criminal charges for violation of operational procedure and/or

criminal laws. In addition, police customs and tradition cultivated through training and observe by senior police officers and passed from generation. This is supported by Armacost (2004) where cops do not arrive at the police department door as fully-formed brutalizers; they are created, in some part, by features of the organizational culture that makes it possible or probable that they will act on their violent propensities.

The indicators disagreed were *“lack of support from the organization to the welfare of individual police officer”* and *“lack of guidance and supervision of personnel”* that obtained weighted means of 2.47 and 2.16, respectively. Meanwhile, the lowest among the indicators were *“peer pressure and influence”* which obtained weighted mean of 1.19 interpreted as “strongly disagree”. This may suggest that the police bureau maintains camaraderie and compliant to regulation but in some extent, they violate laws for the accomplishment of the mission. This was supported by the study of Torreblanca and Stewart (2019), that a 10% increase in prior peer misconduct increases an officer’s later misconduct by 8%, thus, understanding the antecedents of misconduct will help to develop interventions that reduce misconduct. Social aspect must be considered because people making decisions inside organizations are constrained by authority rules and regulations, but are also con-strained by social norms, cultural expectations and considerable peer-group pressures.

The composite weighted mean was 2.12, interpreted as “disagree”. This generally mean that the respondents disagreed on the organizational cultural factors as one of the factors affecting the commission of administrative offense. The study of Armacost (2004) suggests that organizational factors are often neglected part of the solution. Many of the remedies currently invoked to control police brutality are inadequate precisely because they ignore or undervalue institutional and organizational factors.

Table 4 shows that difference and association between the demographic profile and the administrative offense committed. Among the demographic profile tested for difference and association, only educational attainment and monthly family income were significant at 0.05. The results clearly contrast with majority of the previous studies showing relationship between the demographic profile of the police officers and misconduct. For instance, it contradicts Ioim et al. (2013) that young police officers are more vulnerable to violate administrative laws and Wood et al. (2019) that the incidence of police misconduct is associated with age.

Table 4*Difference and Association between the Demographic Profile and the Administrative Offense Committed*

Demographic Profile	Categories of Administrative Offense Committed	
	Odds Ratio	Probability
Age		
36 years old and above	0.803	0.752
Sex		
Female	0.555	0.591
Civil Status		
Married	1.199	0.767
Educational Attainment		
Master's Degree or with units	0.070	0.034**
Rank		
Police Inspector to Police Superintendent	1.107	0.882
Length of Service		
Above 15 years	1.890	0.497
Length of Residence		
Above 15 years	0.925	0.869
Monthly Family Income		
Php50,000 above	0.138	0.046**

**Significant – p -value < 0.05*Significant – p -value < 0.1

The results also contrast with Pagon et al. (2004) that male police officers are more vulnerable to commit misconduct, Karaffa et al. (2014) that police officers experience difficulties in their family relationships have stronger tendencies for misconduct, and Porter and Warrander (n. d.) that slightly more cases involving high rank officers than there were constables. It contradicts Chappell and Piquero (2004), McElvain and Kposowa (2008) and Wood et al. (2019) that tenure is associated with misconduct, with younger and less experienced officers receiving more complaints than older and more experienced officers.

For the educational attainment with a master's degree or with units, the odds of committing an administrative offense of a non-motu proprio investigation are 0.070 times as large as the odds for a college graduate with a probability 0.034. This indicates that the higher the educational qualifications, the less the chances of police misconduct. The results validate the findings of Kappeler et al. (2001), Lersch and Kunzman (n. d.) and Basham (2019) that police officers with a college education receive fewer citizen complaints than officers without a college education. Similarly, Sanderson (1977) found that officers with 4-year college degrees received fewer complaints than officers with 2-year or no college degrees and Manis et al. (2008) found

statistically significant differences between officers who had achieved two-year degrees and those who obtained four-year degrees regarding the types of complaints filed against them.

For the monthly family income with P50,000 and above, the odds of committing an administrative offense of a non-motu proprio investigation are 0.138 times as large as the odds for a monthly income with P50,000 below with a probability 0.046. This simply mean that police officers who earned higher are less to commit misconduct. Obviously, police officers with higher salaries and privileges are commissioned officers. This compliments the study of Ercikti et al. (2011) that police officers who have high salaries by virtue of their rank, police managers enjoy some privileges along with their increased responsibility and Tengpongsthorn (2017) that compensation was crucial to the effectiveness of officers' work performance. In other words, inappropriate compensation could have a negative impact on the effectiveness of their work performances.

Table 5 shows that difference and association between the socio-cultural profile and to the administrative offense committed. The results show religion and housing data with significant association with the administrative offense committed.

Table 5

Difference and Association between the Socio-Cultural Profile and the Administrative Offense Committed

Socio-Cultural Profile	Categories of Administrative Offense Committed	
	Odds Ratio	Probability
Place of Birth		
Non-Luzon	0.5942774	0.399
Length of Years in Place of Birth		
About 15 years	1.446068	0.614
Religion		
Non-Catholic	2.497335	0.022**
Ethnic Group		
Non-Tagalog	7.579299	0.177
Spoken Dialect		
Non-Tagalog	0.2210448	0.307
Occupation of Parents		
Government Employee	0.7906326	0.495
Housing Data		
Occupying Government Housing and Rent a House	0.6567175	0.070*
Family Size		
More than 4 Members	2.26567175	0.229

**Significant – p -value < 0.05

*Significant – p -value < 0.1

For a non-Catholic religion, the odds of committing an administrative offense of a non-motu proprio investigation are 2.497 times as large as the odds for a catholic religion with a probability 0.022. The Philippines is a catholic country comprising 86% of the total population (Miller, n.d.). The results suggest that some police officers fail to practice their faith and committed misconduct. According to Kelly (2016), those who start with no spiritual foundation and spend some time investigating faith are usually drawn out of the malaise of their daily life. Officers who have a moderate understanding and practice of faith normally just need to be reminded of what is really important in the grand scheme of life and are able to renew their focus on the spiritual leg of their table. For those who are strong in faith, reiterating together what is true in divinity usually helps strengthen their life's spiritual journey even further. This is in contrast with Adamczyk et al. (2017) that religion tends to have a deterring influence on crime-related attitudes and behaviors.

On the housing data with occupying government housing and rent a house, the odds of committing administrative offense of a non-motu proprio investigation are 2.265 times as large the odds for owning a house and lot with a probability 0.070. This is merely an indication that police officers who own house and lot are more behave that that of renting or occupying government housing, thus, building high self-control. Owning a house constitute permanency, protection of their reputation and build strong social bonds among neighbors. This is consistent with the result of the study of Donner (2013) that low self-control is the underlying cause of individual-level crime and analogous behavior and that individuals who have low levels of self-control are more likely to pursue the immediate pleasure of deviant behavior when presented with an opportunity to do so.

Table 6 shows the difference and association between the factors affecting the commission of administrative offenses and to the administrative offense committed.

Table 6
Difference and Association between the Factors Affecting the Commission of Administrative Offense and to the Administrative Offense Committed

Factors Affecting the Commission of Administrative Cases	Categories of Administrative Offense Committed	
	Odds Ratio	Probability
Personal Cultural Factors	1.417189	0.424
Organizational Cultural Factors	0.103014	0.0000**

**Significant – p -value < 0.05

*Significant – p -value < 0.1

The difference and association between the factors affecting the commission of administrative offenses and the administrative offense committed shows statistical significance on the organizational cultural factors.

On the agreeable response under personal cultural factors on factors affecting the commission of administrative case, the odds of committing administrative offense of a non-motu proprio investigation are 0.1031 times as large the odds for a response disagree under organizational cultural factors and with a probability 0.000. This simply proves that police officers commit misconduct because of the organizational cultural factors indicated in the number of motu proprio investigations conducted by Regional Internal Affairs Service 4A. These cases were all job-related and in accordance with the mission of the PNP to curve down crimes and proliferation of illegal drugs. In this regard, Morella (2017) is presumably correct on the assumptions that the increased data on reported killings is linked to the performance of the duty. Similarly, the results confirm that findings of Donner (2013) that organizational culture has an important influence on officer behavior.

5. Conclusion and Recommendation

This study combined the demographic and socio-cultural factors to assess the administrative offenses of police officers filed at IAS. The demographic data include differences on age, sex, civil status, education, rank, length of service, length of residency and monthly income while socio-cultural data include place of birth, length of years in place of birth, religion, ethnic group, spoken dialect, occupation of parents, housing data and family size. Specifically, this categorized administrative offense committed by police officers, assessed the personal-cultural factors as attributes of administrative offenses, evaluated the organizational-cultural factors as attributes of administrative offenses, tested the difference and association between demographic profile and administrative offenses and tested the difference and association between socio-cultural profile and administrative offenses.

Findings of the study revealed that motu proprio investigations are the majority of administrative cases filed at Regionan Internal Affairs Service 4A against police officers. The respondents agreed on some indicators but disagreed on the majority of the indicators on the personal-cultural and organizational-cultural factors affecting the commission of administrative

offenses. The difference and association between the demographic profile and the administration offense committed shows statistical significance on the educational attainment and monthly income while the socio-cultural profile and the administrative offense committed shows statistical significance on religion and housing data. The factors affecting the commission of administrative offenses and the administrative offense committed shows statistical significance on the organizational cultural factors.

The findings suggest a need for a longer duration of immersion program for police trainees to adjust their cultural orientations as police officer. Similarly, the organization needs to provide legal assistance for police officers facing *motu proprio* cases except cases involving breach of internal discipline. If not possible to hire lawyers, the PNP organization should inspire potential police officers to enroll and take law courses and become part of legal team who will handle cases of police officers. This is to reduce dilemma of police officers who are enforcing laws and committed administrative offense as a consequence of the use of force. A follow up research should consider social factors, psychological factors, and legal factors that may affect commission of administrative offense among police officers. Qualitative research relative to live experiences of police officers who are penalized with administrative sanctions is also encouraged. In terms of human resource management, the results suggest to prioritize recruitment of police officers residing in the region for at least 10 years so that conflict in terms of culture, orientation and beliefs can be addressed. Young blood police recruit must have competency and specialized training before they are assigned in different sections in the lower units so that they can perform their functions better. As such, the responsibility cascades to the colleges and universities as well as the PNP training division on the skills development, communication and report writing, and legal and technical aspect of laws in relation to public safety. There is a need to incorporate and inculcate social and cultural diversities in the subjects offered in the colleges and universities as well as in Public Safety Basic Courses and Leadership Courses taken by police officers.

Appendix

Appendix A

Demographic Profile of the Respondents

Respondents Profile	Frequency (N=238)	Percentage	Rank
Age Group			
25 years and below	38	15.97	3
26-30 years old	106	44.54	1
31-35 years old	51	21.43	2
36-40 years old	26	10.92	4
41-45 years old	14	5.88	5
46 years old and above	3	1.26	6
Sex			
Male	232	97.48	1
Female	6	2.52	2
Civil Status			
Single	20	8.40	2
Married	216	90.76	1
Separated	2	0.84	3
Rank			
Police Officer 1 to Police Officer 3	189	79.41	1
Senior Police Officer 1 to Senior Police Officer 4	27	11.34	2
Police Inspector to Police Superintendent	22	9.24	3
Educational Attainment			
College Graduate	218	91.60	1
Master's Degree or with units	20	8.40	2
Years in Service			
5 years and below	60	25.21	2
5-10 years	115	48.32	1
11-15 years	39	16.39	3
16-20 years	15	6.30	4
21 years and above	9	3.78	5
Years in Region 4A			
5 years and below	16	6.72	5
5-10 years	24	10.08	2
11-15 years	21	8.82	3
16-20 years	20	8.40	4
21 years and above	157	65.97	1
Monthly Income			
Php50,000 and below	213	89.50	1
Php50,001 to Php100,000	14	5.88	2
Php100,001 to Php150,000	11	4.62	3

Appendix B*Socio-Cultural Profile of the Respondents*

Socio-Cultural Profile	Frequency (N=238)	Percentage	Rank
Region			
Luzon	209	87.82	1
Visayas	21	8.82	2
Mindanao	8	3.36	3
Length of Years in Place of Birth			
5 years and below	1	0.42	5
5-10 years	4	1.68	4
11-15 years	11	4.62	3
16-20 years	14	5.88	2
21 years and above	208	87.39	1
Religion			
Roman Catholic	175	73.52	1
Protestant Christianity	26	10.92	3
Islam	3	1.26	4.5
Iglesia ni Cristo	31	13.03	2
Others	3	1.26	4.5
Ethnic Group			
Tagalog	170	71.43	1
Ilocano	36	15.13	2
Bisayan	9	3.78	3
Igorot	7	2.94	4
Maranao	3	1.26	7.5
Waray	4	1.68	5.5
Tausug	3	1.26	7.5
Ilongo	1	0.42	9.5
Kampampangan	1	0.42	9.5
Bicolano	4	1.68	5.5
Dialect			
Tagalog	166	69.75	1
Bicol	5	2.10	4.5
Cebuano	4	1.68	6
Hiligaynon	1	0.42	9
Ilocano	43	18.07	2
Kapampangan	1	0.42	9
Pangasinensi	2	0.84	7
Waray	5	2.10	4.5
Chabacano	1	0.42	9
Bisaya	10	4.20	3
Occupation of Parents			
Privately Employed	123	51.68	1
Government Employee	86	36.13	2
Self-Employed	29	12.18	3
Housing Data			
Own House and Lot	191	80.25	1
Rent a House	39	16.39	2
Occupying Government Housing	8	3.36	3
Family Size			
4 members and below	135	56.72	1
5 to 8 members	101	42.44	2
9 members and above	2	0.84	3

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