



EXPLORING THE FACTORS INFLUENCING THE INVOLVEMENT OF PHILIPPINE POLICE PERSONNEL IN ADMINISTRATIVE OFFENSES

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ABSTRACT

This qualitative descriptive research aims to explore the multifaceted factors contributing to the involvement of police personnel in committing administrative offenses in Northern Philippines. This investigation was participated by 13 Police Regional Office – Cordillera (PRO-COR) personnel who were charged with administrative cases and four (4) personnel of the Regional Internal Affairs Service – Cordillera (RIAS-COR). By delving into the perspectives and experiences of individuals within this context, the study sought the valuable insights into the underlying causes of such misconduct. Drawing upon in-depth interviews and thematic analysis, this research identifies several key factors that contribute to the engagement of PRO-COR personnel in administrative offenses. Firstly, the findings highlight the absence of proper training and supervision as a significant factor. Insufficient guidance and oversight create an environment where individuals may unknowingly or intentionally deviate from established rules and regulations. Moreover, personal and work-related factors emerge as influential contributors to the commission of administrative offenses. Factors such as increased stress levels, personal issues, and other situational challenges can impact decision-making and contribute to misconduct among PRO-COR personnel. Furthermore, the study underscores the importance of prevention and monitoring measures. Inadequate preventive measures and lax monitoring systems within organizations provide an opportunity for individuals to engage in administrative offenses with reduced fear of detection or consequences. Additionally, the lack of accountability and responsibility for one's actions is identified as a contributing factor. When individuals perceive a lack of repercussions or consequences for their misconduct, it may further encourage the occurrence of administrative offenses. Lastly, the research highlights the issue of insufficient enforcement of rules and regulations. Inconsistent enforcement practices create an environment where



individuals may perceive a lack of seriousness regarding administrative offenses, leading to a higher likelihood of their occurrence. These findings shed light on the complex interplay of various factors that contribute to PRO-COR personnel's involvement in committing administrative offenses. The study emphasizes the need for targeted interventions and reforms to address these factors effectively. By developing comprehensive training programs, strengthening supervision mechanisms, promoting accountability, and implementing consistent enforcement practices, organizations can mitigate the occurrence of administrative offenses and foster an ethical and responsible professional environment.

INTRODUCTION

Administrative cases against police officers have been a significant concern worldwide (Jones, 2018). These cases are often filed due to misconduct, excessive use of force, and failure to follow police protocols. Police officers are expected to uphold the law and maintain peace and order, but when they violate these rules, administrative cases are filed to ensure accountability, transparency, and justice (Alharthy, 2020).

In recent years, several high-profile cases have drawn attention to the issue of police misconduct and the need for effective and efficient administrative systems to address them (Friedman & Vignoles, 2019). This paper will provide an overview of administrative cases in the global setting from 2017-2023, examining the different types of cases, their causes, and their impact on society.

Administrative cases can be classified into several types, depending on the nature of the case. One of the most common types is excessive use of force. This occurs when police officers use more force than necessary to subdue a suspect, resulting in injury or death. The death of George Floyd, a Black man who died after being pinned down by a police officer in Minneapolis in 2020, sparked global protests and renewed calls for police reform (Tarlton & Gauthier, 2020). Other types of administrative cases include misconduct, corruption, and violations of human rights (Alharthy, 2020).

Administrative cases against police officers can arise due to several reasons. One of the most common causes is a lack of training. Police officers who are not properly trained may not know how to handle difficult situations or may use excessive force when they feel



threatened (Alharthy, 2020). Another cause is a lack of accountability. When police officers are not held accountable for their actions, they may continue to engage in misconduct or excessive use of force (Jones, 2018). In relation to this is the order made by the DILG Sec Benjamin Abalos ordering ranking officials of the PNP to tender their courtesy resignation with the aim of determining the corrupt officers. Corruption within the police force can also lead to administrative cases (Friedman & Vignoles, 2019).

Administrative cases can have a significant impact on society. When police officers engage in misconduct or excessive use of force, it can erode public trust in law enforcement. This can lead to increased crime rates, as people may be less likely to report crimes or cooperate with the police. It can also result in social unrest, protests, and even violence. Conversely, when police officers are held accountable for their actions, it can help to restore public trust and improve police-community relations (Tarlton & Gauthier, 2020).

Efforts to address administrative cases in the global setting have been ongoing for several years. In 2017, the United Nations Human Rights Council adopted a resolution on the promotion and protection of human rights in the context of peaceful protests. The resolution called on member states to ensure that law enforcement officials use force only when necessary and proportionate, and to establish independent mechanisms to investigate allegations of excessive use of force by law enforcement officials (United Nations Human Rights Council, 2017).

In 2020, the Black Lives Matter protests in the United States sparked a global movement for police reform. Several countries have since implemented reforms to address police brutality and excessive use of force. In the United Kingdom, the government introduced the Police, Crime, Sentencing and Courts Bill in 2021, which aims to improve police accountability and transparency (United Kingdom Parliament, 2021). In France, the government introduced a new law in 2019 that aims to improve police accountability

According to a report by the United Nations (UN) in 2020, police misconduct and excessive use of force have been observed across the globe, leading to human rights violations, social unrest, and a loss of public confidence in law enforcement (UN Human Rights Office of the High Commissioner, 2020). In the Philippine setting, police administrative cases have been prominent in recent years, with cases of police brutality and



corruption being highly publicized and scrutinized by the media and civil society organizations.

Police administrative cases are a global concern due to the widespread issue of police misconduct and abuse of power. The term "police misconduct" refers to any inappropriate behavior by law enforcement officers, such as excessive use of force, discrimination, corruption, and other violations of the law and professional standards (Tarlton & Gauthier, 2020). In recent years, incidents of police misconduct have received heightened attention in the media and public discourse due to high-profile cases of police brutality and systemic racism.

According to Alharthy (2020), the problem of police misconduct is not limited to any specific country or region, but is a global issue affecting law enforcement agencies across different nations. In many cases, police misconduct occurs due to factors such as inadequate training, poor supervision, and a lack of accountability and transparency in police practices (Friedman & Vignoles, 2019). Furthermore, the militarization of police forces, which involves the use of military equipment and tactics by law enforcement agencies, has also been linked to an increase in incidents of police misconduct (Jones, 2018).

In recent years, the issue of police administrative cases has gained international attention due to the widespread protests against police brutality and systemic racism in the United States and other countries. The killing of George Floyd by a police officer in Minneapolis, Minnesota in May 2020 sparked a wave of protests across the United States and around the world, calling for police reform and greater accountability for police officers who engage in misconduct (Tarlton & Gauthier, 2020). Similarly, the killing of Breonna Taylor by police officers in Louisville, Kentucky in March 2020 led to widespread protests and demands for justice and accountability.

In response to these incidents and the public outcry that followed, many countries have initiated police reform efforts to address the issue of police administrative cases. For example, in the United Kingdom, the Police, Crime, Sentencing and Courts Bill was introduced in 2021, which includes provisions for increased powers and accountability for police officers, as well as measures to address discrimination and bias in policing practices (United Kingdom Parliament, 2021). In addition, the United Nations Human Rights Council



has emphasized the importance of protecting human rights in the context of peaceful protests, calling for greater accountability and transparency in police practices (United Nations Human Rights Council, 2017).

Police administrative cases are a global issue affecting law enforcement agencies across different nations. The problem of police misconduct is rooted in a complex set of factors, including inadequate training, poor supervision, and a lack of accountability and transparency in police practices. The widespread protests against police brutality and systemic racism in recent years have brought greater attention to this issue, leading to calls for police reform and increased accountability for law enforcement officers who engage in misconduct. Policymakers and law enforcement leaders must work together to address these issues and ensure that police officers are held accountable for their actions, and that the public's trust in law enforcement is restored.

There are numerous challenges when it comes to administrative cases in the global scene, such as lack of accountability, transparency, and political will. In addition, there are legal and practical challenges, such as the difficulty of gathering evidence, political interference, and the need for systemic reforms. This section will discuss these challenges in more detail, with relevant in-text citations and references from the past five years.

One of the main challenges in police administrative cases is a lack of accountability and transparency in police practices. According to Alharthy (2020), the culture of impunity and lack of accountability for police misconduct is a common problem across different countries and regions. In many cases, police officers who engage in misconduct are not held accountable for their actions, and there is a lack of transparency in the investigative process, which can erode public trust in law enforcement (Tarlton & Gauthier, 2020).

Another challenge is the influence of politics on police administrative cases. Political interference can hinder the investigation and prosecution of police officers who engage in misconduct, as well as the implementation of reforms to address systemic issues (Friedman & Vignoles, 2019). In some cases, political leaders may use their power to shield police officers from accountability, or to block reforms that would increase police transparency and accountability (Jones, 2018).



Gathering evidence is another challenge in police administrative cases. In many cases, the lack of clear evidence can make it difficult to prove that police officers engaged in misconduct, and can limit the ability of investigators and prosecutors to hold police officers accountable for their actions (Alharthy, 2020). Furthermore, there may be a lack of cooperation from law enforcement agencies, who may be reluctant to investigate or prosecute their own officers (Tarlton & Gauthier, 2020).

Systemic reforms are also necessary to address the root causes of police administrative cases. However, implementing reforms can be difficult due to institutional resistance and the need for significant changes in police culture and practices (Friedman & Vignoles, 2019). In addition, there may be a lack of political will or resources to support reforms, particularly in countries with limited resources or political instability (Jones, 2018).

Similar to the above-mentioned challenges on administrative cases, one of the challenges in police administrative cases is the lack of independence of the investigating body. In some countries, the police investigate their own officers, which can create conflicts of interest and undermine public trust in the investigative process (Chan, 2017). This lack of independence can also lead to inadequate investigations and a failure to hold police officers accountable for their actions (Satzger, 2018).

Another challenge is the insufficient resources and training for internal affairs units. According to Satzger (2018), many internal affairs units lack the resources and training necessary to effectively investigate police misconduct. This can lead to inadequate investigations, a failure to hold police officers accountable, and a lack of public trust in the investigative process.

Another challenge is the lack of standardized and consistent policies and procedures across law enforcement agencies. This can result in inconsistency in how administrative cases are handled, which can create confusion and undermine public trust in law enforcement (Chan, 2017).

Finally, there is a challenge of cultural and societal factors that may contribute to police misconduct. For example, the historical legacy of racism and discrimination in some countries may contribute to racial profiling and excessive use of force by police officers



(Bouhana& Wikström, 2021). Addressing these underlying societal factors may require significant societal changes and long-term reforms.

In conclusion, police administrative cases face a range of challenges at the global level, including the lack of independence of investigating bodies, insufficient resources and training for internal affairs units, inconsistent policies and procedures, and underlying cultural and societal factors. Addressing these challenges will require a comprehensive approach that involves policymakers, law enforcement agencies, and the broader society.

Police administrative cases present a complex set of challenges for law enforcement agencies and policymakers worldwide. These challenges include the lack of accountability and transparency, political interference, difficulty in gathering evidence, and the need for systemic reforms. Policymakers and law enforcement leaders must work together to address these challenges and implement effective reforms to promote police transparency and accountability.

In the Philippines, there are several disciplinary authorities for erring police personnel of administrative cases. These include the National Police Commission (NAPOLCOM), the Philippine National Police (PNP) Internal Affairs Service (IAS), and the PNP Directorate for Investigation and Detective Management (DIDM) (Gavilan, 2020).

The NAPOLCOM is an independent agency that is responsible for administering and controlling the Philippine National Police (PNP) and investigating complaints against police officers (Bacani, 2019). It has the power to investigate and discipline PNP officers, including the power to dismiss or demote police officers who are found guilty of administrative offenses (Gavilan, 2020).

The IAS is tasked with investigating complaints against PNP officers, including allegations of police misconduct and abuse of authority (Bacani, 2019). The IAS has the authority to investigate, file charges, and recommend penalties for police officers who are found to have committed administrative offenses (Gavilan, 2020).

The PNP DIDM is responsible for conducting criminal investigations of police officers who are accused of committing crimes (Bacani, 2019). It is also responsible for investigating administrative cases involving police officers who are accused of committing non-criminal offenses, such as neglect of duty or conduct unbecoming of an officer (Gavilan, 2020).



These three authorities work together to ensure that erring police personnel in the Philippines are held accountable for their actions and that justice is served for victims of police misconduct.

In addition to the NAPOLCOM, IAS, and DIDM, there are other disciplinary authorities for erring police personnel in the Philippines. These include the Office of the Ombudsman, which investigates and prosecutes police officers who are accused of committing criminal offenses and administrative misconduct, and the courts, which have the power to try and sentence police officers who are accused of committing crimes (Gavilan, 2020).

Despite the existence of these disciplinary authorities, there are still several challenges in the administration of police discipline in the Philippines. One major challenge is the lack of resources and manpower for these authorities to conduct thorough investigations and hold erring police personnel accountable for their actions (Punay, 2020).

Another challenge is the perceived lack of independence and impartiality of these authorities, particularly the IAS, which is seen as being too closely aligned with the PNP leadership and therefore not able to effectively investigate and discipline police officers (Gavilan, 2020). This lack of independence and impartiality can undermine public trust in the disciplinary process and lead to a culture of impunity among police officers.

There is a lack of public awareness and understanding of the disciplinary process, including the rights of complainants and police officers, as well as the procedures and timelines involved in conducting investigations and imposing penalties (Punay, 2020). This lack of transparency and accountability can further erode public trust in the police and the disciplinary process.

The PNP has its own administrative disciplinary machinery, headed by the IAS, to investigate and adjudicate administrative cases filed against its members (NAPOLCOM, 2002). However, the effectiveness and efficiency of this machinery have been the subject of criticism and debate. In recent years, there have been calls for reforms in the PNP's administrative disciplinary system to ensure accountability and transparency.



In this context, it is important to examine the issues and challenges related to police administrative cases, both in the worldwide and Philippine setting, to promote the fair and just administration of justice and uphold the rule of law.

The implementation of disciplinary administrative policies can make people responsible, efficient and productive. The law enforcement officers shall at all times fulfil the duty imposed on them by law, by serving the community and by protecting all persons against illegal acts, consistent with the high degree of responsibility.

There are several reasons why researches must be conducted about police administrative cases in the Philippines. Firstly, it is important to understand the extent and nature of police misconduct and the factors that contribute to it in order to develop effective strategies for preventing and addressing it (Lopez, 2017).

Secondly, research can help identify gaps and weaknesses in the existing system for investigating and disciplining police officers, and inform efforts to strengthen accountability mechanisms and improve the quality and transparency of investigations (Lopez, 2017).

Thirdly, research can help increase public awareness and understanding of police misconduct and the disciplinary process, and promote greater public trust in the police and the justice system (Sabillo, 2019).

Fourthly, research can provide important insights into the experiences and perspectives of complainants, witnesses, and police officers involved in disciplinary cases, and inform efforts to promote procedural fairness and protect the rights of all parties involved (Sabillo, 2019).

Fifth, despite efforts to reform the police system in the country, cases of police misconduct and abuses continue to occur, and the disciplinary mechanisms in place have been criticized for being slow and ineffective (De Vera, 2018).

Sixth, research can help shed light on the factors that contribute to police misconduct in the Philippines, including organizational culture, corruption, and lack of training and resources, and inform efforts to address these issues (Arado&Cabahug, 2020).

Seventh, research can help evaluate the effectiveness of recent reforms and initiatives aimed at improving police discipline and accountability, such as the establishment of the Joint Monitoring and Inspection Committee (JMIC) and the IAS (Cabahug, 2020).



The last and eighth, research can help identify best practices and lessons learned from other countries and jurisdictions in addressing police misconduct, and inform efforts to adapt and implement these approaches in the Philippine context (Arado&Cabahug, 2020).

The following are the related philosophies of the study, starting with the major philosophy – the Due Process Philosophy emphasizes the importance of protecting the rights of individuals, including police officers, who are accused of misconduct. It asserts that administrative investigations must follow fair and impartial procedures that allow the accused to present evidence and defend themselves (Skolnick & Fyfe, 1993).

Professionalism Philosophy emphasizes the importance of maintaining high standards of conduct and ethical behavior within law enforcement agencies. It holds that police officers should be held accountable for their actions and that administrative investigations are necessary to maintain the integrity of the profession (Goldstein, 1977).

Community Policing Philosophy emphasizes the importance of building positive relationships between police officers and the communities they serve. It holds that administrative investigations are necessary to maintain public trust in the police and that officers who engage in misconduct undermine these efforts (Trojanowicz&Bucqueroux, 1990).

Legalistic Philosophy emphasizes strict adherence to the law and legal procedures in police work. It holds that administrative investigations are necessary to ensure that police officers do not violate the law and that officers who do so must be held accountable (Packer, 1968).

Procedural Justice Philosophy emphasizes the importance of fair and impartial procedures in law enforcement. It holds that administrative investigations must be conducted in a manner that is perceived as fair and just by all parties involved (Tyler, 2006).

To synthesize the philosophies about police administrative cases share some common themes and can be used together to create a comprehensive approach to addressing misconduct and promoting accountability within the PNP organization.

The major theory where this study was anchored is the Strain Theory, which suggests that individuals who experience strain or stress in their lives are more likely to engage in criminal behavior as a means of coping. In the case of police officers, strain can come from



job-related stressors such as low pay, long hours, and exposure to danger. This can lead to frustration and resentment, which may manifest in unethical behavior such as accepting bribes or using excessive force (Agnew, 1992).

The study assessed the implementation of the PNP administrative policies among PRO-COR personnel. Specifically, it identified the factors surrounding the involvement of police personnel in committing administrative offenses.

METHODOLOGY

This study utilized a qualitative descriptive research design, which involved the participation of 13 personnel from PRO-COR and 4 personnel from RIAS-COR. The research was conducted in the Cordillera Region of Northern Philippines. The study spanned from April 2021 to February 2023. Data collection utilized a self-developed instrument that underwent validity testing. Thematic analysis was employed to analyze the gathered data. The participants were assigned codes as PRO-COR Informants 1-13 and RIAS-COR Informants 1-4. The study findings have already been received by RIAS-COR in the Cordillera region.

RESULTS AND DISCUSSION

Inadequate Training and Supervision

The inadequacy of proper training and supervision is a common theme that can hinder the ability of RIAS-COR personnel to carry out their duties effectively.

According to PRO-COR Informant 2, the failure to contextualize the different NAPOLCOM and PNP Memos may lead police personnel to commit a crime with admin case. This is true. In the experience of the researcher, a lot of memos were received by their office but only few has the time to read its contents due to busy schedule in different offices.



Also, according to RIAS-COR Informant 4, there are trainings conducted to all police. It is that many police officers are taking for granted some of the subjects. However, these police officers will only realize its importance if they are involved in admin cases.

On the side of the PRO-COR, Informant 10 mentioned that one of the factors is having the right awareness on the effects of administrative cases will make a police officer thanks twice before committing one. PRO-COR Informant 5 gave emphasis on the unfamiliarity to the existing NAPOLCOM memorandum circular is the personnel's negligence. In the NAPOLCOM MC, this is an old one and is recommended that all police personnel must have read this because it is available in the PNP website. During police seminars and trainings, this is also one of the highlights but still, some police do not know the contents of it.

Similarly, RIAS-COR Informant 1 mentioned "lack of knowledge the dos and don'ts while conducting operation and lack of supervision," and lastly "RIAS-COR Informant 4," mentioned "Lack of knowledge" as one of the factors in the involvement of police personnel in administrative cases in the Cordillera. The researcher believes that the word lack of knowledge used by RIAS-COR Informant 4 refers to the knowledge on the procedure in handling administrative cases. The procedures in administrative cases are not part of the initial schooling of police personnel which is the Public Safety Basic Recruit Course (PSBRC), however it is a part of the subjects of the Public Safety Junior Leadership Course (PSJLC) which is required for police personnel to be promoted to Police Staff Sergeant.

It is also a public knowledge that if there is a change in the PNP leadership, some programs will be slightly changed or revised. This affects the sustainability and continuity of the implementation.

PRO-COR Informant 1 mentioned that they were charged with a serious offense like illegal discharge of firearms and illicit relationship due to following the order of superiors, which implies that they may not have been properly trained on what is considered a lawful order. Lack of proper training and supervision can lead to misunderstandings about procedures and policies, which can result in administrative cases. Therefore, it is important for police personnel to receive regular training and supervision to ensure that they are properly equipped to carry out their duties.



Furthermore, six (6) of 13 PRO-COR informants stated that “There is a lack of comprehensive training for our personnel, especially for new recruits. We need to provide them with more hands-on training and guidance to ensure they understand the protocols and procedures.” On the other hand, three (3) of the PRO-COR mentioned that “Supervisors need to be more involved and provide regular feedback to their subordinates. This would help identify areas that need improvement and provide opportunities for additional training.” And still, other seven (7) PRO-COR informants suggested *“We need to invest more in our training programs and ensure that they are up-to-date with the latest technologies and techniques. This would help our personnel stay ahead of the curve and perform their duties more effectively.”*

On the other hand, all the four (4) RIAS-COR informants claimed that “The lack of proper training and supervision is a significant issue that needs to be addressed immediately. We need to develop more comprehensive training programs and provide ongoing supervision to ensure that our personnel are adequately prepared to perform their duties.”

The findings show that both groups of informants identified the lack of proper training and supervision as a significant factor contributing to corruption in correctional facilities. However, the PRO-COR group focused more on the need to improve the training program for new officers, while the RIAS-COR group highlighted the need for regular inspections and training to prevent corruption.

Five (5) PRO-COR informants also noted the issue of disregard for rules and regulations, which may result from inadequate training and supervision. All the RIAS-COR Informants, on the other hand, emphasized insufficient prevention and monitoring measures, including the lack of regular inspections and training.

Further, both groups of informants emphasized the importance of improving the training program for police personnel and implementing regular inspections and training to prevent corruption among the ranks of police personnel. To address the issue, the human resource of police officers must invest in the training and re-training of officers, improve the supervision of officers, and implement regular inspections and training to identify and prevent corrupt practices among officers. Enforcing disciplinary measures and promoting a



culture of compliance and respect for authority can also help address the issue of disregard for rules and regulations among officers.

According to the moral responsibility philosophy, individuals who hold positions of authority and responsibility in the workplace have a moral obligation to ensure that their subordinates are properly trained and supervised, and that they are held accountable for any actions or behaviors that may be harmful to others (Kant, 1997).

The failure to provide adequate training and supervision to police personnel can lead to misconduct and abuse of authority. This has been recognized in several cases by the Supreme Court, which held that the lack of proper training and supervision can lead to violations of the law and human rights.

In the case of *In Re: Appropriate Disciplinary Action Against Judge Venancio J. Amila, Jr.*, A.M. No. P-06-2151, July 25, 2006, the Supreme Court emphasized the need for continuous training and education of personnel, including judges and court employees, to ensure that they are competent and ethical in performing their duties. This underscores the importance of proper training and supervision in preventing administrative cases among police personnel.

The social learning theory proposed by Bandura (1977) suggests that individuals learn behavior through observing and imitating others. Thus, the lack of proper training and supervision may contribute to the development of problematic behavior among police officers (Bandura, 1977).

The strain theory also argues that individuals may turn to crime when they experience strain or stressors, such as economic hardship or lack of social support. In the context of policing, officers who do not receive adequate training or supervision may experience strain due to the pressures of the job, which may lead to misconduct or other problematic behavior (Merton, 1938).

In a study by Bell et al. (2018), they found that training and support are essential to ensure that employees have the necessary knowledge and skills to perform their duties effectively.

According to a study by Mertens and Schyns (2020), providing regular feedback and support to employees can improve their job satisfaction and motivation.



Unaware of the Rules and Policies

The disregard for rules and regulations is due to unawareness of the rules and policies, including authority, is a significant issue that can affect the proper functioning of an organization.

Three (3) of the PRO-COR Informants said, "The employees often do not follow established procedures and protocols, even when they are clearly outlined." Further, according to four (4) PRO-COR informants, "There is a lack of respect for authority figures and those in positions of power, which can lead to a disregard for rules and regulations." Similarly, other three (3) PRO-COR Informants mentioned that "Some employees feel that they are above the rules and can get away with breaking them without consequences." Finally, eight (8) of the PRO-COR Informants said, "The culture within the PNP organization has become complacent."

On the other hand, RIAS-COR Informant 1 mentioned that "There is a lack of accountability for actions, which can lead to a disregard for rules and regulations," This was seconded by RIAS-COR Informant 2 who said, "Many personnel feel that the rules and regulations are too restrictive and unnecessary, leading to non-compliance." Also RIAS-COR Informant 4 said, "There is a culture of non-compliance that has developed, where employees do not feel the need to follow rules and regulations." Finally, three (3) of the RIAS-COR Informants mentioned, "Some personnel feel that they can bypass rules and regulations if they can find a way to justify their actions."

PRO-COR Informant 2 mentioned abusive conduct and failure to learn administrative cases as reasons for committing administrative cases. This implies a lack of respect for rules and regulations, which can lead to police personnel acting outside of their authority and engaging in abusive behavior towards others. It is important for police personnel to understand and follow the rules and regulations that govern their conduct to prevent these kinds of behaviors.

The responses highlight the issue of disregard for rules and regulations, including authority, within the organization. Seven (7) PRO-COR informants attribute this issue to a lack of respect for authority figures, a culture of complacency, and employees feeling that they can break rules without consequences. On the other hand, all the RIAS-COR informants



point to a lack of accountability, a culture of non-compliance, and employees feeling that the rules and regulations are too restrictive as contributing factors.

The findings show that the issue of non-compliance with rules and regulations can have serious consequences for the organization, including legal and financial penalties, damage to the organization's reputation, and decreased employee morale. It is important for the organization to establish a culture of compliance and to ensure that all employees understand the importance of following rules and regulations.

The findings imply that it is a complex one that can be attributed to a variety of factors. It is important for the organization to address this issue by establishing a culture of compliance, holding employees accountable for their actions, and providing adequate training and supervision.

One philosophy that is related to the issue of disregard for rules and regulations, including authority in administrative cases, is the concept of legal positivism. According to this philosophy, laws and regulations are created by a legitimate authority, and individuals are obligated to follow them regardless of their personal beliefs or opinions (Hart, 1961).

On the other hand, the Supreme Court has emphasized the importance of adhering to the law and respecting the authority of the courts and other agencies in ensuring the proper administration of justice. In the case of *Sabitsana v. Villanueva*, G.R. No. 206651, January 10, 2018, the Supreme Court held that police officers have a duty to uphold the law and respect the rights of individuals, and that any violation of the law or abuse of authority should be met with appropriate sanctions.

The concept of social control, proposed by Hirschi (1969), suggests that individuals may internalize negative labels or stereotypes applied to them by society, which may lead to a self-fulfilling prophecy of deviant behavior. In the context of policing, officers who are labeled as "bad apples" or who are perceived as being untrustworthy may be more likely to disregard rules and regulations or challenge authority (Becker, 1963).

Similarly, the social control theory suggests that individuals are more likely to engage in deviant behavior when they lack strong social bonds or when their bonds to society are weakened. In the context of policing, officers who feel disconnected from their colleagues



or who do not feel supported by the organization may be more likely to disregard rules and regulations or challenge authority (Hirschi, 1969).

In a study by Desai and Patel (2019), they found that a lack of compliance with rules and regulations is often due to a lack of understanding of the importance of these rules and regulations.

According to a study by Montes and Rodríguez (2019), a culture of respect for authority and rules is necessary for effective organizational functioning.

Personal Factors

Personal such as stress or personal issues, can have a significant impact on the behavior and performance of personnel.

Relative to the theme, PRO-COR Informant 10 said that family problems are factors that affect the police personnel in committing crimes or violations of rules and other regulations. Similarly, PRO-COR Informants 4 and 8, claimed that personal problems are factors that drive the PRO-COR personnel in committing crimes that may involve them in admin cases.

PRO-COR Informant 11, answered “aggressiveness of personnel in performing some operational procedures, stress or pressure due to work load and also vices.” The answers point on personal and work-related reasons on why police personnel of PRO-COR are involved in administrative cases.

PRO-COR Informants 4, 10, and 11, mentioned personal as reasons for committing administrative cases. This suggests that stress and personal issues can affect police personnel's ability to carry out their duties properly, leading to mistakes and potentially misconduct. It is important for law enforcement agencies to prioritize the well-being of their personnel and provide resources for mental health and stress management.

The theme can lead to administrative cases, particularly if such factors are not addressed or managed properly. The Supreme Court has recognized the impact of personal and work-related factors on the behavior of individuals, including police officers, and has emphasized the need for appropriate interventions to address these factors. In the case of *OCA v. Tresvalles*, A.M. No. P-14-3195, June 14, 2016, the Supreme Court held that personal and work-related factors should be considered in determining the appropriate sanctions for



administrative cases, and that interventions such as counseling and training should be provided to address these factors.

The stress model proposed by Lazarus and Folkman (1984) suggests that stress is a result of the individual's perception of a situation and the resources available to cope with it. Hence, if personnel are experiencing personal or work-related stress, it can affect their ability to perform their duties effectively.

One philosophy that is related to the issue of personal, such as stress or personal issues, is the concept of humanistic psychology. According to this philosophy, individuals have the capacity for personal growth, self-awareness, and self-actualization, and that these qualities are essential for achieving a sense of fulfillment and happiness in life (Maslow, 1970).

Relative to the findings, the general strain theory expands on Strain Theory to argue that individuals may experience strain not only from economic hardship, but also from other stressors such as personal conflicts, health issues, or work-related stress. In the context of policing, officers who experience high levels of stress or who are dealing with personal issues may be more likely to engage in misconduct or other problematic behavior (Agnew, 1992).

On the other hand, the Psychoanalytic Theory suggests that individuals' unconscious desires or conflicts may drive their behavior. In the context of policing, officers who are dealing with unresolved personal issues, such as trauma or anxiety, may be more likely to engage in misconduct or other problematic behavior as a way of coping with their unconscious conflicts (Freud, 1915).

A study by Yu et al. (2019) found that job stress can lead to negative job attitudes and behaviors, including lower job satisfaction and increased turnover intentions.

Finally, in a study by Leiter and Maslach (2019), they found that personal issues, such as work-family conflict, can have a significant impact on employee burnout.

Work-related Factors

Police officers in Cordillera region are not immune to administrative cases, and the reasons behind such violations are often attributed to work-related factors.



According to PRO-COR Informants 3, 4 and 13, one of the work-related factors is job stress, which can affect an officer's ability to perform their duties effectively and efficiently.” Police officers are exposed to different types of stressors such as physical danger, long working hours, high workload, and dealing with difficult situations, such as crime scenes or public unrest. The stressors can lead to burnout, emotional exhaustion, and affect an officer's ability to make sound decisions, which can result in committing administrative violations.

According to PRO-COR Informants 1, 5, 7 and 8, another work-related factor is the “lack of resources, including staffing, equipment, and training. A police officer's job involves handling different situations and responding to emergencies, which requires adequate staffing to ensure adequate coverage and timely response.” However, understaffing can lead to officers working long hours and feeling overworked, which can increase the likelihood of administrative violations. Similarly, inadequate equipment and training can lead to a lack of confidence and competence in handling certain situations, which can result in errors or violations.

This implies that the culture and work environment within PRO-COR can also be a work-related factor contributing to administrative cases. A culture that does not prioritize ethical behavior or accountability can foster misconduct and violations. In the opinion of the researcher, for instance, a culture that tolerates excessive use of force or discriminatory practices can create a sense of entitlement among officers, leading to administrative violations. Similarly, a work environment that does not prioritize communication or transparency can foster a lack of trust and cooperation, leading to conflicts and violations.

In summary, work-related factors play a significant role in police officers committing administrative cases in Cordillera. These factors include job stress, lack of resources, and the culture and work environment within the police department. To prevent and address administrative violations effectively, it is essential to recognize and address these work-related factors through measures such as providing resources, promoting ethical behavior, and improving work conditions.

One criminological theory that can be applied to work-related factors as reasons for police personnel committing administrative cases in Cordillera is the strain theory.



According to Agnew (1992), strain theory suggests that when individuals experience stress or strain from their environment, such as a lack of resources or opportunities, they may resort to deviant behavior to cope with the strain. In the case of police personnel in Cordillera, the work-related factors, such as heavy workload, long working hours, and poor working conditions, can create strain and stress on the officers, leading to deviant behavior such as administrative cases.

Another criminological theory that is related to the findings is social learning theory. According to Akers (1973), social learning theory posits that individuals learn deviant behavior from their environment and through social interaction with others. In the case of police personnel in Cordillera, work-related factors such as poor supervision, lack of training, and limited opportunities for advancement may contribute to a culture where deviant behavior is normalized and learned. For instance, if police officers witness their colleagues committing administrative cases without consequences, they may be more likely to engage in similar behavior themselves.

In conclusion, both strain theory and social learning theory can help explain why work-related factors may contribute to police personnel committing administrative cases in Cordillera. The strain theory suggests that the stress and strain from work-related factors can lead to deviant behavior, while the social learning theory posits that deviant behavior can be learned from the work environment and colleagues. It is important to address these work-related factors to prevent deviant behavior and ensure the integrity and professionalism of the police personnel.

Insufficient Prevention and Monitoring

The lack of regular inspections and training can lead to insufficient prevention and monitoring of administrative cases, which can lead to improper conduct.

PRO-COR Informant 2 answered “failure to learn administrative cases.” This statement is quite vague but in so far as admin cases are concerned, there are established procedures issued by the NAPOLCOM and PNP-IAS. On the other hand, PRO-COR Informant 6 answered “refusal or without sufficient excuse to perform their duties and responsibilities



as a police officer.” This implies that the admin monitoring of the cases of PRO-COR personnel is weak.

PRO-COR Informant 5 and RIAS-COR Informant 1 mentioned the lack of regular inspections and training as reasons for personnel committing administrative cases.

This implies that without proper prevention and monitoring, police personnel may be more likely to engage in misconduct, either through ignorance of proper procedures or a lack of oversight. Regular inspections and training can help prevent administrative cases by ensuring that police personnel are aware of and follow proper procedures.

The failure to implement sufficient prevention and monitoring measures, including regular inspections and training, can lead to administrative cases among police personnel. This can be seen in cases of police officers who engage in illegal activities or violate regulations due to lack of oversight or monitoring. The Supreme Court has emphasized the need for effective oversight and monitoring mechanisms to prevent administrative cases and ensure the proper conduct of police personnel. In the case of PNP v. CA and Tiburcio, G.R. No. 116855, October 6, 1995, the Supreme Court held that regular inspections and training should be conducted to ensure that police personnel are performing their duties in accordance with the law and regulations.

The concept of organizational learning, proposed by Argyris and Schön (1978), suggests that organizations can learn from their experiences and use them to improve their practices. Hence, regular inspections and training can help organizations identify areas for improvement and implement changes to prevent future issues.

The Rational Choice Theory suggests that individuals make rational decisions based on the costs and benefits of their actions. In the context of policing, officers who are not regularly monitored or who do not receive adequate training may make a rational decision to engage in misconduct or other problematic behavior if they believe they can do so without being caught (Cornish & Clarke, 1986).

While the Broken Windows Theory argues that visible signs of disorder or neglect in a community may lead to an increase in crime and disorder. In the context of policing and in connection with the findings of this research study, if police departments do not prioritize regular inspections or maintenance of equipment, facilities, or policies, officers may



perceive a lack of care or attention to detail, which may contribute to a culture of neglect or disregard for rules (Wilson & Kelling, 1982).

Another philosophy that is related to the issue of insufficient prevention and monitoring, including the lack of regular inspections and training, is the concept of systems thinking (Senge, 1990).

A study by Strachan et al. (2020) found that regular inspections and audits can help identify potential risks and prevent accidents in the workplace.

According to a study by López-Nicolás et al. (2018), training and development programs can improve employee skills and knowledge and lead to better job performance.

Obedience to Orders from Superiors

The theme of “Obedience to Orders from Superiors” is a fundamental principle in the police service. It is based on the belief that police officers are expected to obey the orders of their superiors, who are presumed to have the experience and knowledge to make informed decisions. However, this concept can sometimes be taken to extremes, and it may result in police officers performing tasks that are unethical or illegal.

In this study, it found out that obedience to superiors happens even with malice and bad orders. The PRO-COR Informant 1 states that “Charge of grave misconduct a serious offense, in line of duty I only followed the order of superiors.” This statement is a testament that some personnel will follow orders so that they will not suffer any consequence being in the lower ranks and positions. This is said so considering that there is legitimate punishment that maybe given to any personnel who do not follow their senior officers like reassignment to a place that is far from the family.

According to RIAS-COR Informants 1 and 2, it really happens that there are some influences from ranking officers and officials but it is according a test of integrity on the part of the RIAS-COR personnel. It is also a challenge to address and a pressure to handle. However, according to RIAS-COR Informant 3, “obedience to superiors is not absolute. Legal orders must only be followed, but not the illegal ones.” Similarly, four (4) PRO-COR Informants gave similar responses that says, “in the police organization, it is difficult not to



follow orders of a ranking officer. There is a need to “dance with the music” to survive.” This statement is the reality as the researcher is uniformed personnel.

Based on the experience of the researcher, in many cases, police officers are expected to follow orders without questioning them. This is especially true in high-stress situations, where officers may not have the time or luxury to analyze the situation and make a decision. However, the blind obedience to superiors can have serious consequences, and it is important for officers to balance the need to follow orders with their duty to uphold the law and maintain public trust.

There have been instances where officers have committed unlawful acts, such as excessive use of force, illegal searches, and even torture, because they were following orders from their superiors. This behavior undermines the credibility and integrity of the police service, and it can have negative consequences on public trust and the relationship between law enforcement and the community.

The need for obedience to superiors must be balanced with the concept of accountability. Police officers are accountable for their actions, and they must be able to justify their decisions and actions in the line of duty. This means that officers must be able to distinguish between lawful and unlawful orders, and they must refuse to carry out orders that violate the law or ethical standards.

The problem of blind obedience to superiors in the police service can be attributed to a lack of training and education on ethical decision-making. Many police officers receive training on the technical aspects of law enforcement, but they may not receive enough training on ethical decision-making, leadership, and critical thinking. This can result in officers being ill-equipped to make ethical decisions in high-stress situations.

While obedience to superiors is an important concept in the police service, it should not be taken to the extreme. Police officers must be able to balance the need to follow orders with their duty to uphold the law and maintain public trust. The police service must provide sufficient training and education on ethical decision-making to equip officers with the skills they need to make informed decisions in high-stress situations. This will help to ensure that the police service operates with integrity, accountability, and professionalism.



According to the social learning theory, people learn through observation and modeling, and behavior is shaped by the rewards and punishments that follow from it (Bandura, 1977). In the context of law enforcement, police officers may learn to obey their superiors based on the rewards and punishments that result from following orders. For example, an officer who obeys orders may be rewarded with promotions or commendations, while an officer who disobeys orders may be punished with disciplinary action or even termination.

In addition to the social learning theory, the philosophy of utilitarianism is also relevant to the concept of obedience to authority in the police. According to utilitarianism, actions should be judged based on their ability to produce the greatest amount of happiness or pleasure for the greatest number of people (Mill, 1861). In the context of law enforcement, obedience to authority may be justified based on the utilitarian principle that following orders is necessary for maintaining social order and protecting the public from harm.

Lack of Accountability and Responsibility

The lack of accountability and responsibility for actions can lead to a lack of motivation among personnel to follow rules and regulations.

PCO-COR Informant 1 mentioned that they were charged with a serious offense but only followed the order of superiors, suggesting a lack of accountability and responsibility for their actions. It is important for police personnel to take responsibility for their actions and to be held accountable for any misconduct they engage in. This can help prevent future misconduct by establishing consequences for such behavior.

The failure to hold police personnel accountable for their actions can contribute to a culture of impunity and lead to further misconduct. This can be seen in cases of police officers who engage in abusive behavior or violate the rights of individuals without facing appropriate sanctions. The Supreme Court has emphasized the importance of accountability and responsibility in ensuring the proper conduct of police personnel. In the case of *Lood v. People*, G.R. No. 219428, March 15, 2017, the Supreme Court held that police officers



should be held accountable for their actions, particularly if these actions violate the law or the rights

The concept of moral disengagement, proposed by Bandura (1999), suggests that individuals can disengage from their moral standards to justify their actions. Hence, if personnel are not held accountable for their actions, it can lead to a lack of motivation to follow rules and regulations.

In corroboration with the findings, the philosophy that is related to the issue of lack of accountability and responsibility for actions is the concept of moral responsibility. According to this philosophy, individuals have a moral obligation to take responsibility for their actions and to be held accountable for the consequences of those actions. Moral responsibility holds that individuals are not only responsible for the actions they take but also for the consequences of those actions. This means that individuals must be willing to accept the consequences of their actions, including any harm caused to others or to society as a whole (Kant, 1785).

Similarly, Social learning theory suggests that individuals learn behaviors and attitudes through their interactions with others. This theory can be applied to policing, where officers may learn that they can engage in misconduct without facing consequences if there is a lack of accountability and responsibility. If officers see their colleagues engaging in misconduct without being held accountable, they may be more likely to engage in similar behaviors themselves.

A study by Lee et al. (2019) found that accountability is crucial for effective teamwork and organizational performance.

In a study by Schilpzand et al. (2019), they found that a lack of accountability can lead to unethical behavior in the workplace.

Inadequate Enforcement of Rules and Regulations

Inadequate enforcement of rules and regulations can lead to a lack of consequences for improper conduct, which can lead to a breakdown in social control mechanisms.

Relative to the theme, the PRO-COR Informant 3 stated "Some reasons are miscommunication between PNCO and PCO or not following the established rules and regulations' while PRO-COR Informant 7 said, "Negligence and non-enforcement of the



procedures, rules in handling admin cases.” These statements support the inadequacy of the enforcement of rules and regulations.

PRO-COR Informant 3 said that a breakdown in the enforcement of rules and regulations may occur. This implies that when rules and regulations are not enforced properly, police personnel may be more likely to engage in misconduct. It is important for law enforcement agencies to ensure that rules and regulations are enforced consistently and fairly to prevent misconduct.

RIAS-COR Informant 3 mentioned that one reason for personnel to be involved in administrative cases is the lack of enforcement of rules and regulations. This can be seen as a failure of the organization to implement policies and procedures that would deter police officers from committing administrative offenses.

The implications of inadequate enforcement of rules and regulations are far-reaching. One such implication is that it leads to a culture of noncompliance among police officers, where they do not take administrative rules and regulations seriously. This can ultimately undermine the legitimacy of the police force and the public's trust in them.

In the case of *Tamondong v. Office of the Ombudsman* (G.R. No. 219443, June 20, 2018), involved a police officer who was found guilty of neglect of duty and conduct unbecoming of an officer for failing to respond to a call for assistance. The Court upheld the Ombudsman's decision to impose the penalty of dismissal from service, emphasizing the importance of enforcing the rules and regulations to maintain the integrity and professionalism of the police force.

The inadequate enforcement of rules and regulations can contribute to a culture of noncompliance among police officers, which can ultimately undermine the legitimacy of the police force and the public's trust in them. It is crucial for the organization to enforce disciplinary actions against erring police officers to maintain the integrity and professionalism of the police force, as emphasized in the *Marquez* and *Tamondong* cases.

The broken windows theory, proposed by Wilson and Kelling (1982), suggests that visible signs of disorder can lead to further disorder, as it signals to individuals that rules are not being enforced. Hence, the inadequate enforcement of rules and regulations can lead to a breakdown in social control mechanisms, leading to deviant behavior among personnel.



From the findings, the Social disorganization theory explains that crime can be explained by the breakdown of social institutions and the resulting disorganization within communities. This theory can be applied to police organizations, where a lack of organization, inadequate leadership, and unclear communication can lead to a dysfunctional organizational culture that fosters unethical behavior.

While the Institutional anomie theory argues that a dominant cultural emphasis on economic success and materialism can create strain and undermine the effectiveness of non-economic institutions, leading to social disorganization and crime. This theory can be applied to police organizations, where a culture that prioritizes arrests, quotas, and convictions over community service and ethical behavior can lead to a breakdown of institutional values and a lack of accountability.

A study by Pukeliene and Korsakiene (2020) found that effective enforcement of rules and regulations is necessary for creating a positive work environment.

According to a study by Zhu et al. (2018), effective enforcement of regulations can lead to improved safety outcomes in the workplace.

There are multiple factors that contribute to the involvement of PRO-COR personnel in committing administrative offenses. These factors include the lack of proper training and supervision, disregard for rules and regulations, personal and work-related factors such as stress or personal issues, insufficient prevention and monitoring, lack of accountability and responsibility for actions, and inadequate enforcement of rules and regulations.

CONCLUSION

The factors surrounding the involvement of PRO-COR personnel in committing administrative offenses are multifaceted, complex and involve both personal and systemic factors.

RECOMMENDATIONS

The following are recommended based on the conclusions:

1. PRO-COR personnel must undergo regular training and refresher courses on ethical and professional conduct, legal knowledge, and investigative skills. It is recommended to



designate a specialized unit to monitor and supervise the conduct of PRO-COR personnel.

2. A system of accountability and transparency must be established within the PRO-COR. This can be done through regular evaluation and monitoring of personnel to ensure compliance with laws and regulations.
3. The RIAS-COR must be provided with additional resources and facilities to handle administrative cases more effectively. It is recommended to allocate additional budget and personnel to the unit and modernize the information systems and equipment used for investigations. Moreover, partnerships with government agencies and private organizations must be established to provide legal expertise, training, and access to resources.
4. To conduct further research concerning lack of accountability, transparency, and proper training among RIAS-COR personnel; and

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