

---

**RESEARCH ARTICLE**

## **Policing the Territorial Waters of The Philippines: Work World of Philippine National Police - Maritime Group (PNP – MG) Troopers**

**Adelfa C. Maranga**

Faculty Member, College of Criminal Justice, University of Bohol, Tagbilaran City, Philippines

**Corresponding Author:** Adelfa C. Maranga, **E-mail:** [marangaadelfa143@gmail.com](mailto:marangaadelfa143@gmail.com)

---

**ABSTRACT**

As geopolitical dynamics change and the threat of transnational crimes persists, the need to protect territorial waters and address the growing issues associated with global marine security have taken on more significance. Countries all around the world are struggling with the necessity of protecting their internal waters from a variety of criminal activities, such as illegal fishing, piracy, and drug trafficking. This study explored the work world of PNP Maritime Group Troopers through a qualitative research method. The informants of this study were 10 Maritime Troopers assigned at Bohol Maritime Police Station. Four (4) informants were subjected to an in-depth interview and six (6) informants for the focus group discussion. The findings of this study are illustrated in emergent themes. Four (4) emergent themes described the positive and negative experiences of the informants in the performance of their duties in securing the internal waters of Bohol. For the positive experiences, two (2) emergent themes were developed, namely *Familial and Pecuniary Incentives and Perpetual Duty Gratification*. For the negative experiences, two (2) emergent themes were also developed, to wit: *Unforeseen Logistical Impediments and Organizational Strain Intricacies*. Meanwhile, two (2) emergent themes were formulated to explain the informants' coping with the challenges encountered in the performance of their duties, namely: *Optimizing Operation Efficiency and Strategic Dispute Management*. Finally, two (2) emergent themes were created to express the aspirations of the informants to improve the quality of their work in securing the internal waters of Bohol, to wit: *Biologically Benevolent Stewardship and Harmonious Excellent Synergy*. Based on the emergent themes identified, it is recommended to implement targeted interventions addressing logistical challenges and enhance organizational support to have collaborative approaches to optimize efficiency of PNP Maritime Group Troopers in securing Bohol's internal waters.

**KEYWORDS**

Law Enforcement Pillar, Philippine National Police, Maritime Group, Maritime Security, Phenomenology, Bohol, Philippines.

**ARTICLE INFORMATION**

**ACCEPTED:** 16 August 2024

**PUBLISHED:** 03 September 2024

**DOI:** 10.32996/ijlps.2024.6.5.1

---

### **1. Introduction**

As geopolitical dynamics change and the threat of transnational crimes persists, the need to protect territorial waters and address the growing issues associated with global marine security have taken on more significance. Countries all around the world are struggling with the necessity of protecting their internal waters from a variety of criminal activities, such as illegal fishing, piracy, and drug trafficking. Because maritime domains are still essential to international trade, maintaining internal water security is important for regional stability, environmental sustainability, and economic stability (Monzon, 2021).

Data showed at least two incidents happened in the southern part of the country during the first quarter of the year – one involving the robbery of a ship and the other an attempt at an unauthorized boarding of a bulk carrier. Such incidents have been fairly common in the Philippines over the last few years, with 12 other similar incidents and 14 attempts recorded since 2016. Of this number, a single incident happened in 2020 (Monzon, 2021).

**Copyright:** © 2024 the Author(s). This article is an open access article distributed under the terms and conditions of the Creative Commons Attribution (CC-BY) 4.0 license (<https://creativecommons.org/licenses/by/4.0/>). Published by Al-Kindi Centre for Research and Development, London, United Kingdom.

But the situation could be worse than what local authorities in the Philippines are saying (Monzon, 2021). According to data from the Regional Cooperation Agreement on Combating Piracy and Armed Robbery against Ships in Asia (ReCAAP), a government-to-government initiative among Asian states formed in 2006 to monitor and combat maritime crimes, more than 50 incidents and at least 11 attempts happened in Philippine waters and ports during the same time five-year period. Thirteen of these incidents happened in 2020 alone, a far cry from the record of a single incident in the year, suggesting that such incidents are severely underreported in the Philippine archipelago (ReCAAP, 2023).

The Philippines is susceptible to a wide range of marine dangers since it is an archipelagic country with a complicated maritime environment. Because the nation has a sizable territorial sea and an expansive Exclusive Economic Zone (EEZ), policing the territorial waters becomes a complex task that calls for a flexible and thoughtful strategy. As a key factor in tackling these issues, the Philippine National Police Maritime Group (PNP MG) is tasked with maintaining the territorial integrity of the country, safeguarding the safety and security of coastal communities, and enforcing maritime regulations (Batongbacal, 2021).

Because the Philippines depends on its waters for economic activity, survival, and vital geopolitical posture, maritime security is particularly important. A sense of peace was disturbed in the calm waters surrounding the Province of Bohol when an unforeseen danger materialized. A shadowy figure emerged in the early morning mist: members of the renowned Abu Sayyaf group, known for their involvement in kidnappings and acts of terrorism. The bucolic environment for which Bohol was renowned was upended by this incursion into its territorial seas, which shocked the nearby towns. The incident served as a reminder of how vulnerable even seemingly tranquil coastal areas are to the constant threat posed by extremist organizations looking to use marine routes for their illegal activities.

The maritime authorities moved quickly to counter the threat once word of the Abu Sayyaf presence emerged, initiating a concerted campaign to safeguard Bohol's territorial seas. The incursion caused the Philippine security forces to become extra cautious when navigating the narrow canals and open waters that encircle the island. The episode demonstrated the necessity of strong marine security measures as well as the tenacity and resolve of local authorities in defending their waterways from outside threats. The ensuing reaction, characterized by calculated movements and cooperation, demonstrated the community's and security forces' dedication to defending the integrity of Bohol's territorial seas against possible harm.

The lack of qualitative research about the work world of PNP Maritime Group officers has a gap that needs to be studied. A thorough analysis of the Philippine National Police Maritime Group's workplace is required to understand the complex relationship between internal water security and national interests. This will help to clarify the MG's responsibilities, difficulties, and contributions to preserving the integrity of the Philippines' territorial waters. Therefore, the researcher is interested in studying the role of the Philippine National Police Maritime Group in safeguarding territorial waters, addressing maritime threats, and ensuring the nation's overall security. Moreover, it is deemed necessary to explore the work world of these officers who are giving their ultimate best to secure the maritime waters and seas of the country.

As a criminologist by profession, the researcher aims to determine the work experiences and to explore the complex factors that surround the PNP - Maritime Group's workplace, adding insightful information to the larger conversation on national security and marine safety. For this purpose, the research was conducted.

## **2. Literature Review**

This study is primarily anchored on the Routine Activity Theory by Cohen and Felson (1979) and supported by the Anomie Theory of Durkheim (1893) and Team Role Theory by Belbin (1981).

The Routine Activities Theory by Cohen and Felson (1979) seeks to understand the factors that contribute to the occurrence of crime in society. This theory suggests that crime is more likely to happen when three elements converge in time and space: a motivated offender, a suitable target, and the absence of a capable guardian. The Routine Activities Theory presupposes that a motivated offender are those individuals who have the desire or motivation to commit a crime. Motivation can stem from various factors such as financial need, personal grievances, or deviant tendencies. The presence of motivated offenders increases the likelihood of criminal activity. A suitable target is an object, person, or place that is seen as attractive to a potential offender. Characteristics that make a target suitable include accessibility, value, and lack of protection. For example, an unlocked car parked in a poorly lit area is a more suitable target for theft than a car parked in a well-lit, secure parking lot. A capable guardian can be any person, mechanism, or system that serves to deter or prevent criminal activity. This could be a security guard, a vigilant neighbor, or even security technology like alarms or surveillance cameras. When there is no capable guardian present, the risk of crime increases because there are fewer deterrents in place.

According to Routine Activities Theory, crime occurs when these three elements intersect in time and space. For example, a thief (motivated offender) might target a house (suitable target) when the residents are away on vacation and there are no neighbors or security systems (absence of a capable guardian) to deter them. Additionally, Routine Activities Theory emphasizes the importance of understanding the role of everyday activities and routines in shaping the occurrence of crime. Changes in lifestyle, such as increased use of technology or changes in work patterns, can alter the opportunities for crime. For instance, the rise of online shopping has created new opportunities for cybercrime (Felson & Cohen, 1979).

Routine Activities Theory provides a framework for understanding how crime is a function of the convergence of offenders, targets, and guardians in each environment. By identifying and addressing these elements, policymakers and law enforcement agencies can develop strategies to prevent and reduce crime in communities.

The Anomie Theory explores the breakdown of social norms and values within modern societies. Durkheim (1893) argued that rapid social change, particularly the shift from traditional to industrialized societies, results in a state of anomie, or normlessness, where individuals experience a sense of disconnection from societal norms and values. This disconnection arises due to the lack of clear moral guidelines and social regulation to adapt to the changing social conditions.

Durkheim (1893) identified two main types of societal integration: mechanical solidarity and organic solidarity. Mechanical solidarity characterizes traditional societies where individuals share similar beliefs, values, and lifestyles, leading to a strong collective conscience. In contrast, organic solidarity emerges in industrialized societies where individuals are interdependent due to the division of labor, but social cohesion is weaker, and there is a greater diversity of values and lifestyles. Anomie occurs when there is a disjunction between individual aspirations and the means available to achieve them within these rapidly changing social structures.

The theory suggests that anomie can lead to various social problems, including deviant behavior such as crime, suicide, and substance abuse. Durkheim argued that when individuals lack clear societal norms and goals, they may experience feelings of frustration, alienation, and despair, leading them to engage in behaviors that deviate from societal expectations. Moreover, the breakdown of social cohesion can undermine trust and solidarity among members of society, further exacerbating social disintegration (Durkheim, 1893).

Durkheim's Anomie Theory highlights the importance of maintaining social integration and regulation to prevent anomie and its associated negative consequences. He proposed that strengthening social institutions, promoting moral education, and fostering a sense of collective responsibility could help mitigate the effects of anomie and create a more cohesive and stable society. This theory provides valuable insights into the dynamics of social change and the importance of maintaining social cohesion and moral regulation in modern societies (Durkheim, 1893).

The Team Role Theory by Belbin (1981) is a theoretical framework for understanding team dynamics and maximizing team effectiveness. This theory identified nine distinct roles that individuals naturally adopt within teams, each with its unique set of strengths and weaknesses. These roles encompass a range of behaviors, interpersonal skills, and leadership styles necessary for successful teamwork. Belbin's theory suggests that teams perform optimally when they have a balanced distribution of these roles.

The nine team roles identified include the following, to wit: the Coordinator, who excels in bringing team members together and delegating tasks; the Shaper, who provides direction and ensures that the team stays focused on its goals; the Plant, who generates innovative ideas and creative solutions; the Monitor Evaluator, who offers critical analysis and impartial judgment; the Specialist, who possesses specialized knowledge or skills crucial to the team's objectives; the Implementer, who turns plans into action and ensures efficient execution; the Completer Finisher, who pays attention to detail and ensures that tasks are completed to a high standard; the Team Worker, who fosters harmony and cooperation within the team; and the Resource Investigator, who explores external opportunities and networks to bring valuable information to the team (Belbin, 1981).

Belbin (1981) emphasized the importance of understanding each team member's preferred roles and how these roles interact within the team dynamic. By recognizing and leveraging individual strengths, teams can capitalize on diversity and improve overall performance. Moreover, the theory highlights the significance of role flexibility and adaptability, as individuals may need to switch roles or take on multiple roles depending on the team's needs and the project requirements. Overall, this theory provides a comprehensive framework for building effective teams by promoting role awareness, collaboration, and synergy. By applying this theory, teams can enhance communication, problem-solving, and decision-making processes, ultimately leading to greater productivity and success in achieving organizational goals.

The Philippine Constitution, specifically, Article XII, Section 2, states that the state shall protect its marine wealth in its archipelagic waters, territorial sea, and exclusive economic zone, and reserve its use and enjoyment exclusively to Filipino citizens. Various

provisions of the Philippine Constitution affirm the country's sovereignty and jurisdiction over its territorial waters. Additionally, Article II, Section 7 declares that the state shall pursue an independent foreign policy, uphold international law, and promote peace based on justice and respect for international law (Philippine, Constitution, 1987).

Before we focus on the PNP Maritime Group, it is important to tackle the legal basis of the creation of the Philippine National Police and its modernization and professionalization. The creation of Republic Act No. 6975, otherwise known as the DILG Act of 1990 and Republic Act No. 8551, otherwise known as the PNP Reform and Reorganization Act of 1998 in the Philippines marked significant milestones in the restructuring and modernization of the country's law enforcement agencies.

Republic Act 6975 (1990), enacted in December 1990, established the Department of the Interior and Local Government (DILG) and the Philippine National Police (PNP), unifying the functions of several agencies under a single umbrella. This consolidation aimed to streamline coordination, enhance efficiency, and improve the overall effectiveness of law enforcement efforts nationwide.

Subsequently, Republic Act No. 8551 (1998), focused on strengthening the PNP by professionalizing its ranks, improving its capabilities, and establishing a framework for career development. The legislation provided guidelines for recruitment, training, and promotion within the PNP, emphasizing meritocracy and adherence to high ethical standards. Together, Republic Act No. 6975 (1990) and Republic Act No. 8551 (1998) laid the foundation for a more cohesive and professional law enforcement system in the Philippines, contributing to the country's broader efforts in maintaining peace and order.

The need for a maritime law enforcing unit was not a new concept under the new law. It is in fact an off shoot of the rapidly expanding and multi-faceted role of policing in the country during the 1970's. The conceptual foundations of such a unit were taken from the seaborne battalion of the Philippine Constabulary. The Constabulary Off-Shore Anti-Crime Battalion or COSAC was created on February 1, 1971, and was tasked to curb illegal activities in the maritime environment. The advent of RA 6975 deactivated the Philippine Constabulary in 1991 and subsequently the COSAC colors were encased. This made the effective dissolution of all Constabulary units in the country (PNP.gov, 2023).

One of the inherent powers of the State is Police Power (Philippine Constitution, 1987). This is essential in the life of a government as it ensures order and security from internal and external factors that aim to bring down the government. Further, it is also instrumental in ensuring that the fundamental laws of the land are followed to ensure that peace, security, and eventually progress will prosper in the land. Currently, the national police force came out to become the Philippine National Police (PNP).

However, the concept of "National" as defined by Article I of the 1987 Philippine Constitution, "comprises the Philippine Archipelago, with all the islands and waters embraced therein, and all other territories over which the Philippines has sovereignty or jurisdiction, consisting of its terrestrial, fluvial and aerial domains, including its territorial sea, the seabed, the subsoil, the insular shelves, and other submarine areas" shows that the jurisdiction of the PNP covers not only the land but also on aerial and sea territories of the country.

It is in this light that the PNP Maritime Group (PNP MG) was established; being the arm of the PNP having jurisdiction in the sea territory of the country. The maritime police are a part of the National Operations Support Unit (NOSU) of the Philippine National Police, which oversees upholding the law, preventing, and controlling crime, preserving peace and order, assuring public safety, and maintaining internal security overseas, islands, coastal regions, ports, and harbors of the Philippines to preserve and sustain the maritime environment (Malang et al., 2023).

Under the new law, the requirement for a marine law enforcement unit was not a novel idea. In actuality, it is a result of policing's a fast-evolving and complex position in the nation during the 1970s. Conceptually, such a unit was based on the seaborne battalion of the Philippine Constabulary. On February 1st, 1971, the Constabulary Off-Shore Anti-Crime Battalion, often known as COSAC, was established to eradicate criminal activity in the maritime sector. The COSAC colors were encased, and the Philippine Constabulary was deactivated in 1991. In essence, all the nation's police forces were disbanded as a result.

The creation of a single, wholly civilian national police force is mandated by the Philippine Constitution of 1987. The PC/INP was amalgamated and reformed into the overarching Philippine National Police after RA 6975 was passed into law on December 13, 1990. On January 16, 1991, the Maritime Command was activated as one of its National Operational Support Units in compliance with NHQ PNP General Order No. 58. On January 16, 1991, NHQ, PNP appointed then PCSUPT. Adam M. Jimenez Jr. as the unit's first Director to assist organizational development. Then, troops from both the AFP and the INP were incorporated into the newly constituted force. The Philippine Navy and Coast Guard organic members also joined the PNP Maritime Command. The organization's core team was made up of more PC/INP officers and men (Malang, 2023).

Under NAPOLCOM Resolution No. 96-058 dated September 12, 1996, it was later renamed PNP Maritime Group, and its "Maritime Districts" were renamed "Regional Maritime Office (RMO)." The Maritime Group was created to serve as the primary PNP Unit in charge of maritime law enforcement, with the following specific responsibilities: (1) train, equip, mobilize, organize, and manage resources for effective maritime law enforcement and internal security operations; (2) enforce all laws, rules, regulations, and ordinances on the protection of lives, properties, and the environment; and (3) arrest, investigate, and support the prosecution of terrorists, smugglers, drug dealers, and other criminals. It is responsible for performing the required police duties over the Philippine territorial waters and rivers, including ports, harbors, and small islands. It is also responsible for securing and maintaining the safety of a total of 36,289 kilometers of coastline across the entire archipelago's 7,107 islands, which is nine times the size of the entire country's landmass. With seventeen (17) Regional Maritime Units, fiftyseven (57) Maritime Police Stations, eleven (11) Maritime Police Precincts, two (2) Special Operations Units, and three (3) Support Units strategically positioned across the Philippine Archipelago, the Group currently has seventeen (17) Regional Maritime Units to carry out its mission.

Given the immense influence of PNP-MG in consideration of its area of responsibility, it is important to make sure that the organization is carrying out its mandate effectively and efficiently. This is demonstrated by a performance evaluation report (PER) system, which applies numerical ratings to assess the staff members' qualities concretely. Through effective implementation of its strategies based on the input of the individual, which produces outcomes, the organization moves closer to realizing its vision thanks to the PER. The PER tracks and measures individual contributions made by uniformed employees in addition to organizational productivity. Its ultimate effect is to contribute to the development of human resources through assessment evaluation that both the rater and the ratee are comfortable with (Malang et al., 2023).

The PNP's human resources are its most valuable resource as of right now because they determine the services it can provide to its clients and, as a result, the relevance and longevity of the organization. This is significantly more stressed in industries whose productivity is determined by the services they can offer to their clients. Theoretically, productivity goals should be achieved through building established human capital. As a result of their vast variety of responsibilities, the PNP must uphold a high standard of integrity within police organizations. Therefore, failing to attempt to objectively assess each person's development and achievements will ultimately result in the collapse of the system.

According to the International Criminal Police Organization (2023), one of the main issues when it comes to Maritime is perhaps Piracy. However, the trafficking of goods and people by sea and illegal, unreported, and unregulated (IUU) fishing are also climbing the charts as the main concern. Maritime crime affects many different countries on all continents and requires a comprehensive response from multiple agencies and sectors. On the other hand, aside from Maritime crimes, there is also a need to aid in proper response to natural disasters and other calamities involving the body of water, and to properly attend to situational maritime threats that affect national security (Interpol, 2023).

An example of intervention in the United States to address these issues is a creating program that will support the training of Maritime personnel, aligning with its goal to keep the peace, and security across the sea among these programs is the Global Maritime Crime Program. The Global Maritime Crime Program was launched in 2009 and supports United Nations members through the comprehensive strengthening of criminal justice to combat maritime crime. These crimes include piracy, smuggling of migrants, trafficking in persons, and trafficking of illegal substances. Through this UNODC sub-program, Maritime Law Enforcement agencies are provided with training to better investigate maritime crimes, assist courts in providing fairer trials for offenders, and enhance the infrastructure of detention facilities to comply with human rights standards. MLE operations form part of Maritime Interdiction Operations (MIO), a term used to refer to the activities carried out by authorized law enforcement agencies to prevent or deter the advancement of maritime threats to national security. By delivering these training courses, UNODC contributes directly to Sustainable Development Goals: Quality Education, Decent Work and Economic Growth, Life below water, Peace, Justice, and Strong Institutions and Partnership for the (Global Maritime Crime Programme, 2016).

In the Philippines, agencies such as the Philippine Navy, Philippine Coast Guard (PCG), the Bureau of Fisheries and Aquatic Resources, the National Anti-Terrorism Task Force, and the Philippine Ports Authority have also observed the investment in regional initiatives with neighboring countries like the Trilateral Cooperative Arrangement (TCA) and the Contact Group on Maritime Crime in the Sulu and Celebes Seas. Formed in 2017, the TCA coordinates maritime and aerial patrols and synthesizes information sharing between Malaysia, Indonesia, and the Philippines to combat illicit transborder activity. Established in August 2018, the Contact Group aims to enhance coordination and build mutual trust between stakeholders from various military and civilian agencies in the three countries (Malang et al., 2023).

The Philippine National Police Maritime Group (PNP-MG) is a National Operational Support Unit (NOSU) of the Philippine National Police mandated to perform all police functions, ensure public safety and internal security over Philippine territorial waters, rivers, and coastal areas including ports and harbors and sustain the protection of the maritime environment. The unit was created along

with the PNP under Republic Act RA 6975 otherwise known as the Department of the Interior and Local Government Act of 1990 (Section 35.b.1) To perform all police functions and ensure public safety and internal security over Philippine territorial waters and rivers including ports of entry and exit, and sustain the protection of the maritime environment, the PNP Maritime Group has come up with specialized training for all its recruits and personnel. Among these training is the Maritime Group's Foundation Course or the Maritime Trooper's Course designed to provide personnel the proficiency in handling situations such as terrorism and insurgency in Philippine Territorial Waters and as a maneuvering force of the PNP on land-based security operations. The training also provides individual skills to immediately respond in case of natural or man-made calamities. Law enforcement efforts require strong coordination, cooperation, and collaboration between nearby countries as well as among the different government agencies in the country.

With sea territory larger than its land area, the Philippines needs a clear maritime strategy to protect, defend, exploit, and preserve its maritime areas. This maritime strategy must emphasize that the country is an archipelago that depends on unimpeded use of the sea not only to extract the fishery and aquatic resources and the minerals beneath the seabed but also for the movement of goods and services for economic sustainability. A change in the mindset of the population and the country's leaders from a land-based to a maritime-based economy and security may shift government programs and budget allocation (Malang, et al., 2023).

To stress this point, Britain in the later part of the 17th century gave around 80% of its national budget to its Navy to protect its maritime interest that coincided with its national interest. The nation's maritime strategy must recognize three components: (1) a large and flourishing merchant fleet; (2) a credible navy or seagoing armed force to ensure freedom of navigation and protect the merchant fleet; and (3) a string of mobile or fixed bases or stations to provide logistics to the navy or sea-going force and monitor the movement of vessels traversing the sea (PNP.gov, 2023).

Enforcement of laws is intended to allow merchant fleet vessels to do legitimate business free from harm, avoid safety-related accidents involving persons and vessels, and to protect the marine environment from degradation. Pending the creation of a body to oversee strict and sustained compliance to all applicable laws, the National Coast Watch Council with its secretariat and center may be clothed with additional powers to implement the maritime strategy. Beyond structural change at the topmost hierarchy, maritime law enforcement agencies must acquire affordable capabilities to enhance their interoperability and information sharing. This would entail training in boarding and search procedures, human rights, evidence collection and preservation, violation detection, reporting system, records management, and Rules of Engagement. The Council may influence the Agency Heads to tailor procurement to improve the capability to coordinate and operate at ground level (Marayag, 2016).

At present, to carry out its mission, the Group have seventeen (17) Regional Maritime Units with its fifty-seven (57) Maritime Police Stations, eleven (11) Maritime Police Precincts, two (2) Special Operations Units and three (3) Support Units were strategically positioned all over the Philippine Archipelago. PNP Maritime Group's vision is to be a competent and well-equipped organization capable of maintaining a safe, secure and peaceful maritime environment in partnership with the maritime stakeholders. Its mission on the other hand is to perform all police functions and ensure public safety and internal security over Philippine territorial waters and rivers including ports of entry and exit; and sustain the protection of the maritime environment (PNP.gov, 2023).

According to Bateman (2016), developing policies and appropriate arrangements for oceans governance and the management of national maritime affairs is a major challenge for all coastal states. Maritime security is a fundamental requirement, including the capability for maritime surveillance and enforcement of national laws in national maritime zones. Bateman explores the roles of maritime security forces, including their contribution to maintaining international order at sea and the relative advantages of coast guards and navies for undertaking the tasks involved. These tasks are no longer just the prerogative of navies and are increasingly being performed by coast guards. This trend may continue with increased interest in oceans' governance and concepts such as the Blue Economy.

Challenges to maritime security have many faces – piracy and armed robbery, maritime terrorism, illicit trafficking by sea, for example, narcotics trafficking, small arms and light weapons trafficking, human trafficking, global climate change, cargo theft etc. These challenges keep evolving and may be hybrid in nature: an interconnected and unpredictable mix of traditional and irregular warfare, terrorism, and/or organized crime (Feldt et al., 2013).

The southeast Asian region's maritime security challenges have significantly increased because of transnational threats such as narco-terrorism, gun running, sea piracy, immigration control, and aid during natural disasters. These threats have also given rise to numerous additional out of area operational roles for regional navies. Taking these dangers and obstacles on demands constant coordination between the relevant marine agencies and the impacted states. The areas of possible cooperation mentioned above do, however, look more like wish lists than actual constraints brought about by different national attitudes on sovereignty, etc. But considering the stakes in maritime security, a fatalistic appraisal of the situation is neither necessary nor practical. First, littoral

states in the area should turn to regional power centers for support in preserving Maritime order and coping with natural disasters. Countries with enhanced maritime capabilities like the United States, India, South Africa, and Australia can help by not only cooperating amongst themselves, but also by taking other littoral states on board as part of multilateral efforts towards maintenance of maritime order (Feldt et al., 2013).

In the framework of maritime security, intelligence operations and maritime law enforcement, discusses the function of coast guards and navies in maritime security before examining the connection between law enforcement activities and useful intelligence. It focuses specifically on maritime domain awareness (MDA) and how it works as an intelligence tool. The essay then looks at maritime domain awareness under international law and the conflict that arises when intelligence gathering and visit, board, search, and seizure (VBSS) activities take place in both international waters and national waters. The piece concludes by exploring a few useful strategies (Guilfoyle, 2017).

The study of Monje (2012), the Philippines, an archipelagic and maritime country, understands the vital need to safeguard, preserve, and manage the environment as well as its maritime and coastal resources. Enforcing compliance with all maritime-related legislation is essential to protection, conservation, and management different governmental organizations. However, maritime policing is an extremely difficult task because an integrated aspect of ocean management considering the nation's strategic position as an archipelago. In the Philippines, maritime enforcement deals with a variety of matters, including policies, territorial conflicts, capacity for law enforcement, and access to water resources for patrol boats deployments, as well as an information-sharing system that incorporates monitoring and surveillance tactic.

However, the simplest way to classify these difficulties is either in marine security, maritime enforcement, maritime safety, and marine environment protection approach in general. With 7,107 islands in the Philippines officially recognized, the problem facing all the marine organizations tasked with defending the country's sovereignty are still in jeopardy. in some way crucial. Considering the distinct roles of the major participants in maritime enforcement. For effective enforcement, preservation, and management, several variables need to be taken into consideration. safeguarding the aquatic environment. As everyone gains from the abundance of natural resources in the sea, it is necessary that important agencies interested in its conservation combine. to effectively do their responsibilities. Promoting safety and preserving the sea is our business. from terrorist attacks or any oil spill catastrophe, it needs teamwork to carry out such diverse tasks. roles that the government plays (Monje, 2012).

Being in possession of a combination of organizations that work in the greatest way to establish Philippine ports and waters is to grant sufficient autonomy by offering them the resources required to create a single marine enforcement policy that includes, oil spill, ships and ports security, board and search, search and seizure operations, unlawful fishing, maritime rescue, and other associated activities. Mergers, cooperative operations, and even combined task forces have been shown to be successful in other countries. by the authorities in charge (Monje, 2012). For example, the United States, Australia, and Finland, despite their resources and technological advances, they continue to combine their assets and logistics of their border enforcement, police, customs, and maritime services. Among the justifications for the purpose of these mergers was to improve interoperability and broaden access to surveillance information.

According to Germond (2015), combating terrorism at sea, piracy, illegal immigration, and human smuggling, as well as drug and arms trafficking has become high on states' security agenda following the securitization process that has occurred in the post-Cold War era. In addition, marine environment protection and marine resources management have also topped many governments' policy, if not security agendas. Although the seas are not easy to police, states have developed a wide range of tools to exercise the monopoly on the legitimate use of violence at sea, far beyond their territorial waters.

According to Quintos (2017), in the tri-border region, piracy and armed robbery against ships are becoming more common in region bounded by the Philippines, Malaysia, and Indonesia. Consequently, these nations have started official talks about forming cooperative patrols and are also investigating more opportunities for trilateral collaboration in maritime security. Indonesia and the Philippines recently confirmed their cooperation, taking it a step further prior bilateral enforcement agreements and indicating a will to carry out a "extended" right of hot pursuit inside the boundaries of their respective territories. In an area when border and sovereignty problems are highly sensitive, such an invasive arrangement most definitely merits more investigation. First, this essay critically explores whether a broader right of hot pursuit is lawful and whether an arrangement of this kind is allowed under international law. From a practical perspective, this paper further discusses three key pitfalls and challenges that must be addressed in implementation: whether and to what extent force can be used in the exercise of the expanded right of hot pursuit, whether there are any issues pertaining to the overlapping exercise of criminal jurisdiction, and whether international human rights obligations apply in extraterritorial maritime law enforcement.

According to De Castro (2022), the Philippine government has shifted its focus from counterterrorism and counterinsurgency efforts to modernizing the Armed Forces of the Philippines (AFP), with a particular focus on enhancing the AFP's deterrence capabilities, in response to China's naval expansion in the South China Sea. But the naval build-up, slow-moving and hindered by limited resources, will not stop China from encroaching on Philippine maritime boundaries. To overcome this situation, the Philippines has turned to creating new security alliances with Japan and the United States, two of the biggest naval powers in East Asia.

Lastly, this study on the experiences of PNP Maritime Group troopers in securing the internal waters of Bohol revealed a combination of positive and negative factors influencing their duties. The positive aspects, provide the motivational and rewarding elements of their work. Conversely, challenges are evident pointing to significant operational and structural hurdles faced by the informants. Troopers cope with these challenges through strategies that showcase their resilience and adaptability. Additionally, their aspirations for improving work quality are captured that indicates a strong desire for environmental responsibility and collaborative excellence. These findings are needed in the implementation of intervention programs to address logistical and organizational issues while creating a supportive and efficient operational environment.

### **3. Methodology**

#### **3.1 Research Design**

The researcher employed a qualitative research method to explore the life experiences of the informants. Qualitative research involved a naturalistic approach aimed at understanding specific events within their natural surroundings. Employing transcendental phenomenology, which drawn from the principles of Husserl (1931) and was adapted into a qualitative method by Moustakas (1994), the study focused on describing informants' experiences rather than imposing the researcher's judgments.

Subsequently, the researcher analyzed the data to identify significant statements or quotations, which are then organized into themes. This process culminates in the provision of a diverse array of informant experiences, a structural description delineating how they experienced the phenomenon in terms of conditions, situations, or context, and an overarching explanation of the essence of the experience. It is evident that phenomenological research emerged as the most suitable approach for this study, as it delved into the underlying reasons and motivations of Philippine National Police – Maritime Group (PNP - MG) troopers by looking into their experiences.

#### **3.2 Research Environment**

This research was conducted in the Province of Bohol. Bohol is a province in the Philippines situated in the Central Visayas region occupying the central section of the Visayas. Its capital is the City of Tagbilaran. the Philippine National Police - Regional Maritime Unit is currently located at Brgy. Pusok, Lapu-Lapu City. Its jurisdiction includes the Provinces of Cebu, Bohol, Negros Oriental, Siquijor. The PNP Maritime Group in Negros Oriental is located at Brgy. Daro, Dumaguete City.

The locale of the study was in the Philippine National Police Bohol Maritime Police Station, located at Brgy. Poblacion II, Tagbilaran City, Bohol. The PNP Maritime Group in Bohol is strategically located to oversee maritime security and law enforcement across the province's coastal areas and waterways and enabling efficient coordination and deployment of resources to address maritime challenges effectively.

#### **3.3 Research Informants**

The informants of this study were the Philippine National Police – Maritime Group (PNP – MG) troopers assigned throughout the province of Bohol who expressed their willingness, commitment, and interest in partaking this study. Thus, the researcher carefully and circumspectly chose ten (10) informants who disclosed their experiences in the performance of their duties in securing the internal waters of Bohol including the informants' coping mechanisms with the challenges encountered in the performance of their duties and the aspirations of the informants to improve the quality of their work in the Maritime Group.

The informants of the study were qualified and identified based on their years of experience as a PNP – Maritime Group (PNP – MG) Troopers which is at least 3 years in service and above to generate lots of information based on the years they have in practice. Six (6) informants were subjected to focus group discussion while four (4) informants were subjected to individual in-depth interview.

#### **3.4 Research Instrument**

For this research, the researcher designed the interview guide in such a way that the researcher could be able to identify the experiences of the informants. The first part of the questionnaire is composed of biographical questions for the researcher to know better the informant, this part also aims to set a friendly atmosphere between the researcher and the informant. The next segment of the questionnaire is the preliminary question this includes the experiences of the informants in the performance of their duties



in securing the internal waters of Bohol. The third part of the questionnaire is how the informants cope with the challenges encountered in the performance of their duties and the last part is the aspirations of the informants to improve the quality of their work in securing the internal waters of Bohol.

### **3.5 Research Procedures**

The researcher sent a transmittal letter to the PNP Maritime Group Station Commander and waited for the approval. The letter included a brief introduction about the researcher, the study's title, and purpose, as well as details about the informants, research design, and significance. It requested permission to conduct focus group discussions and individual interviews with ten (10) PNP Maritime Group Troopers, ensuring confidentiality of gathered data. The letter also included the interview guide and informed consent form. Following approval, the researcher waited clearance from the ethics committee.

Once the ethics committee sent the approval, the researcher asked for a schedule of the focus group discussion and individual in-depth interviews. Once the schedule is finalized, the researcher conducted a courtesy call to the PNP Maritime Group Station Commander. Subsequently, the researcher met the informants in a place where they will feel safe and comfortable. Then, the researcher discussed and explained to each informant the objective of the study, the procedure in which the interview run through, the privacy of the proceedings, and the identity and rights of the informants. When the informants agree to be interviewed, the researcher requested each informant to affix their signature on the informed consent form. The signed informed consent served as proof that the informants agreed to be interviewed.

#### **3.5.1 Data Collection**

The data collection methods that were utilized in this research was the combination of in-depth interview and a focused group discussion. These processes have involved the generation of an exact amount of data. The researcher ensured that it will keep a good record of what is said and done during the interview as well as in the focused group discussions. The researcher used an audio recorder, and the recordings were transcribed verbatim before the data are analyzed.

#### **3.5.2 Data Analysis**

In this research, the researcher utilized Colaizzi's (1978) method to analyze the data. Initially, each transcript undergone careful reading and re-reading to ensure a thorough comprehension of its contents. Subsequently, pertinent statements pertaining to the investigated phenomenon were extracted from each transcript, noted separately with their corresponding page and line references. Following this, meanings were formulated based on these significant statements, and each meaning was categorized to provide a comprehensive description. These formulated meanings were then grouped into categories, clusters of themes, and emergent themes. The study's conclusions were synthesized the findings into a comprehensive representation of the phenomenon. The fundamental structure of the phenomenon was delineated, and the findings were condensed to remove redundant, misinterpreted, or overly detailed descriptions. Lastly, the validity of the findings was affirmed through feedback from the research informants, ensuring that the descriptive results align with their experiences.

### **3.6 Ethical Considerations**

Engaging in qualitative research about PNP – Maritime Group imposes inherent ethical responsibilities to minimize harm and enhance benefits. In this study, which delves into the work world of PNP – MG Officers, the commitment to ethical conduct is of utmost importance. This section delineates how the research adhered to the fundamental principles of beneficence, non-maleficence, justice, and autonomy.

Beneficence in this context involves promoting the well-being of the officers by ensuring that their participation in the research contributes positively to their professional development or enhances the understanding of maritime security issues. Researchers should strive to create an environment where officers feel valued and respected for their expertise and experiences, thereby fostering a sense of personal fulfillment and professional growth.

The researcher must be mindful of potential maleficence, avoiding any harm or negative consequences that could arise from their research activities. This includes protecting officers from potential risks such as psychological distress or breaches of confidentiality. Researchers should implement robust ethical protocols to safeguard the mental and emotional well-being of participants and ensure that their rights and privacy are fully respected throughout the research process.

Justice entails fairness and equity in the treatment of participants, ensuring that all officers have an equal opportunity to participate in the research and that their contributions are valued and acknowledged appropriately. Researchers should strive to represent the diverse perspectives and experiences within the PNP Maritime Group accurately, avoiding any biases or prejudices that could compromise the integrity of the research findings.

Autonomy refers to the right of officers to make informed decisions about their participation in the research freely. Researchers should obtain voluntary and informed consent from all participants, clearly explaining the purpose, risks, and benefits of the study, and providing assurances of confidentiality and anonymity. Officers should feel empowered to withdraw from the research at any time without fear of reprisal or consequences, ensuring that their autonomy and agency are respected throughout the research process. By upholding these ethical principles, researchers can conduct qualitative research with PNP Maritime Group officers in a manner that is both respectful and responsible, ultimately contributing to the advancement of knowledge in the field of maritime security.

Trustworthiness consists of four different components: credibility (the validity of the findings), transferability (the applicability of the findings in other contexts), dependability (reliability of the findings at another time), and confirmability (the objectivity of the researcher while carrying out his/her research). The combination of these four terms constitutes the trustworthiness criteria, thus forming conventional pillars for qualitative methodology (Guba, 1981).

It is the first aspect or criterion that must be established. It is seen as the most important aspect or measure in establishing trustworthiness because credibility essentially asks the researcher to link the research study's findings with reality to demonstrate the truth of the research findings.

The researcher will also establish transferability by providing a robust and detailed account of his experiences during data collection. The researcher will make explicit connections to the cultural and social contexts that surround data collection. This means talking about where the interviews transpired, the general setup of the environment, and other aspects of data collection that help provide a richer and fuller understanding of the research setting. Thus, constitutes the idea that the research study's findings could apply to other contexts, situations, times, and populations (Guba, 1981).

Dependability, on the other hand, is also important to trustworthiness because it establishes the research study's findings as consistent and repeatable. The researcher will aim to verify that the findings are consistent with the raw data they collected, making sure that if some other researchers were to look over the data, they would arrive at similar findings, interpretations, and conclusions about the data. This is important to make sure that anything will not be missed in the research study, or that the researcher will not be sloppy or misguided in his or her final report (Guba, 1981).

Guba (1981) posited that confirmability is the last criterion of trustworthiness the researcher needs to establish in this study. This criterion has to do with the level of confidence that the research study's findings will be based on the participants' narratives and words rather than potential researcher biases.

Undertaking qualitative research as a newcomer, my lack of extensive experience in this field may influence the depth of analysis due to my background. This research, centered on PNP – Maritime Group officers, requires a careful acknowledgment of potential personal predispositions. This adds an additional level of intricacy, calling for continuous self-awareness and reflection throughout the research journey. Recognizing and mitigating the potential influence of personal biases on data collection, analysis, and interpretation is crucial to uphold the research's credibility and thoroughness.

## **4. Results and Discussion**

### ***4.1 Experiences of the Informants in the Performance of their Duties in Securing the Internal Waters of Bohol***

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

##### ***4.1.1.1 Familial and Pecuniary Incentives***

The main motivating factors for Maritime Troopers are related to their family and financial rewards. The primary driving forces or motivations come from the support of their family and the monetary benefits they receive from the government.

Informant 1 expressed that his family motivated him while his senior officers encouraged him: (First, my family motivated me to perform my job, and then, also the encouragement of my Senior PNCU and other officers). (IDI1:SS2)

Meanwhile, Informant 3 in the individual in-depth interview expressed that her primary motivation is his husband: (The people who motivate me are my family, especially my husband who supports me in my career). (IDI3:SS2)

On the other hand, Informant 6 in the focus group discussion stressed that they were satisfied with their salary and were in favor of the salary increase: (We are satisfied with our salary, Ma'am. Yes, we are in favor of the increase. We support the double increase in salary). (FGD2:SS1)

This emergent theme found that the informants' main motivations are family support and financial rewards. The Maritime Troopers are driven by the encouragement they receive from their families, which helps them stay committed to their tough jobs. Additionally, the money they earn from the government is important because it provides financial stability for them and their families. Together, these family and financial incentives are the primary reasons why the troopers remain dedicated to their work.

The emergent theme finds support on the Expectancy Theory by Vroom (1964). The theory explains that individuals are motivated to perform based on their expectations of achieving specific outcomes as a result of their efforts. If we relate this theory to the PNP Maritime Group Troopers, the informants' primary motivations revolve around familial support and financial rewards. Family encouragement plays a crucial role in maintaining their dedication to their challenging roles, as it provides emotional reinforcement and a sense of purpose. Moreover, the financial stability derived from government earnings is essential for meeting both personal and familial needs, thereby reinforcing their commitment to their duties.

Expectancy Theory posits that motivation is influenced by three key factors: expectancy (belief that effort will lead to performance), instrumentality (belief that performance will lead to outcomes), and valence (value placed on those outcomes). In this case, the troopers perceive that their efforts (efficiency in duty) will lead to performance (positive feedback from superiors and peers), which in turn will lead to outcomes (financial stability and familial support). These outcomes hold high valence for the troopers, meaning they are highly valued and contribute significantly to their motivation and commitment. Therefore, the theory explains how the familial and pecuniary incentives identified in the study serve as primary motivators, aligning with their expectations and reinforcing their dedication to their roles (Vroom, 1964).

Lin et al. (2020) explored the motivations of nurses in Taiwan, revealing that familial support and financial rewards were crucial factors influencing their dedication to their profession. The researchers found that nurses derived significant motivation from the emotional support of their families, which helped them cope with the demanding nature of their jobs. Additionally, the financial stability provided by their salaries was instrumental in ensuring their commitment to their roles, as it allowed them to meet both personal and familial needs. These findings underscore how both familial encouragement and financial incentives play pivotal roles in shaping healthcare professionals' commitment and performance.

#### **4.1.1.2 Perpetual Duty Gratification**

Informants recalled their continuous satisfaction and pleasure in performing their duties as Maritime Troopers. They consistently expressed fulfillment and contentment from completing their tasks.

According to Informant 2, fulfillment comes from completing tasks without any physical harm to teammates: (Experience that make me satisfied with my work performance is when we accomplish a task without any harm to my teammates, Ma'am). (ID12:SS1)

Similarly, Informant 4 believes that his satisfaction derives from doing his job well, completing tasks, and contributing to the community and environmental conservation: (I am satisfied when I am able to do my job well, when I successfully accomplish my tasks, and when I know that I have helped people and contributed to the conservation of our bodies of water). (ID14:SS1)

In this emergent theme, the informants consistently felt satisfied and happy with their work. They often spoke about the ongoing sense of fulfillment and contentment they got from completing their duties. This steady sense of joy and satisfaction from their responsibilities shows that their work is meaningful to them, which helps them stay motivated and committed to their roles. Also, some informants discussed that the experience that makes them fulfilled is when they accomplish a task without incurring any physical harm.

The emergent theme aligns with Self-Determination Theory (SDT) proposed by Deci and Ryan (1985). The theory explains that individuals are motivated when their psychological needs for autonomy, competence, and relatedness are satisfied within their work environment. The informants consistently expressed a deep sense of satisfaction and happiness derived from fulfilling their duties, indicating that their work holds intrinsic meaning and significance for them. This ongoing gratification from completing tasks without physical harm suggests that their work not only meets external expectations but also fulfills their personal sense of accomplishment and safety which reinforces their motivation and commitment to their roles.

A qualitative study by Day and Qing (2009) explored the experiences of teachers in secondary schools. The findings of the study revealed that those teachers often derive deep satisfaction and fulfillment from their work when they perceive their teaching efforts positively impacting students' learning and development. Teachers expressed a sense of joy and contentment from witnessing their students' progress and achievements, which they found personally rewarding and meaningful. Similar to the informants in this study, teachers also discussed the fulfillment they experience when they successfully navigate challenges and obstacles in their teaching without compromising student outcomes or safety.

#### **4.1.2 Negative Experiences**

##### **4.1.2.1 Unforeseen Logical Impediments**

Informants recalled unexpected obstacles in planning and executing operations, particularly with organization, coordination, and logistics.

Informant 1 expressed dissatisfaction with the numerous compliance requirements and logistical issues, including political interference: "(I feel dissatisfied with my work. Sometimes, ah, there are too many compliance of requirements from the higher headquarters. And then, also, we have experienced a lack of fuel, so all the allocation, ah, that we cannot conduct seaborne patrol operations. And then, ah, sometimes, also, our, ah, government officials, ah, also interfere with the apprehensions, Ma'am). (ID1:SS4)

Informant 2 highlighted resource problems, especially for operations far from their office: (The problem really, Ma'am, is our resources, especially if we're going to conduct operations away from our office. So, we need resources like water assets. And we cannot immediately borrow, for example, boats from civilians because they are also afraid). (ID2:SS9)

Informant 5 discussed financial constraints and limited assets, forcing them to use personal money: (Leader, Ma'am. In the challenges during duty, Ma'am, there are financial challenges, Ma'am. Sometimes, like in the intelligence department, Ma'am, when they go outside, it's their personal money. Resources are limited. That's why some intelligence officers are sometimes discouraged because of the budget, yes, Ma'am. It would be okay if there were refunds, but you can't just use your assets without compensation. So, it really comes from your own resources. Your salary is deducted instead of going to your family). (FGD1:SS11)

This emergent theme described unexpected hurdles in planning and executing operations, such as excessive compliance requirements, political interference, inadequate resources, and financial constraints faced by the informants. These issues often hindered the Maritime Troopers' ability to perform effectively, forcing some to use personal funds to carry out their duties. The persistent logistical difficulties faced by the informants in their operational tasks are shown in this emergent theme.

The emergent theme can be understood through the lens of Organizational Resilience theory by Coutu (2002). The theory posits that organizations often encounter unforeseen obstacles that disrupt their operations, such as excessive compliance requirements, political interference, inadequate resources, and financial constraints. These impediments can significantly impact organizational effectiveness and the ability to achieve goals. The theory suggests that resilient organizations are those that can quickly identify and address these challenges, often through adaptive strategies, resourceful problem-solving, and leveraging internal and external support networks (Coutu, 2002).

Angeles (2006) explored various challenges encountered by Philippine National Police (PNP) officers, including logistical hurdles such as inadequate resources, bureaucratic red tape, and political interference. These barriers are shown to significantly affect operational effectiveness and compromise officers' ability to fulfill their duties efficiently. Angeles (2006) explained how these logistical impediments force officers to hurdle complex compliance requirements and sometimes resort to personal resources to carry out essential tasks.

##### **4.1.2. 2 Organizational Strain Intricacies**

Informants expressed the pressures within an organization coming from inefficiencies in the system and negative workplace dynamics. These include the impact of unjust criticism, misrepresentation, and workload pressure resulting from insufficient staffing that overwhelms employees and hampers productivity.

Informant 3 stated that complaints against them for not doing their work properly make him dissatisfied: (I am dissatisfied, Ma'am, when there are complaints that we are not doing our work properly, comments like that, even though we are committed to what we do. Sometimes we can't please everybody). (ID3:SS4)

Informant 6 of the focus group discussion expressed his disappointment when their unit achieved something but they only received a recommendation: (We are disappointed when we achieve something, but we only receive a recommendation). (FGD2:SS6)

Informant 9 backed up the statements of Informant 6: (The awards should be given directly, Ma'am. What they do is give commendations first. You need five commendations before it becomes an award. Then they still have to board if they will accept the commendation. What if they don't accept the commendation? Then it's just a thank you). (FGD5:SS9)

In the study of PNP Maritime Group Troopers, a theme emerged about the pressures they face due to problems in how the organization works and negative interactions at work. Troopers mentioned feeling unfairly criticized, misunderstood, and burdened with too much work because there aren't enough staff. Some informants were frustrated by complaints about their work and by

having too many tasks that overlap. Other informants expressed disappointment during a group discussion because their unit's successes only led to recommendations, showing that many feel their efforts aren't fully recognized. These stories show the challenges troopers deal with in the PNP Maritime Group, affecting how happy they are at work and how much they can get done.

The Job Demands-Resources (JD-R) theory by Bakker and Demerouti (2007) supports this emergent theme. This theory proposes that job demands (such as workload, role ambiguity, and interpersonal conflicts) and job resources (such as social support, autonomy, and recognition) interact to influence employees' well-being and performance (Bakker & Demerouti, 2007). The troopers' experiences of feeling unfairly criticized, misunderstood, and overburdened due to understaffing illustrate significant job demands. These demands contribute to stress and dissatisfaction among troopers, impacting their morale and job satisfaction. Additionally, the frustration expressed over overlapping tasks and the perceived lack of recognition despite achievements highlight the strain caused by insufficient job resources, particularly in terms of organizational support and acknowledgment.

When job demands exceed available resources, it can lead to burnout and reduced motivation among employees (Bakker & Demerouti, 2007). This aligns with the troopers' accounts of feeling dissatisfied and undervalued despite their efforts. Addressing these issues is crucial for enhancing troopers' well-being and organizational effectiveness within the PNP Maritime Group.

A study that relates to the emergent theme can be found in the research conducted by Gopalan et al. (2017). The researchers explored the stressors experienced by police officers, which are highly relevant to the challenges faced by troopers in the PNP Maritime Group. The study identified various stressors such as organizational structure issues, workload concerns, role ambiguity, and insufficient resources, which resonate with the themes of unfair criticism, workload burdens, and frustration with recognition mentioned by the troopers. The findings showed how these stressors contribute to job dissatisfaction and affect officers' well-being and job performance. This study provides a valuable perspective on the organizational challenges and strains that impact the morale and productivity of law enforcement personnel.

## **4.2 Coping with the Challenges Encountered by the Informants in the Performance of Their Duties**

### **4.2.1 Optimizing Operation Efficiency**

Informants explained the process of improving and maximizing the effectiveness and productivity of operations within a system, organization, or process. It involves identifying areas for improvement, streamlining processes, and implementing strategies to ensure that resources are used efficiently to achieve desired outcomes.

Meanwhile, Informant 2 detailed that he creates contingency plans so if the 1st plan fails, they will always have a contingency plan: (To address the challenges, I encountered in the performance of my duty, I will make lots of plans, Ma'am. Contingency plans will be in place in case the first plan fails; we will have another backup). (IDI2:SS6)

Informant 6, being assigned to the intelligence and investigative unit, divulged that they conducted efforts to gain the trust and hearts of the people in the island barangays, coastal municipalities including coastal barangays: (As an Intel and Investigative PNCO, Ma'am, in the Intel world, we conducted efforts to gain the hearts of the people in the island barangays, coastal municipalities, and coastal barangays. We recruited BIN, the Barangay Intelligence Network, to provide us with information if there is any illegality in their area. In the investigation section, Ma'am, we handle filing cases and complaints against arrested individuals who have committed offenses). (FGD2:SS5)

Informant 9 expressed his sentiments: (Conducting seminars and trainings like basic support. Also, just really cooperating, Ma'am, and having patience with negative people, because we can't please everyone. So, we just have to go along with it. We can't contradict them; we have to find a way and just show what the real work of Maritime is, so they can see that what we're doing is really for the community). (FGD5:SS15)

This emergent theme revolves around improving operational efficiency and strategic planning. Informants shared the importance of efficient case filing to maintain smooth workflow within their unit. This reflects their efforts to streamline processes and identify areas for enhancement, ensuring resources are used effectively to achieve desired outcomes. Other informants emphasized the implementation of contingency plans to maintain operational readiness which mitigate risks and adapt swiftly to changing circumstances. Some informants expressed focus on building community trust in island barangays and coastal municipalities showcasing a strategic effort to foster positive relationships crucial for successful law enforcement operations.

The General System theory, particularly in its application to organizational behavior and management, relates to the emergent theme. Systems Theory, as articulated by Bertalanffy (1968), posits that organizations are complex systems composed of interrelated parts that work together to achieve common goals. In connection with the PNP Maritime Group Troopers, this theory explains that optimizing operational efficiency involves aligning various organizational components, such as workflow processes, contingency plans, and community relations, to function harmoniously and achieve optimal outcomes.

Rogan et al. (2018) examined how police departments can streamline operational processes to improve efficiency and effectiveness in law enforcement. Rogan and colleagues emphasize the importance of strategic planning and resource allocation to enhance patrol activities and respond swiftly to community needs. This aligns with the informants' emphasis on efficient case filing and implementation of contingency plans to maintain readiness and adaptability.

#### **4.2.2 Strategic Dispute Management**

Informants expressed how they settle disputes and conflicts within their unit or in the community. This means systematically and thoughtfully handling conflicts or disagreements within an organization or between parties. It involves using planned, effective methods to resolve disputes in a way that aligns with the organization's goals and minimizes negative impacts.

Meanwhile, Informant 3 voiced out that patience and understanding should always be there: (Conflicts or something, yes, okay. So, internally, we need to be flexible. Always be understanding because when temper, stress, and workload pile up, conflicts may arise. Therefore, patience is essential, yes, understanding should always be there). (IDI3:SS10)

Informant 4 expressed that they constantly conduct group meetings to discuss the problems they encounter and find ways how they can improve their work by also seeking assistance from their seniors and asking their advice: (We constantly have meetings as a group to discuss the problems we have encountered and find ways on how we can improve. We seek assistance from our seniors and ask for their advice as well. It's always a collaborative effort). (IDI4:SS7)

Informant 5 of the focus group discussion also expressed the need to escalate matters to the higher authorities if needed: (Referring to our higher command, Ma'am. Also, to our station chief and other chiefs in our designation, Ma'am. We have a chief in our designation, the team leader, Ma'am. We raise the concern). (FGD1:SS12)

This significant theme emerged regarding the informants' approach to managing conflicts. The troopers described a structured and thoughtful process for resolving disputes, whether within their unit or in community interactions. They emphasized the importance of open communication and collective problem-solving, often convening group discussions to address issues openly and seek solutions together. This approach not only promotes unity within their team but also enables them to effectively handle challenges in the community through understanding and cooperation among all parties involved. Additionally, informants shared the value of patience, listening, and seeking advice from senior members to enhance their conflict resolution efforts and improve teamwork and effectiveness.

The emergent theme can be elucidated through Conflict Resolution theory, particularly the Integrative or Collaborative Approach by Fisher et al. (1991). This theory emphasizes the importance of seeking mutually beneficial solutions to conflicts through open communication, cooperative problem-solving, and understanding the underlying interests of all parties involved. Troopers described a structured process of resolving disputes, which involves group discussions to address issues openly and collaboratively. This approach not only promotes unity within their team but also enhances their ability to manage conflicts effectively in community interactions. The informants can utilize the principles of Conflict Resolution theory to improve their conflict management skills and overall team effectiveness.

Sweeney and Gruber (2016) explored the role of effective communication and collaborative problem-solving in managing conflicts within organizational settings. Sweeney and Gruber emphasize the importance of structured processes and open dialogue in resolving disputes, which aligns with the troopers' approach described in the theme. Troopers in the PNP Maritime Group similarly shared the significance of open communication and collective problem-solving in their conflict resolution strategies, both within their unit and in community interactions.

### **4.3 Aspirations of the Informants to Improve the Quality of Their Work in Securing the Internal Waters of Bohol**

#### **4.3.1 Biologically Benevolent Stewardship**

Informants shared their aspirations about being responsible and display care and protection of living organisms and ecosystems. It implies actively preserving and nurturing the biological diversity and health of the environment for the benefit of all life forms. Informant 1 explained the Maritime Troopers' commitment and mandate to secure the Philippine territorial waters: (Our commitment, as mandated, is to secure the Philippine territorial waters, especially in Bohol province. We must do our job well so that we can secure our maritime environment for use by the next generation, Ma'am). (IDI1:SS9)

Informant 2 stressed that he is motivated to perform well in his job as he aspires that the next generation can enjoy what the people are enjoying now: (The things that motivate me to perform well in my job are, first, to ensure that the next generation can enjoy what we are enjoying now. Otherwise, they might only see fish in books. That is why we are very eager to protect the environment. Additionally, my love for service and nature motivates me). (IDI2:SS2)

Informant 8 of the focus group discussion expressed that they are highly trained to function as Maritime Troopers: (We've been trained for almost 4 months in the Maritime Troopers Course. We are highly trained to function as Maritime Troopers and in Maritime Law Enforcement. This includes protecting marine resources and ensuring the safety of coastal areas). (FGD4:SS3)

In this emergent theme, the troopers' commitment to protecting Philippine territorial waters with a deep sense of responsibility towards the environment is depicted. Informants consistently expressed their dedication to preserving marine ecosystems and biodiversity, driven by a desire to ensure these resources are available for future generations. They see their role not only as enforcing security but also as actively nurturing and safeguarding the natural environment. This reflects a holistic approach where environmental conservation intertwines with their mission to safeguard communities. Thus, this emergent theme provides the informants' integrated efforts in maintaining both environmental sustainability and maritime security for the benefit of all.

Lafferty and Meadowcroft (2000), in their Ecological Modernization theory (EMT), explains that societal efforts to achieve sustainable development and environmental protection can be integrated into economic activities and institutional practices. To the PNP Maritime Group Troopers, their commitment to protecting Philippine territorial waters while responsibly stewarding the environment aligns with the principles of the theory. Informants expressed a deep sense of responsibility towards marine ecosystems and biodiversity and emphasize their role in ensuring these resources endure for future generations (Lafferty & Meadowcroft, 2000).

One study that relates to the emergent theme is the research by Curtis et al. (2015). They found that law enforcement officers, including those in maritime units, often develop a strong sense of responsibility toward environmental protection. They not only enforce laws but also actively participate in initiatives aimed at preserving natural resources and ecosystems.

#### **4.3.2 Harmonious Excellent Synergy**

This theme means a state of optimal coordination and collaboration where various elements or components work together seamlessly and effectively to achieve excellence. It implies a harmonious blend of different factors or entities resulting in a highly productive and successful outcome.

Informant 1 thought that Maritime Troopers must focus on their mandate, mission, and vision of the PNP Maritime Group, especially in securing the maritime environment together with the different stakeholders: (As aspiration, we must focus on our mandates. The mandates of the mission, vision of the PNP Maritime Group, especially in securing the maritime environment, and also in partnership with the maritime stakeholder). (IDI1:SS11)

Informant 3 agreed with the statements of Informant 2: (First, Ma'am, I will consult with our chief. Inform him "Sir, I really can't handle that". And then we will have a meeting. That's why sometimes, Ma'am, if we lack personnel, we ask for help from stakeholders. So, we mobilize them. Then we can carry out activities). (IDI3:SS9)

Informant 6 of the focus group discussion hoped for more resources and personnel in Bohol, suggesting that an additional station would improve coverage and effectiveness: (In Bohol, Ma'am, we only have one station here, Ma'am, which is for the PNP Maritime. Our coverage is the entire Bohol, unlike in the municipal police where you only cover one municipality. That's why, Ma'am, maybe we would request for more resources, more personnel, and if Bohol could have its own station, that would be even better). (FGD2:SS8)

The emergent theme shows the importance of troopers working together smoothly and effectively. It shows how they combine efforts to protect maritime areas and natural resources. Informants stressed the need for troopers to follow the PNP Maritime Group's goals and work well with others involved. They also talked about how leadership and teamwork help coordinate their actions during operations. This theme shows how troopers share a commitment to meeting their organization's goals and getting good results by working together. It reflects their goal of protecting Bohol's waters and environment by cooperating well and using leadership to improve their work.

The emergent theme finds support on the Team Effectiveness Theory by Hackman (1987). This theory suggests that effective teams exhibit certain characteristics, including clear goals, mutual trust, coordinated roles, and supportive interpersonal relationships. Informants strive for teamwork and collaboration to achieve their objectives of securing maritime environments and preserving natural resources. Leadership within the team ensures clear direction and facilitates coordinated actions during operations which enhances overall team performance. This theory explains the importance of synergistic interactions among team members, where each individual's contributions are valued and integrated towards achieving shared goals.

Shuffler et al. (2011) examined the teamwork and coordination dynamics among military personnel engaged in complex operations. They found that effective teamwork, characterized by clear communication, mutual trust, and coordinated actions, significantly enhanced operational performance and mission success. These findings resonate with the emergent theme among PNP Maritime Group Troopers, where smooth and effective collaboration is essential for securing maritime areas and protecting natural resources.

## **5. Conclusion**

This study employed a qualitative methodology using a phenomenological approach. This thorough research strategy gathers insights into how individuals perceive and experience a particular phenomenon, along with their associated emotional states. It acknowledges that reality is a subjective construct, differing from person to person. Consequently, the study's findings are described from the informants' viewpoints, enabling researchers to discern common themes related to the phenomenon being examined.

The study utilized Colaizzi's seven-step descriptive phenomenological method for data analysis. The researcher thoroughly read the informants' narratives several times to grasp their experiences. Key statements from each account, reflecting the informants' experiences, were identified. These statements were then interpreted to derive meanings, taking into account the underlying context. The derived meanings were categorized into themes and clusters, providing a comprehensive description of the phenomenon. The essential structure of the phenomenon was determined, and the study's validity was confirmed by obtaining feedback from the informants.

The study extracted significant statements relevant to the research phenomenon from the informants' transcripts. These statements were then formatted into a cluster, developing eight (8) emergent themes. These themes addressed the sub-problems and are summarized as follows: (a) experiences of the informants in the performance of their duties in securing the internal waters of Bohol, (b) informants' coping with the challenges encountered in the performance of their duties, and (c) the aspirations of the informants to improve the quality of their work in securing the internal waters of Bohol.

This research is primarily anchored on the Routine Activity Theory by Cohen and Felson (1979) and supported by the Anomie Theory of Durkheim (1893) and Team Role Theory by Belbin (1981). The study is primarily anchored on the Routine Activity Theory, developed by Cohen and Felson (1979), which posits that the occurrence of a crime is influenced by the convergence of three elements in time and space: a motivated offender, a suitable target, and the absence of a capable guardian. This theory shifts focus from the characteristics of offenders to the situational factors that make crime possible. According to Cohen and Felson (1979), changes in societal routines, such as increased employment leading to more empty homes during the day, can increase opportunities for crime. The theory explains how shifts in routine activities can create or reduce opportunities for criminal behavior examining everyday activities and their patterns.

The support theory of the research is Emile Durkheim's Anomie Theory, introduced in his 1893 work "The Division of Labor in Society," which describes a state of normlessness where societal norms fail to regulate individual behavior effectively. This condition arises during periods of significant social change or stress when the collective conscience weakens, leading to a breakdown in the social fabric. Durkheim (1893) argued that such disruptions result in a lack of clear expectations and guidelines for individuals, causing feelings of disorientation and purposelessness. In this state of anomie, traditional values and norms are no longer sufficient to maintain social order which leads to increased deviance and instability.

The last supporting theory of the study is the Team Role Theory, introduced by Belbin (1981). It proposes that effective team performance hinges on a balanced mix of distinct roles fulfilled by team members. Belbin (1981) identified nine key roles, categorized into three groups: Action-Oriented (Shaper, Implementer, Completer-Finisher), People-Oriented (Coordinator, Team worker, Resource Investigator), and Thought-Oriented (Plant, Monitor Evaluator, Specialist). Each role contributes unique strengths, counterbalances specific weaknesses, and enhances team synergy and effectiveness. Understanding these roles can improve collaboration, resolve conflicts, and team productivity since it ensures that all necessary functions for success are covered.

The informants of this study were the Philippine National Police – Maritime Group (PNP – MG) troopers assigned throughout the province of Bohol who expressed their willingness, commitment, and interest in partaking this study. Thus, the researcher carefully and circumspectly chose ten (10) informants who disclosed their experiences in the performance of their duties in securing the internal waters of Bohol including the informants' coping mechanisms with the challenges encountered in the performance of their duties and the aspirations of the informants to improve the quality of their work in the Maritime Group.

The informants of the study were qualified and identified based on their years of experience as a PNP – Maritime Group (PNP – MG) troopers with at least 3 years in service and above to generate lots of information based on the years they have in practice.



Six (6) informants were subjected to focus group discussion while four (4) informants were subjected to individual in-depth interview.

Based on the results, the researcher developed eight (8) emergent themes. Four (4) emergent themes described the positive and negative experiences of the informants in the performance of their duties in securing the internal waters of Bohol. For the positive experiences, two (2) emergent themes were developed, namely Familial and Pecuniary Incentives and Perpetual Duty Gratification. For the negative experiences, two (2) emergent themes were also developed, to wit: Unforeseen Logistical Impediments and Organizational Strain Intricacies.

Meanwhile, two (2) emergent themes were formulated to explain the informants' coping with the challenges encountered in the performance of their duties, namely: Optimizing Operation Efficiency and Strategic Dispute Management.

Finally, two (2) emergent themes were created to express the aspirations of the informants to improve the quality of their work in securing the internal waters of Bohol, to wit: Biologically Benevolent Stewardship and Harmonious Excellent Synergy.

## **6. Implications**

### **6.1 Implications for Practice**

This study helps the PNP Regional Maritime Unit understand what troopers need and the problems they face during their work. Knowing this can help improve training programs to deal with specific issues like logistical problems and difficulties with how the organization works. Making training better and dealing with troopers' well-being, can make the unit get ready faster and work better in keeping Bohol's coasts safe.

The Bohol Provincial Police Office (BPPO) can use the study's findings to create new rules and plans. These ideas are important for making strategies that are just right for Bohol's maritime work. Fixing things like how people feel about their jobs and making operations more efficient can help BPPO work better with other groups and spend money smarter, so Bohol stays safer.

For the Philippine National Police (PNP), this research can help make the Police Maritime Group's plans and skills better for watching and protecting the country's seas. Knowing what troopers want, like working well with others and taking care of nature, can help make rules that protect the seas all over the Philippines.

The National Police Commission (NAPOLCOM) can use what this study says to make new rules that help troopers in the whole Philippines. Since it has administrative supervision of the Philippine National Police as a whole, making rules that work with what troopers do to get through hard times and what they dream of for their jobs, NAPOLCOM can make work better for the Maritime Unit.

Also, the Philippine Ports Authority (PPA) and Philippine Coast Guard (PCG) can use what troopers do and go through to work better with the PNP Maritime Group. Knowing how troopers work and what they deal with can help make better plans together, like making ports safer and working together when there's trouble in the sea. This can make the sea safer and help the country's money and trade.

In the end, this study talks about the needs and hard things PNP Maritime Group troopers face in Bohol. It also gives ideas that can help make rules, spend money right, and work together to make the sea safer. Doing these things can make sure the Philippines stays safe and takes care of the sea and land nearby.

To successfully put these suggestions into action, it's crucial for different groups to work together closely. This includes leaders from the Philippine National Police (PNP), government representatives, law enforcement bodies, and community members. By collaborating, they can create and enforce policies and projects that tackle the recognized problems and uphold the goals of Maritime Troopers.

### **6.2 Implications for Future Studies**

Future studies can build upon the implications derived from this qualitative research on PNP Maritime Group troopers in Bohol. Firstly, future studies could delve deeper into the specific training needs of maritime troopers in a national scope. Further research can provide more insights into regional variations in training effectiveness, operational readiness, and welfare concerns.

Meanwhile, there is a significant opportunity for future studies to explore the impact of organizational reforms and policy changes recommended by this research. Investigating how these reforms are implemented and their actual effects on troopers' working conditions, job satisfaction, and operational outcomes can provide valuable feedback for continuous improvement.

Also, future research can focus on comparative studies between different maritime law enforcement agencies within the Philippines, such as the Philippine Coast Guard (PCG) and the PNP Maritime Group. Researchers can identify best practices and areas for cross-agency cooperation to strengthen overall maritime security and response capabilities.

Moreover, exploring the perceptions and experiences of other stakeholders involved in maritime security, such as local government units (LGUs), barangay officials, and coastal communities, can enrich future studies. Understanding how these stakeholders perceive and interact with maritime law enforcement agencies, and their perspectives on improving coastal safety and security, can inform more inclusive and community-centered approaches to maritime governance.

Lastly, future studies could focus on the integration of technology and innovation in enhancing maritime law enforcement capabilities. Investigating the use of advanced surveillance systems, communication technologies, and data analytics in maritime operations can help in improving response times, effectiveness in monitoring territorial waters, and mitigating emerging threats such as illegal fishing and maritime piracy.

**Funding:** This research received no external funding.

**Conflicts of Interest:** The author declare no conflict of interest.

**ORCID:** 000-0002-9894-7370

## **References**

- [1] Angeles, E. (2006). Barriers to effective police operations in the Philippines: The PNP experience. *Asian Journal of Criminology*, 1(1), 37-52.
- [2] Bakker, A. B. & Demerouti, E. (2007). The job demands-resources model: State of the art. *Journal of Managerial Psychology*, 22(3), 309-328.
- [3] Batongbacal, J. (2021). Philippine conceptualization of maritime security. Retrieved March 13, 2024 from <https://amti.csis.org/philippine-conceptualization-of-maritime-security/>.
- [4] Bateman, S. (2016). *Managing maritime affairs: The contribution of maritime security forces*. London: Palgrave Macmillan.
- [5] Belbin, M. (1981). *Management teams: Why they succeed or fail*. London: Heinemann.
- [6] Bertalanffy, L. (1968). *General system theory: Foundations, development, applications*. George Braziller.
- [7] Cohen, L. E. & Felson, M. (2010). Social change and crime rate trends: A routine activity approach. New York: Routledge.
- [8] Colaizzi, P. F. (1978). *Psychological research as the phenomenologist views it*. New York, NY: Oxford University Press.
- [9] Coutu, D. L. (2002). How resilience works. *Harvard Business Review*, 80(5), 46-56.
- [10] Curtis, A. et al. (2015). Integrating environmental stewardship within law enforcement agencies: Perspectives from the field. *Society & Natural Resources*, 28(5), 513-529.
- [11] De Castro, R. C. (2022). Caught between appeasement and limited hard balancing: The Philippines' changing relations with the eagle and the dragon. *Journal of Current Southeast Asian Affairs*, 41(2), 258-278.
- [12] Day, C. & Qing, G. (2009). *Teacher emotions: Wellbeing and effectiveness*. New York: Springer.
- [13] Deci, E. L. & Ryan, R. M. (1985). *Intrinsic motivation and self-determination in human behavior*. New York: Plenum Press.
- [14] Durkheim, E. (1893). *The division of labor in society*. New York: The Free Press.
- [15] Fisher, R., Ury, W. & Patton, B. (1991). *Getting to yes: Negotiating agreement without giving in*. New York: Penguin Books.
- [16] Feldt, L. et al. (2013). Maritime security: Perspectives for a comprehensive approach. *ISPSW Strategy Series: Focus on Defense and International Security*, 2(74), 51-68.
- [17] Germond, B. (2015). The geopolitical dimension of maritime security. *Marine Policy*, 54, 137-142.
- [18] Gopalan, M. et al. (2017). Organizational stressors and coping mechanisms: A study of police personnel. *International Journal of Emergency Mental Health and Human Resilience*, 19(2), 1-5.
- [19] Guba, E. G. (1981). Criteria for assessing the trustworthiness of naturalistic inquiries. *Ectj*, 29(2), 75.
- [20] Guilfoyle, D. (2017). Maritime law enforcement operations and intelligence in an age of maritime security. *International Law Studies*, 2(34), 36-57.
- [21] Global Maritime Crime Programme. (2016). *Global maritime crime programme annual report 2016*. Retrieved March 13, 2024 from [https://www.unodc.org/documents/Reports/GlobalMaritimeCrimeProgramme\\_AnnualReport2016.pdf](https://www.unodc.org/documents/Reports/GlobalMaritimeCrimeProgramme_AnnualReport2016.pdf).
- [22] Hackman, J. R. (1987). *The design of work teams*. Englewood Cliffs, NJ: Prentice Hall.
- [23] Husserl, E. (1931). *Ideas: General introduction to pure phenomenology*. London: George Allen & Unwin.
- [24] Interpol. (2023). The issues of maritime crimes. Retrieved March 13, 2024 from <https://www.interpol.int/Crimes/Maritime-crime/The-issues>.
- [25] Lafferty, W. M. & Meadowcroft, J. (2000). *Implementing sustainable development: Strategies and initiatives in high consumption societies*. London: Oxford University Press.
- [26] Lin, C. C. et al. (2020). Factors influencing nurses' motivation and job satisfaction in a private psychiatric hospital in Taiwan: A qualitative study. *Perspectives in Psychiatric Care*, 56(3), 760-767.
- [27] Malang, B. P. et al. (2023). Seaborne patrollers performance evaluation: A framework for a proposed development plan. *International Journal of Multidisciplinary: Applied Business and Education Research*, 4(2), 1-1.
- [28] Monje, T. G. (2012). Maritime enforcement in the Philippines: Issues and challenges. *United Nations Nippon Foundation Fellowship*, 23(12), 213.
- [29] Moustakas, C. (1994). *Phenomenological research methods*. London: Sage Publications.

- 
- [30] Marayag, E. (2016). Maritime law enforcement in the Philippines. Retrieved March 13, 2024 from <https://maritimereview.ph/maritime-law-enforcement-in-the-philippines/>.
- [31] Monzon, A. (2021). The lethal problem of Philippine maritime piracy. Retrieved March 13, 2024 from <https://maritimefairtrade.org/problem-philippine-maritime-piracy/>.
- [32] PNP.gov. (2023). PNP maritime group history. Retrieved March 13, 2024 from <https://mg.pnp.gov.ph/history/>.
- [33] Philippine Constitution. (1987). 1987 constitution of the republic of the Philippines. Retrieved March 13, 2024 from <https://lawphil.net/consti/cons1987.html>.
- [34] Quintos, M. F. A. (2017). Finding Solutions for Maritime Security Challenges in the Tri-Border Area. *CIRSS Commentaries*, 4(27), 125.
- [35] Rogan, K. A. et al. (2018). Optimizing police patrol efficiency: A case study of the Redlands police department. *Journal of Criminal Justice Education*, 29(3), 345-364.
- [36] ReCAAP, (2023). Report by the ReCAAAP information sharing centre for the ninth meeting of the United Nations open-ended informal consultative process on the oceans and laws of the sea. Retrieved March 13, 2024 from [https://www.un.org/depts/los/consultative\\_process/mar\\_sec\\_submissions/recaap.pdf](https://www.un.org/depts/los/consultative_process/mar_sec_submissions/recaap.pdf).
- [37] Republic Act No. 6975. (1990). Department of the interior and local government act of 1990. Retrieved March 13 2024 from [https://lawphil.net/statutes/repacts/ra1990/ra\\_6975\\_1990.html](https://lawphil.net/statutes/repacts/ra1990/ra_6975_1990.html).
- [38] Republic Act No. 8551. (1998). Philippine national police reform and reorganization act of 1998. Retrieved March 13, 2024 from [https://lawphil.net/statutes/repacts/ra1998/ra\\_8551\\_1998.html](https://lawphil.net/statutes/repacts/ra1998/ra_8551_1998.html).
- [39] Shuffler, M. L. et al. (2011). There's a science for that: Team development interventions in organizations. *Current Directions in Psychological Science*, 20(6), 365-372.
- [40] Sweeney, P. J. & Gruber, D. A. (2016). Strategic dispute management: A relational approach to conflict resolution. *Academy of Management Review*, 41(3), 489-511.
- [41] Vroom, V. H. (1964). *Work and motivation*. New York: Wiley.