

Original Article

# Community Perception on Philippine National Police Sub-Culture and Performance as Mediated by Police Work Ethics

<sup>1</sup>Mariane Claire G. Tindoy, <sup>2</sup>Roberto R. Magbojos

<sup>1</sup>Instructor, SPAMAST-Criminology Department, Malita, Philippines.

<sup>2</sup>Program Head, University of Mindanao-College of Criminal Justice Education, Davao City, Davao.

Received Date: 19 January 2025

Revised Date: 29 January 2025

Accepted Date: 03 February 2025

Published Date: 10 February 2025

**Abstract:** *This study examined how police work ethics significantly mediate community perception of police subculture and performance in Davao Occidental. The data were obtained from 385 residents in Davao Occidental, Philippines. Descriptive correlation and mediation were employed as the study design and analysis. Further, this study used adapted standardized instruments and gathered the data using a face-to-face survey. Moreover, statistical tools such as Mean, Pearson r, and Mediation Analysis were utilized in data analysis and interpretation. Results revealed a high level of perception towards police performance, work ethics, and police subculture is positively perceived by the residents. Moreover, significant correlations were found between perception towards police subculture and police performance, perception towards police subculture and police work ethics, and perception towards police work ethics and police performance. The mediation analysis showed that police work ethics partially mediates the relationship between perception towards police subculture and police performance. Further results revealed that the mediation effect is significant, demonstrating that while perception towards police subculture directly influences police performance, performance is also indirectly affected by police work ethics. Hence, it is suggested that the PNP organization should implement annual workshops on police ethics, values, and codes of conduct.*

**Keywords:** *Criminal Justice, Police Subculture, Police Performance, Police Work Ethics, Mediating Effect, Structural Equation Modelling, Philippines.*

## I. INTRODUCTION.

The role of police officers in maintaining peace and order, preserving public security and safety, and protecting common property is a crucial aspect of ensuring the well-being of individuals and society. Their ability to respond quickly to threats requires a high level of initiative and adaptability, as they must overcome complex obstacles and situations to guarantee the safety and security of every citizen (Chokprachakchat, 2011; Purba & Demou, 2019). However, the citizen's perception of the police is eroded due to their negative work performance, such as having a history of corruption, instability, racism, and colonialism. Research has shown that these problems manifest in various ways, including disregard for citizens' fundamental rights and freedoms, police misconduct and abuse of authority, and impatient, dismissive, unprofessional, and unproductive behavior (Sernicula & Calva, 2024).

According to the PAHAYAG 2023 Survey, in the second quarter of 2023, the Philippine National Police (PNP) experienced a marked decline in public perception, evidenced by a significant reduction in its approval rating, which fell from 54% to 49%. Concurrently, its trust rating decreased from 43% to 39% (Manila Standard, 2023). Thus, it sparked a pressing need to critically assess the performance of the nation's police force. A critical indicator in assessing police performance is the public's perception of the police (Mazowita & Rotenberg, 2019). This includes but is not limited to attentiveness, reliability, fairness, manners, responsiveness, and competence (Pelayo III et al., 2019).

Researchers have pointed out the significance of workplace culture in shaping an employee's performance. A positive workplace culture has yielded numerous benefits, including increased employee satisfaction and engagement and improved productivity (Robertson, J. & Robertson, S., 2021). Moreover, the prevailing notion is that culture plays a pivotal role in influencing an individual's ethical ideology, thereby impacting their propensity to act morally. As such, when evaluating the appropriateness of a particular practice, culture serves as a guiding framework (Alkipsy & Raju, 2019). Furthermore, Jusdijachlan (2022) underscores the importance of ethics in the workplace, emphasizing its significant impact on performance. Consequently, when employees lack a strong sense of work ethics, their performance will likely be compromised (Quispe-Torreblanca & Stewart, 2019).

Despite the plethora of research conducted in international settings, there remains a dearth of scholarly works examining the relationship between police subculture, work ethics, and police performance in the provincial contexts, particularly in Davao



Occidental. The absence of a comprehensive understanding of this relationship is a pressing concern requiring immediate attention. This study seeks to address the knowledge gap and the UN Sustainable Goal 16 by creating a more accountable, transparent, and effective policing system that reflects the needs and concerns of the community.

## II. LITERATURE REVIEW

A good workplace culture is when skilled individuals work in an environment favorable to their productivity. It is also when they feel comfortable debating if they believe they can provide a better solution when their organization appreciates them and when they are given enough time to complete their job (Robertson J. & Robertson, S., 2021). Furthermore, the sense of inclusivity among a diverse organization's employees is crucial to its growth and achievement. An individual's commitment and motivation will improve if they experience a sense of belonging to the organization since they feel like they are a part of it (Olewiler, 2019).

Moreover, organizational culture will increase group efficiency, commitment, and overall performance. This is because a shared culture provides a sense of purpose and direction, which motivates employees to work towards achieving organizational objectives. In addition, an organizational culture will also enhance employee engagement, reduce turnover rates, and improve job satisfaction, ultimately leading to better organizational outcomes (Soomro & Shah, 2019). Another study found a direct link between organizational culture and performance, where organizational culture impacts employees' attitudes and behavior (Zeb et al., 2021).

According to the study of Nura et al. (2022), an organization with a strong and positive culture helps the personnel do their best work and perform well. This shared understanding among the personnel profoundly impacts their behavior, as a strong organizational culture can generate enthusiasm and motivation among personnel, thereby influencing their attitude towards work and work outcomes. By following societal norms and standards, police personnel can meet the expectations of various stakeholders, prevent harm, protect themselves from abuse, and maintain the dignity of citizens and the integrity of the police force (Suryanarayana & Kumar, 2023).

An officer's performance is significantly influenced by the prevailing norms and standards among peers, affecting their behavior and motivation to engage with and contribute to the organization's structure. A strong organizational culture underscores that the degree of commitment employees demonstrate plays a crucial role in shaping their performance, particularly among those deeply invested in their roles. This commitment enhances individual performance and cultivates substantial goodwill toward the organization. Moreover, collaboration within the workplace is essential, as the reciprocal willingness of employees and employers to support one another creates an environment that promotes improved performance outcomes (Wambugu, 2014; Odeleye, 2021).

On the other hand, this study's mediating variable, work ethic, is a deeply ingrained attitude that emanates from a personnel's volition and self-awareness, shaped by a complex interplay of cultural values and orientations towards work. The strengthening theory posits that a strong organization is directly linked to its work culture. This culture is shaped by the founder's philosophy, emotional connections among personnel, progress toward organizational goals, and a focus on exceptional service (Rahman, 2020).

The most widely accepted idea is that culture plays a significant role in shaping an officer's ethical ideology, influencing that person's propensity to act morally. So, when deciding whether a practice is appropriate and acceptable, culture serves as a guideline (Alkipsey & Raju, 2019). People would not change independently just because they are told to; they will only change voluntarily. Even in favorable circumstances, few people will give up their old habits. Many state apparatuses and leaders have proven hard to change and frequently disregard moral standards and organizational culture (Abdullah, 2020).

Moreover, police officers with a strong sense of subculture adhere to a unique set of values prioritizing integrity, courage, and preserving individual freedom (Sherman, 1982; Jamasali-Abdula et al., 2022). An officer's work ethic is deeply rooted in their values and beliefs, shaped by the cultural influences that have molded them. Specifically, their subculture significantly shapes their attitude toward work, emphasizing hard work, dedication, and productivity. As such, their work ethic is not simply a matter of personal choice or self-awareness but rather a complex reflection of their cultural background, upbringing, and community values (Rahman, 2020).

Subcultures can be both good and terrible depending on who constitutes the subculture. According to research, there are differences in how officers view ethics, and these differences are influenced by both their professional and personal settings. With that, subcultures are premised and postulated from deep-rooted relationships and can and will impact an officer's judgment (Johnson, 2021). Organizational culture is like a habit that shapes how an organization operates. Each organization has its unique ways of doing things. It consists of the shared beliefs and values of the employees, which evolve to help the organization adapt to outside changes and work well together internally (Limaj & Bernroider, 2019; Paais & Pattiruhu, 2020).

However, an officer's personal qualities, particularly their honesty and moral aptitude, come before organizational influence and will take precedence over subculture standards, policy, and/or other commitments when presented with a choice. Differentiating between acceptable and inappropriate conduct in policing may depend on elements such as the workplace culture and how one understands ethics and codes of conduct (De Schrijver, 2015; Johnson, 2021).

In particular, a person's work ethic (their attitude and values towards work) greatly impacts how well they do their job. Research shows that employees with a strong work ethic tend to perform better than those without. This means that if people are disciplined and committed to their work, they are likelier to do a good job and achieve their goals. Regardless of rank, work ethic is crucial in achieving success, as it directly impacts an individual's performance (Jusdijachlan, 2022). In fact, according to Ridwan et al. (2020), performance is the outcome of employees' actual behavior that results from their work and how they behave in their roles.

Moreover, misconduct of personnel, formal actions, unsatisfactory performance procedures, management actions, retirement, or resignation are all options for sanctions. Written warnings are part of formal actions, and unsatisfactory performance procedures include the organizational policies created to address poor attendance and performance. When the personnel do not have proper work ethics, their work performance will also be affected (Quispe-Torreblanca & Stewart, 2019).

Societal expectations significantly shape organizational culture and behavior as higher authorities internalize these norms and translate them into policies and practices. When the personnel's goals align with the organization's, a harmonious synergy is achieved, leading to effective organizational performance. Research has shown that employees with high work ethics tend to be more motivated, engaged, and productive (Abongo et al., 2019). Thus, the caliber of work performance and the resultant outcomes are predominantly influenced by the quality of the work ethic upheld within an organization (Kadiyono et al., 2020).

Additionally, higher officials in the police organization must consciously eliminate all attitudes and actions that uphold the current culture and replace them with new ones to successfully achieve cultural change. The organization's vision and values declarations should serve as the foundation for these new cultural norms. The organization's values statement lists the basic principles that all member acts must be based on (Reynolds, 2020). However, not all personnel conform to these expectations, with some exhibiting "work ethics" characterized by a willingness to follow orders without questioning their validity. This trait can be attributed to various factors, including fear, peer pressure, or lack of confidence (Abongo et al., 2019). According to research, values-based organizations have robust organizational cultures, are resilient during difficult times, and significantly influence the attitudes and job performance of the personnel (Reynolds, 2020).

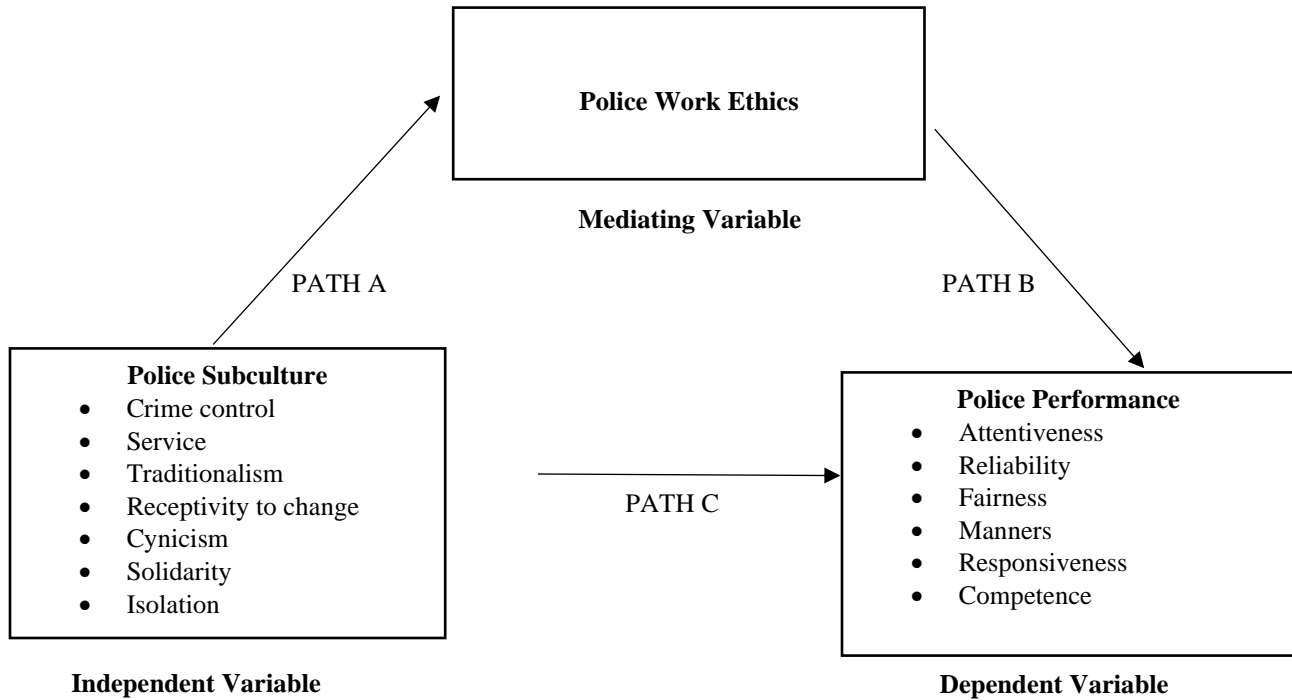
This study is grounded in a thorough review of the existing literature, including the findings of prior research on police performance, subculture, and work ethics by various authors. Further, the essentiality of the readings above would determine the relationship between police subculture and performance. This will be the foundation for the study's presentation, findings, and results.

This study is anchored on the Social Cognitive theory by Bandura (1999), where he emphasized the significance of observational learning, imitation, and modeling in the development of behavior and the interplay among individual factors, behavioral patterns, and environmental influences. In the context of this study, observational learning occurs as community members witness the behaviors and performance of police officers. These observations can shape their perceptions of police effectiveness, especially when officers exhibit strong ethical behavior, thus serving as positive role models. Furthermore, reciprocal determinism illustrates how PNP performance and community perceptions mutually influence each other; positive community perceptions can enhance cooperation with the police, while negative views can erode trust.

This is further supported by the Organizational Culture Theory by Schein (1983), which encompasses the shared values, beliefs, and practices that define an organization. In the case of the PNP, their internal culture comprises the norms, rituals, and underlying assumptions guiding behavior and decision-making, influencing how officers interact with the community and uphold ethical standards in their policing practices. Within the PNP organization, various subcultures may be shaped by regional differences, task divisions, or specific units. These subcultures significantly impact how community members perceive the police, affecting levels of trust and cooperation.

Additionally, this study is grounded in the role theory by Merton (1957). Social roles are described as the roles an individual plays in society; specifically, they outline and depict the behaviors anticipated in a particular social setting. Individuals create and adapt their roles (Huey & Ricciardelli, 2015; Dahrendorf, 2022). This relates to the study as police officers have a lot of roles to maintain in society, such as enforcing the laws, preventing, controlling, and investigating crimes, and responding to emergencies. They have the necessary skills, materials, and authority (Dattenberg-Doyle, 2016; Friedman, 2020). More so, police officers use their culture to understand their surroundings and their role. Hence, officers' decisions, options, and actions are

directly influenced by attitudes and opinions about their work and role as police officers, whether held by one officer or the entire department (Valcore, 2018).



**Figure 1. The Conceptual Framework Showing the Variables of the Study**

Figure 1 depicts the conceptual framework presenting the different variables of the study. The independent variable of this research is the Police Subculture (Chen, 2016), with its indicators: *crime control, service, traditionalism, receptivity to change, cynicism, solidarity, and isolation*. This refers to the distinct social and professional norms, values, beliefs, and practices within police forces, often influencing officers' behaviors and attitudes toward their work and the communities they serve.

Furthermore, the study's dependent variable is Police Performance (Pelayo III et al., 2019), with *attentiveness, reliability, fairness, manners, responsiveness, and competence* indicators. This refers to the effectiveness and efficiency with which police officers fulfill their duties and responsibilities. It encompasses a range of activities to maintain public safety, enforce laws, and ensure justice within the community. Lastly, the mediating variable is Police Work Ethics (Hazlett, 2019), measured in terms of *self-reliance, morality, the centrality of work, leisure, hard work, delay of gratification, and wasted time*. This refers to the set of principles and values that guide the professional conduct and decision-making of police officers.

To consider all this, the researcher is driven to determine whether community perceptions of police work ethics mediate between police subculture and performance. This inquiry is particularly timely given the findings of the PAHAYAG 2023 Survey, which highlighted a significant decline in public perception of the Philippine National Police (PNP), with approval ratings dropping from 54% to 49% and trust ratings falling from 43% to 39% (Manila Standard, 2023). Such a marked reduction in public confidence underscores the urgency of critically assessing police performance, particularly in Davao Occidental. Ultimately, this research aims to benefit not only the police force but also the community at large, thereby contributing to the overarching goal of improved public safety and trust in the police.

This study is intended to determine the relationship between community perception of police subculture and performance as mediated by police work ethics in Davao Occidental. In particular, this study seeks to determine the following objectives: first, to describe police performance in terms of attentiveness, reliability, fairness, manners, responsiveness, and competence. Second, it aims to determine the perceived level of police subculture among residents regarding crime control, service, traditionalism, receptivity to change, cynicism, solidarity, and isolation.

Thirdly, to ascertain the perceived level of police work ethics among residents regarding self-reliance, morality, centrality of work, leisure, hard work, delay of gratification, and wasted time. Moreover, it aims to determine the significance of the relationship between police subculture and police performance, police subculture and police work ethics, and police work ethics and performance. *Lastly*, to determine the significance of the mediation of police work ethics on the relationship between police subculture and police performance.

The following null hypothesis will be tested at a 0.05 level of significance. It assumes that there is no significant relationship between perceived police subculture and police performance, perceived police subculture and police work ethics, and police work ethics and police performance. Finally, the residents' perception of police work ethics has no significant mediating effect on the relationship between police performance and community perception of police subculture.

This study holds considerable significance within the framework of the United Nations Sustainable Development Goal (SDG) 16, which emphasizes the establishment of peaceful societies, equitable access to justice, and the effectiveness of institutions. By analyzing community perceptions of the Philippine National Police, the research highlights critical issues of accountability, trust, and transparency, essential for enhancing law enforcement integrity. It seeks to uncover systemic challenges within the police force that need reform and align to foster stronger institutions. Furthermore, it promotes community engagement and ethical policing, which can lead to reduced violence and better police-community relations. Ultimately, the study's findings can inform policy and practice in the Philippines and offer perspectives relevant to law enforcement agencies worldwide, contributing to a broader dialogue on human rights and effective policing.

The results of this study will not only provide information on the performance of the Philippine National Police (PNP) and have practical implications for the organization's improvement. By identifying areas for improvement, the PNP can develop strategies to enhance their performance as law enforcers. This, in turn, will help them adhere to their code of ethics and be more aware of how the public perceives them and their culture. Moreover, the study's findings will benefit the residents by providing a basis for improving police strategies towards better policing. This will lead to a safer community and increased confidence and trust in the police force.

The Provincial Government Unit can also use the results to identify specific training and seminars required for police personnel's development, competency, and professionalism. Additionally, the study's results will benefit future researchers as they provide further information about police performance, police culture, and work ethics. This information can expand the study's scope beyond the current location and include more places in the Philippines. The study's methodology, which combines quantitative and qualitative research, can also be improved upon by future researchers to produce more comprehensive results.

### III. RESULTS AND DISCUSSION

#### A) Community Perception on Police Performance

Table 1 presents the level of police performance as perceived by the residents in Davao Occidental, generating an overall mean of 4.07 (SD=0.70) with a verbal description of high. The findings showed a notable variation in its indicators, with *attentiveness* emerging as the most highly rated aspect of police performance with a mean of 4.17 (Very High) and *fairness* having the lowest average mean score of 3.85 (High). The data suggests that the police officers consistently demonstrate a high degree of attentiveness to the concerns and needs of the community. On the other hand, the resident's perception of the police officer's fairness is relatively good but not exceptional. Therefore, it can be inferred that while the residents of Davao Occidental generally perceived a good performance from the local police, there are some areas where improvement is necessary, particularly regarding fairness.

In line with the data above, Fildes et al. (2019) emphasized that when police officers are training, they often learn more about laws and procedures than how to interact with people. This means they might not get enough practice or training to be kind, respectful, and fair to the people they meet on the job. As a result, some new police officers might think their main job is keeping people safe and enforcing the laws rather than treating people with respect and fairness. This could lead them to prioritize those tasks over being fair and respectful.

Moreover, people want to be treated fairly and honestly by police officers without bias or favoritism (Gau & Paoline, 2020). When officers strive to be fair and impartial, even if their efforts don't always result in the offender's punishment, people become more motivated to follow the law (Dickson et al., 2022). Moreover, by fostering trust in the police's fairness and impartiality, law enforcement can cultivate a stronger sense of community cooperation. When residents believe that the police are dedicated to serving and protecting all community members, they are likelier to report crimes, seek help when needed, and participate in community initiatives (Socia et al., 2021).

**Table 1:** Level of Police Performance as perceived by residents.

Police Performance	Mean	SD	Descriptive Level
Attentiveness	4.17	0.63	Very High
Reliability	4.14	0.64	Very High
Fairness	3.85	0.86	High
Manners	4.07	0.67	High
Responsiveness	4.10	0.72	High

Competence	4.08	0.67	High
<b>Overall mean</b>	<b>4.07</b>	<b>0.70</b>	<b>High</b>

### B) Community Perception towards Police Subculture

Table 2 reveals the perceived level of police subculture in Davao Occidental, yielding an overall mean score of 4.01 (SD=0.49) with a descriptive interpretation indicating a high level of police subculture. The results of this analysis indicate that *solidarity* was perceived as the most prevalent aspect of police subculture, with a mean score of 4.24 (Very High), while *cynicism* was perceived as the least prominent, with a mean score of 3.79 (High). The findings suggest that the residents highly observe the police subculture among officers in Davao Occidental. More so, they are perceived with a strong sense of camaraderie among officers. This implies that the police officers in Davao Occidental have a positive and cohesive work environment. However, residents perceive police officers to have a high degree of cynicism towards the people in the community. The outcomes imply that there may be a shortfall of trust and understanding between the police and the public.

Policing observers have noted that many of the dominant themes within police culture are shaped during the socialization process. It is proposed that the training received in a police academy, which emphasizes a crime control approach, fosters a sense of "us versus them" among recruits. The dangers of police work create strong bonds among officers, fostering a sense of teamwork and unity. They develop a strong sense of camaraderie and preparedness to face the challenges of controlling crime, which leads to powerful feelings of loyalty and commitment to each other (Maweni, 2021). Field training reinforces this mindset, as they quickly learn the informal norms and rules governing their work and realize the disparity between reality and idealized expectations. This can lead to cynicism among officers (Nhan, 2014; Maweni, 2021).

Based on the data above, Niederhoffer (1967) and Spencer et al. (2020) argued that cynicism is a common way of thinking among police officers. It can be used to defend themselves or attack others. Unfortunately, police officers are more likely to be affected by cynicism due to various reasons. When they become cynical, they lose trust in people, society, and themselves. This can have negative effects on relationships between police and citizens. When officers are seen as dishonest, citizens may be less willing to cooperate with them (Reiner, 2010; Thomassen & Strype, 2020). However, some researchers believe that cynicism is not necessarily a negative trait but a natural and necessary aspect of the job. This "tactical skepticism" can help officers improve their jobs by making them more aware of potential dangers and suspicious behavior, allowing them to respond more effectively and stay safe. This type of cynicism can even help officers become more effective in their work by giving them a more realistic perspective on the world (Curran, 2015; Thomassen & Strype, 2020).

**Table 2:** Level of Police Subculture as perceived by residents.

Police Sub-Culture	Mean	SD	Descriptive Level
Crime Control	3.95	0.53	High
Service	4.15	0.54	High
Traditionalism	4.06	0.49	High
Receptivity to Change	4.11	0.60	High
Cynicism	3.79	0.78	High
Solidarity	4.24	0.61	Very High
Isolation	3.84	0.71	High
<b>Overall mean</b>	<b>4.01</b>	<b>0.49</b>	<b>High</b>

### C) Community Perception of Police Work Ethics

As depicted in Table 3, the perceived level of police work ethics in Davao Occidental yielded an overall mean score of 4.03 (SD=0.49), which, when descriptively interpreted, indicates a high level of work ethics among police officers. This suggests that the residents of Davao Occidental often observe police officers' work ethics. Notably, the results of this analysis reveal that *hard work* emerged as the most salient aspect of police work ethics, with a mean score of 4.26 (Very High), suggesting a strong emphasis on diligence and dedication among police officers. Conversely, *leisure* was perceived as the least prominent aspect of police work ethics, but with a mean score of 3.44 (High), suggesting that residents may desire police officers to have a better work-life balance and enjoy their time.

In terms of practical implications, these findings suggest that there may be a need to re-evaluate the work-life balance of police officers in Davao Occidental. A study by Garcia-Rivera (2020) highlighted the multifaceted nature of well-being, indicating that physical and leisure activities contribute to a broader range of positive outcomes. Specifically, these activities enhanced psychological well-being, social relationships, and overall life satisfaction. He further recommended implementing initiatives to encourage a healthier lifestyle, focusing on regular physical activity and leisure pursuits for overall well-being.

Additionally, the notion that hard work is not only a means of earning a living but also an expression of responsibility to the country and family is a sentiment deeply ingrained in many cultures. It is a concept that emphasizes the importance of

diligence and perseverance in one's profession, as it not only provides financial stability but also serves as a testament to one's character and commitment to the greater good (Mian, 2011; Liu et al., 2019). The study's findings on the importance of hard work and diligence among police officers support the need for rigorous recruitment standards, as emphasized by Secretary Eduardo Año in 2020. He decreed that the PNP should prioritize selecting only the most talented and capable individuals to join the force. This ensures that highly trained and experienced professionals serve the public (Caliwan, 2020).

**Table 3:** Level of Police Work Ethics as perceived by residents

Police Work Ethics	Mean	SD	Interpretation
Self-Reliance	4.02	0.64	High
Morality	4.07	0.67	High
Centrality of Work	4.13	0.61	High
Leisure	3.44	0.98	High
Hard Work	4.26	0.58	Very High
Delay of Gratification	4.04	0.60	High
Wasted Time	4.23	0.56	Very High
<b>Overall mean</b>	<b>4.03</b>	<b>0.49</b>	<b>High</b>

#### D) Correlation between Police Sub-culture and Performance

This study employed the Pearson r correlation coefficient to examine the relationship between police subculture and police performance as perceived by residents in Davao Occidental. The results in Table 4 revealed a statistically significant correlation between the police subculture and police performance. Specifically, the correlation coefficient of 0.227 indicates a weak but positive correlation between police subculture and police performance. It was also statistically significant at the  $p \leq 0.05$  level. This finding led to the rejection of the null hypothesis, suggesting that there is indeed a significant relationship between police subculture and police performance. The results suggest that as the residents' perception of police subculture increases, their satisfaction with police performance also increases.

The results conform to the study of Soomro and Shah (2019), wherein he expressed how organizational culture will lead to increased group efficiency, commitment, and overall performance. This is because a shared culture provides a sense of purpose and direction, which motivates employees to work towards achieving organizational objectives. In addition, an organizational culture will also enhance employee engagement, reduce turnover rates, and improve job satisfaction, ultimately leading to better organizational outcomes.

According to the study of Nura et al. (2022), an organization with a strong and positive culture helps the personnel do their best work and perform well. This shared understanding among the personnel profoundly impacts their behavior, as a strong organizational culture can generate enthusiasm and motivation among personnel, thereby influencing their attitude towards work and work outcomes. By following societal norms and standards, police personnel can meet the expectations of various stakeholders, prevent harm, protect themselves from abuse, and maintain the dignity of citizens and the integrity of the police force (Suryanarayana & Kumar, 2023).

**Table 4:** Significance of the Relationship between Police Sub-culture and Police Performance

	Attentive ness	Reliability	Fairness	Manners	Responsive- ness	Compe- tence	Police Performance
<b>Crime Control</b>	.246** 0	.238** 0	.294** 0	.196** 0	.223** 0	.249** 0	.288** 0
<b>Service</b>	0.078 0.125	.136** 0.008	.184** 0	.162** 0.001	.183** 0	.218** 0	.192** 0
<b>Traditiona- lism</b>	.216** 0	.149** 0.003	.206** 0	.168** 0.001	.204** 0	.234** 0	.233** 0
<b>Receptivity to Change</b>	.198** 0	.161** 0.002	.207** 0	.181** 0	.241** 0	.240** 0	.243** 0
<b>Cynicism</b>	.173** 0.001	.212** 0	.325** 0	.209** 0	.181** 0	.174** 0.001	.257** 0
<b>Solidarity</b>	.196** 0	.178** 0	.260** 0	.240** 0	.238** 0	.212** 0	.264** 0
<b>Isolation</b>	.139** 0.006	.144** 0.005	.149** 0.003	.122* 0.016	.115* 0.024	.105* 0.04	.153** 0.003
<b>Police Sub- Culture</b>	.189** 0	.194** 0	.202** 0	.147** 0.004	.214** 0	.202** 0	.227** 0

$\alpha$  is significant at 0.001` level of significance.



### E) Correlation between Police Sub-culture and Work Ethics

This study utilized the Pearson  $r$  correlation coefficient to investigate the relationship between police subculture and police work ethics as perceived by residents in Davao Occidental. The findings in Table 5 reveal a statistically significant correlation between the two variables. Specifically, the correlation coefficient of 0.375 indicates a moderate and positive correlation between police subculture and police performance. Furthermore, the analysis found that this correlation was statistically significant at the  $p \leq 0.05$ . This outcome led to the rejection of the null hypothesis, suggesting that there is indeed a significant relationship between police subculture and police work ethics. The results indicate that as the resident's level of perception of police subculture increases, their perceived level of police work ethics also increases.

**Table 5:** Significance of the Relationship between Police Sub-culture and Police Work Ethics

	Self-Reliance	Morality	Centrality of Work	Leisure	Hard Work	Delay of Gratification	Wasted Time	Police Work Ethics
<b>Crime Control</b>	.323**	.259**	.237**	.293**	.217**	.289**	.187**	.358**
	0	0	0	0	0	0	0	0
<b>Service</b>	.281**	.262**	.204**	.167**	.234**	.218**	.149**	.292**
	0	0	0	0.001	0	0	0.003	0
<b>Traditionalism</b>	.311**	.241**	.228**	.222**	.224**	.360**	.235**	.351**
	0	0	0	0	0	0	0	0
<b>Receptivity to Change</b>	.319**	.246**	.280**	.136**	.305**	.348**	.332**	.366**
	0	0	0	0.008	0	0	0	0
<b>Cynicism</b>	.325**	.255**	.175**	.297**	.175**	.219**	.165**	.324**
	0	0	0.001	0	0.001	0	0.001	0
<b>Solidarity</b>	.310**	.224**	.299**	.200**	.238**	.317**	.253**	.352**
	0	0	0	0	0	0	0	0
<b>Isolation</b>	.263**	.180**	.204**	.197**	.147**	.225**	.191**	.275**
	0	0	0	0	0.004	0	0	0
<b>Police Sub-Culture</b>	.350**	.272**	.264**	.228**	.261**	.323**	.250**	.375**
	0	0	0	0	0	0	0	0

$\alpha$  is significant at 0.001` level of significance.

The study's findings are consistent with the declaration of Alkipsy and Raju (2019) that the most widely accepted idea is that culture plays a significant role in shaping an individual's ethical ideology, which in turn influences that person's propensity to act morally. So, when deciding whether a practice is appropriate and acceptable, culture serves as a guideline. Johnson (2021) emphasized that subcultures are premised and postulated from deep-rooted relationships; they can and will impact an officer's judgment.

Moreover, police officers with a strong sense of subculture adhere to a unique value prioritizing integrity, courage, and preserving individual freedom (Sherman, 1982; Jamasali-Abdula et al., 2022). An officer's work ethic is deeply rooted in their values and beliefs, shaped by the cultural influences that have molded them. Specifically, their subculture plays a significant role in shaping their attitude toward work, emphasizing hard work, dedication, and productivity. As such, their work ethic is not simply a matter of personal choice or self-awareness but rather a complex reflection of their cultural background, upbringing, and community values (Rahman, 2020).

### F) Correlation between Police Work Ethics and Performance

This study employed the Pearson  $r$  correlation coefficient to examine the connection between police work ethics and police performance as perceived by residents in Davao Occidental. The analysis in Table 6 revealed a statistically significant correlation between police work ethics and police performance, with a moderate and positive correlation coefficient of 0.361. Furthermore, the study found that this correlation was statistically significant at the  $p \leq 0.05$  level, leading to the rejection of the null hypothesis. This outcome suggests a significant relationship between police work ethics and police performance. Specifically, the results suggest that as the residents' perception of police work ethics increases, their satisfaction with police performance also increases.

The findings support the idea of Jusdijachlan (2022), who noted that a person's work ethic (attitude and values towards work) greatly impacts how well they do their job. Research shows that employees with a strong work ethic tend to perform better than those without. This means that if people are disciplined and committed to their work, they are likelier to do a good job and



achieve their goals. In fact, according to Ridwan et al. (2020), performance is the outcome of employees' actual behavior that results from their work and how they behave in their roles.

**Table 6.** Significance of the Relationship between Police Work Ethics and Police Performance

	Attentive- ness	Reliability	Fairness	Manners	Responsive- ness	Competence	Police Performance
<b>Self-Reliance</b>	.230**	.236**	.322**	.241**	.310**	.357**	.338**
	0	0	0	0	0	0	0
<b>Morality</b>	.227**	.201**	.296**	.254**	.321**	.349**	.328**
	0	0	0	0	0	0	0
<b>Centrality of Work</b>	.252**	.275**	.287**	.281**	.305**	.350**	.346**
	0	0	0	0	0	0	0
<b>Leisure</b>	.137**	.105*	.221**	.150**	.159**	.178**	.191**
	0.007	0.039	0	0.003	0.002	0	0
<b>Hard Work</b>	.170**	.142**	.165**	.188**	.255**	.299**	.240**
	0.001	0.005	0.001	0	0	0	0
<b>Delay of Gratification</b>	.144**	.150**	.194**	.194**	.228**	.251**	.230**
	0.005	0.003	0	0	0	0	0
<b>Wasted Time</b>	.148**	.125*	.187**	.148**	.204**	.229**	.207**
	0.004	0.014	0	0.004	0	0	0
<b>Police Work Ethics</b>	.252**	.235**	.328**	.280**	.340**	.383**	.361**
	0	0	0	0	0	0	0

*α* is significant at 0.001` level of significance.

#### G) Mediation Analysis of Work Ethics in the Relationship between Police Sub-Culture and Performance

Baron and Kenny were among the first to study mediation analysis. They used a series of regression equations to test the mediation process. However, mediation requires a specific relationship between the three variables: the cause (intervention), the mediator (middle variable), and the effect (response). The problem is that variables can be causes and effects, which doesn't fit traditional regression analysis. Structural equation modeling (SEM) is a better approach for analyzing causal relationships and mediation (Gunzler et al., 2013).

The product of coefficients method is the easiest to use in Structural Equation Modeling (SEM) because it allows you to examine direct, indirect, and total effects in a single model. This is more convenient than other methods, which require separate models and more complex calculations to estimate the same effects. From a theoretical perspective, using SEM programs allows you to test the entire theory simultaneously, which is more satisfying because it provides a more complete picture of how all the variables fit together (Bryan et al., 2007).

The mediating analysis of police work ethics in relation to police subculture and police performance as perceived by the residents of Davao Occidental is presented in Table 7. The analysis revealed that police subculture significantly impacts police work ethics, with a standardized regression weight of 0.37 ( $p \leq 0.001$ ). This indicates that a more positive police subculture significantly enhances police work ethics. Ergo, the null hypothesis is not supported.

In turn, police work ethics significantly affect police performance, as evidenced by a standard regression weight of 0.39 ( $p \leq 0.001$ ). This suggests that higher police work ethics lead to improved police performance. Hence rejecting the null hypothesis. Furthermore, police subculture also directly affects police performance, with a standard regression weight of 0.128 ( $p = 0.037$ ). This means that a positive police subculture is associated with better police performance. Thereby, the null hypothesis is rejected. Overall, these findings indicate that police work ethics partially mediate the relationship between police subculture and police performance. The mediation effect is significant, demonstrating that while police subculture directly influences police performance, it also affects performance indirectly through its impact on police work ethics.

**Table 7:** The Standardized Regression Weights and Its Significance for Each Path

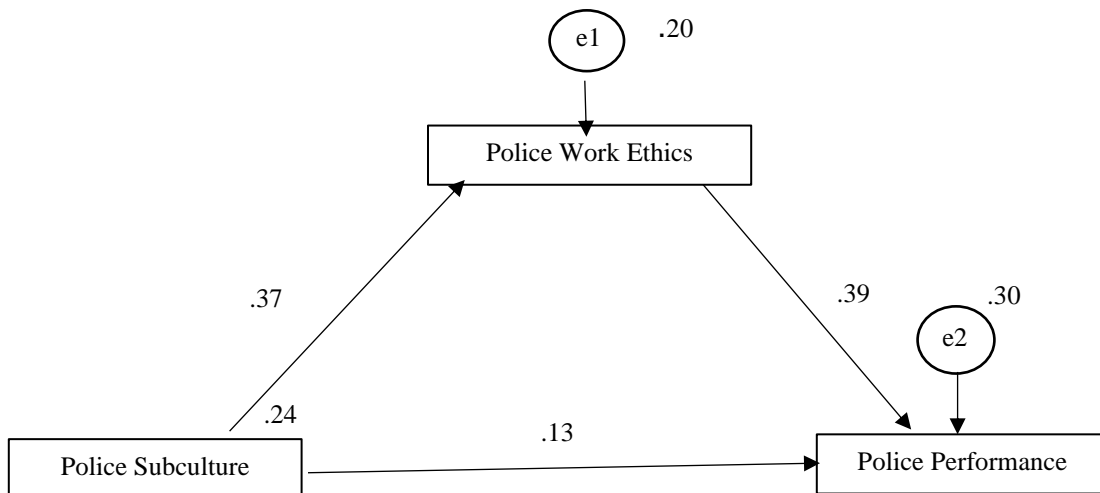
			Estimate	S.E.	C.R.	P-value	Result
Police Work Ethics	←	Police Subculture	0.37	0.047	7.929	≤0.001	Significant
Police Performance	←	Police Subculture	0.128	0.061	2.09	0.037	Significant
Police Performance	←	Police Work Ethics	0.39	0.062	6.297	≤0.001	Significant

\*p<0.05; SE=Standard Error; CR= Critical Ratios

To test the mediation further, figure 2 revealed that the total indirect effect is 0.14, which is the product of 0.37 multiplied by 0.39. On the other hand, the direct effect is 0.13. Both indirect paths, from police subculture to police work ethics and police work ethics to police performance, are significant. Therefore, mediation occurs since the total indirect effect (b=0.14) is greater than the direct effect (b=0.13). In this case, the mediation is classified as **partial mediation** because the direct effect of police subculture on police performance remains significant after controlling for the mediator variable, police work ethics. This suggests that police subculture has both a direct and indirect effect on police performance, with the mediator police work ethics playing a significant role in the relationship between police subculture and police performance.

These outcomes were best emphasized by Abongo et al. (2019), who expressed that societal expectations play a significant role in shaping organizational culture and behavior as higher authorities internalize these norms and translate them into policies and practices. When the personnel's goals align with the organization's, a harmonious synergy is achieved, leading to effective organizational performance. However, not all personnel conform to these expectations, with some exhibiting "work ethics" characterized by a willingness to follow orders without questioning their validity. This trait can be attributed to various factors, including fear, peer pressure, or lack of confidence. Research has shown that employees with high work ethics tend to be more motivated, engaged, and productive. Therefore, organizations that foster a culture of work ethics are more likely to achieve their goals as they can harness their employees' full potential.

Moreover, this result supported the social cognitive theory pronounced by Bandura (1999), which states that observational learning occurs when community members witness the behaviors and performance of police officers. These observations can shape their perceptions of police effectiveness, especially when officers exhibit strong ethical behavior, thus serving as positive role models. Furthermore, reciprocal determinism illustrates how PNP performance and community perceptions mutually influence each other; positive community perceptions can enhance cooperation with the police, while negative views can erode trust.


**Figure 2:** The Procedure for Testing Mediation in a Complex Model

#### IV. CONCLUSION

Based on the findings of the study, the following conclusions and recommendations were drawn:

The data suggests that residents of Davao Occidental perceive a good performance from the local police, but there are areas where improvement is necessary, particularly in fairness. To address this, the Philippine National Police should focus on improving fairness in their dealings with the community. This may involve training in conflict resolution to ensure that police officers treat all residents fairly and impartially. Further, it is suggested that residents utilize the 8888 Citizens' Complaint Hotline

to submit complaints, grievances, or requests for help or share their needs and suggestions regarding the performance of the police officers. In this way, the police organization can track and address the issues in a timely manner.

The findings suggest that residents perceive a positive police subculture among officers in Davao Occidental. In terms of high cynicism, PNP Davao Occidental is recommended to establish online surveys that are available and accessible for residents to provide feedback on their services. This will help to identify and strengthen positive subcultures that align with the ideal organizational culture while addressing the negative ones. It is also suggested that the residents should engage in community outreach where they can openly and respectfully communicate with police officers to build trust. The analysis also shows that police officers in Davao Occidental are generally perceived as having strong work ethics. To improve work-life harmony and overall job satisfaction, PNP should consider flexible work arrangements, such as compressed workweeks.

The study additionally noted that there is a significant relationship between police subculture and police performance, between police subculture and work ethics, and between police work ethics and police performance. As a recommendation, the Philippine National Police (PNP) should conduct regular team-building activities to maintain a strong sense of unity and camaraderie among personnel. Additionally, the PNP should invest in professional development opportunities, such as career advancement and training programs in community policing, community relations, and conflict resolution, to enhance personnel skills and knowledge.

The findings indicate that police work ethics partially mediate the relationship between police subculture and police performance. Therefore, the PNP organization should implement comprehensive ethics training, including annual workshops on police ethics, values, and codes of conduct, to emphasize the importance of ethics in their work. This will encourage officers to adhere to professional standards, respect human rights, and maintain high competence. This program can also ensure that ethical values and principles are embedded in the PNP's culture and practices, promoting long-term sustainability and positive change.

It is recommended that provincial governments establish clear consequences for unethical behavior to deter officers from engaging in such practices. The government should also consider introducing incentives and recognition programs to reward officers who demonstrate exemplary work ethics and performance, thereby promoting a culture of excellence and integrity within the police force. Additionally, the government should allocate resources to support community policing initiatives and training programs focusing on fairness and diversity.

Finally, future researchers could examine the potential moderating effects on the relationship between police work ethics and performance. They may also expand the study's scope beyond the current location and include more places in the Philippines. Furthermore, future studies could investigate the reciprocal relationships between these variables, examining whether police performance also influences police work ethics and police subculture.

### Interest Conflicts

The author(s) affirm that there are no conflicts of interest related to the publication of this paper.

### Funding Statement

The authors themselves fully funded the publication of their article.

### Acknowledgments

The researchers wish to recognize the residents, institutions, and agencies that significantly contributed to completing their Master of Science in Criminal Justice thesis. The researchers acknowledged God's divine guidance and inspiration throughout her academic journey. Additionally, they would like to extend their deepest appreciation to their loved ones for their constant support and encouragement, which have been a source of inspiration and motivation. The researchers thank their friends and co-workers for their empathy and friendship. Additionally, they would like to acknowledge the contributions of the thesis statistician who provided expert assistance in data analysis. Lastly, I thank the esteemed members of the Thesis Panel for their incisive feedback and suggestions on the research study.

### V. References

- [1] Abdullah, A. (2020). The relationship between the Work Culture and Training Programs Within Performance. *International Journal of Progressive Sciences and Technologies (IJPSAT)*, 20(1), 92-101.
- [2] Abongo, B., Mutinda, R., Senaji, T., & Rintari, N. (2019). Employee Work Ethics and Organization Performance: Reviewing the Relationship in the Kenyan Insurance Industry. *Journal of Human Resource & Leadership*, 3(2), 55-80.
- [3] Alkipsy, E. I. H., & Raju, V. (2019). Exploring The Mediating Effect of Work Ethics on The Relationship Between Organizational Culture And Managerial Efficiency. *International Journal of Psychosocial Rehabilitation*, 24(06).
- [4] Bandura, A. (1999). Social cognitive theory: An agentic perspective. *Asian journal of social psychology*, 2(1), 21-41.
- [5] Bryan, A., Schmiede, S. J., & Broadus, M. R. (2007). Mediation analysis in HIV/AIDS research: Estimating multivariate path analytic models in a structural equation modeling framework. *AIDS and Behavior*, 11, 365-383.
- [6] Caliwan, C. L. (2020). PNP to hire 17k new cops. *Philippine News Agency*. <https://www.pna.gov.ph/articles/1089959>

- [7] Chen, Z. (2016). *Measuring Police Subcultural Perceptions: A Study of Frontline Police Officers in China*. Springer Singapore. <https://doi.org/10.1007/978-981-10-0096-6>
- [8] Chokprachakhat, S. (2011). *Guidelines for the Royal Thai Police's human resource management*.
- [9] Curran, K., & Curran, K. (2015). Just Another Sunday Evening: John Osborne/Jazz. Cynicism in British Post-War Culture: Ignorance, Dust and Disease, 46-67.
- [10] Dahrendorf, R. (2022). *Essays in the Theory of Society* (Vol. 2). Routledge.
- [11] Dattenberg-Doyle, I. (2016). *The role of police in the community*. Right for Education. <https://rightforeducation.org/2016/04/04/role-of-the-police/>
- [12] De Schrijver, J. M. (2015). The development of moral reasoning skills in police recruits. *Policing, An International Journal of Police Strategies*, 102-116
- [13] Dickson, E. S., Gordon, S. C., & Huber, G. A. (2022). Identifying legitimacy: Experimental evidence on compliance with authority. *Science Advances*. <https://doi.org/abj7377>
- [14] Fildes, A., Murphy, K., & Porter, L. (2019). Police officer procedural justice self-assessments: do they change across recruit training and operational experience? *Policing and Society*, 29(2), 188-203.
- [15] Friedman, B. (2020). Disaggregating the policing function. U. Pa. L. Rev., 169, 925.
- [16] García-Rivera, B. R., Olgún-Tiznado, J. E., Aranibar, M. F., Ramírez-Barón, M. C., Camargo-Wilson, C., López-Barreras, J. A., & García-Alcaraz, J. L. (2020). Burnout syndrome in police officers and its relationship with physical and leisure activities. *International journal of environmental research and public health*, 17(15), 5586.
- [17] Gau, J. M., & Paoline III, E. A. (2020). Equal under the law: Officers' perceptions of equitable treatment and justice in policing. *American journal of criminal justice*, 45(3), 474-492.
- [18] Gunzler, D., Chen, T., Wu, P., & Zhang, H. (2013). Introduction to mediation analysis with structural equation modeling. *Shanghai archives of psychiatry*, 25(6), 390.
- [19] Hazlett, G. R. (2019). *The Relationship Between Time and Work Ethic on Logistic Regimental Millennial Marines* (Order No. 27543766). Available from ProQuest Central. (2309838269). <https://www.proquest.com/dissertations-theses/relationship-between-time-work-ethic-on-logistic/docview/2309838269/se-2>
- [20] Huey, L., & Ricciardelli, R. (2015). 'This isn't what I signed up for' When police officer role expectations conflict with the realities of general duty police work in remote communities. *International Journal of Police science & management*, 17(3), 194-203.
- [21] Jamasali-Abdula, J., Genuba, R. L., & Lovina Jr, R. A. (2022). Structural Equation Model on Subculture Perceptions of Philippine National Police Personnel. *International Journal of English Literature and Social Sciences (IJELS)*, 7(1).
- [22] Johnson, S. M. (2021). *An Exploration of the Impact of Organizational Subculture on Ethical Decision Making in Policing* (Doctoral dissertation, Walden University).
- [23] Jusdijachlan, R. (2022). The Influence of Leadership Functions, Motivation and Competence on Work Ethic and Its Implications on the Performance of the Sector Police Head in the West Java Regional Police Region. *Journal of Accounting and Finance Management*, 3(2), 80-94.
- [24] Kadiyono, A. L., Sulastiana, M., & Harding, D. (2020, July). The Influence of Culture Capital and Work Ethics on Productive Behavior of New Business Candidates. In *Annual International Conference on Social Sciences and Humanities (AICOSH 2020)* (pp. 13-16). Atlantis Press.
- [25] Limaj, E., & Bernroider, E. W. N. (2019). The roles of absorptive capacity and cultural balance for exploratory and exploitative innovation in SMEs. *Journal of Business Research*, 94(September), 137-153. <https://doi.org/10.1016/j.buses.2017.10.052>
- [26] Liu, T., Zeng, X., Chen, M., & Lan, T. (2019). The harder you work, the higher your satisfaction with life. The influence of police work engagement on life satisfaction: a moderated mediation model. *Frontiers in Psychology*, 10, 826.
- [27] Manila Standard. (2023). *Tesda gets an approval trust rating in the survey*. Manila Standard. <https://manilastandard.net/?p=314343844>
- [28] Maweni, V. (2021). Solidarity, isolation, and cynicism: An attitudinal analysis of the police culture in the South African Police Service. *The Strategic Review for Southern Africa*, 43(1).
- [29] Mazowita, B., & Rotenberg, C. (2019). *The Canadian Police Performance Metrics Framework: Standardized indicators for police services in Canada*. Juristat: Canadian Centre for Justice Statistics, 1-13. <https://www.proquest.com/scholarly-journals/canadian-police-performance-metrics-framework/docview/2293631554/se-2?accountid=31259>
- [30] Police-community relations in Addis Ababa, Ethiopia. *Cogent Social Sciences*, 9(1), 2199559.
- [31] Merton, R. (1957). *The role-set: problems in sociological theory*. Wiley. <https://doi.org/10.2307/587363>
- [32] Mian, Z., Hai, L., Jun, W., and Baiyin, Y. (2011). Cross-over effects or direct effects? The mechanism linking work-family conflict with outcomes. *Acta Psychol. Sin.* 43, 573-588. doi: 10.3724/SP.J.1041.2011.00573
- [33] Nhan, J. (2014). Police culture. In J. S. Albanese (Ed.), *The encyclopedia of criminology and criminal justice*. New York: John Wiley & Sons.
- [34] Niederhoffer, A. (1967). *Behind the shield: The police in urban society*. New York: Doubleday.
- [35] Nura, D. S., Andriani, L., Nugraha, P. P., & Mayang, P. (2022). The Effect of Organizational Culture, Job Satisfaction, and Work Experience on the Performance of Employees of The Regional Disaster Management Agency of Kerinci District.
- [36] Odeleye, J. O. (2021). Effect of organizational culture on employee performance (A study of Nestle Nigerian Plc, Sango Ota).
- [37] Olewiler, B. (2019). Exploring Diversity in the Workplace. Spring. [https://ideaexchange.uakron.edu/honors\\_research\\_projects/952](https://ideaexchange.uakron.edu/honors_research_projects/952)
- [38] Pelayo III, J.M., Montanio, M., Caparal, A., Hollands, S.N., Lagasca, W., Martin, S.H., Perez, J., Sampaga, J.M., & Tolentino, R.G. (2019). Public perception on job performance of PNP personnel. *Academia.edu*. [https://www.academia.edu/38717737/PUBLIC\\_PERCEPTION\\_ON\\_JOB\\_PERFORMANCE\\_OF\\_PNP\\_PERSONNEL](https://www.academia.edu/38717737/PUBLIC_PERCEPTION_ON_JOB_PERFORMANCE_OF_PNP_PERSONNEL)
- [39] Paais, M., & Pattiruhu, J. R. (2020). Motivation, leadership, and organizational culture affect satisfaction and employee performance. *The journal of Asian finance, economics, and business*, 7(8), 577-588.
- [40] Purba, A., & Demou, E. (2019). The relationship between organizational stressors and mental wellbeing within police officers: a systematic review. *BMC Public Health*, 19, 1-21.
- [41] Quispe-Torreblanca, E. G., & Stewart, N. (2019). Causal peer effects in police misconduct. *Nature human behaviour*, 3(8), 797-807.
- [42] Rahman, Z. (2020). Impact of Islamic work ethics, competencies, compensation, work culture on job satisfaction and employee performance: the case of four-star hotels. *European Journal of Business and Management Research*, 5(1), 1-8.
- [43] Reiner, R. (2010). *The politics of the police* (4th ed.). New York: Oxford University Press
- [44] Reynolds, B. (2020). *You can't legislate culture. Here's how to implement change*. Lexipol. <https://www.police1.com/chiefs-sheriffs/articles/you-cant-legislate-culture-heres-how-to-really-implement-change-sFIGUyQmSTPfyCte/>
- [45] Ridwan, M., Mulyani, S. R., & Ali, H. (2020). Improving employee performance through perceived organizational support, organizational commitment, and organizational citizenship behavior. *Systematic Reviews in Pharmacy*, 11(12).
- [46] Robertson, J. & Robertson, S. (2021). *How Workplace Culture Affects Workplace Performance*. InfoQ. <https://www.infoq.com/articles/workplace-culture-affects-performance/>

- [47] Schein, E. H. (1983). Organizational culture: A dynamic model.
- [48] Sernicula, X. A., & Calva, J. C. (2024). Police professional competence on citizens' trust: a human rights-based policing program in Southern Philippines.
- [49] Sherman, L. (1982). Learning police ethics. *Criminal Justice Ethics*, 1(1), 10-19.
- [50] Socia, K. M., Morabito, M. S., Bond, B. J., & Nader, E. S. (2021). Public Perceptions of Police Agency Fairness and the Willingness to Call Police. *The American Review of Public Administration*. <https://doi.org/10.1177/02750740211005699>
- [51] Soomro, B. A., & Shah, N. (2019). Determining the impact of entrepreneurial orientation and organizational culture on job satisfaction, commitment, and employee performance. *South Asian Journal of Business Studies*, 8(3), 266-282.
- [52] Spencer, D. C., Ricciardelli, R., Ballucci, D., & Walby, K. (2020). Cynicism, dirty work, and policing sex crimes. *Policing: an international journal*, 43(1), 151-165.
- [53] Suryanarayana, A., & Kumar, B. M. (2023). Police forces and society: designing and developing an ethically transformed police organization. *Computer*, 23(11).
- [54] Thomassen, G., & Strype, J. (2020). Cynicism and (dis) trust in the police. *The making of a police officer: Comparative perspectives on police education and recruitment*.
- [55] Valcore, J. (2018). *Police culture now, but not forever*. New leaders council. <https://medium.com/the-new-leader/police-culture-now-but-not-forever-10e4e0f903fc>
- [56] Wambugu, L. W. (2014). Effects of Organizational Culture on Employee Performance (Case Study of Wartsila-Kipevu Ii Power Plant). *European Journal of Business and Management*, 6 (23).
- [57] Zeb, A., Akbar, F., Hussain, K., Safi, A., Rabnawaz, M., & Zeb, F. (2021). The competing value framework model of organizational culture, innovation, and performance. *Business Process Management Journal*, 27(2), 658-683.