



Collaborative Leadership of Commissioned Law Enforcers: Basis for Police-Community Relation Program

John Mark C. Poquita^{1*}, Nestor C. Nabe¹

¹ University of Mindanao, Philippines

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Abstract

This study aimed to determine the collaborative leadership among the commissioned officers in the Philippine National Police in Davao del Norte and to enhance the police-community relation program. There were 310 Non-Commissioned Officers in the Philippine National Police assigned in Davao del Norte who participated in the survey. The study used stratified sampling and employed statistical tools such as Mean, Standard Deviation, T-test and analysis of variance. The findings revealed that the level of collaborative leadership of commissioned officers in the Philippine National Police is very high. Further, it was found that collaborative leadership does not differ significantly when analysed by sex, rank, educational attainment and length of service. A program is proposed to enhance the relationship between police officers and the community.

Keywords *Criminal Justice, Collaborative Leadership, PNP Commissioned Officers, Descriptive Test of Difference*

INTRODUCTION

Law enforcement has a problem in fostering collaboration in two different units within the agency; this scenario will create pressure between law enforcement units as the law enforcer may follow their immediate superior with different ideas. Since the different units suggested a different approach in responding to a problem, the tendency will create a complex problem within the organisation (L'Hoiry, 2021).

Collaborative efforts are being disregarded because the strong hierarchical culture of the law enforcement administration will create an independent discussion within the bureau, meaning the decision-making has a pattern from the top management down to the lowest level of ranks. Establishing rapport with the higher officials may create a conflict because of the line and staff function of the law enforcers. The complexity of their responsibility is considered difficult due to some issues that occur in maintaining collaborative efforts (Adams et al., 2021).

The value of exploring the field of collaborative leadership very important because it gives suggestibility in making the leaders be more effective in handling the organisation. It will serve as a reference in unifying the diverse individuals towards attaining the goals and the missions of the organisation; it compasses the importance of collective decision-making among members of the team (Salas et al., 2019).

Government officers, in addressing and dealing with the problems of the community, always manifest collaborative management by applying consensus-driven decision-making wherein stakeholders are involved and engaged in achieving mutually desired goals through joint responsibility, authority, and accountability. This means that in decision-making and the implementation of the policy, the involvement of the members of the community and the whole organisation is always considered (Shults, 2018).

The researcher has not come across the study of Collaborative Officer in Philippine

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Corresponding author's email: joma.carpo@gmail.com

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National Police: Basis for Police-Community Relation Program in the local setting, the same as the study undertaken at present. This encourages the researcher to pursue determining the existence and possible solution to the problem of the study. It is on this premise that the researcher perceived the necessity to conduct this study to determine the collaborative leadership of the commission officer of the Philippine National Police.

LITERATURE REVIEW

The Collaborative Leadership

Collaborative leadership involves actively seeking and considering the perspectives of others, recognising that one's own ideas may not always be the sole correct solution. While it may seem more convenient and efficient to make decisions independently, disregarding diverse opinions does not ensure arriving at the optimal resolution for the challenges at hand (Vijayadevar et al., 2019). At its essence, collaborative leadership fosters fluent and ongoing communication among team members to accomplish projects or tasks successfully. This approach necessitates the engagement of everyone, encouraging the contribution of their thoughts, ideas, voices, and talents, which often results in the achievement of project success when executed effectively (McNamara et al., 2019).

Additionally, transformational leadership involves heads with minds focusing on the change of the people by inspiring them to achieve the purpose of the organisation and provide outcomes towards the organisation and the clients (Hill et al., 2018). Leaders must have a clear vision about the goals the organisation wants to attain. An organisation without goals is like a boat on the ocean, which is dependent on the direction of the wind without the path of destination (Green, 2022).

In fact, government officers, in addressing and dealing with the problems of the community, always manifested collaborative management by applying consensus-driven decision-making wherein stakeholders are involved and engaged to achieve mutually desired goals through joint responsibility, authority, and accountability. This means that in decision-making and the implementation of the policy, the involvement of the members of the community and the whole organisation is always considered (Cao et al., 2021).

Moreover, collaborative leaders must have a skill in the following areas: connecting people together, appealing to diverse capacities and talents individuals, showing collaboration and preventing the members of the organisation from some negative impact but rather helping each other to draw a better. People who do not want connectivity among members may fail to develop the organisational needs. An organisation is like a tree, which represents connectivity among its branches; branches must be attached to the main core of the tree so that they can bear more fruits (Stosich, 2020).

Nevertheless, the concept of distributed leadership necessitates a comprehensive transformation within the system and cannot be accomplished solely through individualised leadership development efforts. It demands a collective reevaluation of notions surrounding leadership, encompassing even top-level leaders (Pollack, 2020). For this approach to thrive, it becomes imperative for the highest-ranking leaders to cultivate a secure learning environment that reflects this novel mode of functioning. Such an environment should provide ample opportunities for reassessing leadership principles and facilitating ongoing learning experiences. Moreover, fostering constructive collaborations by bringing together pertinent individuals armed with reliable information is instrumental in forging genuine visions and strategies to address the organisation's shared concerns (Shu & Wang, 2021).

Moreover, despite a rich history of fruitful collaborative endeavours, numerous other community processes that were labelled as "collaborative" ultimately failed to achieve significant

outcomes. These varied experiences, encompassing both successful and unsuccessful attempts, have contributed to enhancing the expertise of individuals engaged in addressing specific issues, equipping them with valuable collaborative techniques. As a result, leaders who prioritise the resolution of problems over the mere adoption of solutions play a pivotal role in the triumph of any collaborative undertaking (Simpson & Carroll, 2021).

It is essential for organisations to tailor their decisions and planning based on the unique problems encountered within their own context rather than merely replicating solutions implemented by other entities. Each organisation possesses distinct experiences and individualities that must be taken into account when formulating strategies (Gale et al., 2017).

Assessing the Environment

Assessing the extent to which a workplace adheres to best practice recommendations concerning an integrated systems approach holds significant importance for various reasons. Understanding the connections between working conditions and worker safety and health outcomes can offer valuable insights for researchers, policymakers, and employers, guiding priority-setting and decision-making processes. Furthermore, it has the potential to motivate employers to take action to improve workplace conditions (Wagner & Thakur-Weigold, 2018).

Achieving sustainable employment relies on the harmonious alignment between individuals and their working environments. The person-environment (PE) fit model posits that attitudes, behaviours, and other individual-level outcomes are not solely shaped by either the person or the environment but rather emerge from the dynamic relationship and interactions between the workplace and personnel assessment (Davis, 2020).

An essential aspect worth evaluating within workplaces is the prevalence of job stress and depression, as it helps implement appropriate preventive measures and mitigate the occurrence of mental illnesses. Job stress not only contributes to mental health issues and work dissatisfaction but can also amplify the prevalence and severity of physical health problems and medical diseases (Zaghloul & Partridge, 2022).

Moreover, given the transformations in workplace characteristics over the past few decades, adjustments to the traditional theoretical framework used to comprehend work relationships become necessary. Changes resulting from technological advancements, political shifts, globalisation, and economic developments have triggered new theories surrounding labour relationships (Bergin, 2018).

In this context, the collaborative leadership of commission officers plays a vital role in assessing the environment and identifying the community's needs, which holds utmost importance in the realm of policing. Proactive strategies and effective community partnerships showcased through problem assessment are instrumental in crime prevention and resolution, ensuring issues are addressed before they escalate (Drew & Martin, 2020).

Consequently, assessing the environmental needs, particularly under the commission officer's guidance, becomes crucial in identifying and resolving community problems. This approach fosters a partnership where all community members actively contribute to enhancing neighbourhood safety and quality, shifting away from solely relying on law enforcement as the sole custodians of peace and justice. Building trust and partnerships between law enforcement and diverse communities is a key factor in enhancing public safety (Calvert et al., 2020).

Creating Clarity: Visioning and Mobilizing

The potential to glean valuable insights from vast volumes of data has the capacity to revolutionise the role of law enforcement analysts. Alongside this burgeoning potential, there is a push towards professionalising crime and intelligence analysis as an occupation. This paper

explores the alignment of existing descriptions of core competencies with the skills deemed important by analysts and their managers (Spade, 2020).

Furthermore, paying attention to emotions and emotional clarity can significantly contribute to job satisfaction by enhancing specific emotion regulation strategies like reappraisal. Implementing interventions or medical education programs aimed at bolstering emotional clarity and reappraisal could prove beneficial in increasing job satisfaction among medical staff in China (Bachiller, 2022). Moreover, organisations should consistently strive to enhance employees' perceptions of role clarity to maintain their motivation, engagement, and innovative behaviour at work (Brorström et al., 2022).

Similarly, a noteworthy positive relationship exists between reflection and explicit competencies, highlighting the significance of articulating tacit knowledge to develop explicit competencies that enhance role clarity. This indicates that reflecting on oneself plays a crucial role in demonstrating competence in handling tasks, influencing reactions to circumstances, and guiding the creation of visions, ultimately resulting in improved output (de Moor, 2022).

Furthermore, role clarity is closely linked to employee efficiency, encompassing alignment with organisational goals, work pace, proper use of equipment and facilities, self-assessment, training, and adherence to workplace regulations. An evident and direct relationship is observed between role clarity and employee efficiency (Watkinson-Miley et al., 2022).

Hence, as an effective organisational response to the challenges of a dynamic external environment, leaders must provide vision while granting constituents autonomy. The former provides guidance to align followers' actions towards desired goals, while the latter fosters variability in their behaviour by relinquishing control; both approaches positively impact the organisation's performance. Leaders must effectively guide their constituents to achieve common objectives for the collective benefit of every member (Jurstakova et al., 2022).

Building Trust

Trust plays a fundamental role as an instrument of continual cooperation between leaders and followers within an organisation. When individuals demonstrate openness, it fosters an environment of open communication and enables the seamless exchange of ideas and knowledge for the organisation's improvement. The trust serves as a strong foundation for the organisation's success and effectiveness, particularly when leaders maintain trust with their subordinates, thereby encouraging positive feedback (Norman et al., 2019).

In certain instances, it is highly advisable for leaders to ensure the maintenance of trust among their subordinates. Research has demonstrated that when an organisation faces trust issues, it can significantly impact its operations and may even lead to conflicts. Establishing a strong level of trust between leaders and followers has been shown to bolster morale and contribute to effective decision-making. This, in turn, fosters collaborative efforts and overall success within the organisation (Amarasingham, 2019).

Moreover, the lack of trust between citizens and law enforcement can, in part, be attributed to the perceived unfair treatment of police officers. This gap in cooperation between the police and the community arises from concerns that the police might exhibit biases and unfairness when dealing with society. Studies have highlighted that the level of trust varies across different states, impacting the degree of collaboration between law enforcement and the community. It is evident that trust from the community increases when police officers act fairly and justly (O'Brien et al., 2020).

Building trust can be facilitated through the implementation of accountability mechanisms and by fostering a shared police/citizen identity, both of which can be achieved using digital means. Digital tools and platforms can be designed to ensure the safety, engagement, reassurance,

information-sharing, and empowerment of the community, thereby promoting inclusivity. A recent study extensively examined 240 existing online citizen-police and relevant third-party communication applications, assessing their alignment with community needs and policing objectives (Denny et al., 2023).

Furthermore, emerging research suggests that public administrators can cultivate trust by improving the outcomes they deliver for citizens. Practical and achievable steps, such as enhancing the government's focus on citizens' needs, engaging employees, prioritising fairness, and concentrating on delivering public services at the grassroots level, can lead to significant improvements. Citizens have demonstrated the ability to differentiate among various levels of government, the administration of different programs, and the performance of individual administrators. This offers promising prospects for enhancing trust, particularly during times when government credibility is frequently questioned (Kettle, 2019).

Sharing Power and Influence

Limited research has addressed the potential impact of inter-agency collaborations on the roles of police and probation officers, as well as the implications for the quality, diversity, and effectiveness of their services. This study examines the influence of close working relationships on the professional orientations of police and probation officers engaged in a formal partnership in Spokane, Washington. The findings indicate that organisational objectives may lead to tension and an imbalance of power among partnership participants (Murphy & Lutze, 2009).

In the realm of law enforcement, the concept of shared leadership is recognised as vital for a conducive work environment, but there is a scarcity of empirical evidence on how to effectively foster shared leadership within the police force. This paper explores the role of transformational leaders in supporting shared leadership, demonstrating their positive influence on it and how they indirectly contribute to it by clarifying organisational goals and enhancing job satisfaction for their subordinates (Masal, 2015).

This paper identifies potential weaknesses, risks, and unintended effects of public sector innovation strategies based on collaborative innovation. It also presents collaborative innovation as a counter-strategy to address the attention biases and blind spots that public organisations may encounter. By critically examining the assumptions supporting the benefits of collaborative innovation, the paper contributes to discussions on its potential impact on public governance (Gharama et al., 2020).

In the face of a crisis, it is imperative to establish initiatives that encourage interagency collaboration among first responder organisations. Police, fire, and emergency medical services play a critical role in identifying substance users and providing essential resources for initiating treatment. However, joint collaborative programs between law enforcement/first responders and healthcare providers are lacking, indicating a need for comprehensive approaches (Schruijer, 2020).

Regarding uniformed leaders in the community, such as commission officers, shared leadership within an organisation fosters a joint-motivational network identity, leading to improved collaborative work performances. This shared sense of purpose instils a value-driven attitude among network members, motivating them to actively contribute to the organisation's goals (Giwa, 2018).

The demonstration of shared power and influence among police officers significantly impacts emergency services and facilitates the exchange of information across the community sectors. Empowering constituents to take part in addressing both minor and major community issues aligns with the policies and mandates of the police authority, leading to proactive problem-solving actions (Zaghloul & Partridge, 2022).

Thus, the collaborative arrangement between the community and police officers is no longer merely a demand of one party but a necessary approach. Police officers, as community leaders, exhibit a collaborative leadership style, empowering the community to take the initiative in resolving community issues, thus alleviating the workload of commission officers concerning peace, order, and social justice maintenance (Gil-Garcia et al., 2019).

Developing People

Promoting personal development through training and seminars is a viable approach for organisations aiming to cultivate a cohesive and proactive workforce. A study found that 86% of uniformed officers exhibited positive changes in their knowledge and attitudes towards youth with mental health issues based on pre/post-tests. Furthermore, interviews revealed that officers reported improved behaviours as a result of this training initiative. While these preliminary findings demonstrated the effectiveness of the CIT-Y program, the study also offers recommendations for refining the curriculum and suggests further research (Piazzoli & Kubiak, 2019).

In the context of industrial enterprises, fostering personnel development involves enhancing the organisational, educational, and qualification structure of employees. By embracing the concepts of lifelong learning and organisational learning, companies can augment their human capital, uncover and transfer tacit knowledge, foster competency development, and create adaptable learning environments. These practices contribute to continuous improvement and adaptation within the organisational structure.

Likewise, human resource development and motivation significantly impact good governance and the performance of police officers. Studies have established that individual development plays a pivotal role in enhancing police officers' effectiveness in their duties. Emphasising the responsibility of police officers to develop the people they serve can lead to more successful operational outcomes (Latief et al., 2019).

The Police Training Officer (PTO) Program adopts a comprehensive approach that emphasises adult learning, self-awareness skills, and critical thinking strategies to enhance trainees' cultural understanding of the community they serve. A comparison of the two models, including the PTO Program, is conducted in light of Community Oriented Policing goals, providing valuable insights into effective law enforcement practices (Chambers et al., 2020).

Self-Reflection

Progression The progression towards self-authorship among students was evident; however, they often remained influenced by others in their host placement in terms of their thinking and behaviour. Work placements proved to be valuable for assessing and cultivating self-authorship, as they exposed students to situations that required them to develop an internal voice. Coupled with deliberate, reflective activities, these experiences facilitated complex meaning-making of their learning experiences. In this study, we propose collaborative strategies for educators and industry professionals to enhance self-authorship among higher education students (Lall, 2021).

Some researchers suggest that self-reflection plays a crucial role in organisations as it allows for a better understanding of group members' sentiments and ideas. It serves as a means of sharing ideas without engaging in arguments and encourages open-mindedness by considering different perspectives (Denyssen & Evans, 2022).

Part of its importance within organisational settings self-reflection plays a fundamental role in decision-making processes, spanning both personal and professional domains. By partaking in self-reflection, individuals acquire the capacity to meticulously assess the potential ramifications

of their decisions within the specific circumstances at hand. This process of introspection empowers them to explore the underlying reasoning behind their actions, consequently heightening their consciousness of the potential outcomes arising from the intended steps they plan to pursue (Huebner, 2022).

Furthermore, the act of engaging in self-reflection assumes a vital role in preventing undesirable events from unfolding. When individuals take the time to scrutinise their thoughts, emotions, and underlying motivations driving their actions, they gain valuable insights into the potential risks and pitfalls associated with their decisions. Armed with this newfound clarity, they are empowered to make essential adjustments, embrace more cautious approaches, or even explore alternative solutions, all with the aim of averting adverse consequences (Lynch & Joham, 2005).

RESEARCH METHOD

Research The study involved 310 Philippine National Police non-commissioned officers of Davao del Norte. The sample size is supported by the study of Fidell and Tabachnick (2003), who stipulate that the rules of thumb have at least 300 participants to suffice a sample size to presume that the study is reliable and has an acceptable margin of error. The sample size must also be based on the objective of the study and the fitness of the respondents to attain the major output of the study, like creating intervention plans and programs (VanVoorhis & Morgan, 2007).

This study used stratified random sampling since the non-commissioned officers in Davao del Norte. Stratified random sampling was employed in this study. Wherein only available and willing police personnel from the aforementioned police agencies are present. To complete the sampling process, stratified random sampling, also known as proportionate random sampling and quota random sampling, divides the overall population into homogeneous groups (strata). When attempting to examine data from distinct subgroups or strata, stratified random sampling is commonly utilised. It enables the rapid generation of a sample population that best represents the whole population under study (Belliveau et al., 2022).

The most suitable person for the queries of this study is the non-commissioned officers, provided that they work with the commissioned officers and could possibly observe the collaborative leadership skills of commissioned officers in the said law enforcement agency. All police officers involved in this study were given the free will to participate without any form of consequence or penalty; therefore, the purpose and benefits of the study were carefully considered and adhered to.

FINDINGS AND DISCUSSION

Results The responses of the respondents on collaborative leadership in the Philippine National Police are presented and analysed in this section. The topics discussed are the measurable indicators of collaborative leadership in terms of assessing the environment, creating clarity, visioning and mobilising, building trust, sharing power and influence, developing people, and self-reflection. Also, it is also discussed the collaborative leadership of commissioned officers in the Philippine National Police when analysed according to sex, rank, educational attainment, and length of service; at the same time, the intervention scheme program design based on the findings of the result.

Level of Collaborative Leadership of Commissioned Officers

Displayed in Table 1 is the summary of the level of collaborative leadership of commissioned officers. The computation of the results yields an overall mean score of 4.30 with a standard deviation of 0.79, which is described as very high or always manifested. This totally

means that the collaborative leadership of commissioned officers of Davao del Norte in terms of assessing the environment, creating a clarity in visioning and mobilising, building trust, sharing power and influence, developing people, and self-reflection is always manifested. This only implies that the commissioned officer's collaborative leadership has a positive impact on the citizens of the community.

This corresponds to the study of [Reisman et al. \(2018\)](#) that the government officers, in addressing and dealing with the problems of the community, always manifested collaborative management by applying consensus-driven decision-making wherein stakeholders are involved and engaged to achieve mutually desired goals through joint responsibility, authority, and accountability. This means that in decision-making and the implementation of the policy, the involvement of the members of the community and the whole organisation is always considered.

Moreover, this is supported by [Mathews \(2023\)](#), that the Police Movement's Commissioned officers emphasise the importance of establishing and maintaining partnerships while emphasising problem-solving between the police and the general public approaches to improving citizens' general quality of life. It was found that the leadership style shown by the police officers is always subjected to empower the participation of the individual in decision-making and policy implementation.

Table 1. Level of Collaborative Leadership of Commissioned Officers

Indicator	SD	Mean	Descriptive Level
Assessing the Environment	0.77	4.25	Very High
Creating Clarity: Visioning and Mobilizing	0.79	4.26	Very High
Building Trust	0.76	4.28	Very High
Sharing Power and Influence	0.77	4.30	Very High
Developing People	0.79	4.37	Very High
Self-Reflection	0.79	4.30	Very High
Overall	0.73	4.30	Very High

This is in congruence as well with [Lumb & Metz \(2019\)](#) that police leaders were able to facilitate and maintain partnerships between officers and the communities they serve in an effort to establish and maintain peaceful neighbourhoods. The Police departments provided the community with a kind of leadership wherein every role of every individual is given importance, including providing safety and security for citizens.

Significance of Collaborative Leadership of Commissioned Officers and Sex

Displayed in Table 2 is the test on the significance of collaborative leadership of commissioned officers according to sex. It was shown that on the test of significance on collaborative leadership according to sex, got an overall f-value of .013 and p-value of .99 or described and has no significance.

Table 2. Test on Significance of Collaborative Leadership of Commissioned Officers and Sex

Factors	F	p-value	Remarks
Assessing the Environment	1.001	.316	Not Significant
Creating Clarity: Visioning and Mobilizing	.202	.654	Not Significant
Building Trust	.000	.998	Not Significant
Sharing Power and Influence	.092	.762	Not Significant
Developing People	.228	.633	Not Significant
Self-Reflection	.154	.695	Not Significant
Overall	.013	.911	Not Significant

The result was also noticed in the study conducted by [Acosta \(2022\)](#), which states that acknowledging the significance of multiple viewpoints and experiences, collaborative leadership promotes diversity and inclusion. When commissioned officers of different genders collaborate, a more inclusive environment is created, allowing for a larger range of ideas, methods, and problem-solving strategies.

Moreover, this is supported by [Jiao et al. \(2023\)](#), who that age, gender and status have no significant difference in how police officers assess the problems of the community, involving how they engage the constituents to become their active partners, especially in suppressing crimes and incidents. The community where they lead gives positive feedback based on how they were treated by the assigned community police, and they give their full trust to the officers as peacemakers and keepers of justice and peace.

Significance of Collaborative Leadership of Commissioned Officers and Educational Attainment

Presented in Table 3 is the test on the significance of collaborative leadership of commissioned officers according to educational attainment. The result has shown that the factors of collaborative leadership of commissioned officers according to educational attainment got an overall F-value of .624 with a p-value of .430, which is described as not significant. This only shows that the educational attainment of the commissioned officers has no significant relationship to the factors of collaborative leadership.

The result is supported by the study of [Lockwood et al. \(2022\)](#) that the educational attainment of the law enforcer has no bearing in terms of collaboration. The degree might be considered as a way of empowering individuals to be more effective in their tasks, but it doesn't cause in terms of a collaborative effort of the law enforcer in crime reduction.

Table 3. Test on Significance of Collaborative Leadership of Commissioned Officers and Educational Attainment

Factors	F	p-value	Remarks
Assessing the Environment	1.169	.281	Not Significant

Creating Clarity, Visioning, and Mobilizing	.375	.540	Not Significant
Building Trust	.139	.709	Not Significant
Sharing Power and Influence	.310	.578	Not Significant
Developing People	.126	.723	Not Significant
Self-Reflection	2.291	.131	Not Significant
Overall	.624	.430	Not Significant

Significance of Collaborative Leadership of Commissioned Officers and Rank

The result in Table 4 is the test on the significance of collaborative leadership of commissioned officers according to rank. The result has shown that the overall factors of collaborative leadership according to rank found no significant difference. It was also empirically revealed that the test on the significance of collaborative leadership of commissioned officers in terms of rank obtained an overall f-value of 2.778 and p-value of .097, which is described as having no significance.

Pertaining to rank, this is contradicted by Stratified System Theory and the proposition of [Densten and Gray \(2003\)](#) that each rank has different approaches to leadership. It was further stated that their view about leadership and the ways to handle the community differs from each rank. Seniority matters in leadership, as it is deliberated that senior ranks have a smooth way of demonstrating their leadership, which enhances the collaboration within its community partner wherein they exerted extra effort to make the programs of the Philippine National Police towards the community effective and sustainable.

Table 4. Test on Significance of Collaborative Leadership of Commissioned Officers and Rank

Rank	Factors	F	p-value	Remarks
	Assessing the Environment	3.374	.067	Not Significant
	Creating Clarity, Visioning, and Mobilizing	1.540	.216	Not Significant
	Building Trust	2.365	.125	Not Significant
	Sharing Power and Influence	2.834	.093	Not Significant
	Developing People	2.065	.152	Not Significant
	Self-Reflection	2.749	.098	Not Significant
	Overall	2.778	.097	Not Significant

Significance of Collaborative Leadership of Commissioned Officers and length of service

Revealed in Table 5 is the test on the significance of collaborative leadership of commissioned officers according to the length of service using a one-way ANOVA statistical tool. The data revealed that the length of the service of the commissioned officer in their collaborative

leadership has an overall f-value of 8.219 and a p-value of .000. As indicated, the p-value is lesser than the alpha level of significance, which is 0.05 as determined to 1-5 years and 11-15 years, 6-10 years and 11-15 years, and 6-10 year/s and 16 years. Statistically, this shows that there is a significant difference in collaborative leadership as grouped according to the length of service of commissioned officers. Hence, it resulted in the rejection of the null hypothesis. On the other hand, the results show significance when the collaborative leadership was analysed according to its length of service.

Table 5. Significance of Collaborative Leadership of Commissioned Officers and Length of Service

Length Of Service			
Factors	F	p-value	Post Hoc Analysis
Assessing the Environment	6.502	.000*	6-10 years and 11-15 years 6-10 years and 16 years
Creating Charity Visioning and Mobilizing	6.889	.000*	1-5 years and 11-15 years 6-10 years and 11-15 years
Building Trust	9.469	.000*	1-5 years and 11-15 years 6-10 years and 11-15 years
Sharing Power and Influence	8.404	.000*	1-5 years and 11-15 years 6-10 years and 11-15 years 6-10 years and 16 years
Developing People	6.609	.000*	1-5 years and 11-15 years 6-10 years and 11-15 years 6-10 years and 16 years
Self-Reflection	7.159	.000*	1-5 years and 11-15 years 6-10 years and 11-15 years 6-10 years and 16 years
Overall	8.219	.000*	1-5 years and 11-15 years 6-10 years and 11-15 years 6-10 year/s and 16 years

This is congruent with [Skogan and Hartnett \(2019\)](#) that the longer the police officers in the position will be, the greater their commitment to serve the public, and they lead strategically as they are accustomed to rules and programs of community policing. This is due to the assertion that relatively new officers in the position have divergent motivation and management styles based on opportunities for professional satisfaction, which focuses more on their long-term careers and promotions.

CONCLUSIONS

The results revealed that the commissioned officer's responses on collaborative leadership were very high or described as always manifested, which has a highly significant influence in terms of assessing the environment, creating clarity: visioning and mobilising, building trust,

sharing power and influence, developing people and self-reflection. It is highly recommended that the indicators must be observed in crafting an intervention scheme among the personnel of law enforcers.

The data show that there is no significant difference in collaborative leadership of commissioned officers in the Philippine National Police when analysed according to sex, rank, educational attainment, and length of service. This manifested that the law enforcer has a good collaboration among members of the organisation. However, it is suggested that the indicators used in this study must be observed to build more collaboration among members of the organisation.

An intervention plan takes into account certain areas of concern, specifically focusing on items that demonstrate a low level of collaboration. Once developed, the intervention program will be recommended to the provincial office with the aim of enhancing the collaboration between police officers and various sectors of the community, thereby strengthening their relationship.

LIMITATION & FURTHER RESEARCH

The time frame of the research was limited to the academic year of 2018-2022. The respondents' profiles had inclusion and exclusion criteria to avoid misleading data results. The scope of this study did not include any other variables in the subject's profile. Data were collected from non-commissioned officers of the Philippine National Police by conducting a physical survey by answering the questionnaire conducted at the different municipal police stations of Davao del Norte with the approval of the Provincial Police Office of Davao del Norte.

The law enforcer may use the crafted police-community relation program that focuses on the items with a low level of collaboration. The future researcher may use the study as a reference for the study related to collaborative leadership.

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