

Organizational climate, commitment, and good governance among Philippine national police personnel

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Abstract

The purpose of the study was to describe and analyze the organizational climate, commitment, and good governance among Philippine National Police personnel and to recommend a framework for administrative excellence. The descriptive method of research was used to gather the needed information on the organizational climate, personnel commitment, and good governance among PNP officers and men from the national headquarters and seventeen regional offices. The research found out that personnel strongly agree on organizational climate in terms of role clarity and teamwork and support. Moderate assessment on the level of affective, continuance, and normative commitment including dimensions of good governance in terms of participatory, and effectiveness and efficiency. They strongly agree on equitable and inclusive, consensus-oriented, and upholding the rule of law. The researcher recommends that the training staff may enhance the mentoring of recruits by senior field officers. The administrative staff may review the career path and corresponding logistical support. Likewise, the human resource staff may provide intervention in increasing the level of commitment of personnel. They may consider reviewing the awareness on police operational procedures and determine the state of discipline of personnel. Moreover, the community relations staff may enhance community involvement in problem solving. Lastly, the leadership may sustain its implementation of long-term transformation program, the PNP P.A.T.R.O.L. Plan 2030 (Peace and Order Agenda for Transformation and upholding of the Rule of Law).

Keywords: organizational climate, personnel commitment, good governance, rule of law., operational procedure

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1. Introduction

The Philippine National Police has long been in the serious limelight as frequently exposed in the report of police abuses and anomalies. The existing condition manifests the state of discipline as well as a control mechanism that influences the behavior of personnel which in turn affects the performance and public image of the organization. Further, it is heightened by the constant demand for capability development in terms of human resources, logistics, and the use of technology for relevance. In order to properly assess the origin of the current status of the PNP, it is necessary to describe the organizational climate prevailing in the organization. This will elucidate the working environment that serves as a reference equivalent to personnel behavior. Relatively, the process defines the level of commitment of personnel towards the organization.

With the inseparable dimension of good governance practices, organizations could potentially guarantee a successful outcome with the right direction, proper identification of gaps, and transformative leadership. The researcher will also propose a good governance unified framework depicting the interconnectivity of the variables relative to the findings of the study. Furthermore, the findings and the proposed frameworks that will be presented based on the significant findings of this study may improve the climate of the PNP's commitment to the maintenance of law and order and ultimately the promotion of a peaceful co-existence of people within any given society. The findings of this study will also help the PNP to become more conscious of the essential features of good governance: legitimacy, transparency, accountability, rule of law, responsiveness, and effectiveness towards economic growth and development of every citizen.

1.1 Objectives of the Study

This study describes Organizational Climate, Commitment, and Good Governance among Philippine National Police Personnel: A Framework for Administrative Excellence. More specifically, it describes the profile of respondents in terms of age, gender, educational attainment, civil status, rank, nature of the assignment, and length of service. The study also aims to determine the organizational climate in terms of Role clarity, Teamwork/support, Career Development, and Planning and Decision-making. Moreover, it aims to determine the level of employee commitment in terms of Affective Commitment, Normative Commitment, and Continuance Commitment. To determine good governance among PNP personnel in terms of Equitable and Inclusive, Participatory, Consensus Oriented, Rule of Law, and Efficiency and Effectiveness.

2. Review of related literature

2.1 Organizational Climate

The condition of an organizational climate is essential for gauging personnel commitment and work performance. Organizational climate relates to the personnel's appreciation of the leadership, workplace design, practices, and support for human resource activities (Ahmad et al., 2018). Brimbal et al. (2020) emphasized that organizations with a practically reasonable climate facilitate satisfaction, work attitude, engagement, and willingness to go the extra mile. However, there are instances where the atmosphere tolerates the means of achieving organizational goals with indirect provision for unethical behavior benefitting the organization itself and the individual personnel (Burnett, 2017). This shows the critical part of empowerment toward greater work productivity and flexibility in the workplace. Inversely, it is important to take into consideration the pro-organizational practices where morality is compromised by common behavioral processes.

A dimension that has a direct effect on the organizational climate is role clarity. It highlights the role stress that affects the commitment and output of personnel including the quality of organizational performance (Radhakrishnan, 2018). A clear understanding of the role involving the deliverable provides a climate of direction where personnel could focus on relevant capability enhancement as well as empowerment in devoting their skills and abilities towards organizational objectives. Likewise, ethical standards should also be prioritized over the accomplishment of objectives to avoid counterproductive endeavors detrimental to the individual personnel, organization, and stakeholders. Typical examples of poor organizational climates are the Enron scandal in the United States and the German-made Volkswagen “diesel gate” misdeed, which led to the distortion of reality by dodging ethical values (Johnson, 2016). The endless finger-pointing during the congressional hearing about the encounter of the Philippine National Police, and Special Action Force with the Moro Islamic Liberation Front, known as the Mamasapano massacre or SAF 44, portrays the importance of role clarity and communication (Abarquez, 2015).

An organizational climate could also provide a teamwork atmosphere necessary to pool individual effort and develop synergy. Teamwork and support bids awareness among personnel and commitment like the development of an entire body with its entirety coming from its chunks (Palmiano, 2019). It bridges different capacities through learning, communication, and a non-competitive, and less effort working environment. The challenges during times of the COVID-19 pandemic are the harmonization of cultural differences between members where most engagements are now using virtual platforms. Studies have shown that cultural diversity and evidence support from the leadership to enhance cultural competencies are major factors that upset effective teamwork (Velten et al., 2018). Moreover, the cohesiveness in the Philippine National Police developed a bond that tolerates unethical behavior during field training of new police recruits detailed for mentoring by senior officers (Dalizon, 2017).

2.2 Personal Commitment

Organizational performance has long been influenced by the level of commitment and the quality of its employees. Management that advances in raising the level of commitment among employees including the associative factors of individuals in the organization offers an organizational climate of performance and comparative advantage (Andrew, 2017). Commitment is the condition of relative attachment of employees towards organizational vision with a willingness to exert extra energy to ensure its success. However, Sadulzki (2019) highlighted the factors that negatively affect the commitment of employees in law enforcement agencies such as police stress and community distrust.

The widely used Three Component Model of Commitment by Allen & Myer as cited in the article of Kiprawi et al. (2020) was adopted by the researcher in this study. The model is about the three dimensions of commitment experienced by personnel such as affective, continuance, and normative. However, these dimensions of commitment do not stand alone by themselves. It can be present to an individual possessing one, two, three, or all of the categories in different levels. Affective commitment connotes the passionate association of the personnel to the organization with a strong desire to be part of achieving the goals and objectives. The affection for the job reduces personnel turnover, and willingness to go beyond the regular load, and satisfies the expectation of stakeholders with a personal touch (Anwar & Abdullah, 2021).

2.3 Continuance Commitment

Being safe in one’s job is the minimum concern of employees for the sustenance of economic needs. Continuance commitment pertains to the assurance of survival in maintaining the current job while weighing other replacements. Complications that may arise along the way are considered while thinking also of other things that may be wasted. This commitment displays a shallow form of loyalty that hinges on the pecuniary advantage of staying on the job (Gamble & Tian, 2015). However, management could jump off in this area by designing an organizational atmosphere of providing deeper meaning to their job. Considering the refuge in

terms of financial concern, the next would be the development of satisfaction in relation to working conditions, career development, conflict management, and empowerment of employees (Wang, 2015).

Retention in the workplace considers the losses that will be incurred once transferred to another company. Employees tend to weigh the consequences of leaving the present job, particularly the pecuniary benefits, the work experience, and the skills acquired. This scenario shows that continuance commitment focuses on financial gains while working to satisfy the company (Wang, 2015). The deeper meaning that employees continue to spend their time and effort in the organization is lacking in the context of continuance commitment. One pressing challenge in the job is the low dedication that translates to dismal performance. However, a company with a high level of continuance commitment ensures the financial requirement of employees that safeguards their personal and social needs (Devece et al., 2016).

2.4 Good Governance

The expansion of society towards better protection and functioning of its government has developed the interdisciplinary approach to effective governance. Addinck (2019) noted that society's interest is an effective administration of government towards the highest possible satisfaction of the expectations of the people. Moreover, the evolution of approaches gave birth to good governance which sought to address the challenges of responsible stewardship of resources, accountability of leaders, and inclusivity in terms of social development (Munzhedzi et al., 2019). However, good governance is a tough battle in most developing countries as some leaders employ majority trickery in government processes, limiting admission to possessions, and exploitation of vulnerabilities to advance their political interests (Mazhar et al., 2020). Equitable and inclusive processes in governance facilitate the involvement of stakeholders and outcomes that will show the reasonable distribution of corresponding benefits. Although, it is routinely assumed that being inclusive in the process will result in a more equitable allocation of wealth (Menocal, 2020). However, the study by Menocal (2020) highlighted that more inclusive governance can result in a more equitable developmental outcome. Several prosperous countries started by being equitable and inclusive with their citizens' interests such as preparations and policy deliberations.

Full participation of the citizens in the political process is vital in a democratic society. However, the quality of participation and the wide range of political environments should be considered to ensure its impact on good governance (Quick et al., 2016). This context was reinforced in the development planning experience in China where community involvement enabled the people to independently support themselves, developed the necessary skills, and enhanced confidence towards growing chances of achievement (Ying, 2018). Moreover, the importance of identifying the motivations of public participation to know the direction of inputs and the probable benefits in the governmental processes (Gustafson, 2017).

3. Methods

Research Design - The descriptive method of research was used to gather the needed information on organizational climate, employee commitment, and good governance among Philippine National Police personnel. According to Nassaji (2015), the objective of descriptive research is to extract and categorize the phenomenon.

Participants of Study - The qualified participants were the active PNP personnel composing of the police commissioned officers (PCO), police non-commissioned officers (PNCO), and non-uniformed personnel (NUP) from the national headquarters and seventeen police regional offices (PROs) of the PNP with a total of 112,747. The researcher excluded the PNP personnel with the rank of police corporal and patrolman prioritizing those with three years and above experience in the service. The researcher used the Slovin formula to determine the sample size with an effective margin of error of 5%. The desired sample size was determined by a trained statistician based on the total population ratio per area of assignments of respondents with 53 for PCOs, 301 for PNCOs, and 44 for NUPs for a total of 398.

Data Gathering Instrument - The researcher used four main data-gathering instruments, which will be explained henceforth. Part 1 is a self-made questionnaire by the researcher of the profile of respondents in terms of age, gender, educational attainment, civil status, rank, nature of the assignment, and length of service. Part 2 is a standardized but modified questionnaire on organizational climate Questionnaire (OCQ) modified from the study of Furnham and Goodstein cited by Ashipalooye (2014). Part 3 is a standardized but modified questionnaire based on the Three-Component Model (TCM) Employee Commitment Survey from the study of Myer and Allen cited by Muda and Chan (2020). Lastly, Part 4 is a standardized but modified questionnaire on the principles of good governance by Pomeranz and Stedman (2020). The researcher conducted a pilot test and determined the reliability of the questionnaires for use through the assistance of a trained statistician.

Data Gathering Procedure - The researcher sought the permission of the Chief of the Philippine National Police and the head of the human resource and training department of the PNP for the distribution of the questionnaires using Google Forms with the help of the PNP unit/office supervisors. The questionnaires were retrieved after a week with a total of 1,585 police personnel responding.

Data Analysis - Frequency and percentage were used to describe the profile distribution. Weighted mean and ranking were used to assess the organizational climate, commitment, and good governance among PNP personnel. Analysis of variance was used to test the differences in organizational climate, commitment, and good governance among PNP personnel when grouped into profile variables. Pearson's correlation was used to test the relationship between organizational climate, commitment, and good governance among PNP personnel.

Ethical Considerations - The researcher sought the consent of the head of units/offices of the participants. More so, participants were assured that the data gathered will be treated with the utmost confidentiality and that their identities will not be mentioned in any part of the dissertation. Thus, they voluntarily participated in the survey.

4. Results and Discussion

The following section presents the data gathered, the results of the statistical analysis, and the discussion. Conclusions were derived based on the findings of the study and the corresponding recommendations. Frameworks were also introduced under the context of organizational climate, personnel commitment, and good governance among police officers. These models were developed to help in the implementation and included a unified framework for the continuous improvement of the PNP.

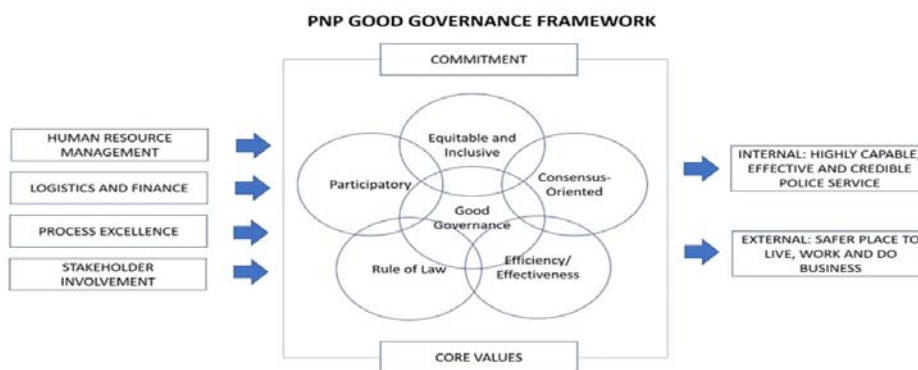


Figure 1. PNP Good Governance Framework

Figure 1 shows the PNP good governance framework presented and developed by the researcher through the results and analysis of the study. The organizational perspectives on human resources management, appropriate allocation of logistics and finance, ensuring the effectiveness of systems and processes, and stakeholder involvement are factors identified for a conducive organizational climate. The dimensions of good governance

guide the execution of initiatives which entail being equitable and inclusive, consensus-oriented, participatory, following the rule of law, efficient, and effective. The implementation of PNP personnel necessitates a high level of commitment and is consistent with the established core values in the PNP of being Pro-God, Pro-Country, Pro-People, and Pro-Environment.

With the increased capability, community partnerships, and good governance practices, it is expected that the PNP will attain its vision of becoming a highly capable, effective, and credible police service towards a safer place to live, work, and do business. Based on the collected result and data analysis, other frameworks were also formed. Each variable has its own framework as well as a unified framework. This unified framework consolidates organizational climate, personnel commitment, and good governance principles that promote continuous improvement of the PNP.

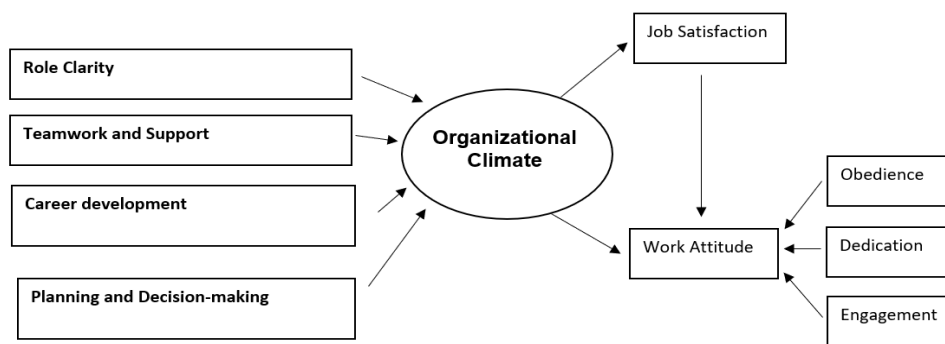


Figure 2. Organizational Climate Framework for the Philippine National Police

Figure 2 shows the factors affecting organizational climates such as role clarity, teamwork and support, career development, and planning and decision-making with the recommended initiatives. The working atmosphere perceived by the personnel facilitates job satisfaction. Corollary, this has an impact on work attitude translating to personnel obedience, dedication, and engagement. The framework suggests that the organization focuses more on personnel development and engages in effective planning/decision-making suitable in the context of the PNP. This is a modified form of the personnel engagement model in the study of Arya and Sainy (2017).

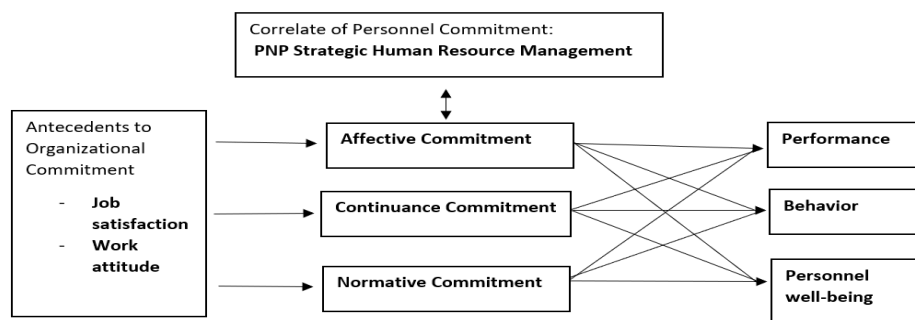


Figure 3. Organizational Commitment Framework for the Philippine National Police drawn from the Three Component Model by Allen and Myer cited by Muda and Chan (2020)

Figure 3 demonstrates the organizational commitment mechanism applicable in the context of the PNP. The framework shows the credentials of organizational commitment such as job satisfaction and work attitude serving as pre-existing conditions brought by the prevailing organizational climate. The three-component model developed by Allen and Myer as cited in the study of Muda and Chan (2020) was modified to suit the context of the PNP. These psychological states that affect how the personnel perceives the organization they belong to are

affective commitment, continuance commitment, and normative commitment. Each component can affect performance, behavior, and personnel well-being as they are not jointly restricted from each other. The model emphasizes that the superiors work more on the affective commitment correlated in which the development of the PNP Strategic Human Resource Management Program might be of help.

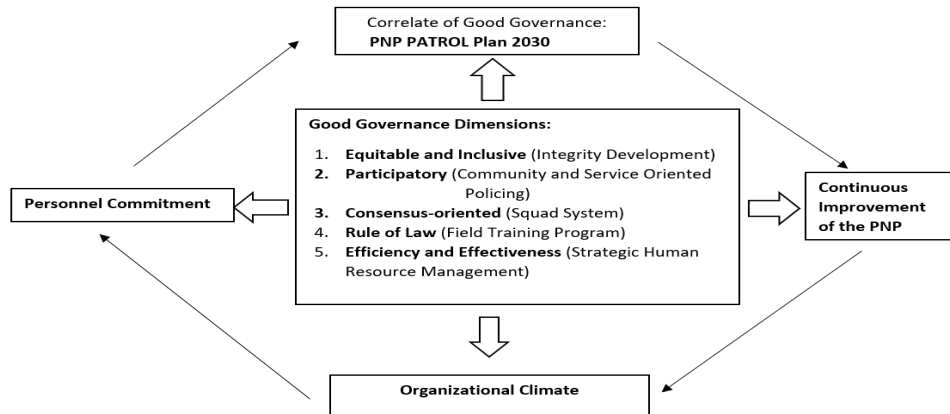


Figure 4. Good Governance Framework for the Philippine National Police modified from Beckhard's "Four Phases of Change" as adapted in the study of Diola (2016)

Figure 4 shows the framework of good governance for the PNP. The model illustrates the organizational climate, commitment, and the correlation of good governance with the PNP P.A.T.R.O.L. Plan 2030, the local adaptation of the Balanced Scorecard through the Performance Governance System for the continuous improvement of the PNP.



Figure 5. Unified Framework for the Continuous Improvement of the Philippine National Police. Drawn and modified from "Conceptual model for environmental influences on outcome/impacts with numbered pathways showing the mechanism of influence" by Chen (2015) and adapted by Diola (2016)

Based on the results of the study, the above-cited unified framework for the continuous improvement of the PNP is recommended. The model depicts the interconnectivity of the organizational climate and organizational commitment as key factors affecting good governance. Each variable has its own ecosystem that works independently. However, the process also shows that the three variables including good governance practices are linked to facilitate administrative excellence in the PNP organization.

5. Conclusion

The survey results revealed that the majority of the respondents are mostly PNP personnel at the early stage to mid part of their career, assigned to various administrative positions. There were also a considerable number of personnel assigned to the operational assignment who participated in the research. The majority of the respondents are male, single, non-commissioned officers, and graduates of a baccalaureate degree. The respondents have a high level of agreement on the dimensions of organizational climate in terms of role clarity and teamwork and support. They agree on the dimensions in terms of career development and planning/decision-making. The respondents have a moderate assessment of the dimensions of organizational climate in terms of affective, continuance, and normative commitment scales. The respondents agree on dimensions of good governance in terms of participatory and effectiveness and efficiency. They strongly agree on equitable and inclusive, consensus-oriented, and the rule of law. There are significant differences between organizational climate, commitment, and good governance among PNP personnel when grouped into profile variables. There are significant relationships between organizational climate, commitment, and good governance among PNP personnel when grouped into profile variables. Conducive organizational climate, affective personnel commitment, and good governance practices are appropriate variables for PNP's good governance framework toward administrative excellence.

5.1 Recommendations

- The training staff may enhance the mentoring of new recruits by senior field officers for knowledge and skills sharing.
- The administrative staff may review the career path of personnel and logistical support for the long-term direction toward better recruitment of quality personnel through strategic human resource and logistics management.
- The human resource staff may provide intervention to increase the commitment of personnel through the squad system and counseling to improve the affective commitment of PNP personnel.
- The internal affairs office may review the level of awareness of police operational procedures and the state of the discipline of PNP personnel.
- The community relations staff may enhance community involvement in problem-solving through the Community and Service-Oriented Policing System.
- The leadership may enhance the implementation of its long-term strategy for the direction and continuous improvement of the PNP towards attaining its vision of a “highly capable, effective, and credible police service” through good governance among its personnel.
- Future researchers may focus on the development of strategic human resource management, logistical development strategy, improvement of processes, and community partnerships relative to the PNP good governance framework towards administrative excellence.

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