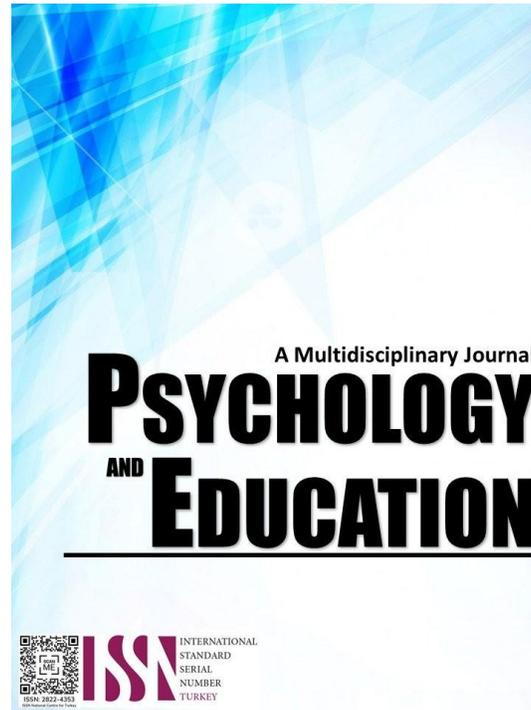


# HARMONIZING COMMUNITIES: EXPLORING THE CHALLENGES OF POLICE COMMUNITY AFFAIRS AND DEVELOPMENT PERSONNEL (PCAD) IN RELATION TO THE IMPLEMENTED PROGRAMS



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## Harmonizing Communities: Exploring the Challenges of Police Community Affairs and Development Personnel (PCAD) in relation to the Implemented Programs

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### Abstract

This qualitative multiple-case study aimed to examine the experiences of Police Community Affairs and Development (PCAD) personnel in handling community relations. The participants of this study were six (6) police officers of the Police Community Affairs and Development (PCAD) section of Jose Abad Santos Municipal Station. The study employed a purposive sampling design to explore the challenges, coping mechanisms, and impact. Based on the gathered data, the views of the PCAD personnel revealed the following emergent themes: difficulties with transportation, cultural awareness, lack of support, improving community safety, and implementing community services. Meanwhile, the coping mechanisms of police officers were found to encompass the following themes: seeking help from colleagues, staying vigilant, effective communication, striving for improvement, addressing issues and concerns, accepting challenges, and developing intervention programs. Moreover, the impact of police officers included community involvement, good police policy, strong community relations, work-life balance, and building mutual trust. Furthermore, the findings indicate that policy reforms focusing on logistical support, particularly transportation resources, were necessary to enhance the mobility and effectiveness of PCAD staff in physically distant areas. Cross-case analysis revealed similarities and differences in themes addressed by all PCAD personnel, who all performed well in enhancing police-community relations.

**Keywords:** *criminology, police-community affairs, development program, multiple case study, police officers, Philippines*

### Introduction

The primary purpose of the police is to prevent crime and maintain order. The public is the police, and the police is the public; both are responsible for the community (Covey, 2023). Developing a relationship of trust between the police and the public is a two-way street. This may involve creating greater transparency around the police's activities, ensuring that officers meet the public's demands for policing services, focusing attention on the crimes that matter most to the public, and promoting partnerships between the public and the police. Police are responsible for maintaining public safety and promoting justice within the community. This is part of their responsibility to serve as neutral bystanders of the law and safeguard all citizens equally, regardless of extralegal influences such as wealth, race, or culture. However, public confidence remains a fundamental imperative and concern in any force. To some extent, measurement continues (Javid & Morrell, 2019).

Many people have praised community policing as one of the most promising approaches that can be implemented to, at the very least, theoretically help build trust between law enforcement and those responsible for maintaining order. The relationship between law enforcement and other law and order authorities, especially the police and communities, may be tense in both the Global North and Global South. Consider the summer of 2020, following the murder of George Floyd. That tension was problematic, as maintaining law and order is one of the state's primary duties, yet the police rely on the public's assistance (De Groot et al., 2021).

Additionally, the public plays a crucial role in helping the police identify crime hotspots, pinpoint problems, and recognize individuals involved in criminal activities. However, policing becomes significantly more difficult without public cooperation, and such cooperation was unlikely without trust. To address this, we focused on community policing, a reform often praised for its cost-effectiveness. Despite its promise, the evidence base for community policing was relatively weak before our study. Community policing seeks to prevent crime by fostering collaboration between police and citizens, making officers active participants in the community's pursuit of peace and order. This approach helps police better understand residents' needs, builds trust, and empowers citizens to take a more active role in improving the quality of life in their neighborhoods. Achieving and sustaining peace and order was essential for community well-being and public safety. Notably, trust in police had been positively and significantly linked to a higher likelihood that students would report sexual assault (Moore & Baker, 2018).

Furthermore, through my observation with the Revitalized Pulis sa Barangay (RPSB) Program under Police Regional Office 11 (PRO-11), I gained valuable insight into the role of community-based policing. It allowed me to observe how consistent outreach, particularly in geographically isolated and disadvantaged areas, helped foster mutual respect between police officers and the community. One of the most striking experiences was seeing how the program built meaningful connections with Indigenous communities, promoting not only peace and order but also a sense of trust in law enforcement. These inspired my desire to explore the realities and challenges encountered by Police Community Affairs and Development (PCAD) personnel as they carry out similar community-centered initiatives.

Moreover, community policing is widely acknowledged as a cost-effective strategy for building trust and collaboration between law

enforcement and the public, but a noticeable gap remains in localized, in-depth studies that focus specifically on the lived experiences of Police Community Affairs and Development (PCAD) personnel. Much of the existing research focuses on theoretical frameworks or broad policy outcomes, often overlooking the ground-level challenges and coping mechanisms faced by officers implementing these programs in remote or high-risk areas. In particular, limited attention has been given to how these officers navigate cultural differences, logistical barriers, and community dynamics. This study addressed that gap by exploring the unique experiences, responses, and insights of PCAD personnel in Jose Abad Santos, Davao Occidental, offering practical implications for improving police-community relations.

Moreover, the province of Davao Occidental, specifically the municipality of Jose Abad Santos, remains underrepresented in both national and regional policing research, despite its complex terrain, cultural diversity, and strategic importance in peace-building. As a result, there is a lack of context-specific evidence to inform policy formulation, capacity-building programs, and support systems tailored to officers working in such remote areas.

This study addressed these critical gaps by investigating the unique experiences, responses, and perspectives of PCAD personnel stationed in Jose Abad Santos. Through a qualitative approach, it offered grounded insights into how officers implement community policing principles in the face of adversity, thereby contributing practical implications for enhancing community relations, institutional support mechanisms, and future training programs.

## Literature Review

***Community Affairs and Development Unit develops programs that engage the community.*** The Community Affairs and Development Unit performs the crime prevention function. Community policing was a paradigm change developed at the core of a community partnership to create a safe and secure environment where everyone may actively participate in their affairs. The presence of law enforcement was not considered a problem or a sign of danger; instead, it was viewed as a partner in development, and community members are co-producers of justice and high-quality police services.

According to Stewart (2022), community affairs play a crucial role in the department's refocused approach to achieving and sustaining gains against crime by fostering stronger community relationships and trust. The partnership with community leaders, civic organizations, block associations, and concerned citizens to educate them on police policies and practices, and to develop solutions to challenges that arise within the city's many diverse communities. Karnatzas et al. (2022) further clarify the cultural and belief challenges and explain how police officers' beliefs could lead to dehumanization, thereby contributing to negative perceptions, beliefs, and actions toward certain individuals and groups.

However, the actions of the public and police are completely interconnected because public trust lies at the heart of the entire police system; when there was no basis for high levels of trust, police efficacy may suffer. Police agencies are less likely to enjoy public confidence, support, collaboration, and voluntary compliance if police perform their duties in ways that do not meet people's expectations. Citizens are more likely to obey police commands if police agencies maintain a high level of public trust, which in turn reduces crime and disorder, and improves the quality of life in neighborhoods (Lim & Kwak, 2022). Furthermore, public trust in police in Ethiopia was lower than in other public institutions; according to the World Survey Results, 40.8% of the community trusts the police in the country (Haerpfer et al., 2022).

Furthermore, the relationships between police personnel and the communities they serve change in terms of push and collaboration. While middle- and upper-class areas frequently maintain friendly connections with their local law enforcement offices, residents of inner cities are more prone to distrust or fear police personnel (Levan & Stevenson, 2019). To properly satisfy the demands of any community, the police must have a strong feeling of trust. This trust was essential for fundamental interactions and may also play an important role in crime prevention and maintaining order in communities with specific needs. Prevalent hostility from public sectors considered marginalized impacts the lived experiences of officers serving today, making this area significantly worthy of examination (Mourtgos et al., 2022).

However, in contemporary societies, one way to enhance the quality of life for ordinary people was for police departments to engage communities as active participants in fighting crime. When the police, communities, and other key stakeholders collaborate to combat crime, success can be achieved (Ambali & Araba, 2020). To effectively implement community-oriented policing, policing leaders must endorse it, and individual police officers must commit to it (Collins et al., 2021; Sani et al., 2022). This dual coalition fosters a balanced environment for a thorough understanding, sincere adoption, and active promotion of community-oriented policing methods (Schlosser, 2020).

However, there are still significant obstacles to overcome. Proactive policing techniques and tools seem to be here to stay. Several deals involve developing more trustworthy metrics for effectiveness, such as assessing when locals are reluctant to report crimes and evaluating the effectiveness of a method. Some aspects of the strategy are innate, such as harmonizing efforts, proactive measures that defend the community's interests and citizens' legal rights, proactive policing strategies, and tools for preventing crime before it occurs, which appear to be here to stay; however, essential challenges persist (Haskins, 2019).

Furthermore, community policing had frequently been hailed as the most effective method for aligning police agencies with the principles of sound security sector governance, particularly in liberal democratic societies. By encouraging police-citizen

collaborations, the community policing method aims to reduce community fear of crime and eliminate mistrust between the police and the communities they serve (Kocak & Deniz, 2018). Moreover, social harmony occurs when people come together. Without social harmony, humanity would not have reached the same level today. If there were no social harmony, the big project could not be finished if people did not work together. For this reason, fostering societal harmony within the community was essential, as it helps maintain a peaceful human society and its relationships (Nurul, 2021).

Additionally, harmonious police-community relations constitute a crucial component in the modernization of public security endeavors, serving as a fundamental prerequisite for public security agencies to establish a novel security paradigm and promote public safety and well-being. Good police-community relations are of great significance to the continued enhancement of the people's sense of gain, happiness, and security, and to the promotion of a higher level of rule of law and security construction. But at this stage, especially in the environment of significant changes in factors such as public demand (Song & Kong, 2019).

Moreover, community policing was perhaps the most celebrated policing reform in recent decades. The police may involve regular citizens directly in their work by building channels of dialogue and improving police-citizen collaboration. In practice, community policing takes many forms, including frequent beat patrols, decentralized decision-making, community engagement programs, and problem-oriented policing (Morgan, 2021). The presence of high crime rates and limited community-police collaboration in metropolitan areas exacerbates frustration, leading to police officers' skepticism and cynicism about the effectiveness of community policing (Dobrin et al., 2021; Rukus et al., 2018).

Moreover, it is tough to establish trusting ties between the police and the community. Police must establish relationships with various individuals, especially in urban areas. Racial, ethnic, socioeconomic, and even age-based segregation was common in cities and even individual police districts. These communities frequently view and interact with the police in very different ways (Stoecker et al., 2019). Additionally, relationship-based policing is defined as establishing and maintaining individual relationships with community members and collateral professionals with the purposeful goal of collaborative problem-solving and management of complex community issues (Mastoras, 2022).

However, relationship-based policing strengthens the pillars of Community-Oriented Policing by providing the how-to for community collaboration, problem-solving, and organizational change (Gill & Mastoras, 2021). This multidisciplinary approach, grounded in counseling psychology, enables officers to build meaningful, individual relationships with community and collateral stakeholders, thereby enhancing strategies such as problem-oriented policing (POP). Connections between police officers and the communities they serve shift in levels of push and cooperation. While center- and upper-class neighborhoods often have neighborly relationships with their local law enforcement agencies, residents of inner cities are more likely to harbor doubts or fear police officers (Levan, 2019).

Moreover, the safety of the community and the standard of living cannot be the sole responsibility of the police. Law-abiding residents must take some ownership of their neighborhoods and communities. As a result, to effectively enforce the law, the police and the citizens they serve must participate in a collaborative effort. Instead of focusing solely on law enforcement, community and law enforcement collaboration offers more comprehensive solutions to new neighborhood issues (Schlosser, 2020). Traditionally, when individuals have a high level of confidence and trust in the police, they are more likely to become actively engaged in the culture of their new environment, which in turn makes them more inclined to participate in resolving community issues (Nalla et al., 2018).

However, police departments across the United States generally accept the importance of strong community relationships in maintaining public safety. From hiring more officers to delegating daily departmental patrols, community control fosters collaborative interactions between police and citizens, breaking down symbolic and institutional barriers to enhance accountability, officer accountability, and overall enforcement (Cheng, 2019). Additionally, for the police to effectively meet the needs of any community, a strong sense of trust in law enforcement was crucial. This trust was vital for enabling fundamental interactions and may also play a pivotal role in crime control and upholding order within communities with unique requirements (Han et al., 2019).

Therefore, identifying the factors that influence trust in the police can provide valuable guidance for law enforcement to not only enhance their strategies tailored to specific communities but also foster social harmony by encouraging interaction among different groups. Rivera and Cuadrado (2021) emphasize the need for mutual trust between citizens and police officers for effective community-oriented policing methods. The study emphasizes the significance of police officers' reputations in the effective implementation of community-oriented policing. Mutual trust and teamwork are common themes. Over the years, community policing had fluctuated in acceptance and use. However, many believe it was still a helpful policing tactic that fosters mutual respect and results in genuine relationships between the community and the police (Brown, 2020).

Moreover, the primary challenge was whether community policing could effectively combat crime while fostering unity between the police and the community. Community policing entails more aggressive and intrusive policing of minor infractions, primarily against persons of color, without addressing the root causes of such conduct, such as poverty, homelessness, problematic drug use, mental health difficulties, and others. The citizens' perspective on the effectiveness of community policing (Manresa, 2023).

Furthermore, policymakers encourage community-oriented policing to foster trust between police officers and their communities; however, it was unclear whether the non-enforcement encounters that form the core of community policing alter public perceptions of the police (Cummings, 2019).

However, low legitimacy and a lack of trust limit the state's capacity to provide public goods and services. This problem was particularly pertinent to policing, where officers need information about what was happening in the community to provide services effectively and efficiently. Elphick et al. (2021) examined the use of digital applications and considered how their use may build trust with citizens. Moreover, citizens give the police information about the most pressing problems, the location of crime hotspots, concerns about suspicious individuals or activities, and reports of crimes that have occurred. When citizens don't trust the police, this entire mechanism was compromised (Haim, et al., 2021).

Additionally, the results of a multivariate regression analysis on the significance of police-community connections in promoting a crime-free environment showed that most police forces have been building contractual relationships in the communities where they operate with the goal of information exchange (Przeszlowski & Crichlow, 2018). According to Lumb and Metz (2019), societal unrest during these eras gave rise to concepts such as community policing, problem-oriented policing, and intelligence-led policing. More crucially, they point out that expectations on police to address societal issues such as domestic violence, substance misuse, and mental health lack long-term answers and frequently go beyond the limits of police officers' knowledge and tasks.

Moreover, police actions of investigating suspected violent events against women carry out inquiries in a way that upholds women's rights and dignity, taking action to prevent crime, promoting public safety, and assisting and protecting all crime victims. The police have developed connections to ensure law and order and to enforce their outcomes (Haider, 2019). Partnerships between the police and community members helped provide information about prevalent crimes in the area. Since the police are never present to monitor every area of the community, police-community partnerships have been proven to enhance safety and support supervision. The performance of government institutions has been considered an essential factor in building trust among citizens (Hamid et al., 2020; Hayati & Aviana, 2021).

As a result, these partnerships enable the community to carry out its oversight. In addition to maintaining law and order, community service refers to the activities the police engage in to improve community well-being. The police alone cannot be responsible for community protection and the quality of life. Law-abiding citizens need to take some responsibility for their communities and neighborhoods. Therefore, the police need the citizens they serve in the policing process, and the police must take part in the citizen process (Schlosser, 2020). Research also indicates that when the institutions are accountable to the masses, serve and perform their duties transparently, and consider themselves responsible, they are deemed trustworthy (Hartanto et al, 2021).

**Harmonizing Communities.** Traditionally, harmonious police-community relations have been a crucial component in the modernization of public security endeavors, serving as a fundamental prerequisite for public security agencies to establish a new security paradigm and promote public safety and well-being. Good police-community relations are of great significance to the continued enhancement of the people's sense of gain, happiness, and security, and to the promotion of a higher level of rule of law and security construction (Song & Kong, 2019). The most effective approach was not unilateral, but rather a patchwork of tactics that balance enforcement with compassion, tolerance, and inclusivity (Thuy, 2023).

Moreover, community policing initially involved residents who banded together to guard and patrol their community. The status of rigid policing was changing to become more community-friendly. It tries to solve crime by involving the community. The community policing system changes law enforcement's formal and social organization (Vandegrift, 2022). However, initiatives such as community policing, where law enforcement officers build relationships with community members and work collaboratively to solve problems, can foster specific trust (Peyton et al., 2019).

Furthermore, improving police-community relationships would also empower law enforcement to address serious crime better while creating a more just approach to accountability. People who trust law enforcement are more likely to rely on the police when they are harmed, participate in investigations, and collaborate in crime reduction strategies. It is essential to acknowledge that confidence in the police varies significantly across different demographic groups. For instance, in many societies, racial and ethnic minorities often report lower levels of trust in the police, reflecting concerns about racial profiling and discriminatory practices (Kammersgaard et al., 2023).

Conversely, communities are significantly less likely to turn to law enforcement when trust was lacking or broken. However, local governments may create infrastructure to support and coordinate community partnerships and strategies (McLendon et al., 2024). Furthermore, trust was an essential approach that provides a foundation for better work results in an organization. When trust was built, employees work efficiently, and productivity increases. Integral to effective law enforcement was the public's trust in the police, which enables compliance, cooperation, and empowerment, allowing the police to do their job effectively (Mourtgos et al., 2018).

Moreover, the necessity of maintaining the public's faith in the police had a more significant impact on confidence. When the public trusts the police, it grants legitimacy to the institution they represent, which in turn encourages people to obey the laws. Ultimately, public compliance with the law sustains the rule of law; even if police are acknowledged for their expertise, public trust was eroded if they show little regard for their duties, despite performing effectively (Tamayo et al., 2018). Community interaction with police and the community's willingness to cooperate with law enforcement depend on the Police Public Image in the community (Schafer et al., 2020).

In the contemporary concept of policing, the trust and confidence of the community towards law enforcement agencies serve as the cornerstone of social cohesion and public safety. Community stakeholder perceptions of the police have been found to be directly

related to police-community relations (Donnelly et al., 2019). The theories of policing by consent are highly applicable, as failure to seek public support would likely hinder attempts at delivering effective and efficient police services. In addition, research conducted in large nation-states suggests that police-citizen relationships are influenced by perceptions of police legitimacy, typically based on notions of trust and confidence in the police (Hunter, 2019).

Furthermore, in a study aimed at exploring the antecedents of public confidence in police in a conflict zone, the security forces' impartiality was the most important factor in determining public trust in law enforcement in conflict areas. In decreasing order of significance, community policing, the media's role, and public perception of the police came next. The study revealed that the citizens' perceptions and those of the law enforcement officers are in consonance. Both parties considered the impartiality of the Police to be the primary factor influencing the public's trust in the police (Sharma, 2021). Furthermore, they approach cases without prejudice and are skilled at handling public concerns without changing their behavior (Pelayo et al., 2019).

**Community Affairs.** According to Yesberg et al. (2021), who examined the links between trust in the police and community engagement, while controlling for crime rates and deprivation. Community policing initially involved residents who banded together to guard and patrol their community. It aims to challenge the existing status quo and ideologies to be more responsive to the community. The status of rigid policing was changing to become more community-friendly. It tries to solve crime by involving the community. The discussion on the system will demonstrate its effectiveness in policing and maintaining law and order (Vandegrift, 2020).

According to Tyson (2019), the police response to hate crime against disabled people and how the experiences of individuals with disabilities can impact their confidence and trust in the police. However, most police officers agree that knowing the residents of the neighborhoods they police was essential to their effectiveness. A quarter of respondents believe it was somewhat crucial, and over seven out of ten (72%) think it was significant for an officer to have an in-depth understanding of the people, places, and cultures in the locations where they work. Merely 3% of participants claim that knowing the neighborhoods they patrol was unnecessary (Morin et al., 2019).

Furthermore, the integral to that sense of peace and safety was the relationship between law enforcement and the community in which they live and serve. Police-community relations were a term that can encompass everything from the physical interactions between officers and civilians to the intangible emotions between them, such as respect and trust. Essentially, police-community relations are the relationship between the police and the communities they serve (Sanchez, 2023). Over the past few decades, community policing has garnered increased attention as a practical approach to enhance safety and security. The principles of community policing were central to the medieval African way of life (Amuya, 2019).

According to Albrecht (2019), trust in the police is closely affiliated with the maintenance of proper ethical standards and is associated with police integrity. However, healthy police-community relations are essential to a healthy community. When police work is open and accessible to the community, the community could have the peace of mind that their best interests were being prioritized. The more transparency there was, the more civilians would view police officers as fellow members of the community rather than as an entity separate from them. One way to uphold transparency would be to make police records publicly available (Kolawole, 2019).

### ***Exploring the Challenges of Police-Community Relations***

Traditionally, police-community relations are undoubtedly at an all-time low, despite the knowledge that community-oriented policing improves both public security outcomes and the ties between the police and the community. Police-community relations could be challenging when there is a lack of consensus on what each side wants and could offer, and when these factors are not prioritized (Amos et al., 2022). Challenges to building strong community relations, such as a lack of transparency, miscommunication, insufficient training, historical grievances, and more, could divide citizens and police. Like interpersonal relationships, healthy police-community relations are built on trust (Neogo, 2024).

Moreover, a fair and efficient legal system was built on the foundation of positive ties between the police and the community. They establish a positive feedback loop of accountability, trust, and cooperation that makes the community safer and more just. Positive police-community relations are primarily attributed to strong local government support, community participation and dedication, and effective communication. These improvements led to an increase in community participation, a shift in the organization's oversight body's focus to proactive and responsive problem-solving, and a decline in the public's unfavorable opinions of police personnel (Alos et al., 2024)

However, challenges to police-community relations include a disparate understanding of each party's needs and capabilities, as well as the prioritization of these factors. Efforts to prevent crime often result in high police presence in disadvantaged minority communities, which could negatively affect police-community relations. There is a tendency to view community relations and crime reduction as separate goals, leading to a lack of improvement in police-community relations. Police agencies may prioritize enforcement and crime control over community relations due to factors such as efficiency, centralized authority, resource dependency, and symbolic legitimacy (Nilsson, 2022).

Furthermore, the most effective pathway for improving relations between law enforcement and the communities they serve was by organizing collaborative events where both parties come together with a common purpose. The specific activities hardly matter.

Cooperation, communication, and collaboration are the most essential elements, and the possibilities for collaborative events are endless. Building trust starts with effective person-to-person communication. Regardless of race, class, culture, or ethnicity, most law-abiding citizens generally only see police officers during a traffic stop, in various official operations, or perhaps looking out from a patrol car, distant and officious. Police officers often communicate linearly, primarily by issuing orders or commands (Katz, 2024).

However, interaction between law enforcement and the communities they serve and reside in was essential to that feeling of security and tranquility. The phrase police-community relations could refer to anything from the direct physical exchanges between law enforcement and the general public to the more subtle feelings of mutual respect and trust. The relationship between the police and the communities they serve was fundamentally what was meant by police-community relations. A healthy community and a solid police-community relationship go hand in hand (Sanchez, 2022).

Additionally, community policing was not well-positioned to deliver increased trust and collaboration in environments with limited incentives and resources that hinder police from changing their behavior. More systemic reforms are required. Police forces face difficulties in engaging with minority communities, resulting in a loss of confidence and trust (Weinstein, 2021). Building on the same line of research, the current study focuses on police performance as a predictor of citizens' trust in police officials and institutions. Simultaneously, accountability ensures the fairness and responsiveness of public institutions towards citizens in making important decisions and taking actions that are directly or indirectly linked to the general public (Mansoor, 2021).

Furthermore, community policing does not foster trust between citizens and police, does not encourage citizens to share tips and information with police that might enhance police efficiency, and, perhaps not surprisingly, does not lead to lower crime rates. Without a doubt, the need for strong police-community relations was immense. However, it assists the police in tailoring their strategies to be more effective in preventing and solving crimes. Additionally, it plays a crucial role in enhancing the public's trust in law enforcement (Blair, 2021). Building trust between police and the citizens they are tasked to protect was at the core of community policing. As such, a significant challenge lies in identifying suitable measures to capture this often complex police-citizen interaction (Christia, 2021).

However, ensuring public safety and enabling residents to live fearlessly are essential to any flourishing society. Law enforcement had long been a key component of the government's response to public safety, but as society evolves, so must the strategies employed to address our increasingly complex issues (Twyman, 2022a). Moreover, to safeguard and ensure the public's safety, police personnel need community cooperation to overcome obstacles to public safety. Officers must be able to rely on public and private resources to help them perform their duties efficiently, as the public expects law enforcement to use less force while still being effective in combating crime (Twyman, 2022b).

Furthermore, achieving effective police-community relations could be challenging. This could be due to past negative encounters, lack of trust, or cultural differences. Although these hurdles exist, both the police and the community need to strive towards understanding and cooperation for the benefit of all. There are several ways to build strong police-community relations. For one, police departments should promote transparency and accountability. Secondly, they may encourage community involvement in decision-making processes. After all, this empowers community members and fosters a sense of responsibility for public safety. Whether it is through neighborhood watch programs or community meetings, citizen participation was critical to improving police-community relations (McKee, 2023)

In addition, community policing, at its core, is the collaboration between law enforcement and the community. The practice's goal was to identify and solve issues facing the community. Community policing shifts the sole responsibility for community safety from law enforcement to community members, who are best positioned to know their neighborhoods. The aim was to improve not only the safety but also the happiness of the community (Tasiopoulos, 2022). Traditional police performance metrics have included crime rates, clearance rates, response times, and productivity or workload statistics, especially where the agency's organizational culture emphasizes crime fighting (Hodgkinson et al., 2019).

Moreover, through community policing programs, law enforcement officers can gain insight into the culture of the communities in which they work. They can also learn from history and how previous interactions between citizens and law enforcement officers have affected the relationships between law enforcement and a community. Improving cultural competency could enhance interaction between law enforcement officers and community members, as well as inform the training of new officers (Wilson, 2023). Blair et al. (2021) determined a similar hurdle to implementation, a lack of prioritization by police leadership. Officers may not have time to train new individuals because they are constantly reassigned to different positions and cases, or they may not be able to effectively apply the tactics at all.

In conclusion, community policing is not just beneficial for residents, but it is also fulfilling for the officers. Traditional policing often exposes officers to the most challenging parts of society, which could be mentally and emotionally draining. However, community engagement provides a more comprehensive view of the community, emphasizing positive interactions and fostering community development. This can lead to increased job satisfaction, reduced burnout, and stronger ties between officers and the neighborhoods they serve (Menon, 2023). Community policing models are difficult to reconcile with the effectiveness measures used by traditional models because of the proactive aims of CP to prevent crime, increase citizens' quality of life, and reduce fear of crime.

**Implemented Programs.** Police preparation plays a significant part in the improvement of police officers. Compared to other occupations, police officers spend the whole of their policing career preparing and planning for the work (Wilson et al., 2020). Police

cadets may spend up to three years in fundamental training before they are considered police officers and begin to experience job-specific circumstances independently. This comparatively long period of preparation makes sense when considering that police officers respond to various and complex responsibilities on a daily basis (Anderson et al., 2018; Gershon et al., 2019; Paton, 2009). Interestingly, safety reflects a concern shared by all, one that works to advance the state's overall welfare and public help in the absence of an armed individual (Mendoza & Pardo, 2018).

However, police officers are entrusted with implementing laws, securing civilian life and property, responding to (crisis) calls, and securing and capturing hoodlums, to name only a number of. Thus, it is likely for police officers to come across complex, high-risk circumstances (Waddington et al., 2021). Managing these high-risk circumstances requires a comprehensive understanding and a range of skills, which police officers need to acquire in preparation. Police foundations and law enforcement organizations are mindful of preparing officers with the essential skills to effectively resolve any on-duty requests placed upon them (Chappell, 2018).

In addition, defeating insurgency and addressing any core grievances requires a significant workforce, resources, and an operative plan of action; this led to the strategy of Pulis Nyo Po sa Barangay (PSB) under the PNP-Memorandum Circular 009, known as the Barangayanihan (Revitalized Barangay Operations Peacekeeping Operations), which established the clear guideline of having police officers in every barangay to serve as the go-between the PNP and the community and to clear the barangays from the influence of insurgents primarily (Tamayo et al., 2022). Furthermore, to improve its effectiveness, law enforcement should receive training in recognizing and responding to terrorists (Julian, 2023).

However, a community relations program is essential because it empowers members of the organization to increase their visibility and become more engaged citizens. By implementing initiatives such as crime prevention, job training, environmental programs, community clean-up and beautification projects, recycling efforts, and restoration activities, the program significantly enhances the overall quality of life in the community (Calibo et al., 2021). Moreover, by addressing the various causes of crime, crime prevention tactics and procedures aim to reduce the incidence of crimes and their potentially detrimental impacts on individuals and society, including the fear of crime (Walker & Archbold, 2018).

Crime prevention is a shared community responsibility. The public plays a key role in law enforcement by reporting crimes and supporting justice. Their awareness of laws helps police implement crime prevention plans effectively (Miller, 2019). Additionally, while crime prevention is essential for community safety, it often faces barriers such as limited resources, unstable governance, and emerging threats like cybercrime, requiring constant innovation and collaboration (Peden, 2022).

Additionally, policymakers and the public use the terms confidence and trust interchangeably when discussing measures of public perceptions of the police. Moreover, the research literature on confidence and trust in policing often conflates both terms (Albrecht, 2019a). There are several definitions, but no widespread agreement, as authors generally find support for their meanings when using their own data to model confidence and trust. Albrecht (2019b) explained that confidence in public service agencies indicates the agency is viewed as performing effectively and aligned with perceived performance. Morrell et al. (2019) stated that public confidence in the police is also a combination of trust, perceptions of procedural fairness, and police presence.

## Methodology

### Research Design

This study used a qualitative research method, specifically the multiple case study. Thus, qualitative research refers to social science research that seeks to draw meaning from non-numerical data to better understand social life through studying specific groups or regions (Crossman, 2019). Moreover, case study research was essential for in-depth research designs that primarily used a qualitative methodology but sometimes include quantitative methods, used to examine an identifiable problem confirmed through research, investigate an individual, a group of people, an organization, or an event (Routledge, 2023).

The study employed multiple case study designs to provide systematic information about the challenges faced by PCAD police officers in implementing police-community operations in Jose Abad Santos Municipality. The method used in the case study includes an in-depth interview. In that case, unstructured interviews involve open-ended questions about a subject, and the interviewer could adjust the approach based on the participants' answers. On the other hand, each participant in a structured interview receives the same set of questions. Therefore, one-on-one discussions and those involving delicate subjects require a thorough investigation. Thus, I could either participate in the subject's experiences as a participant observer or stand back and observe the subject objectively (Tenny et al., 2022).

A case study is a detailed study of a specific subject, such as a person, group, place, event, or organization. Case studies are commonly used in social, educational, clinical, and business research. Moreover, a case study research design typically involves qualitative methods, but quantitative methods are also sometimes used. Case studies are suitable for describing, comparing, evaluating, and understanding different aspects of a research problem. A case study was an appropriate research design for gaining concrete, contextual, and in-depth knowledge about a specific real-world subject. It allows me to explore the case's key characteristics, meanings, and implications (McCombes, 2023).

Furthermore, a case study encompasses a problem contextualized around the application of in-depth analysis, interpretation, and discussion, often resulting in specific action recommendations for improving existing conditions. As Seawright and Gerring note, practical considerations such as time and access to information can influence case selection. However, these issues should not be the sole factor in justifying the methodological approach for selecting a particular case to study (Flyvbjerg, 2024). The case study design was preferred as a research strategy when "how," "why," and "what" questions are of interest to the researcher (Yin, 2018)

In this case, multiple case study research is a qualitative methodology that has allowed me to contrast individual cases, represent a diversity of qualities and extremes to create depth, and understand a broad phenomenon without losing the individuality of the single case studies (Baxter & Jack, 2018). A multiple case study was the intentional analysis of two or more complete single case reports (Stake, 2020a). When well-selected and crafted, I could use various case studies to enhanced the external validity and generalizability of their single-case study findings (Merriam, 2018). In a multiple case study. The researcher selects numerous cases to illustrate one issue or concern (Creswell & Poth, 2018). The goal of a multiple case study was to compare cases to identify common patterns, relationships, or similarities.

A multiple-case study enhanced the results by replicating patterns, thereby improving the robustness of the findings. Literal replication (where the examples are meant to corroborate each other) and theoretical replication (where the cases are designed to cover diverse theoretical situations) are two techniques for establishing replication logic. Gustafsson (2018) noted that a multiple case study was a research method that utilizes various research sites to gain a more comprehensive understanding of a particular phenomenon. The multiple-case study approach enables me to gain a deeper understanding of complex problems by considering a range of perspectives, contexts, and sources of information.

However, multiple case studies could yield contrasting results for expected reasons or similar results in the studies. This way, the author could clarify whether the findings are valuable (Eisenhardt, 2021). When the case studies are compared, the researcher could also provide the literature with a significant influence from the contrasts and similarities (Vannoni, 2021). A key fact is that the evidence generated from a multiple case study was considered solid and reliable (Baxter & Jack, 2018).

Another advantage of multiple case studies is that they create a more convincing theory when the suggestions are more intensely grounded in empirical evidence. Thus, various cases allow a more comprehensive exploration of research questions and theoretical evolution (Eisenhardt & Graebner, 2018).

Furthermore, a multiple case study research design is a craftwork. This is rightly so because the design determines the efficacy, reliability, and validity of the final case study outcome with such rigor and sharpness. Qualitative research aimed to analyze data to generate theory. Because the theory was generated from the data itself, the theory thus generated was referred to as a grounded theory, as it was grounded in the data (Strauss & Corbin, 2019). The process of developing theory from data is called coding.

## Participants

This study involved six Police Community Affairs and Development (PCAD) personnel from the Jose Abad Santos Municipal Police Station, chosen through purposive sampling. All participants had at least two years of experience in community policing and were actively involved in PCAD or RPSB initiatives. Their direct involvement and field experience allowed them to share meaningful insights during the in-depth, semi-structured interviews. Selection criteria ensured participants were active PCAD officers with relevant experience and a willingness to reflect on and discuss their roles.

The inclusion criteria of this study focused on police officers assigned to the Police Community Affairs and Development (PCAD) section of the Jose Abad Santos Municipal Police Station who were active during the specified research period. These officers were selected based on their continued engagement in community policing efforts and their willingness to share their lived experiences. The study aimed to document the challenges and experiences of those who had firsthand exposure to the effects of community policing on both their professional responsibilities and personal lives.

The exclusion criteria of this study included individuals with physical or mental disabilities and those who were not actively serving in the PCAD section of the Jose Abad Santos Municipal Police Station during the specified period. The study intentionally narrowed its scope to focus on able-bodied PCAD personnel who could offer direct insight into their experiences, ensuring that the data collected accurately reflected the resilience and adaptive responses of those consistently engaged in community operations.

The withdrawal criteria were established to protect the well-being of all research participants. If any participant experienced a loss of capacity, whether physical, mental, or functional, they were free to withdraw from the study at any point without facing any adverse consequences. Withdrawal had no bearing on their professional relationship with the Jose Abad Santos Municipal Police Station or their employment status. This ensured that their autonomy and rights as participants remained safeguarded throughout the research process.

These police officers were selected through purposive sampling, where the researcher used prior knowledge to choose participants likely to provide relevant data. This method is often used in qualitative studies, especially case studies. Hayley (2021) emphasized that purposive sampling helps identify information-rich cases, with criterion sampling being one of the most common strategies in implementation research.

## Procedure

The following paragraphs illustrate the process of data collection, which occurs after obtaining consent or authorization and carefully reviewing the interview guide to ensure its acceptability. Thus, through observation, the following procedure was used to gather the needed data for this study.

Moreover, a research questionnaire was created for validation by experts. Secondly, once the research questionnaire was validated, an application was created, requesting permission from the ERC and awaiting approval. Third, after the ERC approved the research questionnaire, the researcher prepared a letter addressed to the Chief of Police (COP) to gather the necessary data. Fourth, an informed consent form was created and signed by the participants. Lastly, I explained the urgency of the study and the importance of participants' voluntary participation. Moreover, the data gathering happened once all the participants were informed and had given their consent.

Thus, qualitative research, including that which adopts an interview design, plays a vital role in knowledge generation as it allows researchers to question the underlying assumptions of existing theorizing and engage in inductive theory generation (Sandberg & Alvesson, 2021). It allows for greater in-depth exploration of novel research topics and phenomena than quantitative designs (Wilhelmy & Köhler, 2021). Categorized interviews as structured, semi-structured, and unstructured. In structured interviews, the interviewer follows a script or set of guidelines, whereas in unstructured interviews, the interviewer poses questions based on their own ideas. In an in-depth interview, the interviewer can generate rich and detailed data from the interviewee's responses. Typically, researchers conduct in-depth face-to-face interviews. However, in some cases, it could be done over the telephone.

Moreover, qualitative methods such as interviewing have been the subject of limited empirical research in the fields of work and organizational psychology (Wilhelmy & Köhler, 2021). Furthermore, interviewing acknowledges the relational component of human experience and allows the researcher to establish a hermeneutic relationship with participants throughout the interview process and other research stages, whereby participants' subjective views, as well as the researcher's interpretations of these, are a key foundation of interview approaches. This researcher-participant relationality was essential, as it allowed the researcher to challenge their positionality and consider how this positionality may influence the researcher-participant power dynamics and interpretations of the findings. Such factors enable depth and nuance in research findings that quantitative approaches alone cannot provide.

Additionally, Qualitative interviews proved valuable in understanding the experiences of Police Community Affairs and Development personnel, offering depth that surveys could not achieve. This method was especially effective in capturing insights from participants who preferred expressing themselves in their own words. After transcription, participants reviewed the data for accuracy through informed consent, with the option to revise any part. This process ensured the credibility and integrity of the findings, bringing the research to a meaningful close.

## Data Analysis

The interview information was subjected to thematic analysis. Thematic analysis is a qualitative research method that researchers used to systematically organize and analyze complex datasets. It is a search for themes that could capture the narratives available in the account of the data sets. It involves the identification of themes through careful reading and re-reading of the transcribed data. A rigorous thematic analysis approach could produce insightful and trustworthy findings (Nowell et al., 2017).

Braun and Clarke (2006) emphasized that thematic analysis is a flexible method for identifying and interpreting patterns within qualitative data. It is particularly suited for exploring complex issues. As Cavendish (2021) noted, this method involves systematic rereading of transcripts. Naeem and Ozuem (2022a) applied this approach through steps such as coding, theming, and interpretation to build a conceptual model.

This study presents a six-step theme analysis technique, based on its methodology, for researchers to employ in developing a conceptual model of their findings. This involves keeping an eye out for phenomena as data was being collected, brainstorming potential codes and themes, and making initial statements that would be refined into a final model. Naeem and Ozuem's (2022b) research was used to show the theme analysis process, and the publication emphasized the benefits of utilizing different methodologies at each level. The data was transcribed into writing from the original phone recorder recordings to make it easier to comprehend. Every qualitative analysis begins with reading and rereading the transcripts.

The next step was to generate codes. We begin meaningful data organization at this step. Coding simplifies large amounts of data. Coding depends on your perspective and the research questions you are asking. This theoretical thematic analysis addressed specific research concerns. Given this, we coded all data related to or engaging in our study question. We brainstormed codes. We coded transcripts individually. We coded every relevant passage in each transcript. Before continuing with the transcripts, the researcher may compare, debate, and adjust the codes. I could also create new codes and update existing ones as the analysis progresses.

Third, was searching for themes. A theme, as previously stated, was a pattern that captures something significant or intriguing about the data and study subject. According to Braun and Clarke (2019a), there are no definitive guidelines on what constitutes a theme. The relevance of a theme characterizes it. If you have minimal data collection (for example, one short focus group), there may be substantial overlap between the coding stage and this stage of finding preliminary themes.

Fourth, was to review your themes. During this step, the preliminary themes established in Step 3 are reviewed, modified, and developed. Are they coherent? Currently, it was beneficial to collect all pertinent data for each theme (Bree & Gallagher, 2019).

Fifth, define the themes. This was the final step in refining the themes, with the objective of "finding the 'essence' of each theme" (Braun & Clarke, 2019b). What does the theme mean? How do subthemes connect and relate to the main topic, if any? How are the themes interconnected? I want to incorporate the overall theme of this study, as identified through feedback, which was embedded within the other themes.

These steps must be taken to ensure that the themes were distinguished, so that I could evaluate the findings, and that the data was of high quality. Then I started writing up the data collected. I utilized a thematic analysis to determine the data collected. Hence, the experiences they shared in each stand-in question were grouped during the interview and categorized to create themes. I recognized the primary themes and essential concepts in the participants' responses.

### **Ethical Considerations**

A primary ethical consideration has distinct implications for this qualitative research. These issues and concerns may stem from the methodology used in this study. The ethical challenges in this research included matters related to study operation, confidentiality, and anonymity. This study adhered to the standards of the RMMC Ethics and Review Committee for guidelines on ethical considerations, particularly in addressing the population and data, including, but not limited to:

**Voluntary participation.** The participants were granted the option to participate without any plan of repercussion, reparations, or loss of benefits. Therefore, after the study's purpose and benefits were explained to the participating person, the participant's rights to provide the body of knowledge were carefully protected, and their consent was obtained. In this study, participants were not required to participate. They were free to withdraw their participation at any time if they felt uncomfortable during the survey.

**Privacy and confidentiality.** Participants have the right to privacy, which should not be violated without their informed consent. This right was protected by the Data Privacy Act 2012, an act that safeguards the fundamental human right to privacy. One way to observe privacy and confidentiality in this quantitative research was to provide respondents with the option to remain anonymous by not including their names on the survey questionnaire. Additionally, confidentiality and privacy were maintained by not publishing the demographic data of the informants, including their age, gender, occupation, employment status, and any relevant medical conditions. Hence, their identity was kept confidential for safety purposes.

**Informed consent process.** The prospective research participants were fully informed about the research's objectives, methods, and benefits as comprehensively as possible within the framework of the study. The participants' consent was obtained, indicating that their participation was voluntary. The audio recording was used to convey the essential details to be disclosed to the participants and to outline the conduct of the interview. The participants were asked to affix their signatures on the informed consent form confirming that they voluntarily agreed to participate in the interview. Since the participants were consenting adults, there was no need to obtain parental consent. The names of the participants were not disclosed, and their answers were kept confidential. Participants were fully aware that they could withdraw from the study at any time. Furthermore, any data gathered by the researcher was protected, and the release of any information would follow a strict informed consent process.

**Recruitment.** The participants were informed of the reasons for their selection for the study. Then, to help the participants understand the study's purpose, the researcher explained the survey's objectives, allowing them to infer further from the researcher and gain a deeper understanding of the study's essence. Apart from the letter, I gave the rationale for the research and its significance.

**Risks.** Research would be conducted if there were an acceptable and favorable benefit-to-risk ratio. In this study, protecting the participants from significant harm was equally essential. Therefore, the study prioritized the welfare of the participants. Furthermore, the participants were not harmed, as their identities were confidential. Their security and safety were of the utmost concern. It was necessary to ensure that the participants were physically, emotionally, and socially prepared for the study. When conducting an in-depth interview, I ensured that participants did not experience any discomfort or awkwardness during the process.

**Benefits.** This study would benefit the participants, as the results would serve as an eye-opener for PCAD personnel. Additionally, police administrators should develop programs and initiatives to enhance the well-being of PCAD personnel within the community, thereby increasing work engagement and ultimately leading to job satisfaction. Furthermore, to achieve beneficence in research, I considered all aspects that would not harm the participants' lives and, thus, would benefit from further undertakings related to the studies. However, the rise of significant learning was essential to achieving benefits.

**Plagiarism.** The study showed no evidence of misinterpretation of someone else's work. The study was subjected to plagiarism detectors like Grammarly. As I see it, there was a need to possess that positive character and integrity, which are associated with moral virtues and values. I need a better understanding of the concept of plagiarism to produce a credible research paper.

**Fabrication.** The study had no indication or cue of purposive misinterpretation of what had been done. There was no manipulation of data and results, nor was there any purposeful distortion of conclusions that were not accurate. Instead, I employed and integrated theories related to the information and other inferential concepts.

Falsification. The study provided no evidence of purposefully misrepresenting the work to fit a model or theoretical expectation, nor did it indicate overclaiming or exaggeration. Additionally, this study did not adhere to the principles of data manipulation, which involve formulating statements, disregarding essential details, or manipulating materials, tools, or methodologies that could mislead others.

Conflict of Interest (COI). The study had no conflict of interest; for example, the disclosure of COI was a set of conditions in which professional judgment concerning primary interest was compromised. However, participants' welfare or the validity of the research tends to be influenced by secondary interests, such as financial or academic gains or recognition. Furthermore, I had no control or influence over the participants, who were therefore compelled to participate in the study.

Deceit. The study had no indication of misleading participants about any potential danger. There must be substantial protection of the rights of participants in any study, especially since they have attained higher education, and balanced and appropriate principles must be adhered to.

Permission from Organization/Location. I adhered to the protocols outlined in this study. Upon receiving the signal from the panelists, the adviser, and the RMMC ERC, the researcher sought the school's approval for conducting an interview, as formalized in a letter. After this, I wrote a formal letter to the chief of police. The PCAD personnel who participated in the interview were briefed beforehand.

Authorship. I am currently enrolled in the RMMC Graduate School, pursuing a Master of Science degree in Criminal Justice with a major in Criminology. This research paper was a scholarly output developed as part of the requirements for completing my graduate studies. I underwent a series of revisions based on the suggestions and recommendations made by my adviser, who guided me throughout the completion of this paper.

Throughout the research process, I strictly adhered to the ethical guidelines and protocols established by the RMMC Ethics Review Committee, ensuring the protection of participants' rights, obtaining informed consent, maintaining confidentiality, and handling data responsibly. The final output reflects not only my independent academic effort but also the collaborative and ethical standards expected in graduate-level research.

## Results and Discussion

Table 1. *Experiences, Coping, and Impact of Captain America in the implementation of police-community relations*

<i>Clustered Themes</i>	<i>Emergent Themes</i>
<i>Challenges</i> During some activities, we travel for hours just to conduct PCAD activities to those remote areas that are hard to traverse.	Transportation Barriers
<i>Coping Mechanisms</i> We endure the hardship just to provide quality and satisfactory activities. We seek help from the residents and barangay officials to achieve We stay vigilant during each police operation.	Seeking Help Staying Vigilant
As a police officer, the PNP's training and specialized courses have equipped each and every police officer to cope with physical and Conducting effective communication and de-escalation requires officers to possess strong communication skills to de-escalate tense situations. They may employ active listening empathy, and clear verbal communication to defuse conflict and build rapport with community members	Effective Communication
<i>Impact</i> Be more active in the involvement of the community during activities. Through cascading and information dissemination.	Community Involvement

The data presented in Table 1 highlights several difficulties encountered by Captain America in carrying out police-community relations, one of which is transportation barriers. Traveling for hours to reach remote areas made the implementation of PCAD activities more strenuous. These locations were not only physically hard to access but also drained time and energy that could have been used for other community tasks.

To navigate these obstacles, one prominent coping mechanism was seeking help. Captain America consistently relied on the assistance of barangay officials, local residents, stakeholders, and even colleagues. This collaborative approach allowed activities to be sustained despite limitations in manpower and resources, demonstrating that shared responsibility made community engagement more manageable.

Staying vigilant emerged as another essential response to challenges. Captain America emphasized that police operations require not only alertness but also the application of skills gained from specialized training. These preparations helped officers manage both expected and unforeseen risks during field activities, especially in areas where safety was uncertain.

The resulting impact was visible through greater community involvement. As residents became more informed through proper cascading and consistent information dissemination, they started to participate actively in activities. This heightened level of



engagement reflected growing trust and allowed Captain America to carry out duties more efficiently with the support of a responsive and aware community.

Table 2. *Experiences, Coping, and Impact of Thor in the implementation of police-community relations*

<i>Clustered Themes</i>	<i>Emergent Themes</i>
<i>Challenges</i>	Conducting Community Services
Struggle with the implementation of Project D.A.T.U. program	
Difficulty in giving food packs and slippers.	
Serving them with a heart and soul of the community to prevent them from being recruited by the CPP-NDF.	
<i>Coping Mechanisms</i>	Striving for More
It always reminds me to strive more to give basic services in order to feel the presence of our government.	
I always think we must strive more to provide services to our community.	
Always seeking help and assistance to the government and as PNP personnel.	Seeking Help
We act as bridge to link to give between community and government.	
We always seek advices from our colleagues and higher officers and also divine intervention.	
Seek opinions from other personnel to collect and adopt possible solutions for the problem	
The PCAD program must have more and enough budget strengthened in order to attain a peaceful and orderly community.	Addressing Issues and Concerns
By open up your issues and concerns seek to senior officers for advice	
By having a close group discussion to resolve any problems/issues.	
Seek opinion to other personnel	
<i>Impact</i>	Community Involvement
We always conduct community engagement and activities	
Interact with the people in the community to gain the trust and confidence.	
Police and community must have strong partnership	

Table 2 presents the experiences, coping mechanisms, and impact of Thor in the implementation of police-community relations. The core challenge identified was conducting community services, particularly the struggle in carrying out Project D.A.T.U., which included distributing food packs and slippers. These activities were done not just to meet material needs but to demonstrate genuine care for the community and to prevent their recruitment into the CPP-NDF. Thor’s efforts reflect how service delivery became both a physical task and a safeguard against insurgency.

To cope with such demanding duties, Thor emphasized the value of striving for more. He consistently reminded himself of the importance of delivering basic services so that the community could feel the tangible presence of the government. This perseverance allowed him to endure hardship while keeping the goal of effective service in mind. His personal motivation functioned as a driving force to continue police-community activities with a clear sense of purpose.

Another significant strategy involved seeking help. Thor recognized that addressing community needs could not be done alone. He collaborated with fellow police officers, government agencies, and barangay officials. He also acknowledged the importance of advice from senior officers and even turned to prayer, showing that his coping approach included practical coordination and personal reflection. This openness to support made his efforts more grounded and responsive.

Addressing issues and concerns formed another coping response. Thor believed that the PCAD program required better budgeting to become more sustainable. He promoted open discussion of problems through close group dialogue and emphasized the importance of consulting higher authorities. This practice of surfacing challenges rather than suppressing them allowed his unit to make informed decisions. These actions eventually led to stronger community involvement, where consistent engagement and interaction helped establish trust and confidence between police and the public.

Table 3. *Experiences, Coping, and Impact of Wolverine in the Implementation of Police-Community Relations*

<i>Clustered Themes</i>	<i>Emergent Themes</i>
<i>Challenges</i>	Cultural and Communication Gaps
By adjusting their dialect and attitude of every tribe	
Learning Manobo culture and understanding their different attitude	
Considering that a lot of culture and belief in the community	
<i>Coping</i>	Accepting Challenges
Arrogant person that you cannot please most	
life-threatening is to win to our service due to that we are law enforcer and we don’t know who our enemy is in every time.	
<i>Impact</i>	Influences Integrity and Dedication
To see the smile of community that represent the peace and free from illegal activity within their Barangay	



It influences my integrity and dedication  
 It must be start on the personnel the rest will follow.

Table 3 outlines the experiences, coping mechanisms, and impact of Wolverine in the implementation of police-community relations. A major difficulty he faced involved cultural and communication gaps. He encountered the need to adjust his dialect and behavior according to the customs of various tribes, particularly when engaging with the Manobo community. This task became even more challenging given the diversity of beliefs within the area, which required him to understand and adapt to a wide range of cultural expectations during community interactions.

In response to these challenges, Wolverine adopted a mindset of accepting challenges. He recognized that as a law enforcer, he would inevitably face individuals who were hard to please or even hostile. Despite life-threatening risks, he remained committed to his duty. He understood that unpredictable situations and unfriendly encounters were part of the job, and he chose to persist rather than withdraw. This mindset allowed him to endure both external resistance and internal fears in pursuit of his role in community service.

Over and above that, Wolverine expressed that seeing the genuine smiles of community members served as proof of peace and safety in the area. This visible response from the public gave him reassurance that their efforts were working. Through these meaningful engagements, he sensed a decline in illegal activities and an improvement in the general atmosphere within the barangay. For him, the community’s positive reaction became a reflection of successful police-community collaboration.

To draw everything together, Wolverine acknowledged that the integrity and dedication needed for this work must first come from within the individual officer. He believed that when one leads with character and sincerity, others will naturally follow. His experience highlighted how internal commitment and external community impact are closely connected. As a result, his personal values became a strong influence on how he executed his duties and helped shape a safer environment.

*Table 4. Experiences, Coping, and Impact of Hulk in the Implementation of Police-Community Relations*

<i>Clustered Themes</i>	<i>Emergent Themes</i>
<i>Challenges</i>	Improving Community Safety
To improve PCAD you must include transparency, accountability, and collaboration	
Improving community safety through Community-oriented policing faces challenges such as the need for long-term funding and strategy effectiveness	
<i>Coping Mechanisms</i>	Read Problem-Oriented Policing
Read the Problem-Oriented Policing (POP) of the PNP	Good Police Policy
Orient police community relations programs.	
To internalize their values with good as the center and maintain honesty, and integrity in public services	
Good police policy, a community relation, and imperative for developing trust between police and citizen without their trust	Addressing Issues and Concerns
<i>Impact</i>	Community Involvement
Public relations is you must maintain community relation because it is the relationship between the police and the communities they serve both officers and community	

Table 4 presents the experiences, coping mechanisms, and impact of Hulk in the implementation of police-community relations. One of the central concerns he raised revolved around improving community safety through transparency, accountability, and collaboration. While community-oriented policing was recognized as an effective model, he noted that it often faced obstacles such as limited funding and concerns regarding the long-term viability of strategies. These structural and operational limitations made the task of ensuring safety a more demanding process.

To address these issues, Hulk turned to formal learning and program orientation. He cited the importance of reading the Problem-Oriented Policing (POP) framework of the PNP and conducting orientations on police-community relations programs. These activities helped him better understand policy approaches and guided him in applying theory to fieldwork.

By engaging with these structured references, he built a clearer picture of what effective policing should look like in partnership with the community.

In addition to technical learning, Hulk emphasized the role of internalizing values. He believed that good police policy must place integrity, honesty, and a sense of the common good at its core. This value-centered policing approach was, for him, non-negotiable in maintaining public trust. Without it, he believed that the credibility of community relations efforts would collapse. He saw trust as the invisible bridge that connects citizens and law enforcement—something that must be constantly maintained through ethical conduct.

To draw everything together, Hulk viewed strong public relations and community involvement as the outcomes of sincere and principled police work. He explained that community relations are built on mutual respect and ongoing communication between officers and the people they serve. For Hulk, sustaining this relationship was not just a part of the job but a foundation for community peace and cooperation. His insights reveal that meaningful involvement is not achieved through presence alone, but through shared values and open dialogue.



**Table 5. Experiences, Coping, and Impact of Deadpool in the Implementation of Police-Community Relations**

<i>Clustered Themes</i>	<i>Emergent Themes</i>
<i>Challenges</i> Do not support the Barangay Council in our activities, and you do not cooperate.	Lack of Support
<i>Coping Mechanisms</i> To coordinate with the Barangay Officials We should not let our emotions overcome us, we should trust in ourselves and our colleagues. Developing initiatives like Project D.A.T.U. bring government services closer to the areas far away from the poorest	Seeking Help  Crafting Intervention Programs
<i>Impact</i> I encourage my colleagues to engage with the people and strengthen our relationships with them We show that we are not enemies but friends of the people	Community Involvement

Table 5 highlights the experiences, coping strategies, and perceived impact of Deadpool in implementing police-community relations. One major challenge he encountered was the lack of support from the Barangay Council, which affected the momentum of community-based activities. The absence of cooperation from local officials limited the scope of police efforts, creating a divide between law enforcement initiatives and community governance. This disconnect became a barrier to achieving consistent coordination in peacekeeping.

In response to this challenge, Deadpool adopted practical coping mechanisms centered on communication and internal strength. He emphasized the importance of directly coordinating with Barangay officials to encourage participation. At the same time, he advised fellow officers not to allow their emotions to control their decisions, emphasizing the value of mutual trust among colleagues. These actions reflect a measured and composed approach to overcoming institutional barriers.

Adding to that, Deadpool explored the creation of community-specific initiatives as a way to reach marginalized areas. He referenced Project D.A.T.U., which was designed to bring essential government services to remote and impoverished communities. By crafting targeted intervention programs, he sought to make police visibility meaningful—transforming presence into service. This proactive effort illustrated a shift from merely addressing problems to preventing them through accessibility.

To draw everything together, Deadpool recognized the long-term impact of building strong community relations. He encouraged his fellow officers to engage with residents meaningfully and to demonstrate that police are allies rather than threats. This strategy of presenting themselves as approachable and community-focused led to a stronger foundation of trust. His experience underscores the idea that sincere involvement can dismantle social barriers and reinforce the collaborative nature of peace and order.

**Table 6. Experiences, Coping, and Impact of Storm in the Implementation of Police-Community Relations**

<i>Clustered Themes</i>	<i>Emergent Themes</i>
<i>Challenges</i> A tough land, especially in upland barangays I experienced walking for a kilometer uphill and downhill just to reach those barangays Bring and give basic services.	Transportation Barriers
<i>Coping</i> Effective coping strategies in community relations include engaging with the community and knowing their different cultures. Being transparent, maintaining open communication, and being a positive example to the community.	Cultural and Communication Gaps
<i>Impact</i> Conducting police community affairs I always bear in mind Help the community understand law enforcement, and keep investing time and effort to have a good relationship with the community. Building trust with the community, handling paperwork, and media attention Being connected with others helps us understand one another especially if we build it with trust, being open minded To be effective in conducting police community relations, we must always build trust, show to the community as a good example.	Community Involvement   Building Mutual Trust

Table 6 presents Storm’s challenges in implementing police-community relations, particularly emphasizing transportation barriers. He recounted the difficulty of reaching remote upland barangays, sharing that he had to walk a kilometer uphill and downhill to deliver basic services. This situation illustrates how geographical inaccessibility creates logistical burdens, affecting the consistency and timeliness of service delivery efforts in distant areas.

To respond to these demands, Storm employed specific coping strategies that centered on cultural awareness and communication. He shared that understanding community culture, promoting transparency, and maintaining open lines of dialogue were central to his approach. By becoming a positive example in the community, he minimized potential gaps and built rapport across cultural lines,

allowing for smoother engagement even in underserved and hard-to-reach areas.

In terms of impacts, Storm noted the importance of conducting police community affairs with the consistent goal of strengthening public understanding of law enforcement. He underscored the need to repeatedly invest time and effort in community interaction to create lasting relationships. His commitment showed that involvement is not a one-time activity but a continual presence that nurtures credibility and respect among community members.

In addition, Storm highlighted Impacts related to trust-building. He emphasized that connecting with others begins with mutual understanding and openness. Completing paperwork or dealing with media attention would hold less value without earning the trust of the people. He concluded that to be effective in police-community relations, trust must be intentionally cultivated through openness, positive modeling, and clear communication.

## Conclusions

In general, the experiences of the six participants reveal that strong police community relations depend not only on structured programs but also on the personal commitment, adaptability, and moral foundation of officers. Their insights imply that law enforcement agencies should emphasize human connection, cultural sensitivity, and consistent visibility in communities, especially those in isolated or underserved areas.

Moreover, challenges such as lack of support, transportation barriers, and limited resources suggest the need for more localized collaboration with barangay officials and stronger logistical planning. Therefore, integrating community needs into program design and ensuring government support across all levels are necessary steps for effective implementation.

In addition, coping strategies drawn from the participants such as transparency, trust building, emotional control, cultural engagement, and policy alignment highlight that training should not only focus on operational skills but also on interpersonal and ethical capacities. Programs like Project DATU serve as practical examples of how tailored interventions can directly reach vulnerable areas.

To draw everything together, impacts observed especially around community involvement and mutual trust point to the value of officers becoming active participants in community life. This means consistently showing presence, being approachable, and upholding values that represent integrity. Moving forward, regular feedback from community members and continued dialogue between police and citizens should be embedded in all community relations programs.

Based on the revealed experiences of the five participants, the study's conclusions or findings were centered on the significant role of police-community relations in promoting safety, building trust, and enhancing cooperation between the police and the people. The participants shared how they encountered various challenges such as reaching far-flung barangays, transportation barriers, and cultural or communication gaps. Despite these, they adopted effective coping strategies such as understanding community culture, promoting transparency, and being role models to maintain good relationships with the public. These experiences led to meaningful impacts, including stronger community involvement and deeper mutual trust.

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