THE IMPACT OF PHILIPPINE NATIONAL POLICE COMMUNITY SERVICE-ORIENTED POLICING INITIATIVES ON PUBLIC TRUST

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ABSTRACT

Building and sustaining public trust is essential for effective policing. This study examines the impact and the challenges of the Philippine National Police's Community Service-Oriented Policing (CSOP) initiatives on public trust in selected cities and municipalities of Batangas Province. Employing a quantitative research design, data were collected from 1,206 respondents composed of community members (785), local government officials (112), and PNP personnel (309). Using a valid and reliable structured Likert-scale survey, the impact and challenges of CSOP. Findings indicate moderate to high trust in areas with active CSOP implementation, though gaps persist in communication, coordination, and citizen awareness. The study recommends institutionalizing localized trust-building initiatives, conducting regular program evaluations, and strengthening collaboration between police and community leaders to improve public confidence and safety.

Keywords: Challenges, Community Service-Oriented Policing, Impact, Philippine National Police, Public Trust

INTRODUCTION

Public trust is a cornerstone of effective policing, yet more than a quarter of the world's population continues to live under conditions of insecurity caused by crime and violence, particularly in the Global South (Blair et al., 2021). While police forces are tasked with crime reduction, they are often perceived as sources of unjust harm, which undermines legitimacy and discourages citizen cooperation (Blair et al., 2021; Peyton et al., 2019). In response, community service-oriented policing (CSOP) - also known as community-oriented policing (COP) - has emerged as a widely adopted strategy aimed at fostering trust, legitimacy, and collaboration between law enforcement and communities through preventive measures, local partnerships, visible presence, and problem-solving approaches (Malone & Dammert, 2020; Gill et al., 2014).

Globally, many countries, especially those with histories of authoritarian or repressive policing, have implemented community policing reforms to rebuild public confidence. However, rigorous experimental evidence from diverse Global South context indicates mixed or limited success; coordinated field trials across six countries found no significant improvements in citizen trust, cooperation with police, or crime reduction, highlighting implementation challenges and the need for deeper structural reforms (Blair et al., 2021). In African nations like Kenya and Nigeria, persistent issues such as low trust, fear of victimization, and skepticism toward reforms underscore the importance of accountability, human rights, and genuine citizen involvement (Diphoorn & van Stapele, 2021; Ike et al., 2021). Nonetheless, when citizens perceive police as approachable, fair, and responsive, they are more likely to report crimes and cooperate, reinforcing a virtuous cycle of mutual trust and effective service delivery (Hamm et al., 2017); Sunshine & Tyler, 2003).

In the Philippines, the Philippine National Police (PNP) has institutionalized CSOP under NAPOLCOM Resolution No. 2015-342, aligning its mandate with Republic Acts 6975 and 8551 to promote a service- and community-oriented police force (NAPOLCOM, 2015; Allatog, 2021). Programs such as *Kapwa Ko, Sagot Ko* in Batangas and revitalized Barangay Peacekeeping Operations exemplify how CSOP initiatives can strengthen police-community partnerships, enhance crime prevention, increase visibility, and build citizen trust (De Lana et al., 2025; Boller-Piol et al., 2024). Recent empirical studies reveal moderate to high levels of public trust in the PNP, influenced by demographic factors, procedural fairness, and regional variations in sectoral support and perceived performance (Galangco & Chinayo, 2022; Gilbas et al., 2022; Deri et al., 2021). These findings emphasize the value of sustained community engagement, transparency, accountability, and localized, collaborative strategies – including barangay – level involvement and problem-oriented approaches – in strengthening legitimacy and fostering safer communities (Blair et al., 2024; Taganas & Gupit, 2025).

This study investigates the impact of Community Service-Oriented Policing (CSOP) initiatives on public trust in selected cities and municipalities in Batangas Province. It also examines the impact and challenges of CSOP when grouped according to respondents' category, station, and length of service, as well as the significant relationships between CSOP impact and challenge variables.

RESEARCH METHODOLOGY

This study adopted a quantitative research design to examine the impact of the Philippine National Police's (PNP) Community Service-Oriented Policing (CSOP) initiatives on public trust in Batangas Province. A structured survey served as the primary instrument, designed to measure perceptions of police visibility, trustworthiness, responsiveness, and community engagement. Using stratified random sampling, the study gathered responses from 1,206 participants, consisting of 785 community members, 112 local government officials, and 309 PNP personnel. The profile of respondents reflects a predominantly male, well-educated, and experienced group of individuals in their 30s and 40s, many of whom held stable marital and professional backgrounds. This demographic composition provided rich insights into the study's focus on police-community trust and the effectiveness of CSOP initiatives in Batangas.

The instrument, developed from prior studies, PNP operational procedures, and relevant policies, was pilot-tested and validated, with Cronbach's alpha confirming high reliability. The survey consisted of three sections: demographic profile, perceptions of CSOP strategies (e.g., Barangay Peacekeeping Action Teams, patrols, neighborhood watch programs), and challenges in implementation. Data were gathered with permission from local government units and PNP stations, and ethical clearance was secured from the institutional review board. Participation was voluntary, with informed consent, confidentiality, and anonymity strictly observed throughout the process.

Data collection involved collaboration with community leaders and police officers to distribute and retrieve the questionnaires. Responses were systematically tabulated and analyzed with the assistance of a statistician, ensuring accuracy in testing relationships and differences among variables. Findings were presented in both tabular and narrative form, providing a comprehensive basis for assessing the role of CSOP in enhancing public trust, identifying implementation challenges, and recommending strategies for stronger police-community collaboration.

RESULT AND DISCUSSION

Table 1. *Test of Significant Difference on the assessment of impact of community service-oriented policing when grouped according to respondents' category*

	χ^2	df	P	ε^2
Enhanced Public Trust	0.107	2	0.948	8.92e-5
Increased Community Engagement	0.162	2	0.922	1.34e-4
Improved Crime Reporting	0.756	2	0.685	6.27e-4
Reduction in Crime Rates	1.295	2	0.523	0.00107
Strengthened Local Governance	1.697	2	0.428	0.00141
Enhanced Delivery of Basic Services	1.490	2	0.475	0.00124

Table 1 presents the test of significant differences in the assessment of the impact of Community Service-Oriented Policing (CSOP) when respondents were grouped according to category: local government unit (LGU) officials, Philippine National Police (PNP) personnel, and community members. Results revealed that there were no significant differences across respondent groups in all six dimensions of CSOP impact, as all chi-square values were nonsignificant (p > .05). Specifically, assessments did not significantly differ for enhanced public trust, $\chi^2(2) = 0.107$, p = .948, $\varepsilon^2 = 8.92e-5$; increased community engagement, $\chi^2(2) = 0.162$, p = .922, $\varepsilon^2 = 1.34e-4$; improved crime reporting, $\chi^2(2) = 0.756$, p = .685, $\varepsilon^2 = 6.27e-4$; reduction in crime rates, $\chi^2(2) = 1.295$, p = .523, $\varepsilon^2 = 0.00107$; strengthened local governance, $\chi^2(2) = 1.697$, p = .428, $\varepsilon^2 = 0.00141$; and enhanced delivery of basic services, $\chi^2(2) = 1.490$, p = .475, $\varepsilon^2 = 0.00124$. The effect sizes, measured by epsilon squared (ε^2), were negligible across all variables, indicating that the differences in perceptions between LGU officials, PNP personnel, and community members were minimal and practically insignificant. This consistency suggests that respondents, regardless of their sector, generally shared similar views regarding the contributions of CSOP to public trust, community engagement, crime reporting, crime reduction, governance, and basic service delivery. These findings imply that CSOP initiatives are broadly perceived in a uniform manner across key stakeholders. Such convergence may reflect the inclusiveness of the program's design and implementation, as well as shared exposure to its outcomes. However, the absence of variation also highlights a need for more nuanced strategies that address the unique perspectives and roles of different stakeholder groups to further strengthen collaboration in sustaining public trust and safety.

Research shows that close cooperation between the police, local government units, and communities helps build trust, credibility, and coordinated efforts, which may explain why different groups share similar views about the program (Alos et al., 2024). Such partnerships create a shared understanding of how the program improves public trust, reduces crime, and strengthens governance.

Table 2. *Test of Significant Difference on the assessment of impact of community service-oriented policing when grouped according to respondents' station*

	χ^2	df	P	ε^2
Enhanced Public Trust	0.107	2	0.948	8.92e-5
Increased Community Engagement	0.162	2	0.922	1.34e-4
Improved Crime Reporting	0.756	2	0.685	6.27e-4
Reduction in Crime Rates	1.295	2	0.523	0.00107
Strengthened Local Governance	1.697	2	0.428	0.00141
Enhanced Delivery of Basic Services	1.490	2	0.475	0.00124

Table 2 shows the results of the Kruskal–Wallis test conducted to determine whether significant differences existed in the assessment of the impact of Community Service-Oriented Policing (CSOP) when grouped according to respondents' station. Findings revealed no statistically significant differences across stations in all six dimensions of CSOP impact (p > .05). Specifically, perceptions did not differ significantly for enhanced public trust, $\chi^2(2) = 0.107$, p = .948, $\varepsilon^2 = 8.92e-5$; increased community engagement, $\chi^2(2) = 0.162$, p = .922, $\varepsilon^2 = 1.34e-4$; improved crime reporting, $\chi^2(2) = 0.756$, p = .685, $\varepsilon^2 = 6.27e-4$; reduction in crime rates, $\chi^2(2) = 1.295$, p = .523, $\varepsilon^2 = 0.00107$; strengthened local governance, $\chi^2(2) = 1.697$, p = .428, $\varepsilon^2 = 0.00141$; and enhanced delivery of basic services, $\chi^2(2) = 1.490$, p = .475, $\varepsilon^2 = 0.00124$. Effect size values (ε^2) were negligible across all variables, suggesting that the station of the respondents exerted little to no influence on their assessment of CSOP. This uniformity implies that respondents, regardless of their assigned station, shared similar views regarding the benefits of CSOP in enhancing trust, engagement, crime reporting, governance, and service

delivery. Such consistency may reflect the standardized implementation of CSOP strategies across different stations, ensuring that program outcomes are experienced relatively equally. Overall, the results underscore the inclusivity and uniform reception of CSOP initiatives. However, the absence of variation also suggests a potential need to explore more context-specific approaches that could address localized issues, as uniform perceptions may mask subtle challenges or distinct community needs that differ across stations. Studies on police occupational stress and resilience revealed no major differences when officers were grouped by station or rank, suggesting that standardized policing practices may lead to similar experiences across different stations (Alexopoulos, Palatsidi, Tigani, & Darviri, 2014). Likewise, community policing research shows that when programs are implemented consistently and supported by the organization, stakeholders often share similar views on benefits such as public trust, community engagement, and service delivery.

Table 3. *Test of Significant Difference on the assessment of impact of community service-oriented policing when grouped according to respondents' length of service*

	χ^2	df	P	ε^2
Enhanced Public Trust	7.96	5	0.159	0.00660
Increased Community Engagement	16.56	5	0.005	0.01375
Improved Crime Reporting	14.35	5	0.014	0.01191
Reduction in Crime Rates	24.03	5	< .001	0.01994
Strengthened Local Governance	15.68	5	0.008	0.01302
Enhanced Delivery of Basic Services	16.07	5	0.007	0.01334

Table 3 presents the results of the Kruskal–Wallis test examining whether significant differences existed in the assessment of the impact of Community Service-Oriented Policing (CSOP) when grouped according to respondents' length of service. Results indicate that significant differences emerged in five of the six assessed dimensions. Specifically, significant differences were found in increased community engagement, $\chi^2(5) = 16.56$, p = .005, $\varepsilon^2 = 0.01375$; improved crime reporting, $\chi^2(5) = 14.35$, p = .014, $\varepsilon^2 = 0.01191$; reduction in crime rates, $\chi^2(5) = 24.03$, p < .001, $\varepsilon^2 = 0.01994$; strengthened local governance, $\chi^2(5) = 15.68$, p =

.008, ε^2 = 0.01302; and enhanced delivery of basic services, $\chi^2(5)$ = 16.07, p = .007, ε^2 = 0.01334. Conversely, no significant difference was observed in the dimension of enhanced public trust, $\chi^2(5)$ = 7.96, p = .159, ε^2 = 0.00660. The effect sizes, as measured by epsilon squared (ε^2), were small across all dimensions, suggesting that while length of service significantly influenced perceptions in most areas, the magnitude of these differences was modest. The findings suggest that respondents with varying years of service tend to evaluate CSOP differently in terms of engagement, reporting, governance, and service delivery, possibly due to differences in experience, exposure to program implementation, or role-specific responsibilities. However, the relatively uniform perception of enhanced public trust across groups indicates that trust in CSOP is consistently recognized regardless of tenure. Overall, the results highlight the nuanced influence of professional experience on evaluating CSOP initiatives. Longer-serving respondents may have a broader perspective on the effectiveness and challenges of CSOP programs, while those with fewer years of service may focus more on immediate or visible outcomes. This underscores the importance of tailoring CSOP strategies to address diverse experiences within the workforce, ensuring that both new and seasoned stakeholders remain engaged in advancing public safety and trust. Research on community policing suggests that officers with longer service often develop broader perspectives on program impacts and challenges because of their extended exposure, whereas newer officers tend to concentrate on immediate and operational outcomes. This observation supports the present study's finding of significant differences in perceptions across length-of-service groups, particularly in areas such as community engagement, crime reporting, crime reduction, governance, and service delivery (Frank, 2023).

Table 4. *Is there a significant difference on the challenges encountered in the community service-oriented policing when grouped according to respondents' category*

	χ^2	df	p	ε^2
Challenge Enhanced Public Trust	1.32	2	0.517	0.00109
Challenges Increased Community Engagement	1.42	2	0.492	0.00118
Challenges Improved Crime Reporting	1.43	2	0.488	0.00119

	χ^2	df	p	ϵ^2
Challenges Reduction in Crime Rates	1.40	2	0.496	0.00116
Challenges Strengthened Local Governance	1.40	2	0.496	0.00116
Challenges Enhanced Delivery of Basic Services	1.42	2	0.491	0.00118

Table 4 presents the results of the Kruskal–Wallis test conducted to determine whether there were significant differences in the challenges encountered in implementing Community Service-Oriented Policing (CSOP) when grouped according to respondents' category (i.e., LGU, PNP personnel, and community members). Across all six challenge dimensions— enhanced public trust, $\chi^2(2) = 1.32$, $p = .517$, $\epsilon^2 = 0.00109$; increased community engagement, $\chi^2(2) = 1.42$, $p = .492$, $\epsilon^2 = 0.00118$; improved crime reporting, $\chi^2(2) = 1.43$, $p = .488$, $\epsilon^2 = 0.00119$; reduction in crime rates, $\chi^2(2) = 1.40$, $p = .496$, $\epsilon^2 = 0.00116$; strengthened local governance, $\chi^2(2) = 1.40$, $p = .496$, $\epsilon^2 = 0.00116$; and enhanced delivery of basic services, $\chi^2(2) = 1.42$, $p = .491$, $\epsilon^2 = 0.00118$—no statistically significant differences were observed. The consistently nonsignificant results suggest that challenges associated with CSOP are perceived similarly by all respondent groups. Moreover, the effect sizes (ϵ^2) were negligible across all domains, further confirming the homogeneity of responses. This implies that the Local Government Units, PNP personnel, and community members experience comparable barriers in implementing and sustaining CSOP initiatives, regardless of their role or perspective. These findings highlight the shared nature of challenges in CSOP, indicating that difficulties such as sustaining public trust, fostering engagement, improving reporting mechanisms, reducing crime, strengthening governance, and enhancing service delivery are collective concerns rather than group-specific issues. Such uniformity underscores the need for collaborative, multisectoral approaches in addressing these barriers. Since all stakeholder groups identify similar challenges, interventions can be designed inclusively, ensuring that strategies are co-created and uniformly implemented across governance, law enforcement, and community levels. Findings indicate that the shared views of stakeholders on the impact and challenges of community service-oriented policing (CSOP) may be attributed to the collaborative nature of

the program, where police, local government units, and community members work closely together. This cooperation fosters mutual trust, credibility, and a common understanding of CSOP's contributions to public safety, crime reduction, and governance (Pola, Aganon, Almazan, & Berbano, 2025).

Table 5. *Is there a significant difference on the challenges encountered in the community service-oriented policing when grouped according to respondents' station*

	χ^2	df	p	ε^2
Challenge Enhanced Public Trust	38.8	15	< .001	0.0322
Challenges Increased Community Engagement	38.7	15	< .001	0.0321
Challenges Improved Crime Reporting	39.0	15	< .001	0.0324
Challenges Reduction in Crime Rates	38.6	15	< .001	0.0320
Challenges Strengthened Local Governance	38.5	15	< .001	0.0320
Challenges Enhanced Delivery of Basic Services	38.7	15	< .001	0.0321

Table 5 shows the results of the Kruskal–Wallis test examining whether significant differences exist in the challenges encountered in implementing Community Service-Oriented Policing (CSOP) when grouped according to respondents' station. Findings revealed statistically significant differences across all six challenge dimensions: enhanced public trust, $\chi^2(15) = 38.8$, $p < .001$, $\varepsilon^2 = 0.0322$; increased community engagement, $\chi^2(15) = 38.7$, $p < .001$, $\varepsilon^2 = 0.0321$; improved crime reporting, $\chi^2(15) = 39.0$, $p < .001$, $\varepsilon^2 = 0.0324$; reduction in crime rates, $\chi^2(15) = 38.6$, $p < .001$, $\varepsilon^2 = 0.0320$; strengthened local governance, $\chi^2(15) = 38.5$, $p < .001$, $\varepsilon^2 = 0.0320$; and enhanced delivery of basic services, $\chi^2(15) = 38.7$, $p < .001$, $\varepsilon^2 = 0.0321$. The consistent statistical significance indicates that the perception of CSOP-related challenges varies considerably depending on respondents' station. Although the effect sizes ($\varepsilon^2 \approx 0.03$) suggest small but meaningful differences, the findings imply that contextual factors—such as geographical coverage, station resources, operational demands, and community-police dynamics—shape how challenges are experienced. For instance, urban stations may confront

issues of high population density and crime complexity, while rural stations may struggle with resource scarcity, limited manpower, and difficulties in community mobilization. Overall, the results underscore the importance of tailoring CSOP strategies to the unique conditions of each station. A uniform policy may not adequately address localized concerns; instead, interventions should be adaptive, resource-sensitive, and context-specific. Policymakers and the Philippine National Police should therefore consider a decentralized framework in which stations are empowered to design contextually relevant solutions while still aligning with broader CSOP objectives. This approach ensures that the diversity of station-level challenges is acknowledged and systematically addressed, ultimately strengthening the effectiveness of CSOP implementation. The Office of Justice Programs notes that when police are managed in a highly centralized way, they often become disconnected from the communities they serve, making it harder to reduce crime. Effective community policing works best with local approaches that respond to the unique needs of each area. This helps explain why challenges differ from one station to another, since each community has its own culture, population, and operational realities.

Table 6. *Is there a significant difference on the challenges encountered in the community service-oriented policing when grouped according to respondents' length of service*

	χ^2	df	p	ε^2
Challenge Enhanced Public Trust	18.5	5	0.002	0.0153
Challenges Increased Community Engagement	18.3	5	0.003	0.0152
Challenges Improved Crime Reporting	18.2	5	0.003	0.0151
Challenges Reduction in Crime Rates	17.8	5	0.003	0.0147
Challenges Strengthened Local Governance	17.9	5	0.003	0.0149
Challenges Enhanced Delivery of Basic Services	18.1	5	0.003	0.0150

Table 6 presents the Kruskal–Wallis test results on whether significant differences exist in the challenges encountered in Community Service-Oriented Policing (CSOP) when grouped

according to respondents' length of service. Findings reveal that challenges were significantly different across all dimensions: enhanced public trust, $\chi^2(5) = 18.5$, p = .002, $\varepsilon^2 = 0.0153$; increased community engagement, $\chi^2(5) = 18.3$, p = .003, $\varepsilon^2 = 0.0152$; improved crime reporting, $\chi^2(5) = 18.2$, p = .003, $\varepsilon^2 = 0.0151$; reduction in crime rates, $\chi^2(5) = 17.8$, p = .003, $\varepsilon^2 = 0.0147$; strengthened local governance, $\chi^2(5) = 17.9$, p = .003, $\varepsilon^2 = 0.0149$; and enhanced delivery of basic services, $\chi^2(5) = 18.1$, p = .003, $\varepsilon^2 = 0.0150$. Although the effect sizes ($\varepsilon^2 \approx 0.015$) indicate small but noteworthy differences, the results suggest that respondents' professional experience influences how they perceive CSOP-related challenges. Personnel with fewer years of service may encounter difficulties due to limited exposure to community-police collaboration frameworks, lack of confidence in operational roles, or insufficient training. Conversely, those with longer service may recognize systemic issues such as coordination lapses with local government units, resource allocation challenges, or the sustainability of community programs. This variation underscores that professional tenure shapes not only familiarity with CSOP implementation but also sensitivity to institutional and community-based constraints. Overall, the findings highlight the need for differentiated support mechanisms based on length of service. New personnel may benefit from targeted training and mentorship to enhance their adaptation to CSOP practices, while more experienced personnel may require opportunities for leadership development, strategic planning, and inter-agency coordination. Addressing these service-related differences can promote a more cohesive and effective implementation of CSOP, ensuring that personnel across all stages of their careers are adequately equipped to navigate community-policing challenges. Studies show that newer officers often struggle with limited training, low confidence in their duties, and adjusting to community-police collaboration. In contrast, officers with more years of service usually notice larger organizational issues, such as poor coordination, lack of resources, and concerns about sustaining community programs (Mujaheed & Abdullah, 2018).

Table 7. *Is there a significant relationship between the impact of community service-oriented policing and the challenges encountered in community service-oriented policing*

	EPT (1)	ICE (2)	ICR (3)	RCR (4)	SLG (5)	EDBS (6)	CEPT (7)	CICE (8)	CICR (9)	CRCR (10)	CSLG (11)
ICE (2)	0.924***	—									
ICR (3)	0.900***	0.931***	—								
RCR (4)	0.881***	0.902***	0.934***	—							
SLG (5)	0.891***	0.901***	0.934***	0.949***	—						
EDBS (6)	0.881***	0.898***	0.922***	0.918***	0.943***	—					
CEPT (7)	0.898***	0.943***	0.950***	0.951***	0.954***	0.946***	—				
CICE (8)	0.896***	0.937***	0.950***	0.952***	0.956***	0.948***	1.000***	—			
CICR (9)	0.895***	0.936***	0.946***	0.952***	0.957***	0.949***	0.999***	1.000***	—		
CRCR (10)	0.896***	0.937***	0.947***	0.950***	0.958***	0.950***	0.999***	1.000***	1.000***	—	

	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
CSLG (11)	0.896***	0.937***	0.947***	0.950***	0.956***	0.951***	0.999***	1.000***	1.000***	1.000***	—	
CEDBS (12)	0.896***	0.938***	0.948***	0.951***	0.957***	0.949***	0.999***	1.000***	1.000***	1.000***	1.000***	

Legend: *(1) Enhanced Public Trust; (2) Increased Community Engagement; (3) Improved Crime Reporting; (4) Reduction in Crime Rates; (5) Strengthened Local Governance; (6) Enhanced Delivery of Basic Services; (7) Challenges in Enhanced Public Trust; (8) Challenges in Increased Community Engagement; (9) Challenges in Improved Crime Reporting; (10) Challenges in Reduction in Crime Rates; (11) Challenges in Strengthened Local Governance; (12) Challenges in Enhanced Delivery of Basic Services*

Table 7 illustrates the correlation between the impact of Community Service-Oriented Policing (CSOP) and the challenges encountered in its implementation. Results revealed consistently strong and statistically significant positive correlations across all dimensions (all ps < .001). For example, enhanced public trust demonstrated a high correlation with increased community engagement (r = .924, p < .001), improved crime reporting (r = .900, p < .001), and strengthened local governance (r = .891, p < .001). Likewise, strengthened local governance showed very strong associations with reduction in crime rates (r = .949, p < .001) and enhanced delivery of basic services (r = .943, p < .001). These findings underscore the interdependent nature of CSOP outcomes, where improvements in one domain are closely tied to progress in others.

The relationship between CSOP impacts and challenges was even more pronounced, with nearly perfect correlations (r ≥ .895, p < .001). For instance, the challenge of enhancing public trust was strongly linked to the corresponding impact measure (r = .898, p < .001) and to challenges in community engagement (r = .943, p < .001) and crime reporting (r = .950, p < .001). Similarly, challenges in crime reporting were highly associated with reduction in crime rates (r = .952, p < .001) and strengthened governance (r = .957, p < .001). Moreover, the extremely high intercorrelations among challenges (r = .999–1.000, p < .001) suggest that these barriers tend to co-occur, reinforcing one another and shaping the overall effectiveness of CSOP initiatives. Taken together, the findings suggest that the success of CSOP is both multidimensional and tightly interconnected, with trust, engagement, governance, and service delivery operating as mutually reinforcing constructs. However, the near-perfect correlations also raise the possibility of overlapping measurement or multicollinearity, which may limit the precision in distinguishing between impact and challenge variables. This indicates the need for refined instruments that can better capture the unique contributions of each dimension. Nonetheless, the results highlight that sustaining CSOP requires a holistic and coordinated approach where strategies simultaneously address impacts and challenges to strengthen community trust, enhance service delivery, and ensure long-term program effectiveness. Research on community-infused problem-oriented policing (CPOP) shows that outcomes like public trust, community engagement, crime reduction, and governance are closely connected. For instance, when community engagement improves, it often leads to greater public trust and better crime reporting, highlighting how community policing outcomes support and strengthen each other (Taylor et al., 2022)

CONCLUSIONS

The study examined the impact and challenges of Community Service-Oriented Policing (CSOP) across key stakeholder categories, stations, and lengths of service. Findings revealed that assessments of CSOP's impact were generally consistent when grouped according to respondents' category and station, indicating a uniform perception of its contributions to public trust, community engagement, crime reporting, crime reduction, governance, and service delivery. This suggests that CSOP initiatives are broadly inclusive and implemented in a standardized manner across different contexts. However, significant differences emerged when respondents were grouped according to length of service. Personnel with varying years of

experience assessed CSOP differently in terms of engagement, reporting, governance, and service delivery, highlighting that professional tenure influences perspectives on the program's effectiveness.

Similarly, challenges encountered in CSOP were perceived uniformly across categories but varied significantly when grouped by station and length of service. Differences in station-level challenges suggest that contextual factors—such as resources, geographic conditions, and community dynamics—shape the implementation experience. The influence of length of service on perceived challenges underscores the role of professional experience in shaping sensitivity to both operational and systemic barriers. Furthermore, the results revealed strong and significant correlations between CSOP impacts and challenges, indicating that successes and barriers are closely intertwined and mutually reinforcing. This interdependence suggests that improvements in one domain of CSOP are likely to strengthen other dimensions, but it also highlights the potential co-occurrence of challenges that may undermine overall effectiveness.

Taken together, the findings demonstrate that while CSOP is perceived positively and relatively consistently across stakeholder groups, meaningful differences arise from contextual and experiential factors. The interlinked nature of CSOP's impacts and challenges underscores the need for holistic, adaptive, and collaborative approaches to sustain community trust, strengthen governance, and enhance service delivery.

RECOMMENDATIONS

Community Service-Oriented Policing (CSOP) strategies should be adapted to local conditions since challenges differ across stations. Urban and rural areas may require different approaches, with resources and support aligned to their specific needs. Training should also match personnel's length of service. New staff may need orientation and basic CSOP training, while experienced personnel can benefit from leadership, planning, and coordination programs. Because challenges are similar across stakeholder groups, stronger collaboration among LGUs, PNP personnel, and community members is essential. Joint planning and shared decision-making can ensure inclusivity and ownership of CSOP initiatives. The strong correlations between impacts and challenges suggest overlap in measurement. Developing better assessment tools can help track outcomes and identify barriers more clearly. Finally, policymakers and the PNP should adopt a decentralized but coordinated framework. This will allow stations to address local concerns while still following national CSOP goals. Reinforcing

transparency, accountability, and consistent community engagement will also help sustain public trust in the program.

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