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**| RESEARCH ARTICLE**

## **Work–Life Balance of Police Managers in Police Offices of Cebu City, Philippines**

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**| ABSTRACT**

This study explores the Work Life Experience of Police Managers in selected PNP stations, Cebu City. This study aimed to answer the following questions: What are the experiences of the informants in managing police offices? How do the informants address the challenges encountered in managing police offices? What are the aspirations of the informants to improve the management of police offices? A qualitative method was used in gathering the data from fifteen (15) respondents. There were eleven police stations, plus four special units, all of which were in Cebu City, and were assigned as informants for this study. The chiefs of offices had an age range of 36 to 47 years, including both males and females. Females, with Baccalaureate Degrees, while others had Postgraduate studies, ranging from a master's degree in public administration to the PNP mandatory training of Public Safety Officers' Advanced Course. They had varied perceptions on the aspects of managing a police station. From the gathered data, through the recorded responses, twelve emergent themes were created: for the positive and negative experiences of the informants in managing police offices in Cebu City, the themes created were Leader-Follower Relationship, Goal Pursuit, Alignment with Strategic Goals, Role Transformation, Resource Constraints, and Duty Beyond Control; for the challenges encountered in managing a police office in Cebu City, there were three (3) themes created, namely, Community Relations and Trust Building, Collaboration and Partnerships, and Guided Through Acceptance; and for the aspirations of the informants to improve the management of the police office, there were three (3) themes that were created, which were: Values-Driven Leadership, Community-Oriented Policing and Partnerships, Modernization and Technological Advancement, and Personnel Development and Well-being. The recommendations are a continuous improvement in the aspect of managing police stations through various trainings and seminars, on effective management and leadership, and promotion of team building activities to develop camaraderie among police personnel and to cultivate good leaders within the law enforcement, plus continuous collaboration with the local government units for the police managers to deliver effective and efficient service to the community.

**| KEYWORDS**

Criminology, police leadership, police station commanders, Cebu City, qualitative study, Philippines

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### **1. Introduction**

Managing a police office is a complex task that requires a combination of qualities like leadership, strategic thinking, and effective communication. Overseeing the daily operations of the station and ensuring that uniformed personnel and other staff are properly trained, motivated, and prepared to serve the community is among these tasks. Management is the art of knowing what you want to do and then seeing that it is done in the best and cheapest way possible (Taylor, 2004). Others define management as the process of planning, organizing, leading, and controlling the efforts of organizational members, utilizing all other organizational resources to achieve the stated organizational goals (Stoner, 1972).

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According to Deming (1966), total quality management is a strategic approach designed to enhance an organization's efficiency, effectiveness, and overall performance. By implementing accepted standards and focusing on continuous improvement, organizations can enhance customer satisfaction, increase productivity, and achieve goal setting (Deming 1986).

The challenging role of police managers in Cebu City includes managing police offices, which involves numerous organizational challenges, personnel management, resource allocation, and operational planning. The Police Manager is responsible for planning, overseeing, and directing the activities, operations, and personnel of the police office to ensure peace and order. Cebu City has a population of 1,042,613, making it the sixth-most populous city in the nation and the most populous in the Visayas and Central Visayas Region (Census, 2020). Its substantial population, diverse demographics of locals and migrants, and high crime rates present significant challenges for Police Managers, including the lack of personnel, equipment, funding, and political pressures from local politicians.

This research aims to investigate the work-life balance of police managers in Cebu City, Philippines, by examining the challenges they face, the strategies they employ to manage their time and stress, and the impact of their work-life balance on their overall effectiveness and job satisfaction. The results of this study can serve as the basis for formulating potential solutions to enhance the wellbeing and effectiveness of police managers in police offices.

The researcher is a member of the Philippine National Police and was assigned to various police offices in the Visayas. Owing to the researcher's 26 years of experience in the police service, where most of the time he was assigned to the field as a manager and had direct involvement in the management and supervision of police officers, and coupled with his specialized training in the field, it is humbly submitted that the researcher has the competence to carry out the study. In addition, the researcher has a better grasp and understanding of the various experiences of police managers, which may be relevant in producing sensible results. In fact, with his extensive experience, he has developed his own realizations and aspirations, gained through the challenges and successes in the field, which may further add value to the study. The researcher was previously designated as the Chief of the Pre-charge Investigation and Evaluation Section of the Regional Investigation Detective Management Division (RIDMD), Police Regional Office (PRO) 7, Cebu. The researcher is a registered criminologist, a licensed teacher, and a part-time instructor of criminal justice at the University of Cebu main campus.

## **2. Literature Review**

This study is grounded in Miller's (1973) Role Theory and supported by Stress Theory (ST) as proposed by Lazarus & Folkman (1986), as well as Social Exchange Theory (SET) by Blau (2017).

### **2.1 Role Theory (RT)**

Role Theory (RT) emphasizes the importance of symbols and social interaction in shaping human behavior (Miller, 1973). Role theory of leadership, as a theoretical approach, borrows to a large extent from sociological role theory and applies these ideas to leader-follower relations. The role concept is regarded as a basic link between the individual and the group and is an essential element of social systems. Role theory of leadership views leadership within a group as a result of a process of differentiation, by which group members achieve group aims more efficiently while also meeting their individual needs. Leadership is considered an integral part of the problem-solving machinery within groups (Gibb, 1958). Based on the different approaches in role theory, the following three basic approaches to leadership can be distinguished in role theory (Neuberger, 2002).

Role theory examines the social roles that individuals adopt, which are sets of expected behaviors associated with specific social positions. It proposes that social roles shape our interactions and influence our understanding of ourselves and others. This perspective of role theory influenced various fields of social science. Out of these, five primary theoretical perspectives emerged, and these are: functional, symbolic interactionist, structural, organizational, and cognitive. Most research within role theory focuses on practical issues such as consensus, conformity, role conflict, and role-taking. Diversity and debate among role theorists thrive, but they all share an interest in exploring the essential role of roles in shaping social life (Biddle, 1986).

Like social cognitive theory, role theory emphasizes the impact of social factors on an individual's development. It defines "role" as a set of behaviors with a socially agreed-upon function and a specific set of norms. It suggests that as individuals acquire new roles, they tend to modify their behavior to conform to the expectations associated with those roles. While role-playing involves pretending a role, role assumption involves adopting a new role, which may lead to more lasting behavioral changes. Many interventions involving animal-assisted roles fit within this theoretical framework, providing opportunities for individuals to assume roles such as trainer or caretaker. However, despite anecdotal evidence, empirical research is lacking to definitively establish the superiority of role assumption over role-playing or the long-term efficacy of such interventions (Eagly & Wood, 2012).

Role theory possesses a rich language of descriptive concepts, organizational potential to bridge levels of analysis, and numerous descriptive advantages. This makes role theory a very valuable approach to foreign policy analysis. Role theory also offers greater integration between foreign policy analysis and international relations, especially through constructivist meta-theory (Thies, 2017).

## **2.2 Stress Theory (ST)**

Stress Theory (ST) accentuates the cognitive appraisal of stress, establishing that an individual's perceptions of events, rather than the events themselves, determine their stress response (Lazarus & Folkman, 1986). One such theory involves psychological stress, which has been described as a complex phenomenon, and numerous theoretical models have attempted to explain its etiology. These theoretical explanations can be categorized according to their primary conceptualization of the stress experience: stress as an external stimulus, stress as a response, and stress as an individual/environmental transaction (Biggs et al., 2017).

Coping, as a mediator of the relationship with stress, studies the relationship among organizational stressors and personal characteristics, job-related strains, and organizational outcomes. It provides overall support for most of the relationships among work-related stressors, personal characteristics, and coping styles. It also supports the influence of emotion-focused coping on the psychological outcomes of emotional exhaustion and job-induced anxiety, which in turn are found to influence job satisfaction and intention to withdraw. While problem-focused coping did not affect job-induced anxiety, problem-focused coping did affect emotional exhaustion, which in turn influences job satisfaction and intention to withdraw (Boyd et al., 2009). While stressful life events have been linked to various psychological and physical disorders, researchers have expanded their focus and they included factors like daily hassles and social support. However, the clarity and distinctiveness of these concepts have raised various questions. The results of the study suggested that measures of hassles and social support are more closely related to psychological distress than life events (Dohrenwend et al., 1984).

## **2.3 Social Exchange Theory (SET)**

Social Exchange Theory (SET) was expanded and applied to a broader range of social phenomena, including power, status, and social networks. Social exchange theory is a sociological and psychological theory that examines social behavior in the interaction between two parties, conducting a cost-benefit analysis to determine the risks and benefits. The theory also involves economic relationships; the cost-benefit analysis occurs when each party has goods that the other party values. Social exchange theory suggests that these calculations occur in romantic relationships, friendships, professional relationships, and ephemeral relationships, such as a simple exchange of words with a customer at the cash register. Social exchange theory posits that if the costs of the relationship outweigh the rewards, such as when a significant amount of effort or money is invested in a relationship without reciprocation, then the relationship may be terminated or abandoned (Blau, 2017).

Much of social life involves interactions between individuals or corporate actors in pairs, groups, organizations, or networks that can be viewed as social exchanges. Theories developed in recent decades have focused on the social structures created by repeated exchanges and how these structures both constrain and enable actors to exercise power and influence. Other related social processes addressed within the exchange tradition include interpersonal commitment, trust, fairness, procedural and distributive justice, coalition formation, and collective action. Recent work also focuses on emotions and their role in social exchange. The methodological challenges of studying social exchange in the laboratory and in the world outside the lab are addressed, as well as the links between exchange theory and topics studied by economic sociologists and network scholars more broadly, including Internet-mediated exchanges and their growing significance (Cook et al., 2013).

Networks of social roles serve as the backbone for giving meaning to activities within societies, organizations, and groups. Roles may often be ambiguous, but individuals treat them as if they were concrete and precise. Roles are continuously created and redefined through social interaction, leading to the emergence of both formal and informal roles. Three principles guide the process of role-making and conflict resolution: functionality, representationality, and tenability. Roles are continually adapted to intensify their effectiveness, convey specific images, and ensure a balance between benefits and costs (Stryker, 2002).

The theories mentioned above will serve as invaluable anchors in this study, in consonance with the mission of the Philippine National Police, which is to serve and protect, maintain peace, and order. This is also related to possessing the necessary skills and knowledge to manage and lead uniformed personnel, enabling them to perform better and become effective leaders.

Under Republic Act No. 6975 (R.A. No. 6975), passed into law on December 13, 1990, the Philippine National Police is administered and controlled by the National Police Commission and is part of the Department of the Interior and Local Government (DILG). This was also what was stated under Republic Act No. 8551 (R.A. No. 8551). Thus, it is the local chief executives of cities and municipalities who control the local police officers, and the governor who controls the regional officers. As a result, the PNP faces problems due to its status as an agency under local chief executives. The latter would always be on

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the lookout for police officers who are sympathetic to their political careers. In fact, local chief executives are given the choice of who to appoint as chief of police in towns and cities. It is also a given fact that Regional Directors are changed occasionally if they catch the ire of governors in the province where they are assigned.

In 2019, House Bill No. 1982 was proposed to transfer to the Philippine National Police the power to exercise operational supervision and control over police units assigned or stationed in the local government units. The bill aimed to eliminate the "debt of gratitude" mentality and to strengthen the commitment of PNP members to fulfill their duty to enforce the law without fear or favor. The bill's aim was also to eliminate any political patronage, as PNP officers are qualified, capable, and effective in serving and protecting the people in the locality. However, the bill did not pass into law.

R.A. No. 8551 is a significant legislative measure aimed at reforming and reorganizing the Philippine National Police (PNP). This law amended certain provisions of R.A. No. 6975, which originally established the PNP under the DILG. The primary focus of R.A. No. 8551 is to enhance the efficiency, accountability, and professionalism of the police force, addressing various issues related to governance, operational procedures, and community relations.

PNP P.A.T.R.O.L. Plan 2030, which stands for "Peace and Order Agenda for Transformation and Upholding of the Rule-of-Law," is the Philippine National Police's strategic roadmap for long-term transformation. Building upon previous reform efforts, such as the Integrated Transformation Program (ITP), the P.A.T.R.O.L. Plan 2030 adopts the Performance Governance System (PGS), a local adaptation of the Balanced Scorecard framework, as both a management tool and a measurement tool. The ultimate vision for the plan is for the PNP to become a highly capable, effective, and credible police service by 2030, working closely with the community to ensure a safer environment for all. This plan encompasses various perspectives, including resource management, learning and growth, process excellence (crime prevention, crime solution, and community safety awareness), and community engagement, to achieve breakthrough results and foster a culture of excellence and accountability within the organization.

The Philippine National Police Operational Procedures Manual serves as the PNP's primary guide for all personnel in performing police operations. It provides standard operating procedures for most law enforcement activities for efficiency, orderliness, and compliance with the law. It addresses a broad array of topics ranging from general police operational principles, rules of engagement, use of force, arrest techniques, search and seizure, management of crime scenes, investigation protocols, and coordination with other units, with a specific focus on the observance of human rights and the correct application of legal protocols in serving and protecting society. The manual is regularly updated to incorporate new laws, recent technological advancements, and field experiences, thereby enhancing the PNP's capacity to counter emerging threats and ensure public safety (PNP POP Manual Revised 2021).

The PNP Code of Ethical Standards, also known as the PNP Ethical Doctrine, provides the moral and ethical guidance for all members of the Philippine National Police. It encompasses the enduring core values of the PNP, which include love of God, respect for authority, selfless love and service for people, sanctity of marriage and family life, responsible dominion and stewardship over material things, and truthfulness. The Code also outlines the principles of professional conduct, such as a commitment to democracy and public interest, non-partisanship, physical fitness, secrecy and discipline, social awareness, non-solicitation of patronage, proper care and use of public property, and respect for human rights. It also established ethical standards that all PNP members must adhere to, which include morality, judicious use of authority, integrity, justice, humility, orderliness, and perseverance, to ensure a highly professional, efficient, and competent police force worthy of public trust and respect (PNPM-D-0-4-14, DHRDD).

PNP Memorandum Circular No. 20-2020, focused on internal cleansing, intensifies the Philippine National Police's efforts to identify and weed out rogue and corrupt police personnel. These circular outlines stricter guidelines and procedures for investigating and prosecuting police officers involved in illegal activities, to restore public trust and maintain the integrity of the police force. It emphasizes the importance of accountability, the swift resolution of internal disciplinary cases, and the implementation of preventive measures to deter misconduct, ultimately striving for a more professional and trustworthy police organization.

A police manager is the highest-ranking law enforcement officer within a police department. They are responsible for overseeing the entire department's operations and ensuring public safety within their jurisdiction. Among the key roles and responsibilities of the police manager are the following: Strategic Leadership which develops and implements the department's overall strategic plan, sets the department's vision, mission, and values, and establishes goals and objectives for the department; Operational Oversight which is to oversees daily police operations, including patrol, investigations, and traffic enforcement, ensures efficient

use of resources and personnel, monitors crime trends and develops crime prevention strategies, and responds to critical incidents and emergencies.

The Personnel Management is the unit that recruits, hires, trains, and evaluates police officers, maintains discipline and morale within the department, addresses officer misconduct and grievances; the Community Relations which is the department that builds and maintains positive relationships with the community, promotes community policing initiatives and programs, and addresses community concerns and complaints; the Fiscal Management is the department tasked to develop and manage the department's budget, ensures efficient allocation of funds, and monitors expenditures and revenue; and the Legal and Ethical Compliance which unit is tasked to ensures compliance with all applicable laws, regulations, and department policies, promotes ethical behavior among officers and manages legal issues and litigation. In essence, a Police manager is responsible for ensuring the safety and security of the community, maintaining law and order, and building trust between the police department and the public (Chief of Police Manual 2001).

### **3. Methodology**

#### **3.1 Data Gathering**

Before the interview, participants were informed about the purpose of the study and received a detailed explanation of the benefits, risks, and procedures involved in the study. However, several limitations were expected, such as but not limited to, apprehensions of revealing too much information or being uncooperative. When consent was obtained, the researcher provided a copy of the Informed Consent Form for the participant to sign, indicating their willingness to participate in the study. The estimated average duration of the interviews with the informants was approximately 20 to 30 minutes. They were interviewed face-to-face inside the police station during their free time. The qualitative responses of the informants to the interviews were transcribed in the Visayan dialect and translated into English, ready for analysis. To avoid bias and influence over the informants' answers, the researcher hired a translator to translate their responses from Visayan into English.

#### **3.2 Data Analysis**

In analyzing the data, this research utilized Colaizzi's method of data analysis. This method is typically used for qualitative research, which involves the following seven steps. The researcher got to know the details by going through the description a considerable number of times to get more acquainted with the responses given; The researcher identified claims that were explicitly applicable to the topic under review from the transcribed interviews of the key informants; The researcher identified the meanings that were considered relevant to the phenomenon that emerged from a thorough and careful consideration of the significant statements provided by the key informants. As the researcher, I reflexively "bracket" my own presuppositions to closely adhere to the phenomenon as experienced by the key informants. The researcher then clustered the identified meanings common across the accounts into themes. Then, again it was important to bracket the researcher's presuppositions to avoid potential influence on the processing of the experiences of the key informants; The researcher wrote a full and inclusive description of the phenomenon, incorporating now all the themes produced; The researcher condensed the exhaustive description to a short statement by which the researcher saw those aspects deemed to be necessary to the structure of the phenomenon; and finally, the researcher returned to the fundamental structure statement of the key informants to asks whether or not the statements truly reflect their work-life experiences.

#### **3.2 Ethical Consideration**

The researcher always utilizes the ethical principles at any given time when engaging in this research. Four basic principles, which will serve as the guiding light, shall be observed in the conduct of this research: the principles of beneficence, non-maleficence, autonomy, and justice.

### **4. Results and Discussions**

#### **4.1 Experiences of the Informants in Managing Police Offices in Cebu City**

##### **4.1.1 Positive Experiences**

During the interview, the informants described their positive experiences in terms of performance and management in the police office as police managers. They shared their experiences on the emerging themes as follows:

##### **4.1.1.1. Leader-Follower Relationship.**

This theme emerged from the informants' positive experiences as police station managers, which involved maintaining good relationships with their personnel and the community. During the interview conducted,

*I can say that we have a good working relationship considering all the compliances and deployments of personnel, because there have been no glitches. I can say that my personnel are very cooperative with the task being given to them. They are very compliant. (Participant 1).*

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*Well, good relationship with other officers and personnel in the station; because of them and through their cooperation, we can achieve and deliver good police service. (Participant 3).*

*We get to meet people from different walks of life, and with that, one's horizon will widen, especially when dealing with people. (Participant 9).*

The Informants express their positive working relationship with the personnel, as demonstrated by the fact that in every task the station undertakes, there are no glitches in terms of work. In effect, through the personnel's cooperation, the station was able to perform and deliver its assigned tasks.

#### **4.1.1.2 Goal Pursuit**

This theme emerges from the informants regarding how police managers promote the belief in the ability to grow and expand one's capabilities and talents, thereby fostering resilience and openness to challenges among personnel. During the interviews conducted,

*Every time that they have an accomplishment, I always give them a commendation. I appreciate their work, for example, when they solve a particular crime. "Good job", always. One way of motivating them, especially our operatives. Another way of encouraging them is to accompany them during operations. (Participant 8.)*

*One way is giving them a commendation; thus, you commend them and then appreciate them publicly. What we do within our station is to congratulate them publicly and discipline them privately and then talk to them. (Participant 9).*

*If they are fit for better performance, they are doing their job better I give them outstanding in the IPER so, in that case it will be use by them for their promotion and also when they asked that they had family affairs I gave them one day pass or two-day pass to motivate them also, and to encourage them that they will perform better because they will get that reward. (Participant 8).*

The Informants relayed that words are not enough to motivate police officers. As an additional motivation for personnel to be inspired in their jobs, he provides them with leave passes, allowing police personnel to spend quality time with their families. Additionally, aside from presenting awards and offering motivational words, station commanders also find it important to accompany the operatives during the operation.

#### **4.1.1.3 Alignment with Strategic Goals**

This theme emerged to emphasize the need to ensure that programs align directly with the organization's overall strategic goals and priorities.

*In implementing our programs, we do the usual, sir, make sure we prioritize all the things needed, especially when instructions are coming from higher headquarters, sir. (Participant 2).*

*We aligned our activities based on the policy of our organization. If there are priority programs and activities, that is what I implement in my station. So, whatever their instructions are, if they are within the bounds of the law, we implement them to our personnel, so we all achieve the goals of the Philippine National Police. (Participant 4).*

*I implement the programs of the organization, sir. We proceed slowly because we are in the lower units, and we focus on the compliance requirements set by higher headquarters. (Participant 12).*

#### **4.1.1.4 Role Transformation.**

This theme emerged from the informants on how the police office management signifies the development and transformation experienced. It outlined how the experiences of police managers culminate in the formation of essential skills, including leadership, decision-making, and problem-solving, which transformed the way they operate within the police force. It allowed them to respond to intricate situations.

*Yes, whenever you are assigned to a big or small and busy or not so busy station, your experiences in such a station will add to your total experience, which you can utilize and apply in your next assignment. A police station provides a valuable training ground and learning experience. (Participant 1).*

*Yes, sir. My current assignment has provided me with additional experience in my professional advancement, as it is more challenging here in Cebu City compared to my previous assignments. (Participant 3).*

*Yes, sir, it was beneficial, sir. As a beginner and a new graduate of the police service, sir, I learned many things, especially when I was assigned to a police station, sir. I had the opportunity to meet diverse people and learn about their various attitudes, personalities, and cultures. (Participant 9).*

Being assigned to a police station is also rewarding for some police managers because they can meet and interact with diverse individuals from all walks of life.

#### **4.1.2 Negative Experiences.**

Through their experiences as managers in different police stations within Cebu City, the informants encountered a diverse range of challenges and successes. These experiences provided valuable learning opportunities, prompting them to continually refine their management methods and enhance their interactions with colleagues and the community. Based on these experiences, the researcher identified two emergent themes vital for maintaining high-quality police service to the community.

##### **4.1.2.1 Resource Constraints.**

Informants experienced that personnel and mobility are the main resource problems for the PNP. A shortage of personnel can lead to overwork and a slow response from police personnel, as well as concerns about training and conduct that affect public trust, and result in uneven officer deployment. It also impairs patrols, investigations, and public security. Resolving this problem results in improved recruitment, training, promotions, and internal monitoring. Mobility issues include inadequate or unreliable vehicles and poor fuel, which restrict emergency response, investigations, and visibility. Solutions are investing in cars, enhancing maintenance, and strategic deployment. Addressing these limitations is crucial to improving the PNP's efficiency in serving the Filipino people.

*The most common challenge as a police manager is, of course, having a lack of several personnel at our station, including mobility sir since it is a very busy station, since we only have two (2) mobile patrols, and sometimes it is not working. (Participant 2).*

*Well, the challenges that we encountered are, first, a lack of personnel, in my last assignment, even now. We have a problem with deployment, especially when major events require our supervision and we need to request augmentation. On other aspects, challenges in our logistics capability. Our patrol car here in Cebu City is always malfunctioning, so we are requesting a new one from City Hall. (Participant 3).*

*Well, in my experience, the negative side is in the administrative matter when it comes to a lack of personnel assigned to a certain unit. For me, it has a slight effect on the effectiveness and efficiency of performing police functions, as we often improvise and find ways to deliver our duties and tasks to the community despite having minimal personnel. (Participant 7).*

Informants reported that the personnel issue has been an ongoing concern, as some are not fulfilling their duties as patrollers. There is always a shortage of personnel. The ideal that the PNP needs to meet is the 1:500 police-population ratio as mandated under RA 8551. The equipment, including patrol cars, fuel, and maintenance, is still insufficient for everyday use.

##### **4.1.2.2 Duty Beyond Control.**

This theme illustrates a complex and unwarranted situation for a police manager. It demonstrates a scenario where the ability of a police officer to perform their duties and maintain their wellbeing is significantly compromised by various external and potentially internal factors, such as politicians and senior officers. During the interview, the informants repeatedly emphasized how politicians interfere in their work, causing negative experiences and hindering them from performing their jobs according to established rules and guidelines.

*Sometimes, in our work, we just want to follow the rules, regulations, and guidelines. However, there are others who can influence us, like politicians and senior officers. (Participant 1).*

*Sometimes, especially these external interventions from other influential people who intervene in our work. Instead of this being our job, or the right job, it's others intervening that causes us to have negative experiences. Usually, political interference is the most common. Otherwise, we are relieved of our duties because we stand up for what we believe is right; that's why we are relieved of them. Those are the negative experiences, but it's a lesson learned. If we do our job, we won't have any problems there, whether we get relieved or not. (Participant 4).*

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*Those negative experiences I had were just about politicians interfering with our work; the rest of it was no problem at all. (Participant 5).*

The informants stressed that political interventions systematically undermine the effectiveness of the entire police organization, not just the police stations. They indicated that political interventions have a widespread negative impact on police officers.

## **4.2 Addressing the Challenges Encountered by the Informants in Managing the Police Office in Cebu City**

### **4.2.1. Community Relations and Trust Building**

This theme emphasizes the significance of the relationship between the police and the communities they serve. The police managers address the obstacles they encounter in building trust, such as historical tensions, negative perceptions, and incidents of police misconduct. It can delve into the challenges of building relationships with diverse communities, including those with language barriers or cultural differences. During the interview, the informants highlighted the positive outcomes of their actions, which stem from strong community relations, including increased cooperation, improved information sharing, and reduced crime rates. This illustrates how trust contributes to a sense of safety and security within the community.

*The people who can help us are just in the community. They already knew that we had a problem in terms of logistics and finances, specifically budgetary constraints for the stations. However, as a station commander, I have become acquainted with many stakeholders who can help our organization, for example, as seen in the case of Station 11. They all know that Station 11 is the most in need among the stations in Cebu City. But when I became the one in charge here, I tapped the community for help, so that, in our small way, the station would at least be presentable to all clients who came to the station. (Participant 11).*

*Professionally, the community will be of great help, particularly in networking, advancement, engagement, and guidance on how to handle personnel within the unit or station. (Participant 12).*

*The most effective thing is really a good relationship with the community, as well as the appearance and actions of PNP personnel. It's probably not necessary for the police to appear harsh in the eyes of the people to be respected; they should be approachable so that people don't have any suspicions about them. That way, if you want to impose a law, they will see that they should obey the police who are implementing it, because we know that they are respectful in their approach to applying the policy. Through that method alone, you will build a good community. (Participant 1).*

*Well, a good relationship with the community is probably important. In this way, solving crimes will be faster, considering that the people in our community will, of course, help by providing information and assisting during the investigation that we conduct every time something happens. On the other hand, regarding our problem with illegal drugs and other illicit activities, if we have a good relationship with the barangay and our constituents, as well as the people around us, they will also help us by providing information. (Participant 3).*

The informants' comments highlight a significant realization within the police force that proper law enforcement is not the exclusive role of uniformed officers, but also an effort that requires close community interaction. Without the active support, trust, and cooperation of the community to furnish information, report crimes, and work together on crime prevention programs, the police are severely constrained in their capacity to solve crimes and provide general peace and order in their beat. The community is a rich source of local information, witnesses, and support networks; their engagement is therefore critical to achieving effective policing outcomes and creating a safer environment for all. This highlights the importance of fostering and maintaining positive relationships between the police and the communities they serve.

### **4.2.2 Collaboration and Partnerships**

This emergent theme emphasizes the importance of working with other entities to achieve shared goals in policing. The partnerships formed by police managers include those with local government units (LGUs), other law enforcement agencies (e.g., national police, specialized units), community organizations (e.g., NGOs, neighborhood associations), businesses and private sector entities, as well as schools and educational institutions. During the interview, the informants highlighted the advantages of working in partnership, which can result in increased resource sharing, enhanced information exchange, improved coordination and response to incidents, greater community trust and support, and addressing complex problems that are beyond the agency's scope.

*Well, here in Cebu City, the local government unit is very supportive. Currently, at our station, we still lack experience in knowing when to seek help from the local government unit. However, during our meetings, the head of the LGU gave a promise that if we*



encounter challenges in line with our duties as Police Officers rendering duty here in Cebu City, they are more than willing to help in legal matters or provide any assistance they can. (Participant 1).

As far as the Cebu City Police Office is concerned, the local government unit (LGU) is very supportive. Whatever request the PNP has, if it is within their budget, they provide it to us. That is why we do not have problems in that aspect. However, due to the rising population, the demand for our logistics also increases. That is why we are still affected. (Participant 4).

Yes, the LGU is of big help. If we rely solely on PNP logistics, we would never be able to do the things we are doing now. Financially, we were also being complemented, especially in Cebu City, where the City Hall gives an allowance. Then, in my area, the barangay captains are very supportive. Then, in our vehicles, we know that they are not fully functional most of the time. Of course, as Manager or Station Commander, we find ways. We always think outside of the box. One initiative is to gather support not only from PNP but also, of course, from our stakeholders and from the LGU. For example, when we need to commit a person, there are times when the two patrol cars malfunction. So, how can we commit these people if we don't have any vehicles? However, due to our relationship with the LGU, which we have built with their support, we were able to commit to them on time. Then, the driver is free; the vehicle and gasoline are theirs to manage, sir. (Participant 7).

The high praise from all informants regarding the assistance received from LGUs reiterates the important and composite function that such partnerships contribute to the strength and efficacy of the police force. This high level of positive feeling is undoubtedly derived from tangible forms of input and support provided by the LGUs, which directly address specific functional necessities that might otherwise have been lacking. This assistance may vary from logistical support, including vehicles, fuel, and maintenance, for patrolling operations, to supplementing personnel through auxiliary forces or traffic enforcers, and even providing necessities such as food and shelter in times of crisis or special operations. The vocal appreciation of the informants highlights the advantage of this partnership in enhancing police capability. It also represents the local government's symbolic value of being actively engaged and supportive in preserving peace and order within the community.

#### **4.2.3 Guided Through Acceptance**

The informants emphasize the importance of guidance from senior officers when facing difficult situations that are beyond the control of police managers.

*I also sought guidance from other senior officers and fellow officers on how to deal with it, and we should ask for help on what to do because "No man is an island "; it's better to hear advice or insights from many people. (Participant 1).*

*We just accepted the reality of it, which is that the situation is as it is, and we can't control it. However, as for me, I'll leave my unit satisfied because I performed my job and didn't neglect my office. (Participant 4).*

*Ah, well, about that, since there's nothing, I can do about it because it's really not within my control. I take it as part of being a police officer. (Participant 5).*

The informants acknowledged that certain realities that are beyond their control must be accepted. Despite their situation, as police managers, they must maintain a strong focus on personal integrity and the drive to fulfill their duty. Uncontrollable situations may arise, but such are part of the job and are accepted as an inherent aspect of their roles as police managers.

### **4.3 Aspirations of the Informants to Improve the Management of the Police Office**

#### **4.3.1 Values-Driven Leadership**

This emergent theme emphasizes the importance of effective internal operations within the police organization. The police managers employed their leadership styles, such as transformational, democratic, or servant leadership, to motivate the personnel to achieve the organizational goal. They practice what they preach by leading by example, embodying these values through their interactions with others, and they expect themselves and others to be responsible for upholding them. During the interview, the police managers emphasized the importance of implementing effective communication channels, including regular meetings, transparency, and staff briefings.

*For strategies, I employed the servant leadership approach. I showed my personnel that there is no need to be bossy. Complete the task assigned to you and set an example for your coworkers. I will set an example for my subordinates, showing them what to do and how to conduct themselves while we are in service. We should also demonstrate to the community that we are serving, not as if we are the boss, because we are here to serve and protect. From the root word "serve," you are a servant of the people. (Participant 1).*

*For me, leadership is observing with compassion and listening to your heart. That leadership with a heart, you take care of the welfare of your personnel and that of the community. (Participant 4).*

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*As an Officer in charge, sir, you should be a leader by example. You should be the first to do what is right and be a role model, so that your personnel under your supervision will follow. Whenever you do good, your personnel will be ashamed to do bad because their chief is doing what is right. Set an example to establish moral ascendancy. (Participant 6).*

Such leaders emphasized integrity, honesty, and accountability, and they strive to establish a work environment that promotes these values. It aims to foster a culture of respect, trust, and ethical behavior, where all individuals feel inspired to contribute to the organization's success while remaining true to their own values.

#### **4.3.2 Modernization and Technological Advancement**

This emergent theme highlights the increasing role of technology in contemporary policing. The police managers explored the specific technologies implemented by the Cebu City Police Office, such as CCTV surveillance systems, body-worn cameras, data analytics and crime mapping software, mobile communication devices, digital forensic tools, social media monitoring tools, and the use of drones.

*Utilizing technology like CCTV can significantly aid in solving crimes, especially in areas where police are not readily available to assist with investigations. (Participant 3).*

*In the crime-solving effort, we can enhance our police in terms of their knowledge of using technology, as almost all crimes nowadays involve technology or its use. It's on the internet, on the computer, on the cellphone. We need to upgrade the police. Sometimes, the fights that occur on the street are already taking place in cyberspace. (Participant 4).*

*In today's times, sir, we really need technology, because almost everyone has a cellphone. CCTV and body-worn cameras are a big help to the police, especially during drug operations, so that the public can see that the police operation is legal. (Participant 5).*

*In our PNP (Philippine National Police) programs, sir, the use of technology is included in both administrative and operational matters. In administrative work, we are encouraged to use Artificial Intelligence to streamline our communication and expedite the creation of memorandums. As police officers, our English is very limited, so we need to be economical with our words. In operations, we utilize CCTV, cell phones, body-worn cameras, and drones. It's very good because we didn't have these tools before. At least now, our police force has these resources, which greatly help in our service. (Participant 7).*

In terms of enhancing personnel's knowledge of technology, a police manager was able to impart knowledge to his personnel about utilizing artificial intelligence in their work or tasks, making it easier and more precise.

#### **4.3.3 Personal Development and Wellbeing**

This emerging theme is critical, particularly in the demanding field of policing. This theme examines the types of training and education offered to police personnel in Cebu City, including technical skills training (e.g., firearms, self-defense, and investigation), leadership and management training, community relations and cultural sensitivity training, mental health and stress management training, and legal updates and ethics training. During the interview, the police managers emphasized the importance of this theme.

*Discipline starts during the training period, which can develop your personality. (Participant 9).*

*Continuous learning then adapts what is necessary. There will be changes all the time. Keep on learning. (Participant 5).*

*I sent those personnel so they will become more effective. I send them to further their education, wherever it is available, to enhance their knowledge in leadership courses, including senior leadership and junior leadership. Whoever wants to go to school, we send them to school. (Participant 3).*

Informants emphasized that ongoing, competency-based training and education are crucial for the professional development of PNP personnel, enabling them to address current law enforcement challenges effectively. They also reiterated the importance of ensuring the health and welfare of personnel, as only a healthy force can guarantee readiness for operations and an efficient response. Prioritizing both professional skill development and physical wellbeing enables the PNP to develop a proficient and committed human resource pool. This comprehensive strategy acknowledges that healthy and well-trained officers are the backbone of a sound and reliable police agency.

## Conclusion

From the gathered data, through the recorded responses of the fifteen (15) informants, twelve (12) emergent themes were identified. These twelve themes are as follows:

For the experiences of the informants in managing police offices in Cebu City, there were six (6) themes created, namely: Leader-Follower Relation, Goal Pursuit, Alignment with the Strategic Goal, Role Transformation, Resource Constraints, and Duty Beyond Control.

For addressing the challenges encountered by the informants in managing a police office in Cebu City, there were three (3) themes created, namely: Community Relations, Collaboration and Partnerships, and Guided Through Acceptance.

For the aspirations of the informants to improve the management of the police office, three (3) themes were made, which were: Values Driven Leadership, Modernization and Technological Advancement, and Personnel Development and Wellbeing.

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