

# My Brother's Keeper Program towards Philippine National Police Internal Cleansing

<sup>1</sup>Evelyn Falcatan, <sup>2</sup>Edna Sanchez, <sup>3</sup>Philip Magtaan, <sup>4</sup>Alrien Dausan & <sup>5</sup>Wilfredo Dalugdog

## Abstract

This study aimed to assess the My Brother's Keeper (MBK), a program intended for the internal cleansing of the Philippine National Police (PNP). The descriptive research design was used employing a researcher-made survey questionnaire distributed to police officers (228), community members (262), and values coaches (49). The assessment of the three groups of respondents showed that MBK as an internal cleansing program of the PNP, anti-corruption component was absolutely and essentially important by both community members and values coaches. Meanwhile, professionalism was seen as truly essentially important by the PNP personnel, and moderately important by the community members and values coaches. Results further showed PNP personnel and community members agreed that problems exist with personnel involved in the implementation of the MBK Program. The results uphold that MBK program is essentially important to the members of the PNP as it influenced positively their work performance, interpersonal relationship, and self-perceptions.

**Keywords:** *Anti-Corruption, Internal Cleansing, Philippine National Police, Professionalism, Police Officer*

## Article History:

*Received:* April 12, 2023

*Accepted:* May 30, 2023

*Revised:* May 29, 2023

*Published online:* June 2, 2023

## Suggested Citation:

Falcatan, E., Sanchez, E., Magtaan, P., Dausan, A. & Dalugdog, W. (2023). My Brother's Keeper Program towards Philippine National Police Internal Cleansing. *International Review of Social Sciences Research*, 3 (2), 61-85. <https://doi.org/10.53378/352991>

## About the authors:

<sup>1</sup>Corresponding author. Police Corporal, Assistant HRDD PNCO, Lipa City Police Station. Corresponding email: [evelynfalcatan685@gmail.com](mailto:evelynfalcatan685@gmail.com)

<sup>2</sup>College of Criminology, Lipa City College

<sup>3</sup>College of Criminal Justice Education, Lyceum of the Philippines

<sup>4</sup>College of Criminal Justice Education, De La Salle University Dasmariñas

<sup>5</sup>College of Criminal Justice Education, Laguna State Polytechnic University.

## 1. Introduction

The ancient adage “*with great power comes great responsibility*” from the allusion to the Sword of Damocles in the fourth century BC (With great power comes great responsibility, n.d., para.1) very well describes the Philippine National Police (PNP), one of the country’s law enforcement agencies. Cliché as it may, it is a well-rounded saying that clearly identifies that the Philippines is giving significant power over the total population of the country. This power entails a great responsibility to serve and protect the people under the state they are serving. Under Republic Act 6975, otherwise known as “An Act Establishing the Philippine National Police under a Reorganized Department of the Interior and Local Government and Other Purposes”, PNP which was established in 1991 is deemed as a highly effective and competent police force that is national in scope and civilian in character. Also, as amended, under Republic Act No. 8551, otherwise known as the Philippine Reform and Reorganization Act of 1998, the PNP was envisioned to be a community and service-oriented agency responsible for the maintenance of peace and order and ensuring public safety.

Being endowed with such supremacy, the agency is always expected to be at its cleanest slate. While protecting the constitutional rights and freedoms of every Filipino with might, at the same time, the PNP must act in a manner of integrity and not violate certain rights against unreasonable search and seizure or excessive force. In addition, the agency must lead with integrity, be professional, be educated, and work with a customer service approach. However, as the popular saying “*one bad apple spoils the barrel*,” (One ‘Bad Apple’ Can Spoil a Metaphor, n.d., para. 1) goes, it takes one deviant member of the agency – be the rank and file employees, officials, or any other personnel, to tarnish the agency’s reputation. Thus, this would give a general impression to the public, that the misdeeds one deviant member had done would be transferred and generalized to the whole body as well.

Police misconduct encompasses illegal or unethical actions or the violation of individuals’ constitutional rights by police officers in the conduct of their duties. Among the examples of police misconduct include but are not limited to police brutality, dishonesty, fraud, coercion, torture to force confessions, abuse of authority, and sexual assault, including the demand for sexual favors in exchange for leniency. Any of these actions can increase the likelihood of a wrongful conviction. Excessive use of physical or lethal force, discriminating arrest, physical or verbal harassment, and selective enforcement of the law are all indications

of misconduct. Gaining profit or some sort of material benefit obtained illegally as a result of the officer's power is also a manifestation of misconduct. Any instances of bribery, extortion, receiving or fencing stolen things, and selling drugs are all considered wrongdoing. Misconduct is procedural when it refers to police who go against police department rules and regulations. It is considered criminal when it refers to police who defy state and federal laws. Any misconduct is considered unconstitutional when it refers to police who abuse a citizen's civil rights; or any combination thereof.

Most of these incidences are less severe than torture. Obtaining a witness statement is often considered something that could be done beyond or outside one's scope and responsibilities. Police officers, like prosecutors, are responsible for keeping our society safe. Their passion can sometimes lead them to overstep their boundaries and utilize the power of their badges to make a case that would otherwise be impossible to prove. The desire to see justice done, especially when a horrific and senseless atrocity happens, can lead to grave injustice. Police misconduct encompasses a wide spectrum of behaviors that do not reflect the high expectations we have for police officers may it off-duty behavior or on-the-job behaviors. Any action that is disgraceful, improper, or unworthy of a police officer or displays unfitness to be or continue as a police officer, or does not meet the requirements may be referred to as police misconduct.

Because of their feelings of devotion to their fellow police, some cops are hesitant to report misconduct. However, the widespread use of cell phone cameras has made it possible for civilians to film and denounce police misconduct. Although most police misconduct stories were thought to be untrue in the past, a single YouTube search today yields hundreds of videos documenting incidences of police wrongdoing. Jackman (2016) theorized that police officers are detained about 1,100 times per year or roughly three times per day. Simple assault, drunken driving, and aggravated assault were the most common offenses, but there were also a considerable number of sex crimes. More than two-thirds of police charged in cases with predictable outcomes are found guilty. Even now, however, making a report of police misconduct can be difficult for the common public, owing to the fact that reporting police misconduct requires reporting to the agency in question. A citizen's review body will investigate complaints against police officers in numerous communities. To ensure that police misconduct is not tolerated, reforms and constant supervision are essential.

Police forces use these premises to create codes of conduct, train recruits, and investigate and discipline officers, sometimes in collaboration with civilian complaint review boards that provide independent evaluation and remedial counsel. State law also provides protections, allowing victims to sue police for damages in civil lawsuits. Excessive force – police brutality, false arrest and imprisonment, malicious prosecution, and wrongful death are examples of actions brought for claims. Traditional views assumed that police abuse reflected the moral failings of individual officers—the so-called bad cop (Law Teacher, 2016).

Police corruption is persistently widespread as one of the most corrupt government agencies in the Philippine context (Gabon, 2019). The claim was supported by Benter (2019), that historical and current political and economic situation, as well as insufficient internal controls and other ineffective anti-corruption measures, and internal police corruption jeopardizes public trust and cohesion. Romero (2015 as reported by Hays, 2017), revealed that PNP ranked as the most corrupt institution in the Philippines, according to a poll conducted by the Anti-Corruption Watchdog Transparency International's Global Corruption Barometer. The survey showed that 69 percent of surveyed Filipinos believed police personnel was corrupt, 64 percent believed public officials and civil servants were affected by corruption, and 58 percent had the same view on political parties. The Global Corruption Barometer has been gathering the corruption views and experiences of people around the world since 2003.

Guerra (2019) emphasized the approval of PNP Memorandum Circular No. 2017-03 as the PNP Internal Cleansing Program due to a lack of effective and action-specific corrective and punitive-oriented interventions that will deter police personnel from doing illegal acts and engaging in illegal activities. This memorandum aims to remove the misfits, scalawags, and undesirables from the organization through intelligence, investigation, and negation operations. Moreover, it will strictly enforce existing disciplinary mechanisms and integrate them with an approach that would displace erring PNP personnel from their assignment. Thus, members or personnel become more disciplined and more productive in rendering public safety services through the conduct of reorientation, retraining, and spiritual, and moral enhancement. This is a supposed continuing program but recent developments have prompted the police leadership to launch the “Revitalized PNP Internal Cleansing Strategy.”

Highlighted on August 4, 2018, the editorial issue of *The Philippine Star* is the news peg of President Duterte unraveling that hundreds of policemen are on his narco list. Beyond termination, however, the PNP needs institutional reforms to prevent the entry of rotten elements, and then to catch law enforcers who break the law. Police salaries have been raised, but PNP officials lamented that this has not been enough to discourage cops from engaging in criminal activities. A counterintelligence team is being set up, which will be dedicated to monitoring cops' possible involvement in crime (The Philippine Star, 2018).

According to Fianza (2018), internal cleansing is a term often heard every time a new Chief of the Philippine National Police assumes office. Caliwan (2020) cited PNP chief Gen. Camilo Cascolan in his briefing in Camp Crame that 'of (the) a total number of personnel found guilty of administrative offenses, 4,591 were summarily dismissed from the service for serious infractions, while 7,888 were meted suspension terms and 846 cops were demoted in rank.' He further mentioned and said these policemen were punished for their involvement in criminal activity including illegal drugs, grave misconduct, serious neglect of duty, serious irregularity, malversation, dishonesty, graft, and corruption.

With the continuing occurrences of incidents, this study aimed to assess the My Brother's Keeper Program (MBK) as an internal cleansing of the PNP. Specifically, it aimed to assess the MBK through parameters as anti-corruption, professionalism and the welfare of the personnel grouped into respondents' category. Furthermore, it also assessed the problems experienced in the MBK program through personnel involved and implementation grouped into respondents' category. In terms of its impact, the variables measured were work performance, interpersonal relationships and self-perception grouped according to respondents' category.

## **2. Literature Review**

MBK is a mentoring program that allows young police officers (brothers) to be adopted by senior police officers' keepers) in a bond of brotherhood and accountability. In this program, a senior police officer will have not only adopted one person but an entire squad under him. This concept likewise requires the full support of the law enforcers to take on a much higher level of responsibility to closely supervise the police ranks which includes the development of the tasks provided in their job descriptions, designations, and tasks.

In this strategy, a senior non-commissioned officer leads a five-man squad organized from the regional headquarters. This is cascaded to police stations, platoons, and the police

public safety company. Close supervision is done by unit commanders, immediate supervisors, and squad leaders. More so, they are required to monitor their subordinates and sanction disciplinary actions for they are held accountable for non-action on their erring personnel. Through this program, squad members practice one of the most basic but rarely applied concepts nowadays – “caring like a brother” (Police Regional Office 4As My Brother’s Keeper Squad Program, 2017).

Lalu (2018), mentioned that the Revitalized Internal Cleansing Program (ICP) of the PNP is not just about punishing people, it has a three-pronged approach to the cleansing program —preventive, punitive, and restorative (PPR). Preventive means that the PNP is continuously assessing the systems and procedures, from training, and recruitment, to operations, investigations, and loopholes that need to address such that it will not create opportunities or reasons for others to commit illegal or criminal activities. While punitive, it is the filing of cases against PNP personnel, proactively monitoring them, and conducting police operations through the different counterintelligence units. The PNP is seeking the help of the Catholic Bishops’ Conference of the Philippines (CBCP) for the rehabilitation of drug users and providing counseling to PNP personnel who have been embroiled in controversies. This is a comprehensive and holistic approach to weeding out misfits and scalawags and instilling professionalism and integrity in our midst.

Ager (2018) cited senators Drilon, Pangilinan, Trillanes IV, Honteveros, Aquino, and de Lima, given the recent spate of crimes involving police personnel, that the Senate recognizes that it is important to inform the public on said the revitalized strategy of cleansing their ranks, demand accountability from the PNP and reassure the public that PNP personnel will be more committed in the discharge of their duty to serve and protect the people. Also, they measure various reports of erring cops, who were either killed or arrested, for alleged involvement in different illegal activities. Similarly, Esguerra (2018) asserts that this is a big boost to the morale of personnel who are faithfully performing their duties amidst the dangers of police work. There is no better way to earn the trust and confidence of the public than to have a police organization whose members are well-disciplined.

MBK program was conceptualized by the PNP Directorate for Operations PMGEN Ma. O. Ranada Aplasca that aimed at cleansing the ranks of rogue cops and police scalawags particularly those engaged in illegal activities that focus on the transformation of erring personnel to become more productive members of the organization. To preserve the progress

that the policemen of CALABARZON painstakingly built, Gen. Aplasca devised a system of checks and balances to further strengthen and resolve his men in partnership with Bless Our Cops (BOCS), the My Brother's Keeper Program (MBK Session Manual, 2017). Eventually, this program became one of the components of PNP Internal Cleansing which is also called values-based cleansing. It promotes internal change bordered by the concept of, a "god-centered, service-oriented, family-based life". The cascading of this concept shall be brought to the attention of the individuals by allowing them to listen, conceptualize, internalize, and apply the important values and principles to be discussed in every session.

### **3. Methodology**

The study used a descriptive research design. It is the most appropriate design to use for a study that aimed to assess a program through survey strategy. The stratified random sampling technique was used to identify and select the respondents that were assigned in Batangas, Lipa, Tanauan, and Sto. Tomas headquarters in the Philippines as police officers (228), community members (262), and values coaches (49).

The researcher-constructed survey questionnaire was anchored on the PNP Memorandum Circular (MC) 2017-03 (PNP Internal Cleansing) and PNP MC 2019-027 (Enhanced Revitalized PNP Internal Cleansing Strategy). The research instrument was divided into three (3) parts based on the objectives of the study. Part I determined MBK program in terms of anti-corruption, professionalism, and welfare of the personnel. Part II assessed the problems experienced by the three (3) groups of respondents in terms of personnel involved and implementation. Part III determined the impact on the PNP personnel in terms of their work performance, interpersonal relationships, and self-perception.

After the first draft of the instrument, the survey questionnaire has undergone rigid content validation by experts including the focal personalities in the implementation of the My Brother's Keeper Program from the Office of the Provincial Community Affairs Division, a language expert or grammarian, and a statistician. Likewise, focal personalities of the MBK program were tapped for expertise in the field. These focal personalities are designated as Regional Executive Senior Police Officer, Provincial Executive Senior Police Officer, Chief, Regional Community Affairs and Development Division, and Chief Regional Community Affairs and Development Division. All their recommendations and suggestions on the content of the survey questionnaires were incorporated before the conduct of the pilot

test. A pilot test was conducted to thirty (30) respondents who shared the same characteristics as the target respondents. As a result, the survey questionnaire obtained values that are higher than the required Cronbach Alpha of 0.7, thus, the reliability of the instrument was established.

To be able to distribute the survey questionnaire, an approved written request was accomplished. A face-to-face distribution of the survey questionnaire to the target respondents was done. The data were gathered, processed, and analyzed using the appropriate statistical tools. The basic statistical tools were used like mean, standard deviation, and the Analysis of Variance (ANOVA) was used to assess the significant difference in the assessment of the respondents on MBK programs. Thus, to validate the result of the ANOVA test, a post-hoc comparison test was done. In this study, the Tukey-Kramer/Bonferroni test was utilized to determine which comparisons between the group means significantly differ among unequal representative or samples (Muijs, 2004). The study adhered to ethical considerations and all information and respondents' identity remained confidential and anonymous.

#### 4. Results and Discussion

Using the mean scores of the three (3) implementers, namely PNP personnel, Community members, and Values coaches divided by the number of items generated per area of the MBK Program the elements of anti-corruption, professionalism, and the welfare of the personnel displayed varying interpretations that underscore the Internal Cleansing Program established by PNP.

**Table 1**

*Assessment on Anti-Corruption, Professionalism, and Welfare Across Implementors*

Variables	PNP Personnel		Community Members		Values Coaches		Verbal Interpretation
	Mean	SD	Mean	SD	Mean	SD	
Anti-corruption (7)	23.49 (3.36)	4.915	20.23 (2.89)	5.259	20.59 (2.94)	4.756	Strongly Agree
Professionalism (7)	24.08 (3.44)	4.638	20.79 (2.97)	5.061	22.22 (3.17)	4.436	Strongly Agree
Welfare (6)	20.71 (3.45)	3.724	17.48 (2.91)	4.413	18.39 (3.07)	4.066	Strongly Agree



In terms of **anti-corruption**, the PNP personnel gained 3.36 ( $\mu_1=23.49$ ,  $SD_1=4.915$ ) which indicates absolute essential importance, allowing both community members to have 2.89 ( $\mu_2=20.23$ ,  $SD_2=5.259$ ) and values coaches taking 2.94 ( $\mu_3=20.59$ ,  $SD_3=4.756$ ) to rate moderate or average importance. Results of the study show that the three most stated items about anti-corruption as a faucet for Internal Cleansing include (Q1) MBK prevents police corruption and weeds out defiant PNP personnel, particularly those who are engaged in illegal activities with a weighted mean of 3.16; (Q3) MBK helps to lessen corruption problems in the field of law enforcement; and (Q4) This program gives right opportunity and proper venue to combat the long way corruption in the PNP, both gathered 3.11 weighted mean. The top three ranking statements could impartially suggest that MBK effectively targets corruption in the frontline services and in the grassroots circles that are directly offering and catering services to people, as to how the respondents rated them. In this context, personnel and the public alike could have sensed the support from the administration towards the implementation of the program. This could be because, at the onset of the program implementation, the authorities and the government are aggressive in promoting and implementing this program. According to Jin and Zhong (2014), perceived organizational support is positively related to evaluative and objective measures of performance in standard job activities and also has a positive effect on task performance. Having detected the aggressive inputs and support of the implementing authorities, respondents could have perceived and accepted the program positively at the onset of its implementation, although problems could arise in full swing.

Focusing on **professionalism**, the PNP personnel garnered 3.44 ( $\mu_1=24.08$ ,  $SD_1=4.638$ ) also indicative of truly essential importance, while equally community members rated 2.97 ( $\mu_2=20.79$ ,  $SD_2=5.061$ ) and values coaches got 3.17 ( $\mu_3=22.22$ ,  $SD_3=4.436$ ) to be interpreted as moderate or average importance. Results show that three mostly stated items about professionalism, (Q1) The program promotes a positive image of the PNP to the community, with a weighted mean of 3.26; (Q2) The program develops a sense of responsibility and camaraderie; and (Q7) The program transforms PNP into God-centered, family-oriented, and service-oriented personnel. The last two criteria both gathered a 3.19 weighted mean. A good relationship with the community builds trust and improves people's desire to cooperate. This is also supported by the study of Peyton et al. (2019), which found

that positive contact with police substantially improved residents' attitudes toward police, including legitimacy and willingness to cooperate. Respondents have identified the MBK program as one which contains elements that could rectify and uphold the system and the standards of the police profession. They have perceived the members as cooperating individuals who offer responsible services, therefore promoting a positive image towards the community and society. More so, respondents might have also considered that the program offers the reinstatement and strengthening of faith and belief, familial ties and values, and professionalism as its effective features. When personnel had fully embraced the ideals and objectives of an improvement plan towards organizational change, it could transform them directly. Jalagat (2016) states that the successful implementation and implementation of changes in the organization enables a more seamless experience of the positive consequences of the change for employees and the organization.

On the **welfare of the personnel**, the PNP personnel garnered 3.45 ( $\mu_1=20.71$ ,  $SD_1=3.724$ ) indicative of justly vital value. Seemingly, mutually the community members with 2.91 ( $\mu_2=17.48$ ,  $SD_2=4.413$ ) and values coaches has 3.06 ( $\mu_3=18.39$ ,  $SD_3=4.066$ ) both earned moderate or average importance. Taking into consideration the welfare of any organization's personnel is one efficient and effective way of improving the quality of the products or services it offers. The welfare of any personnel refers to the sound totality of a person, ranging from being safe, happy, healthy, and other similar concepts. In this regard, the following items are the three mostly stated perceptions concerning welfare, (Q1) The program gives moral guidance to police personnel in performing their duties, with a weighted mean of 3.21; (Q2) The program provides spiritual guidance to police personnel, with a weighted mean of 3.18; and (Q4) The program gives opportunities for young police officers as brothers, to be adopted by senior police officers as keepers in a bond of brotherhood and accountability, with a weighted mean of 3.18. According to Moddy (2015), God-centered people seek to serve. They do not take advantage of their own rights and privileges, but instead, they use their rights and privileges for the benefit of others. Likewise, according to Volf (2001 cited by McGhee, 2019), work collaborated with God to fulfil his plans for the new creation, which made their work both 'good' and 'meaningful'.

The respondents perceived the MBK program develops morale, spirit, and camaraderie. This was primarily the aim of the program, as Pa-a (2017) asserted that the

cleansing strategy also focuses on the transformation of erring personnel to become more productive members of the organization. This could relate to the result that the respondents perceived that PNP personnel could have been transformed positively by the program being implemented, which is the MBK Program. Additionally, the findings supported the study of Benter (2019) that the implementation of the MBK program developed the qualities of being God-Centered and service-oriented, serving also as its two central themes, from the respondents-participants. The study of Benter (2019) showed that the objectives of the MBK program of transforming its personnel, PNP personnel, through fellowship or brotherhood had impacted the respondents positively, as evinced by the top three stated perceptions. This could show that the program made the respondents morally and spiritually guided in performing their duties and they have developed accountability and brotherhood as members of the organization.

**Table 2**

*Problems Experienced by the Personnel Involved and Implementation of the MBK Programs*

Variables	PNP Personnel		Community Members		Values Coaches		Verbal Interpretation
	Mean	SD	Mean	SD	Mean	SD	
Personnel Involved (6)	21.04 (3.51)	5.075	19.79 (3.30)	4.953	18.51 (3.09)	4.756	Strongly Agree
Implementation (6)	20.68 (3.45)	5.307	19.47 (3.25)	5.350	18.84 (3.14)	5.059	Strongly Agree

Focal to **personnel involved**, PNP personnel gained 3.51 ( $\mu_1=21.04$ ,  $SD_1=5.075$ ) comparable to community members with 3.30 ( $\mu_2=19.79$ ,  $SD_2=4.953$ ) both indicated strongly agree that personnel involved in the identified problem. Hence, the values coaches gained lower with 3.09 ( $\mu_3=18.51$ ,  $SD_3=4.756$ ) to rate moderate or average importance. In implementing various measures towards changing organizational structures and processes or introducing intervention or improvement programs, there could be resistance and adverse reactions coming from the members or personnel. Results show that the top three problems experienced in the implementation of the MBK program when personnel involvement is concerned are (Q3) The program does not morally uplift the police personnel; and (Q6) Police personnel do not cooperate with the program, both with a weighted mean of 3.44, and (Q5) Police personnel are not interested in the program, with a weighted mean of 3.42. It

can be gleaned from these items that when it comes to personnel involvement, respondents perceived that the program has not yet fully involved them in the program, and substantially has not yet targeted the morale of its personnel.

Personnel or members of an organization could develop their preconceived notions towards changes being brought or introduced to the organizational system. Although it was previously noted and found out that the respondents could have positively rated and perceived the effects of the program, they could also have setbacks and adverse feedback towards its implementation. This could be considered resistance to change. Resistance to change could bring failure to the improvement of plans, program implementations, or change initiatives (Pardo-del-Val & Martinez-Fuentes, 2003). Concerning this, the personnel's attitudes towards the implementation of the program could affect its apparent results. This resistance could lead to delays in implementation, emotional stress for both the administrators and the personnel, and reduce the potential savings from rapid change implementation (Sanders, 2018). Thus, a realization of the pristine objectives set by the program implementers could be delayed, tainted, or worse, will not be realized or attained. It is important nonetheless, that these perceptions will be addressed and will be resolved so that the efficiency of the program implementation could be augmented.

In terms of **implementation**, PNP personnel attained 3.45 ( $\mu_1=20.68$ ,  $SD_1=5.307$ ) which is similar to community members with 3.25 ( $\mu_2=19.79$ ,  $SD_2=4.953$ ) which together revealed strongly agree as a problem experienced about implementation. Hence, the values coaches fall lower with 3.14 ( $\mu_3=18.84$ ,  $SD_3=5.059$ ) as a moderate concern. This phase refers to a critical and decisive part of a program. This is where the plans will be put into practice where situations can be assessed that existed unexpectedly or turned astray as planned. Usually, these situations turned into points for improvements for the working solutions. Data gathered from the survey revealed that the three mostly stated items as a problem experienced concerning implementation are (Q3) Uncooperative head of office/unit, with a weighted mean of 3.39; (Q6) Hesitations to share that may lead to misunderstanding or conflict of belief/faith, with a weighted mean of 3.34; (Q1) The program creates conflict in terms of religion, beliefs, and tradition of police personnel and (Q2) The program adds burden to the workload of police personnel, both criteria have 3.29 weighted mean.

**Table 3***Impact of the MBK Program on Work Performance, Interpersonal Relationships, and Self-Perception*

Variables	PNP Personnel		Community Members		Values Coaches		Verbal Interpretation
	Mean	SD	Mean	SD	Mean	SD	
Work Performance (7)	23.40 (3.34)	5.097	19.06 (2.72)	5.151	20.98 (3.00)	4.342	Strongly Agree
Interpersonal Relationships (5)	16.65 (3.33)	3.618	14.34 (2.87)	3.781	14.94 (2.99)	3.369	Strongly Agree
Self-Perception (5)	17.47 (3.49)	3.407	16.13 (3.22)	3.386	15.73 (3.14)	3.861	Strongly Agree

As to **work performance**, PNP personnel attained 3.34 ( $\mu_1=23.40$ ,  $SD_1=5.097$ ) describing strongly agree on the impact of work performance as compared to both community members with 2.72 ( $\mu_2=19.06$ ,  $SD_2=5.151$ ) and values coaches with 3.00 ( $\mu_3=20.98$ ,  $SD_3=4.342$ ) both depicted moderate. Work performance, as connected with program implementation, would imply the effectiveness of the program implementation. As seen in the results, the most stated items as impacts on work performance are: (Q1) The appointed squad leaders are senior police personnel who are capable of guiding junior officers, with a weighted mean of 3.15 and (Q4) The program promotes the spiritual initiatives of the personnel that creates opportunities for higher work performance with a weighted mean of 3.02. The program inspires police personnel in the performance of duty. It can be inferred that the program might have empowered tenured officers of the organization in terms of uplifting entry-level personnel's spiritual aspects and performance of duty. Moreover, the tenured officers and the entry-level personnel could have imbibed the ideals and aspirations of the program, thus resulting in the positive disposition of the respondents towards it. As asserted by Mosenkis (2002), changes in the workplace system should be imbibed by its personnel as part of the whole operation. This is to ensure that the company or the organization could experience growth. When growth has been mentioned, it refers to the positive change toward better results or outcomes for the organization.

Concerning **interpersonal relationships**, PNP with 3.33 ( $\mu_1=16.65$   $SD_1=3.618$ ) described strongly agrees with the impact of the assessment while both community members had 2.87 ( $\mu_2=14.34$ ,  $SD_2=3.781$ ), and values coaches gained 2.99 ( $\mu_3=14.94$ ,  $SD_3=3.369$ ) similarly weighted moderately. Interpersonal relationships are a vital component within an

organization. It establishes harmonious, continuous, and constructive communication within the organization, thus promoting a productive and efficient working environment. Based on the results of the study, the following are the impact of the program on the interpersonal relationships of the personnel involved. The first one is that (Q1) The program creates quality time to bond with their colleagues and superiors. Next is (Q3) In this program, squad members practice one of the most basic but rarely applied concepts nowadays “caring like a brother.” The last shows that (Q5) The program assesses each other’s standing in their career, opens up to the problems that they encounter, and helps each other personally through the squad system.

It can be gleaned from the results that the top three items that were mostly rated by the respondents suggest friendship, camaraderie, fellowship, and brotherhood. According to Juneja (2015), communication is said to be the basis of every interpersonal relationship. Effective communication is the key to a healthy and long-lasting relationship. Interpersonal relationship refers to a strong association among individuals working together in the same organization. Employees working together ought to share a special bond for them to deliver their level best. It is essential for individuals to be honest with each other for a healthy interpersonal relationship and eventually positive ambiance at the workplace. The findings suggest increased connection and accountability of PNP personnel to one another, as a result of the program implementation of MBK. This could further lead to other positive outcomes as regards relationships and work matters. This asserts Balaban and Özsoy (2016) that there exists a relationship between friendship in the workplace and job-related matters.

On the impact of **self-perception**, PNP 3.49 ( $\mu_1=17.47$ ,  $SD_1=3.407$ ) attributed to strongly agree with the impact of self-perception. Hence, both community members have 3.22 ( $\mu_2=16.13$ ,  $SD_2=3.386$ ), and values coaches got 3.14 ( $\mu_3=15.73$ ,  $SD_3=3.861$ ) described as moderate impact. As teamwork and camaraderie are being developed in an organization as improvement programs are being implemented, personal development should also be considered. Towards developing one’s self-perception, the following are the perceived effects of the MBK program on the PNP personnel: (Q1) It serves as my constant reminder of my commitment as a police officer – “Maka-Diyos, Maka-Tao at Maka-Bansa”; (Q2) This program refreshes me by doing good deeds; and (Q3) Squad system has helped me improve myself, the way that I act even the manner of how I speak.

The foregoing results relate to the findings of Benter (2019) that emphasized the themes developed from the implementation of the MBK program: (1) God-Centered; and (2) Service-Oriented. In addition, it has been suggested that the MBK program's cadre system emphasizes value creation, spiritual development, and strengthening the engagement of its employees with their profession, but does not have enough time for each system implemented intensify, there is no suitable place to hold the meeting and share doubts that can lead to misunderstandings or beliefs.

**Table 4**

*Differences in the Assessments among MBK Program Implementers*

Composites	Sources	Sum of Squares	Df	Mean Square	F	Decision
Anti-Corruption	Between	1355.585	2	677.793	26.352	Significant
	Within	13811.857	537	25.720	.000**	
	Total	15167.443	539			
Professionalism	Between	1321.912	2	660.956	28.316	Significant
	Within	12534.570	537	23.342	.000**	
	Total	13856.481	539			
Welfare	Between	1290.933	2	645.467	38.349	Significant
	Within	9038.393	537	16.831	.000**	
	Total	10329.326	539			
Personnel Involved	Between	346.076	2	173.038	6.711	Significant
	Within	13846.922	537	25.786	.001**	
	Total	14192.998	539			
Implementation	Between	244.273	2	122.137	4.338	Significant
	Within	15119.614	537	28.156	.014*	
	Total	15363.887	539			
Work Performance	Between	2298.817	2	1149.409	44.883	Significant
	Within	13751.916	537	25.609	.000**	
	Total	16050.733	539			
Interpersonal Relationships	Between	664.872	2	332.436	24.592	Significant
	Within	7259.311	537	13.518	.000**	
	Total	7924.183	539			
Self-Perception	Between	263.779	2	131.890	11.145	Significant
	Within	6354.880	537	11.834	.000**	
	Total	6618.659	539			

The tabulated data determine the disparities of the composites of assessments regarding the MBK program across three categories of implementers. Focusing on **anti-corruption**, the  $F_{\text{obt}}(2,537) = 26.352^{**}$  shows significance for alpha 0.01 ( $p_{\text{value}} = .000$ ). The study rejects the null and accepts the alternative hypothesis. This indicates that there is a

significant difference in the assessment of anti-corruption among the three groups of respondents. The anti-corruption assessment determines how information concerning measures related to internal police corruption can jeopardize public trust and cohesion, hence, the implementers see the said construct differently. Assessment of anti-corruption programs can differ from one evaluator to another. These evaluators could already have carried biases or prejudices regarding their perceptions about the status, effects, and problems of the program implementation. To validate this claim, a post hoc known as Bonferroni was delivered allowing PNP personnel to Community members shows significance ( $MD=3.256^*$ ,  $p\text{-value} .000$ ) and PNP Personnel to Values Coaches ( $MD=2.897^*$ ,  $p\text{-value} .001$ ).

The result is supported by Benter (2019) that historical and current political and economic situations, as well as insufficient internal controls and other ineffective anti-corruption measures, and internal police corruption that jeopardize public trust and cohesion. The disparity in respondents' assessments could have been affected by their present preconceived notions about the present program being implemented, and impartially by how they experience PNP services directly and as portrayed in media, social media, and by the public. Additionally, it has also been established by Chavez (2013) that while there are several positive traits that were descriptively discovered in the PNP organization, graft and corruption have been discovered as weaknesses in the PNP.

In **professionalism**, the  $F_{obt} (2,537)=28.316^{**}$  indicates significance for alpha 0.01 ( $p_{value}=.000$ ) rejecting the null and accepting the alternative hypothesis. This claim is meant using a post hoc known as Bonferroni was delivered allowing PNP personnel to Community members shows significance ( $MD=3.289^*$ ,  $p\text{-value} .000$ ) and PNP Personnel to Values Coaches ( $MD=1.854^*$ ,  $p\text{-value} .045$ ). This means that there is a significant difference in the assessment of professionalism across the groups. The professionalism measures a comprehensive and holistic approach to weeding out misfits and scalawags and instilling integrity in the midst of the urgency of law enforcement. People's experiences with police encounters could give different perceptions of police professionalism. For instance, Chavez (2013) emphasizes that organizational reforms PNP executes is to maintain and uplift the level of professionalism and concludes the disparity on police professionalism.

Looking at the **welfare**, the  $F_{obt} (2,537)= 38.349^{**}$  indicates significance for alpha 0.01 ( $p_{value}=.000$ ) accepting the alternative hypothesis and affirming that there is a significant



difference in the assessment of welfare for personnel across implementers, the welfare of the personnel described how aid, health, and well-being served as the concern under the MBK program. Those who personally experienced the program might have assessed its effect from a third person's point of view. Using Bonferroni as a post hoc was employed to validate the multiple comparisons among groups, delivered allowing PNP personnel to Community members shows significance ( $MD=3.230^*$ ,  $p\text{-value} .000$ ) and PNP Personnel to Values Coaches ( $MD=2.320^*$ ,  $p\text{-value} .001$ ).

Several studies have established that strengthening the concern for personnel's welfare enhances their self-perceptions and well-being. As a result, this also enhances their work productivity and efficiency. Manzini and Gwandure (2011) state that improving employee welfare has been utilized by different organizations because work-related problems and issues could result in the deterioration of personnel performance. More so, Nyamwamu et al. (2012) established and concluded that, through a descriptive case study, employee welfare services increase the productivity of police personnel, and thus, the absence of inadequacy of this challenged and declined the performance and competencies of police personnel.

Assessing the problems experienced in the MBK program includes personnel involved and implementation. The **personnel involved** acquired  $F_{obt}(2,537)=6.711^{**}$  shows significance for alpha 0.01 ( $p_{value}=.001$ ). It explains that there is a significant difference in the assessment of personnel involved among a cluster of respondents. With this, the personnel involved described the unruly outcome such as various punishments ranging from suspension, demotion, reprimand, and others. When it comes to personnel involvement, respondents perceived that the program has not yet fully involved the personnel, and substantially has not yet targeted the morale of its personnel. It is in contrast with the premise of Esguerra (2018) that the MBK program is a big boost to the morale of our personnel who are faithfully performing their duties amidst the dangers of police work. There could be several reasons regarding this matter. First, the manner of uplifting personnel morale could still be in the process. In addition, some measures are yet to be implemented. Lastly, there are still more efforts that could be done to materialize this objective. Moreover, the different groups of respondents could have perceived differently the impact of the MBK on the PNP personnel because of differences in points of view, biases or prejudices, and variations of

first-hand and indirect experiences from the effects of the program. Bonferroni was delivered to validate the multiple comparisons of an unequal number of representatives among PNP personnel to Community members with a mean difference (MD=1.253\*, p-value .020) as well as the PNP Personnel to Values Coaches (MD=2.529\*, p-value .005).

Another problem-related concern is **implementation**. The  $F_{obt}(2,537)=4.338^*$  indicates significance for alpha 0.05 ( $p_{value}=.014$ ) which rejects the null and accepts the alternative hypothesis confirming that there is a significant difference in the assessment of implementation across the three groups. Implementation implied a clear indication that the squad system emphasizes values formation, spiritual development, and strengthening the commitment of its personnel to their profession differs among implementers. People who have personally experienced and those who observed them might have differences in perceptions about PNP personnel's differences in belief, background, length of service, and other similar factors. Bonferroni only acclaims significance in one pair which is the PNP personnel to Community members (MD=1.216\*, p-value .035).

Accepting and imbibing program implementation in terms of organizational change could face challenges and adverse reactions toward members of the system. Jalagat (2016) believes that there are positive and negative consequences of change; some of the negative entailments include the status quo concept, selective perception, and lack of information. Accordingly, status quo perception exists when members of the organization remain to be more comfortable in their present status and current work arrangements. More so, selective perceptions, according to Jalagat (2016) could result in employee's appreciation of things that would directly impact and benefit them. In the present study, the mostly rated items about the challenges of the program implementation include: (Q3) Uncooperative head of office/unit; (Q6) Hesitations to share that may lead to misunderstanding or conflict of belief/faith; (Q1) The program creates conflict in terms of religion, beliefs, and tradition of police personnel; and (Q2) The program adds burden to the workload of police personnel.

The impact of the MBK program on work performance, interpersonal relationships, and self-perception was also assessed. With the **work performance**, the  $F_{obt}(2,537)=44.883^{**}$  marked significance at alpha 0.01 ( $p_{value}=.000$ ) which accepts the alternative hypothesis.

Using Bonferroni, the study also computed a post hoc for multiple comparisons allowing the validation of the significant paired groupings: PNP personnel to Community members (MD=4.337\*, p-value .000), PNP Personnel to Values Coaches (MD=2.422\*, p-value .007), and Community members to Values Coaches (MD=1.915\*, p-value .046). Work performance illustrates the faithful delivery of their duties amidst the dangers of the stipulated tasks concerning the MBK program. Various indicators could show if work performance has been changed, improved, or was affected by the program being implemented. In the eyes of the implementing agencies, particular indicators and drastic changes in data as manifestations of improved work performance as juxtaposed with the program implementation. On the other hand, observers and/or receivers of services would base their assessment on the intensity of the effect or improvement they feel about the services being offered, all while the program is being implemented.

Jalagat (2016) emphasized that employee confidence is a positive consequence of organizational change. It could mean that in the present study, employee confidence could strengthen their work performance. Jalagat (2016) also underscored that the successful implementation of the change in the organization enables a more fluid experience of the positive consequences of the change both for the employees and for the organization to develop and implement management decisions, whereby the employees are more motivated and confident in the performance of their tasks and daily decisions that make their work easier.

Observing the **interpersonal relationship**, the  $F_{obt}(2,537) = 24.592^{**}$  underscores significance at alpha 0.01 ( $p_{value} = .000$ ), where the null hypothesis is rejected and alternative hypothesis accepted. The use of Bonferroni as a post hoc confirmed the multiple comparisons across groups with significance, specifically PNP personnel to Community members (MD=2.315\*, p-value .000) and PNP Personnel to Values Coaches (MD=1.712\*, p-value .010).

Measures of improving personnel welfare increase the quality of life of employees, making them more mindful in terms of their duties and responsibilities, thus increasing work productivity and better interpersonal and organizational communication (Priti, 2009). This supports the idea of significant differences in the assessment of interpersonal relationships across implementers. The interpersonal relationship highlights how to relate to others beyond

the context of self. Differences in assessments of the three groups about how the program affected the PNP personnel's interpersonal relationships could be observed. The community and values coach could have based their assessment primarily on personal experience with PNP services, PNP in different media, and personal encounters. On the other hand, PNP personnel could have based their assessment on the changes that have transpired after the program has been implemented.

Finally, in **self-perception** the  $F_{obt}(2,537)=11.145^{**}$  depicts significance at alpha 0.01 ( $p_{value}=0.000$ ), rejecting the null and accepting the alternative hypothesis. This shows a significant difference in the self-perception across the groups. The Bonferroni was delivered to significance with PNP personnel to Community members ( $MD=1.334^{*}$ ,  $p\text{-value}=0.000$ ) and PNP Personnel to Values Coaches ( $MD=1.733^{*}$ ,  $p\text{-value}=0.004$ ).

Self-perception pronounces the involvement of authentic self-knowledge which can be attributed to the mental and physical state. PNP personnel can easily assess the effects of the MBK program based on their self-perceptions, but prejudices and biases could still be present. On the other hand, third-party assessments could have assessed PNP personnel's self-perceptions as connected with the MBK program based on their existing and general portrayals and the behavior and attitudes being exhibited in the public.

Improving the self-perceptions of police personnel is important, primarily because they rely on themselves, additionally as their peers and the organization, in performing their service and duty. Based on the longitudinal study of Harris and Orth (2019), the interaction and relationships of people with their society and their idea of self-perception are truly reciprocal in all developmental stages across the lifespan. Further improving the MBK program's thrust toward addressing and bolstering PNP personnel's self-efficacy could enhance not only their work-related performances but their life at large as well.

## 5. Conclusion

The study showed that the anti-corruption component of the MBK program was rated absolutely essentially important by the PNP Personnel and rated moderately or averagely important by both community members and values coaches. This could imply that corruption is a serious, prevailing, and urgent problem in the system that needs to be addressed by the program. Meanwhile, professionalism was seen as truly essentially important by the PNP

personnel, and moderately or averagely important by the Community members and values coaches. Lastly, the welfare of the personnel was valued justly vital by the PNP personnel and moderately or averagely important by the community members and values coaches.

Relative to the problems experienced by the three groups of respondents, PNP personnel and Community members agreed that there are problems with the personnel involved. However, Values coaches have seen these problems as moderately or averagely important problems. On the other hand, PNP personnel and Community members strongly agree on the problems experienced with its implementation. Values coaches perceived this problem as a moderate concern. The results of the study could imply that the program might have positively influenced the way PNP conducts work performance. On the other hand, community members and values coaches have moderately rated its impact while PNP personnel described the program's impact on the interpersonal relationship as strong and community members and values coaches have seen its impact as moderate. Finally, the program's impact on self-perception was seen as strong by the PNP personnel and moderated by the community members and values coaches.

There is a significant difference in the assessment of the MBK program as an internal cleansing program of the PNP in terms of anti-corruption, professionalism, and welfare for personnel, among the three groups of respondents. For problems experienced in the implementation of the MBK program, there is a significant difference in the perceptions in terms of personnel involved and implementation. Similarly, there is a significant difference in the respondents' perceptions of the impact of the MBK program in terms of work performance, interpersonal relationships, and self-perception.

There was a significant positive assessment of the program, as perceived by the groups of respondents, but there are some differences in these assessments. Strengthening the program, mass promotion, and communicating its positive results to all the stakeholders could improve the program and fill in these gaps. Cooperation, within the system, was found to be a loophole in the program. Strengthening this aspect before doing further promotions and/or advertisements, and program modifications could help solidify the ground where the program stands.

## References

- Ager, M. (2018). Senate opposition wants probe of PNP internal cleansing. Retrieved on November 4, 2018, from <https://newsinfo.inquirer.net/1018486/news-senate-pnp-internal-cleansing>
- Balaban, Özlem & Özsoy, Emrah. (2016). Effects of Workplace Friendship on individual outcomes. *Bartın Üniversitesi İktisadi ve İdari Bilimler Fakültesi*. 7. 326-338.
- Benter, Jocelyn (2020). Finding Silver Lining through “My Brother’s Keeper” Squad System in the Philippine National Police. *International Journal of Innovative Science and Research Technology*. Volume 5, Issue 8, August – 2020.
- Caliwan, C. L. (2020). *Over 4K cops dismissed in relentless internal cleansing: PNP*. Retrieved on February 19, 2022, from <https://www.pna.gov.ph/articles/1118187>
- Chavez, C. (2013). The High Levels of Professionalism of the Philippine National Police Officers in Southern Mindanao, Philippines. *IAMURE International Journal of Business and Management*. vol. 6 no. 1 (2013)
- Drilon, F. (2018). *Senate opposition wants probe of PNP internal cleansing*. Retrieved on November 4, 2018, from <https://newsinfo.inquirer.net/1018486/news-senate-pnp-internal-cleansing>
- Esguerra, A. Q. (2018). *PNP vows to intensify ‘internal cleansing’ program*. Retrieved on November 4, 2018, from <https://newsinfo.inquirer.net/987947/pnp-vows-to-intensify-internal-cleansing-program>
- Fianza, F. (2018). *Internal Cleansing*. Retrieved on November 4, 2018, from <http://manilastandard.net/opinion/columns/duty-calls-by-florencio-fianza/272546/internal-cleansing.html>
- Gabon M.G, (2019). *Effects of Internal Cleansing Program of the Philippine National Police in Southern Police District (SPD): Towards Better Police Force Image and Law Enforcement*

- Harris, Michelle and Orth, Ulrich (2019). The Link Between Self-Esteem and Social Relationships: A Meta-Analysis of Longitudinal Studies. *Journal of Personality and Social Psychology: Personality Processes and Individual Differences*. American Psychological Association.
- Hays, J. (2015). *Police in the Philippine*. Retrieved on November 4, 2018, from [http://factsanddetails.com/southeast-asia/Philippines/sub5\\_6f/entry-3911.html](http://factsanddetails.com/southeast-asia/Philippines/sub5_6f/entry-3911.html)
- Jackman, T. (2016). *Study finds police officers arrested 1,100 times per year, or 3 per day, nationwide*. Retrieved on November 4, 2018, from [https://www.washingtonpost.com/news/true-crime/wp/2016/06/22/study-finds-1100-police-officers-per-year-or-3-per-day-are-arrested-nationwide/?noredirect=on&utm\\_term=.f68b457ad28d](https://www.washingtonpost.com/news/true-crime/wp/2016/06/22/study-finds-1100-police-officers-per-year-or-3-per-day-are-arrested-nationwide/?noredirect=on&utm_term=.f68b457ad28d)
- Jalagat, Revenio. (2016). The Impact of Change and Change Management in Achieving Corporate Goals and Objectives: Organizational Perspective. *International Journal of Science and Research (IJSR)*. 5. 1233-1239.
- Jin, Linlin & Zhong, Yinghong. (2014). Contextual Factors Affecting the Influence of Perceived Organizational Support on Team Innovative Performance. *Social Behavior and Personality: an international journal*. 42. 10.2224/sbp.2014.42.3.517.
- Juneja, Prachi (2015). *Management Study Guide: Importance of Interpersonal Relationships at Workplace*. Retrieve on January 12, 2022, from <https://www.managementstudyguide.com/interpersonal-relationship-workplace-importance.htm>
- Lalu, G P. (2018). *PNP bares three-pronged approach to internal cleansing program*. Retrieved on November 4, 2018 from <https://newsinfo.inquirer.net/1017110/pnp-bares-three-pronged-approach-to-internal-cleansing-program>
- Law Teacher (2016). *What is police misconduct*. Retrieved on November 4, 2018, from <https://www.lawteacher.net/free-law-essays/english-legal-system/what-is-police-misconduct.php?vref=1>

Manzini, H. & Gwandure, C. (2011). *The Provision of Employee Assistance Programmes in South Africa Football Clubs*. University of the Witwatersrand, Johannesburg. South Africa.

McGhee, Peter, (2019). *Integrating Christian Spirituality at Work: Combining Top-Down and Bottom-Up Approaches*. Retrieved on January 11, 2022, from <https://doi.org/10.3390/rel10070433>

My Brother's Keeper (2018). *Fact Sheet*. Two Years of Expanding Opportunity & Creating Pathways for Success | whitehouse.gov (archives.gov)

Moddy, Josh (2015). *God Centered Life: Living a God-Centered Life*. Retrieved on January 10, 2022, from <https://godcenteredlife.org/devotional/living-a-god-centered-life>

Mosenkis, S. (2002). *Coping with Change in the Workplace*. *Information Outlook*, 6(10): 6-10

Palabrica, R. J. (2017). *Discipline breakdown in the PNP*. Retrieved on November 4, 2018 from <https://opinion.inquirer.net/101640/discipline-breakdown-pnp>

“One ‘Bad Apple’ Can Spoil a Metaphor.” <https://www.merriam-webster.com/words-at-play/one-bad-apple-spoil-the-barrel-metaphor-phrase>. Accessed May 23, 2022

Pardo-del-Val, Manuela & Martinez-Fuentes, Clara. (2003). Resistance to change: A literature review and empirical study. *Management Decision*. 41. 148-155. 10.1108/00251740310457597.

Peyton, Kyle, Sierra-Arevalo, Michael, Rand, David. (2019). *A Field Experiment on Community Policing and Police Legitimacy*. Retrieved on January 10, 2022 from <https://doi.org/10.1073/pnas.1910157116>

PNP Memorandum Circular Number 2017-013 - PNP Internal Cleansing Strategy

PNP Memorandum Circular Number 20-2020 – PNP Internal Disciplinary Mechanism

Police Regional Office 4As My Brother's Keeper Squad Program, (2017). Retrieved on February 9, 2018 from <https://blessourcops2017.wordpress.com/2017/10/14/my-brothers-keeper-program-as-experienced-by-the-men-and-women-of-region-4a/>



- Priti, S. (2009). *Employee Welfare*. Retrieved from <http://www.citehr.com/176307-employee-welfare.html#ixzz1zTZ8HheC>.
- Radio Natin Nationwide (2019). *Ilocos Region pastors helping in PNP internal cleansing*. Retrieved on August 20, 2021 from <https://radyonatin.com/story.php?storyid=32820>
- Romero, A. (2015). *Philippine National Police: The Philippines Most Corrupt Agency*, Philippine Star, Retrieved on October 28, 2018 from [http://factsanddetails.com/southeast-asia/Philippines/sub5\\_6f/entry-3911.html](http://factsanddetails.com/southeast-asia/Philippines/sub5_6f/entry-3911.html)
- Sanders, Mary J. (2018). "A *Quantitative Study of Mitigating Resistance to Change through a Neuro Linguistic Approach: With the Use of Narratives and a Neuro Linguistic Pattern*" (2018). UNLV Theses, Dissertations, Professional Papers, and Capstones. 3323.
- The Philippine Star (2018). Editorial - *Internal Cleansing*. Retrieved on November 4, 2018 from <https://www.philstar.com/opinion/2018/08/04/1839400/editorial-internal-cleansing>
- "With great power comes great responsibility." *Google Arts and Culture*. <https://artsandculture.google.com/entity/with-great-power-comes-great-responsibility/g11h18kz5qc?hl=en>. Accessed May 23, 2022