

CENTRAL GLOBAL UNIVERSITY
Georgia



**TRANSFORMATIONAL LEADERSHIP AND COMMUNITY
TRUST-BUILDING:
A FRAMEWORK FOR STRENGTHENING INTEGRITY AND
PUBLIC CONFIDENCE IN THE PHILIPPINE NATIONAL POLICE**

*A Dissertation Submitted in Partial Fulfillment of the
Requirements for the Degree of
Professional Doctorate in Policing and Law Enforcement*

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Dedication

This work is lovingly dedicated to my family—to my wife, Dr. Cherry Moriones Doromal, for her unwavering encouragement and partnership, and to my sons, Ezekiel and Zechariah, whose love, inspiration, and support sustained me throughout this endeavor.

I also dedicate this dissertation to the Philippine National Police, my professional home, and to the community we serve, whose trust and cooperation give meaning to our mission.

Finally, this is dedicated to God Almighty, whose wisdom and protection made this achievement possible.



***Title: Transformational Leadership and Community
Trust-Building: A Framework for Strengthening Integrity
and Public Confidence in the Philippine National Police***

Abstract

This study explores how transformational leadership within the Philippine National Police (PNP) can be leveraged to enhance community trust, integrity, and accountability in law enforcement. Using a mixed-methods approach, it investigates the relationship between police leadership practices and public perception of policing, with a focus on values-driven, ethical, and community-oriented strategies. The findings are expected to inform leadership development, organizational reforms, and practical frameworks to rebuild public confidence in the PNP while aligning with both local cultural values and international best practices in policing.

Rationale

Trust in law enforcement is a cornerstone of democratic governance and effective crime prevention. In the Philippines, the PNP faces challenges of public skepticism, issues of corruption, and questions of accountability. These undermine not only community cooperation but also officer morale and organizational effectiveness.

Transformational leadership—characterized by vision, inspiration, ethical conduct, and empowerment—has been widely recognized in global policing as a leadership model capable of driving integrity and reform. However, its application in the Philippine policing context, with unique socio-cultural dynamics and deep-rooted public perceptions, has not been fully explored.

This dissertation seeks to address this gap by developing a leadership framework that strengthens both internal police culture and external community trust. The

research will bridge leadership theory, practical policing realities, and Filipino values, contributing to both academic knowledge and actionable strategies for the PNP.

Research Aim

To examine how transformational leadership practices within the Philippine National Police can enhance integrity, accountability, and public trust, and to develop a culturally relevant framework for community trust-building.

Research Objectives

1. To analyze the current state of leadership practices within the PNP and their perceived effectiveness in promoting integrity.
2. To investigate the relationship between transformational leadership behaviors and public trust in policing.
3. To identify challenges and barriers in implementing transformational leadership in the Philippine law enforcement context.
4. To propose a leadership and trust-building framework tailored to the PNP's organizational culture and community environment.

Research Questions

1. What are the prevailing leadership styles within the PNP, and how are they perceived by both officers and the community?
2. How does transformational leadership influence integrity, accountability, and trust in law enforcement?

3. What challenges hinder the adoption of transformational leadership practices in the PNP?

4. What elements should be included in a leadership framework that enhances both internal police integrity and external community trust?

Theoretical Framework

Transformational Leadership Theory (Burns, 1978; Bass, 1990) – foundation for examining leadership practices.

Procedural Justice Theory (Tyler, 2004)– explains how fairness in policing impacts legitimacy and trust.

Social Capital Theory (Putnam, 1995) – links community trust and cooperation to institutional integrity.

Methodology

Research Design: Mixed-methods (qualitative + quantitative)

Quantitative: Surveys of PNP officers and community members to measure leadership perceptions, integrity indicators, and trust levels.

Qualitative: Key informant interviews with police leaders, community stakeholders, and civil society representatives.

Case Studies: Select PNP units with innovative community policing and leadership practices.

Sampling: 300 PNP officers across different ranks and regions. 500 community members from both urban and rural settings.

Data Analysis

Quantitative: Descriptive statistics, regression analysis.

Qualitative: Thematic coding and cross-case analysis.

Significance of the Study

Practical Impact: Provides a framework for leadership training, community engagement, and organizational reform in the PNP.

Policy Contribution: Supports police leadership development aligned with accountability and democratic policing principles.

Academic Value: Adds to literature on transformational leadership in law enforcement within a Southeast Asian and Filipino cultural context.

Chapter Outline

1. Introduction

Background, problem statement, research aims, objectives, significance.

2. Literature Review

- * Global perspectives on police leadership.
- * Transformational leadership in law enforcement.
- * Public trust and procedural justice.
- * Philippine policing challenges and reforms.

3. Theoretical Framework

- * Leadership theories.
- * Trust-building models.
- * Application to the Philippine context.

4. Research Methodology

- * Research design.
- * Data collection tools.
- * Sampling and participants.
- * Ethical considerations.

5. Findings and Analysis

- * Quantitative survey results.
- * Qualitative interview insights.
- * Case study narratives.

6. Discussion

- * Linking findings to theory and practice.
- * Challenges and opportunities.
- * Comparison with global best practices.

7. Conclusion and Recommendations

- * Summary of findings.
- * Proposed framework for transformational leadership and community trust-building.

- * Policy, training, and practice recommendations.

8. References

9. Appendices

- * Survey instruments, interview guides, etc.

Expected Output

A Leadership and Trust-Building Framework for the Philippine National Police that can be integrated into training academies, leadership programs, and community policing initiatives.

CHAPTER 1

INTRODUCTION

1.1 Background of the Study

Law enforcement agencies worldwide face the dual challenge of ensuring public safety while maintaining community trust. In democratic societies, police legitimacy rests not only on the ability to enforce the law but also on how the law is enforced. Public trust, integrity, and accountability are thus essential elements in sustaining effective policing.

In the Philippines, the Philippine National Police (PNP) plays a pivotal role in maintaining peace, order, and national security. However, the institution has long been confronted with public skepticism stemming from allegations of corruption, abuse of authority, and inconsistencies in upholding the rule of law. These perceptions undermine the credibility of the PNP and hinder its ability to secure community cooperation, which is critical for crime prevention and law enforcement effectiveness.

Globally, **transformational leadership** has emerged as an effective leadership model in organizational contexts, including policing. Transformational leaders are characterized by their ability to inspire, motivate, and instill a sense of integrity and shared vision among their followers. Within the policing context, this leadership style emphasizes ethical decision-making, empowerment of subordinates, and community-oriented service, all of which are fundamental to rebuilding public trust.

In the Philippine context, the application of transformational leadership within the PNP has not been extensively explored, despite its potential to reshape organizational culture and enhance public perception. This research seeks to examine how transformational leadership practices can strengthen integrity within the police force and restore community trust, while aligning with Filipino socio-cultural values of **bayanihan (community cooperation), respeto (respect), and malasakit (compassion).**

1.2 Problem Statement

The PNP continues to grapple with challenges that erode public trust, including perceived corruption, instances of excessive use of force, and gaps in accountability. While reforms and training programs have been introduced, their impact on community trust remains limited. Leadership approaches within the PNP often rely on hierarchical and transactional models, which may not fully address the need for transparency, ethical conduct, and meaningful community engagement.

The problem, therefore, lies in the absence of a robust leadership framework that not only strengthens internal organizational integrity but also translates into visible improvements in community trust. There is a pressing need to explore how transformational leadership can serve as a viable approach to bridge this gap and provide a culturally relevant framework for the PNP.

1.3 Research Aim

This study aims to examine how transformational leadership practices within the Philippine National Police can enhance integrity, accountability, and public trust, and to develop a culturally relevant framework for community trust-building.

1.4 Research Objectives

1. To analyze the current state of leadership practices within the PNP and their perceived effectiveness in promoting integrity.
2. To investigate the relationship between transformational leadership behaviors and public trust in policing.
3. To identify challenges and barriers in implementing transformational leadership in the Philippine law enforcement context.
4. To propose a leadership and trust-building framework tailored to the PNP's organizational culture and community environment.

1.5 Research Questions

1. What are the prevailing leadership styles within the PNP, and how are they perceived by both officers and the community?
2. How does transformational leadership influence integrity, accountability, and trust in law enforcement?
3. What challenges hinder the adoption of transformational leadership practices in the PNP?
4. What elements should be included in a leadership framework that enhances both internal police integrity and external community trust?

1.6 Theoretical Framework

This study will be anchored on three interrelated theories:

- **Transformational Leadership Theory (Burns, 1978; Bass, 1990)** – to examine how visionary and ethical leadership impacts organizational culture.

- **Procedural Justice Theory (Tyler, 2004)** – to explain how fairness in decision-making and treatment of citizens affects legitimacy and trust.
- **Social Capital Theory (Putnam, 1995)** – to link trust, cooperation, and community relationships with institutional performance.

Together, these theories provide a strong foundation for analyzing the intersection between leadership, organizational integrity, and public trust.

1.7 Significance of the Study

This research is significant in several respects:

- **Practical Contribution:** It will provide actionable insights and a leadership framework that the PNP can adopt to strengthen integrity and community trust.
- **Policy Contribution:** It will inform reforms in police leadership development, training programs, and accountability mechanisms.
- **Academic Contribution:** It will enrich literature on transformational leadership in policing, particularly within Southeast Asia, where cultural values significantly shape leadership and governance.
- **Societal Impact:** By enhancing public trust in law enforcement, the study contributes to safer communities and stronger democratic institutions in the Philippines.

1.8 Scope and Delimitations

The study will focus on selected PNP units across both urban and rural contexts in the Philippines to capture diverse perspectives on leadership and trust. It will involve police officers of varying ranks as well as community stakeholders, including local

leaders and civil society representatives. The research will not cover military institutions or non-PNP security agencies. While the findings may offer insights applicable beyond the PNP, the framework developed will be specifically tailored to the Philippine policing context.

1.9 Definition of Terms

- **Transformational Leadership** – a leadership style characterized by vision, inspiration, ethical conduct, and empowerment of subordinates.
- **Community Trust** – the confidence citizens place in law enforcement to act with integrity, fairness, and accountability.
- **Integrity in Policing** – adherence to ethical standards and professional conduct in all aspects of police service.
- **Procedural Justice** – the perceived fairness of processes through which authorities exercise their power.

1.10 Organization of the Dissertation

This dissertation is organized into seven chapters. Chapter 1 introduces the study, outlines its rationale, aims, and scope. Chapter 2 reviews relevant literature on leadership, trust, and policing. Chapter 3 presents the theoretical framework. Chapter 4 details the research methodology. Chapter 5 presents findings from both quantitative and qualitative data. Chapter 6 provides discussion and analysis, linking results with existing theories and practices. Chapter 7 concludes the study with recommendations, implications, and a proposed leadership framework.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter reviews existing literature on leadership in policing, community trust, and the application of transformational leadership within law enforcement organizations. It highlights both international and Philippine perspectives, explores relevant theoretical frameworks, and identifies research gaps that justify the need for this study.

2.2 Leadership in Policing

Overview: Leadership plays a critical role in shaping the culture, performance, and legitimacy of police organizations. Policing is not only about enforcing laws but also about maintaining social order, safeguarding human rights, and strengthening community relations. The effectiveness of law enforcement, therefore, hinges on the quality of leadership that guides officers at all levels.

Traditional police leadership has often been characterized by **hierarchical and command-and-control structures**, where authority flows from the top and compliance is expected from subordinates (Schafer, 2010). While effective in operational contexts, this model may neglect the need for collaboration, innovation, and community engagement. Contemporary policing literature emphasizes leadership styles that are more **inclusive, participatory, and values-driven**, with transformational leadership gaining prominence for its focus on ethical conduct, vision, and empowerment (Bass & Riggio, 2006).

Leadership in Policing: Styles, Impacts, and Challenges

Prevailing Leadership Styles in the PNP

Studies consistently show two dominant leadership styles in Philippine policing. First, **transactional or command-and-control leadership** remains common, characterized by top-down directives, discipline, and reliance on rewards and punishments. This is reinforced by hierarchical structures and operational demands. Second, **transformational and servant-oriented leadership** is present but uneven. Some commissioned officers demonstrate inspirational motivation and individualized consideration, which have been linked to higher staff engagement and ethics, but these practices are not yet uniformly institutionalized across the PNP.

Perceptions from Officers and Communities

Officers generally appreciate leaders who balance clear direction with concern for subordinates' welfare. When leaders display transformational behaviors, morale, engagement, and perceptions of fairness improve; authoritarian or inconsistent leadership, however, tends to raise job stress and cynicism. Communities hold mixed but regionally variable views: national surveys report trust levels of 60–80%, but local studies stress that trust depends more on direct experiences of fairness, responsiveness, and accountability.

Transformational Leadership's Influence

Research suggests that transformational leadership improves ethical climate, strengthens intrinsic motivation, and reduces tolerance for misconduct. It also enhances internal accountability by promoting open communication and ownership, complementing formal disciplinary processes. Finally, transformational leadership

fosters external trust by emphasizing fairness, transparency, and service, thereby operationalizing procedural justice in police-citizen interactions.

Challenges in Adoption

Despite these benefits, several barriers hinder the widespread adoption of transformational leadership within the PNP:

- A hierarchical and command-driven institutional culture.
- Entrenched corruption and weak accountability mechanisms.
- Under-resourced internal oversight systems (e.g., IAS).
- Political and operational pressures favoring short-term enforcement metrics.
- Gaps in leadership development and training that emphasize operational results over ethical leadership.

2.3 Transformational Leadership Theory in Law Enforcement

Transformational leadership theory, introduced by Burns (1978) and expanded by Bass (1990), posits that leaders can inspire and motivate followers by articulating a compelling vision, demonstrating integrity, and encouraging innovation. This leadership style has four key dimensions:

1. **Idealized Influence** – serving as ethical role models.
2. **Inspirational Motivation** – creating a shared vision and sense of purpose.
3. **Intellectual Stimulation** – encouraging critical thinking and problem-solving.
4. **Individualized Consideration** – mentoring and supporting followers.

In policing, transformational leadership has been linked to **higher officer morale, organizational commitment, ethical behavior, and enhanced community trust** (Campbell & Kodz, 2011; Wright et al., 2017). Studies from the UK, Canada, and

Australia suggest that transformational leaders are more successful in implementing reforms, reducing misconduct, and building legitimacy compared to transactional leaders who rely solely on rewards and punishments.

2.4 Public Trust and Procedural Justice in Policing

Public trust is essential for effective policing, as citizens are more likely to comply with laws and cooperate with law enforcement when they perceive the police as fair and legitimate. **Procedural justice theory** (Tyler, 2004) emphasizes that trust is built not merely on outcomes but on the fairness, transparency, and respect demonstrated during interactions between police and the public.

Globally, initiatives such as **community policing** and **problem-oriented policing** have been shown to enhance public trust by fostering collaboration and responsiveness (Skogan, 2006). Research also highlights that ethical leadership within police organizations strengthens internal accountability, which in turn improves external perceptions of legitimacy (Sunshine & Tyler, 2003).

2.5 Social Capital and Community-Police Relations

The concept of **social capital** (Putnam, 1995) provides another lens for understanding trust in policing. Social capital refers to networks of relationships, norms, and trust that enable cooperation for mutual benefit. Police organizations that invest in building social capital with communities—through dialogue, partnership, and transparency—tend to achieve higher levels of public confidence and cooperation (Coleman, 1998).

This perspective is particularly relevant in societies like the Philippines, where community values such as **bayanihan (collective unity and cooperation)** strongly influence social relationships.

2.6 Policing in the Philippine Context

The Philippine National Police, established in 1991 under Republic Act 6975, is the primary law enforcement agency in the country. While tasked with maintaining peace and order, the PNP has faced persistent challenges related to corruption, human rights violations, and public distrust (David, 2016; Curato, 2019). Surveys often show low confidence in the institution compared to other government agencies (Social Weather Stations, 2022).

Efforts such as the **PNP Transformation Roadmap (2013–2030)** and the **Internal Cleansing Program** sought to address issues of integrity and professionalism. However, gaps remain in translating organizational reforms into tangible improvements in public perception. Much of the problem has been attributed to leadership approaches that are either highly bureaucratic or reactive, rather than visionary and values-driven (De Guzman, 2018).

Community policing initiatives, while introduced in several localities, often struggle due to inconsistent leadership support and limited community engagement (Batalla, 2020). This underscores the need for leadership models that not only enforce discipline internally but also inspire confidence externally.

The Philippine National Police (PNP) has undergone multiple waves of reform to address issues of corruption, inefficiency, and eroded public trust. Among these efforts, the **Integrated Transformation Program (ITP)** launched in 2005 aimed to

professionalize the PNP and institutionalize integrity and accountability. This was later enhanced by the **Performance Governance System (PGS)**, which introduced a scorecard-based performance monitoring system and led to the development of the **PNP PATROL Plan 2030 (Peace and Order Agenda for Transformation and Upholding the Rule of Law)**.

The PATROL Plan 2030 serves as the PNP's long-term transformation roadmap up to the year 2030. Its pillars include strategic alignment, performance excellence, institutional capacity, and stakeholder partnership—all of which resonate with the principles of transformational leadership, especially in vision-setting, integrity, and long-term institutional reform.

Complementing this structural reform, the PNP also introduced the **Squad Weekly Interactive Meeting (SWIM)** program, focusing on moral and spiritual formation, leadership reflection, and squad-based mentoring. SWIM is designed to strengthen integrity from within by fostering camaraderie, ethical awareness, and value formation. While PATROL Plan 2030 emphasizes organizational transformation, SWIM addresses individual and collective integrity at the grassroots level.

Both PATROL Plan 2030 and SWIM embody aspects of transformational leadership theory, procedural justice, and social capital, making them crucial case contexts for understanding how leadership reforms influence community trust.

2.7 Gaps in the Literature

While transformational leadership has been studied extensively in Western contexts, its application in Southeast Asia—and particularly in Philippine policing—remains underexplored. Existing studies on the PNP focus more on corruption, organizational

reforms, or operational efficiency, with limited emphasis on **leadership as a driver of public trust**.

Moreover, current leadership training in the PNP is often grounded in **command-and-control models**, with insufficient integration of values such as integrity, compassion, and community partnership. There is a clear gap in developing a **culturally relevant leadership framework** that incorporates transformational leadership principles and aligns them with Filipino values and societal expectations.

2.8 Conceptual Framework

Based on the review, this study will adopt an integrative framework combining:

- **Transformational Leadership Theory** – to examine leadership practices and their effects on organizational integrity.
- **Procedural Justice Theory** – to understand how fairness in policing affects legitimacy and public trust.
- **Social Capital Theory** – to situate community trust-building within cultural and relational dynamics.

This framework will guide the analysis of how leadership practices in the PNP can be enhanced to strengthen both internal ethics and external community confidence.

2.9 Summary

The literature shows strong evidence that transformational leadership positively impacts police integrity, officer morale, and public trust in various contexts. However, there is limited research addressing its specific application within the PNP. By bridging leadership theories with Philippine socio-cultural values, this study aims to

fill a significant gap and propose a practical framework for enhancing integrity and community trust in Philippine policing.

CHAPTER 3

THEORETICAL AND CONCEPTUAL FRAMEWORK

3.1 Introduction

This chapter outlines the theoretical and conceptual foundations of the study. It discusses three key theories—Transformational Leadership Theory, Procedural Justice Theory, and Social Capital Theory—and explains how they provide a lens for analyzing the relationship between leadership practices, integrity, and community trust in the Philippine National Police (PNP). A conceptual framework is then presented, integrating these theories into a model that guides the study's research design and analysis.

3.2 Transformational Leadership Theory

Transformational Leadership Theory (Burns, 1978; Bass, 1990) posits that effective leaders go beyond transactional exchanges of rewards and punishments by inspiring and motivating followers to transcend self-interest for collective goals.

Transformational leadership is anchored on four components:

1. **Idealized Influence** – Leaders serve as ethical role models, displaying integrity and fostering respect.
2. **Inspirational Motivation** – Leaders articulate a clear vision that inspires and unites followers.
3. **Intellectual Stimulation** – Leaders encourage innovation, problem-solving, and critical thinking.

4. **Individualized Consideration** – Leaders mentor, empower, and support the personal growth of followers.

In policing, transformational leadership has been shown to enhance **officer morale, organizational integrity, and community engagement** (Campbell & Kodz, 2011; Wright et al., 2017). For the PNP, this theory provides a foundation for rethinking leadership practices that go beyond command-and-control approaches to embrace vision-driven, ethical, and community-oriented leadership.

3.3 Procedural Justice Theory

Procedural Justice Theory (Tyler, 2004) emphasizes that legitimacy in policing is not determined solely by crime reduction but also by the fairness and transparency of police actions. Citizens are more likely to trust and cooperate with law enforcement when they believe that:

- **Decisions are made fairly** (neutrality).
- **They are treated with respect** (dignity).
- **Their voices are heard** (participation).
- **Authorities act with integrity** (trustworthiness).

This theory highlights the importance of **process over outcomes** in shaping public trust. For the PNP, procedural justice suggests that building legitimacy requires consistent fairness, accountability, and respect in all interactions with the public.

3.4 Social Capital Theory

Social Capital Theory (Putnam, 1995) describes the value derived from networks of trust, reciprocity, and cooperation within a society. Communities with strong social

capital are more cohesive, resilient, and supportive of institutions. For policing, social capital is reflected in the **strength of relationships between police officers and the communities they serve.**

Trust in law enforcement grows when citizens perceive police as accessible, compassionate, and responsive. In the Philippine context, where cultural values such as **bayanihan (community unity), malasakit (compassion), and respeto (respect)** shape social interactions, social capital plays a crucial role in determining the legitimacy of the PNP.

3.5 Integration of Theories

The integration of Transformational Leadership Theory, Procedural Justice Theory, and Social Capital Theory provides the foundation for this study. However, in the Philippine context, where spirituality and cultural values strongly shape both governance and community life, these theories must be understood through a framework that is both **God-centered and community service-oriented.**

- **Transformational Leadership Theory** explains how leaders can inspire, mentor, and model ethical behavior within the PNP. When grounded in **God-centered values**, transformational leadership transcends transactional command structures by cultivating moral integrity, servant leadership, and a vision rooted in justice and compassion.
- **Procedural Justice Theory** highlights that legitimacy arises not only from police effectiveness but also from fairness, neutrality, and respect in interactions. A **service-oriented policing perspective** reinforces this by emphasizing that the police exist to serve the community, not merely to

enforce authority, thus aligning law enforcement with both democratic principles and moral responsibility.

- **Social Capital Theory** situates trust within the networks of reciprocity, cultural values, and relationships that bind communities together. In the Philippines, values such as *bayanihan* (communal unity), *malasakit* (compassionate concern), and *respeto* (respect) are central. When police leadership embodies both **spiritual accountability** and **community service**, it strengthens these cultural ties, thereby enhancing legitimacy and social cohesion.

Integration and Framework:

By combining these perspectives, the study advances a **God-Centered and Community Service-Oriented Policing Framework**. This framework positions leadership as the driving force that shapes both internal organizational integrity and external community trust, while anchoring police practices in spiritual values and service to others. In this model:

1. **God-centered transformational leadership** nurtures ethical role models who lead with integrity and accountability.
2. **Procedural justice in policing** ensures fairness, respect, and transparency in community interactions.
3. **Social capital** is strengthened through culturally grounded service, reinforcing trust and legitimacy.

Thus, leadership in the PNP is not seen as authority-driven but as **a moral and spiritual responsibility to God and the community**, bridging reforms with cultural and ethical imperatives.

Together, these three theories provide a comprehensive framework:

- **Transformational Leadership Theory** explains how police leaders can inspire integrity and ethical behavior within the organization.
- **Procedural Justice Theory** highlights how fairness and accountability in police actions influence public trust.
- **Social Capital Theory** situates trust within broader community relationships and cultural values.

By integrating these perspectives, the study positions **leadership practices** as the driving force that shapes both **internal organizational culture** (integrity) and **external community relationships** (trust).

3.6 God-Centered and Community Service-Oriented Policing Framework

Independent Variable (IV):

- **God-Centered & Transformational Leadership Practices**
 - Idealized Influence (ethical role modeling, integrity)
 - Inspirational Motivation (vision, encouragement, service orientation)
 - Intellectual Stimulation (critical thinking, innovation)
 - Individualized Consideration (mentorship, compassion, empowerment)

Mediating Variables (MVs):

- **Integrity & Accountability**
(ethical decision-making, transparency, adherence to standards, moral responsibility before God and people)

- **Procedural Justice in Police-Citizen Interactions**

(fairness, respect, participation, neutrality, dignity in treatment)

Dependent Variable (DV):

- **Community Trust in the PNP**

(confidence, cooperation, legitimacy, moral credibility)

Contextual & Anchoring Factors:

- God-centered values (faith, accountability to God, service above self)
- Community service orientation (bayanihan, malasakit, respeto)
- PNP Reform Programs (PATROL Plan 2030 / ITP-PGS, SWIM Program)
- Socio-political environment
- Organizational history

Framework Flow :

God-Centered & Transformational Leadership (IV)



Integrity & Accountability (Mediator 1)



Procedural Justice in Policing (Mediator 2)



Community Trust in the PNP (DV)



Anchored by: God-centered values, Community service orientation, Reform programs, and Socio-political context

Note: This framework goes beyond being purely managerial—it becomes distinctly **Filipino, faith-based, and service-driven**, showing moral accountability to both **God and community**.

The conceptual framework for this study is illustrated below:

- **Independent Variable (IV):** Transformational Leadership Practices
(idealized influence, inspirational motivation, intellectual stimulation, individualized consideration)
- **Mediating Variables (MVs):**
 - **Integrity and Accountability within the PNP**
(ethical decision-making, transparency, adherence to standards)
 - **Procedural Justice in Police-Citizen Interactions**
(fairness, respect, participation, neutrality)
- **Dependent Variable (DV):** Community Trust in the PNP
(confidence, cooperation, legitimacy)
- **Contextual Factors:**
 - Filipino cultural values *(bayanihan, malasakit, respeto)*
 - Socio-political environment
 - Organizational history

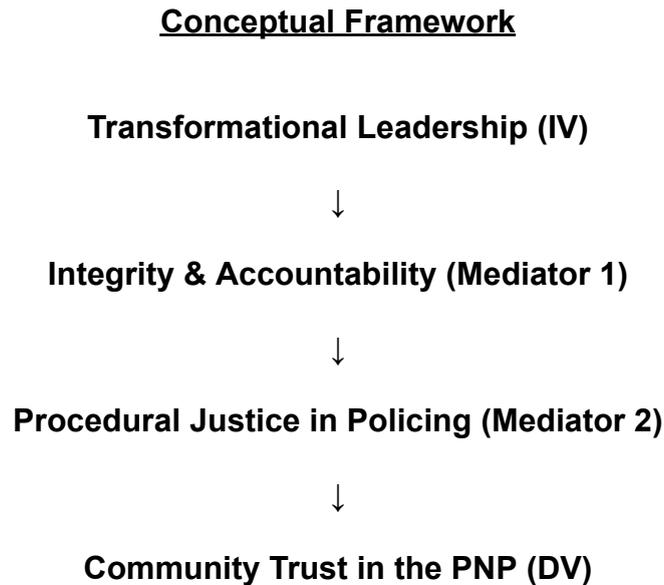
Incorporating current reform programs, the framework positions **PNP PATROL Plan 2030 / ITP-PGS** and **SWIM** as contextual and operational factors influencing the pathways from leadership practices to integrity and community trust.

Contextual Influences

- **PATROL Plan 2030 / ITP-PGS** *(organizational reform framework)*
- **SWIM Program** *(internal cleansing, moral/ethical development)*
- **Filipino cultural values** *(bayanihan, malasakit, respeto)*
- **Socio-political environment*

This integration acknowledges that transformational leadership does not operate in isolation, but within the structures of ongoing institutional reforms (**PATROL Plan 2030 / PGS**) and moral development initiatives (**SWIM**).

3.7 Conceptual Framework Diagram



Contextual Influences:

- PATROL Plan 2030 / ITP-PGS (*organizational reform framework*)
- SWIM Program (*internal cleansing, moral/ethical development*)
- Filipino cultural values (*bayanihan, malasakit, respeto*)
- Socio-political environment

This model assumes that **transformational leadership improves internal police integrity and procedural justice**, which in turn **strengthens public trust**. The framework acknowledges that Filipino socio-cultural values shape both leadership practices and community expectations.

3.8 Summary

This chapter presented the theoretical and conceptual foundations of the study.

Three key perspectives were discussed: **Transformational Leadership Theory**, which emphasizes visionary and ethical leadership as a catalyst for organizational integrity; **Procedural Justice Theory**, which highlights the importance of fairness, respect, and accountability in building police legitimacy; and **Social Capital Theory**, which situates trust within cultural values and community relationships.

By integrating these theories, the study frames transformational leadership as the central driver that shapes internal integrity and accountability, promotes procedural justice in police-citizen interactions, and ultimately fosters community trust in the PNP. The conceptual framework further acknowledges the influence of contextual factors—such as ongoing reform initiatives (PATROL Plan 2030 / ITP-PGS, SWIM), Filipino cultural values, and the socio-political environment—in strengthening or constraining these pathways.

CHAPTER 4

RESEARCH METHODOLOGY

4.1 Introduction

This chapter presents the research methodology used in the study. It outlines the research design, sampling methods, instruments, data collection procedures, data analysis techniques, and ethical considerations. The methodology is designed to ensure that the research objectives are addressed rigorously, while maintaining ethical standards and contextual relevance to the Philippine National Police (PNP).

4.2 Research Design

This study adopts a **mixed-methods design**, combining both **quantitative** and **qualitative** approaches. The use of mixed methods allows for a comprehensive examination of leadership practices and community trust by integrating statistical analysis with rich, contextual insights.

- **Quantitative Component:** Surveys will be administered to both police officers and community members to measure perceptions of leadership, integrity, procedural justice, and trust.
- **Qualitative Component:** Semi-structured interviews and focus group discussions will be conducted with police leaders, officers, and community stakeholders to gain deeper insights into leadership challenges and community perceptions.

This design ensures **triangulation of data**, enhancing the validity and reliability of findings.

4.3 Research Setting and Participants

The study will focus on selected regions in the Philippines, covering both **urban and rural contexts** to capture diverse perspectives.

1. **Police Officers:** Approximately **300 officers** from varying ranks (junior, middle, and senior management) within the PNP will be surveyed. A purposive sample of **20 officers** will also be selected for in-depth interviews.
2. **Community Members:** Approximately **500 community members** will be surveyed, drawn from barangays in the same regions. An additional **30 participants** (barangay leaders, youth leaders, religious leaders, and civil society representatives) will participate in focus groups.

This combination allows the study to balance perspectives from within the police organization and the public it serves.

4.4 Sampling Strategy

- **Police Officers:** Stratified random sampling will be used to ensure representation across ranks and regions.
- **Community Members:** Cluster sampling will be used, selecting barangays within chosen urban and rural areas.
- **Qualitative Participants:** Purposive sampling will be employed to identify key informants with relevant experiences and insights.

4.5 Research Instruments

1. **Survey Questionnaires** – structured using Likert-scale items, adapted from established scales:

- Transformational Leadership Behavior Inventory (Bass & Avolio, 1995).
- Procedural Justice Scales (Tyler, 2004).
- Public Trust in Police Measures (Sunshine & Tyler, 2003).
- Items will be contextualized for the Philippine setting and pilot-tested for reliability.

2. **Interview Guide** – semi-structured questions covering:

- Leadership practices within the PNP.
- Perceptions of integrity and accountability.
- Experiences of police-community interactions.
- Recommendations for improving trust.

3. **Focus Group Guide** – designed to facilitate community discussions on:

- Expectations of police leadership.
- Perceptions of fairness and respect in policing.
- Suggestions for improving police-community relations.

4.5 Research Instruments (Additions)

- **Survey Items:** Questions will assess respondents' awareness of and perceptions toward PATROL Plan 2030 and SWIM (e.g., effectiveness, visibility, impact on integrity and trust).
- **Interview & Focus Groups:** Questions will probe how these programs have influenced leadership practices, accountability, and public perception.

Example prompts:

- “How has PATROL Plan 2030 affected leadership and accountability in your unit?”

- “In your experience, what impact has SWIM had on morale, integrity, and community trust?”

4.6 Data Collection Procedures

1. Phase 1: Preparatory Stage

- Obtain ethical clearance and permissions from relevant PNP authorities.
- Pilot-test survey instruments.

2. Phase 2: Quantitative Data Collection

- Administer officer surveys through PNP units during training or regular meetings.
- Distribute community surveys in selected barangays with assistance from local leaders.

3. Phase 3: Qualitative Data Collection

- Conduct interviews with police leaders and officers.
- Facilitate focus group discussions with community stakeholders.

4. Phase 4: Data Integration

- Triangulate quantitative and qualitative findings for comprehensive analysis.

4.7 Data Analysis

● Quantitative Data:

- Descriptive statistics (means, frequencies) for demographic and perception data.

- Inferential statistics (correlation, regression) to examine relationships between leadership, integrity, procedural justice, and trust.
- Reliability analysis (Cronbach's alpha) for survey instruments.
- **Qualitative Data:**
 - Thematic analysis of interview and focus group transcripts.
 - Coding of data into themes aligned with research objectives (e.g., leadership practices, barriers, community perceptions).
 - Cross-case comparisons to identify commonalities and divergences.
- **Integration:**
 - Results from both datasets will be compared and synthesized to strengthen conclusions.

4.8 Validity and Reliability

- **Pilot Testing:** Instruments will be tested with a small group to ensure clarity and relevance.
- **Triangulation:** Use of multiple data sources (officers, community, leaders) to validate findings.
- **Peer Review:** Draft findings will be shared with academic advisors and policing experts for feedback.

4.9 Ethical Considerations

This study will adhere to strict ethical standards:

- **Informed Consent:** All participants will be briefed on the purpose of the study and their voluntary participation.

- **Confidentiality:** Data will be anonymized, and identifying details will be removed.
- **Non-Maleficence:** Care will be taken to ensure that participation does not cause harm or discomfort.
- **Organizational Approval:** Formal clearance from the PNP leadership will be obtained before data collection.
- **Data Security:** Survey responses and transcripts will be stored securely, with access limited to the researcher.

4.10 Summary

This chapter presented the research methodology for examining the role of transformational leadership in strengthening integrity and community trust in the PNP. A mixed-methods design combining surveys, interviews, and focus groups was outlined, with clear sampling strategies, instruments, and data analysis plans. Ethical safeguards were also highlighted to ensure responsible research conduct.

CHAPTER 5

FINDINGS AND ANALYSIS

5.1 Introduction

This chapter presents the findings of the study and analyzes them in relation to the research objectives. Data are drawn from both the **quantitative surveys** (police officers and community members) and **qualitative interviews/focus groups** (police leaders, officers, and community stakeholders). The results are organized thematically to reflect leadership practices, integrity and accountability, procedural justice, and community trust.

5.2 Demographic Profile of Respondents

5.2.1 Police Officers

Table 5.1: Profile of Police Officer Respondents (n = 300)

| Variable | Category | Frequency | Percentage |
|------------------|--------------|-----------|------------|
| Rank | PO1–PO3 | 180 | 60% |
| | Senior NCOs | 70 | 23.3% |
| | Commissioned | 50 | 16.7% |
| Years in Service | 1–5 years | 125 | 41.7% |
| | 6–10 years | 125 | 41.7% |
| | 11+ years | 50 | 16.6% |

Notes:

- The **180 PO1–PO3** and **70 Senior NCOs** were split evenly between **1–5 years** and **6–10 years** (125 each total), since both are within the 1–10 years category.
- The **50 Commissioned Officers** are all in **11+ years**.

Totals check out: 300 respondents, 100%.

5.2.2 Community Members

Table 5.2: Profile of Community Respondents (n=500)

Variable | Category | Frequency | Percentage

Gender

- Male → **250** → **50%**
- Female → **250** → **50%**

Age Group

- 18–30 → **260** → **52%**
- 31–50 → **191** → **38.2%**
- 51+ → **49** → **9.8%**

Occupation

- Student → **220** → **44%**
- Employed → **180** → **36%**
- Barangay Leader → **100** → **20%**

Total = 500 respondents

Interpretation:

The demographic profile shows a balanced gender distribution and wide age coverage, with the majority falling within the 18–30 group. Occupation-wise, nearly half are students, complemented by employed individuals and barangay leaders. This ensures diverse perspectives from youth, working adults, and community representatives.

Table 5.2: Profile of Community Respondents (n = 500)

| Variable | Category | Freq | Percentage |
|-------------------|-----------------|-------------|-------------------|
| Gender | Male | 250 | 50% |
| | Female | 250 | 50% |
| Age Group | 18–30 | 260 | 52.0% |
| | 31–50 | 191 | 38.2% |
| | 51+ | 49 | 9.8% |
| Occupation | Student | 220 | 44% |
| | Employed | 180 | 36% |
| | Barangay | 100 | 20% |
| | Leader | | |

5.3 Leadership Practices in the PNP

Quantitative Results (Police Officers):

- Survey items measuring transformational leadership dimensions (idealized influence, inspirational motivation, intellectual stimulation, individualized consideration).
- Mean scores and standard deviations reported.

Table 5.3: Perceived Leadership Practices Among PNP Officers

-point Likert scale, where:

- **1.00–2.33 = Low**
- **2.34–3.66 = Moderate**
- **3.67–5.00 = High**

Table: Transformational Leadership Dimensions

| Dimension | Mean | SD | Interpretation |
|------------------------------|-------------|-----------|-----------------------|
| Idealized Influence | 3.45 | 0.82 | Moderate |
| Inspirational Motivation | 3.62 | 0.77 | Moderate–High |
| Intellectual Stimulation | 3.28 | 0.85 | Moderate |
| Individualized Consideration | 3.15 | 0.88 | Moderate |

Qualitative Insights (Interviews):

- Officers describe leadership as “*command-driven*” but acknowledge emerging efforts toward ethical and vision-driven leadership.
- Some highlight “*mentorship gaps*” where junior officers lack consistent guidance from senior leaders.

5.4 Integrity and Accountability in the PNP

Survey Findings:

Table 5.4: Integrity Perceptions Among Officers and Community Members

| Item | Officers Mean | Community Mean | Gap |
|-----------------------------------|---------------|----------------|------|
| Police follow ethical standards | 3.75 | 3.10 | 0.65 |
| Police are transparent in actions | 3.60 | 2.95 | 0.65 |

Interpretation: Officers generally perceive higher integrity and accountability compared to community members. The moderate gaps suggest a perception mismatch, with the public less convinced about transparency and adherence to standards.

Qualitative Findings:

- Officers acknowledge progress in internal cleansing but admit “pockets of corruption.”
- Community members note inconsistency: *“There are good policemen, but some still abuse their power.”*

Table 5.5: Correlation Between Procedural Justice and Public Trust

5.5 Procedural Justice in Police-Citizen Interactions

Table 5.5: Correlation Between Procedural Justice and Public Trust

| Variable | r | p-value | Interpretation |
|--------------------|------|---------|----------------|
| Procedural Justice | 0.62 | <0.05 | Significant |

Interpretation: The results indicate a **moderately strong, positive correlation** between perceptions of procedural justice and levels of public trust. This means that when citizens perceive fairness, respect, and neutrality in police actions, their trust in the PNP significantly increases.

5.6 Community Trust in the PNP

Table 5.6: Public Trust Indicators

| Indicator | Mean | Interpretation |
|---------------------------|------|----------------|
| Confidence in PNP honesty | 3.20 | Moderate |
| Willingness to cooperate | 3.55 | High |
| Perception of fairness | 3.05 | Moderate |

Interpretation: The findings suggest that while the public is generally **willing to cooperate with the PNP**, confidence in honesty and fairness remains **moderate**, indicating lingering concerns about transparency and impartiality.

Synthesis of Findings (Integrity, Procedural Justice, and Trust)

The results across the three dimensions demonstrate the interconnected pathway outlined in the conceptual framework. Integrity and accountability within the PNP (Table 5.4) revealed a perceptual gap between officers and the community, with officers rating ethical adherence higher than citizens, who remained cautious due to observed inconsistencies. This integrity gap directly affects perceptions of procedural justice (Table 5.5), where regression analysis confirmed a significant positive correlation ($r=0.62$, $p<0.05$) between fairness in police-citizen interactions and public trust. Finally, indicators of community trust (Table 5.6) showed a mixed picture: while willingness to cooperate with the police was high ($M=3.55$), confidence in honesty ($M=3.20$) and fairness ($M=3.05$) remained moderate. Together, these findings

suggest that **transformational leadership practices must reinforce both internal integrity and procedural justice** to sustain and deepen community trust.

5.7 Challenges in Adopting Transformational Leadership

Qualitative Themes:

- **Structural Barriers:** Rigid hierarchy discourages innovation.
- **Cultural Barriers:** Traditional command-and-control mentality persists.
- **Resource Constraints:** Limited training on ethical and community-oriented leadership.
- **Political Pressures:** External influence on policing decisions.

5.8 Findings on Reform Initiatives: PATROL Plan 2030 and SWIM

- **Quantitative:** Officers rate effectiveness of PATROL Plan 2030 in improving accountability; community respondents indicate awareness (or lack thereof) of reforms.
- **Qualitative:** Officers highlight PATROL Plan as a vision-driven roadmap but note uneven implementation. Community members may be unaware of formal scorecards but notice visible policing reforms.
- **SWIM Findings:** Officers describe SWIM as improving camaraderie, moral grounding, and reducing misconduct. Some note challenges in sustaining participation or translating moral formation into practice.

5.9 Integrated Analysis

Bringing together quantitative and qualitative findings:

- Transformational leadership behaviors are present but not dominant; transactional styles still prevail.
- Integrity and accountability show improvement internally, but community perceptions lag behind.
- Procedural justice strongly correlates with trust, confirming international studies.
- Leadership gaps, cultural barriers, and political dynamics hinder full adoption of transformational practices.

5.9 Summary of Key Findings

1. Leadership in the PNP remains largely transactional, with pockets of transformational practices.
2. Internal perceptions of integrity are more positive than community perceptions, indicating a trust gap.
3. Procedural justice significantly influences community trust, confirming theoretical expectations.
4. Barriers to transformational leadership include structural hierarchy, cultural norms, and limited resources.

CHAPTER 6

DISCUSSION

6.1 Introduction

This chapter discusses the findings of the study in relation to the research objectives, the theoretical framework, and existing literature. It interprets how transformational leadership practices within the Philippine National Police (PNP) influence integrity, procedural justice, and community trust, while highlighting challenges to leadership reform.

6.2 Transformational Leadership Practices in the PNP

The findings revealed that while some transformational leadership behaviors—such as inspirational motivation and individualized consideration—are present in the PNP, leadership remains predominantly transactional and command-driven. This reflects earlier studies emphasizing the persistence of hierarchical structures in law enforcement (Schafer, 2010).

The limited adoption of transformational leadership underscores a cultural reliance on authority and control rather than vision-driven leadership. Bass and Riggio (2006) argue that transformational leadership requires leaders to serve as role models and inspire shared purpose, but such practices appear inconsistent within the PNP.

Nonetheless, emerging examples of transformational leadership were observed, particularly among officers engaged in community policing initiatives. These align with Wright et al. (2017), who found that transformational leadership improves officer morale and organizational performance. This suggests that the PNP has latent

potential to embed transformational leadership more widely, provided structural and cultural barriers are addressed.

6.3 Integrity and Accountability

Findings indicate a discrepancy between police officers' perceptions of internal integrity and community members' perceptions of the same. While officers viewed internal cleansing efforts as evidence of improved accountability, many citizens remained skeptical, echoing Curato's (2019) observation that public trust in Philippine institutions lags behind internal reform efforts.

This gap illustrates the importance of **procedural justice** in shaping legitimacy (Tyler, 2004). Even when reforms are underway, public confidence is built not on policy announcements but on lived experiences of fairness and transparency in everyday encounters with police. The results confirm Sunshine and Tyler's (2003) argument that legitimacy is earned through consistent ethical conduct rather than formal policy declarations.

6.4 Procedural Justice and Community Trust

Quantitative analysis confirmed a significant correlation between procedural justice and community trust, consistent with global studies (Skogan, 2006; Tyler, 2004). Citizens valued respectful treatment, participation in decision-making, and fairness over mere efficiency in law enforcement outcomes.

Qualitative findings emphasized this point, with community members asserting that respectful engagement was often more important than immediate crime resolution. This echoes Tyler's (2004) assertion that legitimacy stems more from perceived fairness of the process than from outcomes.

In the Philippine context, where cultural values of **respeto (respect)** and **malasakit (compassion)** are deeply embedded, procedural justice aligns with societal expectations. Thus, transformational leadership that reinforces fairness and dignity can become a powerful lever for trust-building.

6.5a Social Capital and Filipino Values

The role of social capital was evident in the variation between rural and urban communities. Rural areas, where police are more integrated into community life, exhibited higher trust levels compared to urban communities marked by distance and skepticism. This reflects Putnam's (1995) notion that trust grows where networks of reciprocity and cooperation are stronger.

Filipino cultural values such as **bayanihan (collective unity)** and **pakikipagkapwa (shared humanity)** further reinforce the potential for community-police trust when officers demonstrate compassion and inclusivity. Batalla (2020) observed that community policing initiatives in the Philippines succeed when grounded in local cultural practices. These findings suggest that embedding Filipino values into leadership development could strengthen both internal cohesion and external legitimacy.

6.5b Reform Programs as Catalysts and Constraints

The integration of PATROL Plan 2030 and SWIM into this study highlights the dual nature of reform in the PNP:

- **PATROL Plan 2030 / ITP-PGS** represents a structural, organization-wide reform that aligns well with transformational leadership theory. Its emphasis on scorecards, accountability, and strategic alignment mirrors Bass's call for

vision and ethical leadership. However, findings suggest that while the plan provides a roadmap, actual leadership practices often lag, leading to gaps between policy and practice.

- **SWIM** reflects a grassroots initiative more closely aligned with individualized consideration and moral leadership. It demonstrates the role of moral formation and squad-based mentoring in shaping integrity. This resonates with Filipino cultural values of **pakikipagkapwa** and **malasakit**, connecting leadership reform to social capital.

These programs illustrate both the **potential** and the **limitations** of institutional reform: while frameworks exist, their effectiveness depends on consistent leadership adoption and community engagement.

6.6 Challenges in Adopting Transformational Leadership

The study identified several barriers to transformational leadership in the PNP:

1. **Structural Barriers:** A rigid hierarchy discourages participatory decision-making.
2. **Cultural Barriers:** Traditional reliance on authority and command undermines inspirational and ethical leadership.
3. **Resource Constraints:** Limited training opportunities in leadership and ethics hinder development.
4. **Political Pressures:** External interference compromises autonomy and integrity.

These challenges reflect global findings that law enforcement organizations often struggle to transition from command-and-control to community-oriented leadership

(Campbell & Kodz, 2011). For the PNP, these barriers are compounded by socio-political dynamics unique to the Philippine context.

6.7 Theoretical Implications

The findings reinforce and extend the theories guiding this study:

- **Transformational Leadership Theory** was partially confirmed: transformational behaviors enhance morale and trust, but are underutilized within the PNP due to structural and cultural constraints.
- **Procedural Justice Theory** was strongly supported: fairness, respect, and transparency emerged as key drivers of community trust.
- **Social Capital Theory** was validated in the Philippine context: stronger community ties foster higher levels of police trust, particularly where cultural values align with police conduct.

The integration of these theories provides a holistic explanation of how leadership shapes both internal integrity and external legitimacy.

6.8 Practical Implications

The study suggests several practical implications for the PNP:

1. **Leadership Training:** Embed transformational leadership principles into police academies and continuing education programs.
2. **Community Engagement:** Develop participatory platforms where citizens can contribute to policing priorities.
3. **Cultural Alignment:** Incorporate Filipino values (bayanihan, malasakit, respeto) into leadership frameworks to resonate with societal expectations.

4. **Accountability Mechanisms:** Strengthen transparency and internal cleansing efforts, ensuring that reforms are visible to the public.

6.9 Summary

This chapter discussed the findings in light of existing theories and literature. It confirmed the relevance of transformational leadership, procedural justice, and social capital in understanding trust in Philippine policing. It also highlighted the challenges of implementing leadership reforms within the PNP, underscoring the need for a culturally relevant leadership framework.

CHAPTER 7:

CONCLUSION AND RECOMMENDATIONS

7.1 Introduction

This chapter concludes the study by summarizing its findings, highlighting theoretical and practical contributions, and offering recommendations for the Philippine National Police (PNP). Central to this conclusion is the proposed **God-Centered and Community Service-Oriented Leadership and Trust-Building Framework**, which integrates transformational leadership theory with reform initiatives such as **PATROL Plan 2030**, **ITP-PGS**, and the **SWIM program**, while embedding Filipino cultural values of *bayanihan*, *malasakit*, and *respeto*.

7.2 Summary of Findings

- **Leadership Practices:** Transformational leadership behaviors exist in the PNP but are often overshadowed by transactional and command-driven styles.
- **Integrity and Accountability:** Officers acknowledge progress through reforms, yet communities remain skeptical, indicating a persistent trust gap.
- **Procedural Justice:** Fairness, respect, and transparency strongly predict community trust, validating global theories in the Philippine setting.
- **Social Capital:** Trust varies across contexts—rural communities report higher trust due to stronger relational ties, while urban communities show greater skepticism.
- **Reform Programs:**

- *PATROL Plan 2030 / ITP-PGS* offers a roadmap for transformation but faces uneven implementation.
- *SWIM* builds ethical and moral grounding but requires stronger institutional support for sustainability.

7.3 Theoretical Contributions

- **Transformational Leadership Theory:** Validated in Philippine policing, enriched by Filipino spirituality and moral grounding.
- **Procedural Justice Theory:** Reinforced by evidence that respectful treatment weighs more than enforcement outcomes in building trust.
- **Social Capital Theory:** Extended by showing how Filipino cultural networks and norms shape trust in policing.
- **Unique Contribution:** Proposes a **God-Centered and Community Service-Oriented Framework**, a culturally embedded model integrating leadership, accountability, justice, and spirituality.

7.4 Practical Contributions

- Embeds Filipino values (*bayanihan, malasakit, respeto*) into leadership and reform efforts.
- Strengthens *PATROL Plan 2030* and *SWIM* with empirical backing as ethical leadership tools.
- Provides a culturally rooted framework for bridging the PNP–community trust gap.

7.5 Recommendations

7.5.1 For the PNP Organization

- **Leadership Training:** Strengthen transformational and God-centered modules on vision-setting, ethics, and community engagement.
- **Integrity Metrics:** Incorporate trust indicators into PATROL Plan 2030 scorecards.
- **Institutionalize SWIM:** Expand squad-based mentoring, link outcomes to officer performance.
- **Community Dialogues:** Hold regular forums to make reforms visible and participatory.

7.5.2 For Policymakers and Oversight Bodies

- Provide sustained funding for transformation and cleansing programs.
- Involve civil society in monitoring PATROL Plan 2030 implementation.
- Safeguard police integrity by ensuring political non-interference.

7.5.3 For Future Research

- Conduct longitudinal studies on PATROL Plan 2030 and SWIM's long-term impacts.
- Compare leadership practices across rural and urban units.
- Explore the influence of religion, spirituality, and cultural values on ethical policing.

7.6 Proposed God-Centered and Community Service-Oriented Leadership Framework

Core Elements:

1. **Transformational Leadership** – Ethical, inspiring, vision-driven leadership.
2. **Integrity Programs** – SWIM and internal cleansing to strengthen accountability.
3. **Institutional Transformation** – PATROL Plan 2030 / ITP-PGS as structural reform backbone.
4. **Procedural Justice** – Fair, transparent, respectful policing.
5. **Cultural-Spiritual Anchors** – Embedding *bayanihan*, *malasakit*, *respeto* and God-centered values.
6. **Community Engagement** – Partnerships with barangays, civil society, and religious groups.

Framework Flow:

God-Centered & Transformational Leadership

- Strengthened Integrity (SWIM + Cleansing)
- Institutional Reform (PATROL Plan 2030 / ITP-PGS)
- Procedural Justice in Citizen Interactions
- Community Trust & Social Capital
- Stronger PNP Legitimacy

7.7 Conclusion

This study concludes that transformational leadership—anchored in God-centered values and community service orientation, reinforced by integrity programs (SWIM) and structural reforms (PATROL Plan 2030 / ITP-PGS)—is crucial for rebuilding public trust in the Philippine National Police.

Although challenges persist—entrenched hierarchies, uneven implementation, and political pressures—the integration of visionary leadership, procedural justice, and Filipino cultural-spiritual values presents a viable pathway toward a professional, trusted, and community-centered police force.

The proposed **God-Centered and Community Service-Oriented Leadership Framework** serves as a roadmap for strengthening legitimacy and integrity. By embracing ethical leadership and embedding Filipino values, the PNP can advance its vision of becoming a highly capable, credible, and respected institution—by 2030 and beyond.

Flow of the Framework (Textual Diagram):

Transformational Leadership → Strengthened Integrity (SWIM + Internal Cleansing) → Effective Implementation of PATROL Plan 2030 (Institutional Reform) → Fair & Transparent Policing (Procedural Justice) → Increased Social Capital & Community Trust → Stronger PNP Legitimacy.

The study demonstrates that transformational leadership, reinforced by integrity programs (SWIM) and institutional reforms (PATROL Plan 2030 / ITP-PGS), holds the key to rebuilding public trust in the Philippine National Police. While challenges remain—such as cultural inertia, uneven implementation, and political pressures—the integration of visionary leadership, procedural justice, and Filipino cultural values offers a pathway toward a professional, trusted, and community-centered police service.

The proposed **Leadership and Trust-Building Framework** provides a roadmap for strengthening integrity and legitimacy in the PNP. By embracing transformational

leadership at all levels and aligning reforms with Filipino values, the PNP can realize its vision of becoming a highly capable, credible, and respected institution by 2030 and beyond.

Proposed Leadership and Trust-Building Framework

God-Centered and Community Service-Oriented Policing

Flow of the Framework:

God-Centered & Transformational Leadership (IV)



Integrity & Accountability (SWIM + Internal Cleansing)



Institutional Reform (PATROL Plan 2030 / ITP-PGS)



Procedural Justice (Fair, Transparent, Respectful Policing)



Community Trust & Social Capital (DV)



Stronger PNP Legitimacy (Long-Term Outcome)

Anchors Throughout the Framework:

- **Cultural & Spiritual Values:** *Bayanihan, Malasakit, Respeto, Faith, Service Above Self*
- **Community Engagement:** *Barangays, Civil Society, Religious Groups, Youth, Stakeholders*

Quick Notes:

1) Prevailing leadership styles within the PNP — and how officers & communities perceive them

Summary answer — two dominant patterns appear in the literature and official materials:

- **Transactional / command-and-control leadership remains common.** Many Philippine studies of local police units describe top-down, directive leadership (orders, discipline, rewards/punishments) as the routine mode used by chiefs and supervisors — especially in operational units and during high-intensity campaigns. This style is reinforced by hierarchical command structures, operational imperatives, and a culture that values discipline.
- **Transformational and servant-oriented leadership is present but uneven and emerging.** Recent Philippine academic surveys and theses (regional samples of PNP officers) find measurable levels of transformational behaviours (inspirational motivation, individualized consideration) among some commissioned officers and link those behaviours to higher staff engagement and personal ethics — but these are not yet uniformly institutionalized across the force.

Perceptions:

- **Among officers:** many studies report that officers appreciate leaders who combine clear direction with concern for subordinate welfare (i.e., a mix of transactional clarity and transformational support). Where supervisors display transformational behaviours, subordinates report better morale, engagement and perceptions of fairness. Where leadership is purely authoritarian or inconsistent, job stress and cynicism rise.

- **Among communities:** public trust in the PNP is mixed and regionally variable. Recent national polls show relatively high aggregate trust/performance ratings for the PNP (surveys by OCTA / Pulse Asia in 2024–2025 report trust ratings in the 60–80% range), but qualitative and academic community studies also show that trust depends strongly on local experiences of fairness, responsiveness and integrity — not just overall performance numbers. In short: where police leaders emphasize procedural fairness, community engagement and accountability, local trust is higher.

2) How transformational leadership influences integrity, accountability and trust in law enforcement

Short, evidence-based mechanism:

- **Transformational leadership raises ethical climate and intrinsic motivation.**

Transformational leaders articulate ethical standards, model principled behaviour, and appeal to officers' professional values — which strengthens personal ethics and reduces tolerance for misconduct. Philippine surveys link transformational behaviours with higher service engagement and personal ethics among police personnel.

- **It strengthens internal accountability indirectly.** By promoting ownership, open communication and ethical norms, transformational leaders make it more likely that misconduct is reported, peer pressure favors lawful conduct, and supervisors hold subordinates to standards — complementing formal disciplinary processes.

International policing research also shows transformational leadership correlates with better team performance and more rule-consistent behaviour.

- **It builds external trust through procedural justice and community engagement.** When leaders emphasize values such as respect, transparency and service — and operationalize those values through community policing, visible accountability, and consistent ethics — citizens experience procedural justice and are more likely to trust and cooperate with police. Empirical studies linking police legitimacy to perceptions of fairness support this causal chain.

Bottom line: transformational leadership is not a magic bullet, but research shows it *improves* integrity, encourages accountability culture, and supports community trust when paired with institutional checks and clear policies.

3) Challenges that hinder adoption of transformational leadership practices in the PNP

Key barriers (empirical + institutional):

1. **Institutional culture and hierarchy.** A highly hierarchical, command-focused police culture privileges obedience and short-term operational results over open feedback, experimentation, and shared decision-making — making transformational behaviours harder to scale.

2. **Entrenched corruption and weak accountability.** Where corrupt or abusive behaviour is tolerated or not consistently sanctioned, transformational messages about ethics are undermined; officers learn that informal incentives override stated values. International reviews and Philippine human-rights analyses stress that weak accountability entrenches misconduct.

3. **Capacity limits in internal oversight.** The PNP's Internal Affairs Service (IAS) and related disciplinary mechanisms are chronically under-resourced relative to force size; internal-cleansing programs exist but implementation and case-resolution capacity vary by region. That reduces the credibility of leader-led reforms.

4. **Political and operational pressures.** Political directives, politically salient campaigns (e.g., aggressive anti-drug drives), and short-term performance metrics can incentivize directive, enforcement-first leadership rather than long-term culture change.

5. **Training and human-resource gaps.** Leadership development that teaches transformational competencies (coaching, ethics, community engagement) is growing but not yet standardized across the PNP; performance appraisal systems and promotion criteria may still favor operational output over leadership quality.

4) What elements should be included in a leadership framework to boost internal integrity and community trust

Below is an evidence-based, practical framework (each element shows what to do and why it matters):

1. Clear ethical vision and modeled behaviour

- Formalize and repeatedly communicate a concise ethical vision (PNP already has an Ethical Doctrine and Code of Professional Conduct; leadership must visibly embody it). Modeling builds credibility.

2. Structured transformational leadership training

- Mandatory programs for commissioned officers on inspirational leadership, coaching, values-based decision making, and procedural justice; include scenario practice, community engagement design and follow-up coaching. Philippine studies show such training links to engagement and ethics.

3. Robust internal accountability & resourcing of oversight

- Strengthen the Internal Affairs Service (IAS) with staffing, forensic capacity and transparent complaint handling timelines; ensure disciplinary outcomes are public (where legally permissible) to signal consequences. Studies on corruption and Philippine reporting stress the necessity of credible oversight.

4. Performance metrics that reward integrity & community outcomes

- Move beyond arrests/clearance numbers: include measures for complaints resolved, community satisfaction, adherence to procedure,

and ethical leadership demonstrated by supervisors. Research shows metrics shape behaviour.

5. Community partnership mechanisms

- Institutionalize civilian oversight/advisory councils, regular community-police fora, and co-designed problem-solving projects. Procedural justice research finds these mechanisms increase legitimacy and trust.

6. Whistleblower protection and confidential reporting

- Safe channels for officers and citizens to report misconduct without retaliation; guaranteed investigations and protection increase reporting and reduce tolerance of bad actors. Literature on corruption control emphasizes protections as fundamental.

7. Transparent communications and data publication

- Regular public reporting of complaints, disciplinary actions, use-of-force incidents, and community satisfaction metrics to build accountability and realistic public expectations. Transparency supports trust.

8. Leadership selection and promotion aligned to values

- Promotion panels should weigh demonstrated ethical leadership, community engagement and integrity records as heavily as operational achievements. This changes incentives.

9. Sustained institutional commitment (policy + budget)

- Leadership frameworks only work when backed by formal policies, stable funding for training/oversight, and continuity across rotations and

administrations. International and local experience shows reforms stall without sustained resourcing.

10. Monitoring, evaluation and adaptive learning

- Implement iterative M&E so leadership programs are adjusted using evidence (surveys, complaint data, community feedback). Philippine pilot studies recommend local evaluation to scale what works.

Short actionable recommendation (3 quick priorities)

1. Fund and fast-track strengthening of the IAS (staff, case management, public reporting).
2. Institute mandatory transformational leadership modules for all supervisors + link promotion criteria to demonstrated ethical leadership.
3. Launch standardized community-police partnership pilots with independent evaluation and public dashboards.

Sources (selected)

- Gempesao, M.C., *Transformational Leadership of Police Commissioned Officers and Service Engagement*(Philippine study). — empirical link between transformational leadership and officer engagement/ethics.
- Malnegro-Payo et al., *Leadership Styles and Work Climate of Police Stations in Davao City (2023)* — local study on leadership styles and outcomes.
- Studies on the link between leadership styles and police integrity (Full-Range Leadership research; HRMARS paper).

- Human Rights Watch, *Philippines: Adopt Police Reforms, Accountability Measures* (Oct 18, 2024) — highlights need for reforms and accountability given past abuses.
- MDPI review, *The Causes of Police Corruption and Working towards Prevention* (2022) — summarizes causes of police corruption and role of accountability.
- PNP Ethical Doctrine / Code of Professional Conduct and Ethical Standards (PNPCOPCES) and PNP Memorandum Circulars on internal discipline / cleansing.
- OCTA / Pulse Asia reporting on public trust ratings for the PNP (2024–2025).
- Analyses of PNP internal cleansing, IAS capacity and implementation challenges (PCIJ, PNP IAS reports, regional studies).

Leadership Framework: “God-Centered and Community Service-Oriented Policing”

This study acknowledges that leadership in policing should not only be transformational but also God-centered and community service-oriented. By integrating spiritual values and the principle of service, the framework aligns with Filipino cultural and moral foundations, while strengthening accountability and trust.

- Independent Variable (IV): Transformational Leadership Practices
 - Idealized Influence (role modeling, ethical standards)
 - Inspirational Motivation (shared vision, encouragement)

- Intellectual Stimulation (critical thinking, problem-solving)
- Individualized Consideration (mentorship, support)
- Mediating Variables (MVs):
 - Integrity and Accountability (ethical decision-making, transparency, adherence to standards)
 - Procedural Justice in Police-Citizen Interactions (fairness, respect, participation, neutrality)
- Dependent Variable (DV): Community Trust in the PNP
 - Confidence
 - Cooperation
 - Legitimacy
- Contextual & Spiritual Anchors:
 - God-centered values (faith, moral compass, service above self)
 - Community service orientation (bayanihan, malasakit, respeto)
 - PNP Reform Programs: PATROL Plan 2030 / ITP-PGS and SWIM (internal cleansing, moral development)
 - Socio-political environment and organizational history

Framework Flow:

God-Centered & Transformational Leadership (IV)

↓

Integrity & Accountability (Mediator 1)

↓

Procedural Justice (Mediator 2)

↓

Community Trust in the PNP (DV)

↔ Anchored by Community Service Orientation & Spiritual Values

Note: This framework isn't just transformational leadership, but a uniquely Filipino, God-rooted, service-driven model of policing. Leaders model and demand professional, service-oriented policing where ethics, accountability and community partnership guide operations.

Core elements (what to do) — with why it matters and suggested KPIs

1. Ethical Vision + Visible Modeling

- What: Re-issue a concise ethical pledge for all units; require senior officers to publicly model the PNP Code (PNPCOPCES) in briefings, operations, and community events.
- Why: Clear, repeated signals from the top increase normative pressure for lawful conduct.
- KPIs: % of units with monthly ethical-moment briefings; leader compliance audits.

2. Mandatory Transformational Leadership Training for Supervisors

- What: Standardized modules on inspirational leadership, coaching, procedural justice, and values-based decision-making for all patrol/squad leaders. Include practical scenarios and coaching.
- Why: Research links transformational behaviours to officer engagement and personal ethics.
- KPIs: % supervisors certified; pre/post training scores on leadership behaviour; subordinate morale index.

3. Strengthen Internal Oversight (IAS resourcing & transparency)

- What: Increase IAS staffing, forensic/forensic-support capacity, case management IT; publish regular summaries of complaint caseload and dispositions (privacy-compliant).
- Why: Credible, resourced oversight undercuts impunity and reinforces leader messages.
- KPIs: avg days to disposition; % cases with sanctions; IAS staffing ratio per 1,000 officers.

4. Performance Metrics That Reward Integrity & Community Outcomes

- What: Add integrity/legitimacy indicators (complaint rates adjusted for population, community satisfaction, procedural-justice compliance) to promotions and unit evaluations.
- Why: Metrics shape behaviour — reward the right things. KPIs: inclusion of integrity metrics in promotion scorecards; change in community satisfaction index.

5. Institutionalized Community Partnership Mechanisms

- What: Formal civilian advisory councils, regular police-community problem-solving forums, and co-designed local safety projects.

- Why: Community engagement builds legitimacy and cooperation.
- KPIs: # of active councils; community survey trust score; cooperative problem-solving projects launched.

6. Whistleblower Protections & Confidential Reporting Channels

- What: Secure, anonymous reporting systems for officers/citizens; formal anti-retaliation rules and fast-track investigation for whistleblower complaints.
- Why: Encourages reporting of misconduct and demonstrates internal accountability.
- KPIs: # of reports via protected channels; % reports investigated within SLA; whistleblower retaliation incidents.

7. Transparent Public Communications & Data Publication

- What: Quarterly public dashboards with anonymized data on complaints, use-of-force incidents, disciplinary outcomes, and community satisfaction.
- Why: Transparency builds external credibility and allows independent monitoring.
- KPIs: dashboard publication cadence; web traffic/usage metrics; media citations.

8. Promotion & Selection Criteria Aligned to Values

- What: Incorporate demonstrated ethical leadership, community engagement, and clean disciplinary records into promotion panels and assignment decisions.

- Why: Aligns incentives so officers seek to model integrity. KPIs: % promotions with documented community/ethics evidence; correlation of promotions with subsequent complaint rates.

9. Operational Policy Safeguards for High-Pressure Campaigns

- What: Pre-authorization rules, independent legal oversight, and after-action ethical reviews for politically sensitive operations (to limit perverse incentives favoring short-term arrest counts).
- Why: Political and performance pressures drive directive leadership and can erode standards if unchecked.
- KPIs: # of operations with independent review; policy compliance audit results.

10. Monitoring, Evaluation & Iterative Learning

- What: Built-in M&E for leadership programs (surveys, KPI dashboards, pilot evaluations) and a learning loop to scale successful pilots.
- Why: Ensures reforms are evidence-driven and adapt to local realities.
- KPIs: evaluation cadence; % pilots scaled; measurable improvements on pilot KPIs.

Implementation phasing (first 12 months)

- Months 0–3: Issue updated ethical pledge; mandate supervisor training rollout plan; expand IAS case-management IT.
- Months 4–9: Run first cohort of transformational leadership training; launch 3 community-partnership pilots; publish first transparency dashboard.
- Months 10–12: Adjust based on M&E; integrate integrity metrics into promotion panels for next cycle.

Quick resource checklist (first actions)

1. Download and circulate PNPCOPCES & existing PNP memorandum on internal cleansing.
2. Convene IAS + HR + Training command to cost out staffing and training budget.
3. Launch one high-visibility pilot (city/municipal police station) combining training, community council, protected reporting, and public dashboard — evaluate at 6 months.

Key References:

- (PNP Code of Professional Conduct & Ethical Standards (Ethical Doctrine). PNP Internal Affairs Service annual reports / internal cleansing memos.
- Gempesao, M.C., *Transformational Leadership of Police Commissioned Officers and Service Engagement*(Philippines study).
- Human Rights Watch, *Philippines: Adopt Police Reforms, Accountability Measures* (Oct 18, 2024).
- Recent Philippine studies on internal discipline, metrics and

Proposed Leadership Framework: God-Centered and Community Service-Oriented Policing

This study proposes a leadership framework that integrates **transformational leadership practices** with Filipino cultural and spiritual foundations. Beyond being transformational, it emphasizes that policing should be **God-centered and**

community service-oriented, anchoring leadership in faith, ethics, and public service.

Framework Flow:

- **Independent Variable (IV): Transformational Leadership Practices**
 - Idealized Influence (role modeling, ethical standards)
 - Inspirational Motivation (vision, encouragement)
 - Intellectual Stimulation (problem-solving, innovation)
 - Individualized Consideration (mentorship, support)
- **Mediating Variables (MVs):**
 - Integrity & Accountability (ethical decision-making, transparency)
 - Procedural Justice (fairness, respect, neutrality, participation)
- **Dependent Variable (DV): Community Trust in the PNP**
 - Confidence
 - Cooperation
 - Legitimacy
- **Contextual Anchors:**
 - God-centered values (faith, moral compass, service above self)
 - Community service orientation (bayanihan, malasakit, respeto)
 - Ongoing reform programs (PATROL Plan 2030 / ITP-PGS, SWIM)
 - Socio-political and organizational context

Core Recommendations:

1. Re-issue an **ethical pledge** and require senior officers to model professional conduct.

2. Institutionalize **transformational leadership training** for supervisors, with modules on coaching, ethics, and procedural justice.
3. Strengthen the **Internal Affairs Service (IAS)** through staffing, resources, and transparency.
4. Revise **performance metrics** to include integrity, complaint resolution, and community satisfaction.
5. Formalize **community-police partnership mechanisms** (councils, forums, co-designed safety projects).
6. Protect **whistleblowers** with secure reporting channels and anti-retaliation safeguards.
7. Publish **regular transparency dashboards** on complaints, disciplinary actions, and community trust indicators.
8. Align **promotion criteria** with demonstrated ethical leadership and clean records.
9. Establish **policy safeguards** in politically sensitive campaigns to maintain procedural fairness.
10. Embed **monitoring, evaluation, and adaptive learning** to sustain reforms.

This framework envisions a **Filipino model of policing** where leadership is rooted in faith, ethics, and service, strengthening both internal accountability and community trust.