

Quality Management Practices and Managerial Skills of Police Leaders in the Western Visayas, Philippines

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Abstract

In the context of a developing nation such as the Philippines, the imperative for effective and efficient quality management practices and managerial skills within policing agencies is crucial for ensuring the security and welfare of the populace. This descriptive-correlational study aimed to determine the levels of quality management practices and managerial skills among uniformed police personnel in a province in the Western Visayas, Philippines. A total of 35 uniformed police officials from 2 congressional districts in a province were included in the study. The results indicated a very high level of quality management practices and high managerial skills among PNP leaders, with a notable emphasis on understanding organizational missions and enforcing regulations. Although no significant variances in management practices were revealed based on demographic variables, educational attainment emerged as a significant factor influencing managerial aptitude, with individuals possessing advanced degrees exhibiting superior managerial skills compared to their counterparts with undergraduate qualifications. The study underscored a positive correlation between the quality management practices and managerial prowess of police leaders within the country, thereby underscoring the pivotal role of effective management strategies in enhancing law enforcement capabilities and safeguarding societal well-being.

Keywords: managerial skills, PNP leaders, Philippines, quality management practices

INTRODUCTION

Police as law enforcers whose ultimate goal is to protect and save lives are dependent upon the quality management practices employed for the attainment of a common goal. The effective management of a certain office depends upon how skilled the leader is in dealing with his people, as it affects the total performance of the organization. According to the Commission on Science and Technology (COMSATS) Institute of Information Technology, quality management has been rated as an essential ingredient of overall organizational performance since the era following mass production.

Quality management principles, such as customer focus, leadership, the engagement of people, the process approach, improvement, evidence-based decision-making, and relationship management, must also receive due attention (Chris Nahil, 2020).

The Philippine National Police (PNP) follows the same guidelines for the implementation of policies and standards, and quality management practices and leadership performance are dependent on how the leader strategies for an effective approach will yield satisfying results (DO Quality Management System Guide, 2021).

Furthermore, the PNP has seen and been through the most taxing issues that have threatened the entire organization several times in the past. Due to a dropping public perception and a performance that was considered its lowest, staying afloat was not easy. With police inefficiency reports hurting most men uniformly, the top leaders had to press on a work-in-progress of transformation to reclaim its rightful seat as the people's protector, mandated in Republic Act (RA) 6975 as amended by RA 8551 and further amended by RA 9706, which states the following: To enforce the law, prevent and control crimes, maintain peace and order, and ensure public safety and internal security with the active support of the community. This paper is consistent with Section 5 and Article 4 of the PNP Reform and Reorganizational Act of 1998, otherwise known as RA 8551. The act mandates conducting an annual self-report survey and evaluating the efficiency and effectiveness of all police units in the country.

The Philippine National Police (PNP) experienced many birth pains, and by the turn of the millennium, various national perception surveys showed that the organization was among the most corrupt government agencies in the country. This has become a serious national concern, resulting in in-depth studies of the main causes of dysfunction as a basis for the development of real and lasting solutions (Patrol Plan 2030, n.d.).

Like any province in the Western Visayas Region of the Philippines, the aforementioned problems are also experienced, considering that this province is the largest province in the region in terms of population and land area. Thus, maintaining high ethical standards and addressing ethical challenges are crucial for effective leadership performance. Instances of corruption, misconduct, and abuse of power can undermine public trust in the PNP and erode the effectiveness of quality management practices. Addressing and preventing ethical lapses requires ongoing vigilance, the enforcement of accountability measures, and a strong ethical culture within the organization. Implementing new quality management practices or introducing changes in leadership approaches may face resistance from within the organization. Resistance to change can hinder the adoption of improved processes, technologies, and leadership strategies, impacting the overall effectiveness of PNP.

It is on this premise that a study on the quality management practices and managerial skills of PNP leaders in the Province of Iloilo were advanced. More particularly, this study aimed to determine the levels of quality management practices and managerial skills among uniformed police personnel in a province in the Western Visayas, Philippines, during the 2nd quarter of 2023.

METHODOLOGY

In October 2023, the respondents of the study were the thirty-five (35) chiefs of police and deputy chiefs of police in two (2) congressional districts in a province, the Western Visayas, Philippines. Table 1 shows the profiles of the respondents. The majority of respondents were assigned to the 3rd Congressional District of a province. In terms of rank, 31% were police captains, 34% were police lieutenants, 20% were police majors, 6% were police senior master sergeants and 9% were police executive master sergeants. Regarding age, 46% were 45 years old or younger. Eighty percent of the participants were male, and the same percentage were married. Among those with the highest educational attainment, a significant majority (57%) were college graduates only. In terms of area of assignment, the majority (49%) were deputy chiefs of police. Regarding classification, 86% were police-commissioned officers. Moreover, three out of four (77%) were promoted on a regular basis. Regarding the length of service, 51% had 21 years or more in government service, and the majority (71%) had attended police commissioned official mandatory courses.

Table 1: Profile of PNP leaders in a province in the Western Visayas, Philippines

Category	f	%
Entire Group	35	100
Rank		
Police Captain	11	31.4
Police Lieutenant	12	34.3
Police Major	7	20.0
Police Senior Master Sergeant	2	5.7
Police Executive Master Sergeant	3	8.6
Age (AG)		
45 y/o and below	16	45.7
46 y/o and over	19	54.3
Sex (SE)		
Male	28	80
Female	7	20
Civil Status		
Single	7	20
Married	28	80
Highest Educational Attainment		
College Graduate	20	57.1
With Advanced Degree	15	42.9
Area of Assignment		
Chief of Police	17	48.6
Deputy Chief of Police	18	51.4
Classification		
Police Commissioned Officer	30	85.7
Police Non-Commissioned Officer	5	14.3
Kind of Promotion		
Regular Promotion	27	77.1
Special/Meritorious/Spot Promotion	8	22.9
Length of Service		
20 years and below	17	48.6
21 years and over	18	51.4
Career Course Attended		
Police Commissioned Officer Mandatory Courses	25	71.4
Police Non-Commissioned Officer Mandatory Courses	30	28.6

The researchers used a modified and adopted questionnaire on quality management practices, focusing on quality planning, customer satisfaction, employment involvement, continual process improvement, performance measures, and supplier relationships. Part I was the questionnaire on personal factors of the respondents, which consisted of station, rank, age, sex at birth, civil status, highest educational attainment, area of assignment, classification, kind of promotion, length of service, and career course attended.

Part II was the Quality Management Questionnaire, which is composed of 30 items modified and adopted from the Directorate for Operations (DO) Quality Management System Guide. General Guidelines on the International Organization for Standardization (ISO) Certification of the PNP Officers and Units. This scale was used to determine the extent of job engagement of the

respondents on the following scale: 5 = very often; 4 = often; 3 = sometimes; 2 = rarely; and 1 = almost never.

Part III was the managerial skills adopted and modified from Eduardo, J. P., and Gabriel, A. G. (2017), "Assessing the Leadership Skills of the Chiefs of Police in the Towns of Nueva Ecija, Philippines: A Dichotomy between Managerial Competence and Decision-Making Ability," with a reliability index of 3.41. This was used to determine the extent of managerial skills of the respondents with the following scale: 4) Always/Very Much Competent (A/VMC): This scale is carried out to a full extent; 3) Very Often/Very Competent (VO/VC): This scale is carried out to a good extent; 2) Often/Competent (O/C): This scale is carried out to an average or fairly good extent; and 3) Rarely/Slightly Competent (R/SC): This scale is carried out to a very poor extent.

ANALYSIS AND DISCUSSION

Quality Management Practices among PNP Leaders

As shown in Table 2, the overall level of quality management practices among PNP leaders was high (Md = 4.50). The respondents who ranked as PSMS or PEMS exhibited a high level of quality management practices (Md = 4.73 and 4.63), while those who ranked as PCAPT, PLT, or PMAJ had medians ranging from 4.32 to 4.50. Respondents aged 45 years and younger demonstrated a greater level of quality management practices (Md = 4.52) than did those aged 46 years and older (Md = 4.50). With respect to age, respondents aged 45 years and younger had a "very high" level of quality management practices compared to those aged 46 years and older (Md = 4.52 vs. 4.50). According to sex, male respondents had a "very high" level of quality management practices compared to their male counterparts (Md = 4.53 vs. 4.33). Regarding civil status, single respondents had a "very high" level of quality management practices compared to married respondents (Md = 4.67 vs. Md = 4.42).

The respondents with advanced degrees exhibited a greater level of quality management practices (Md = 4.67) than did those with college degrees (Md = 4.42). Regarding the area of assignment, both the chief of police and deputy chief of police had a "very high" level of quality management practices (Md = 4.67 and 4.53). Police noncommissioned officers demonstrated a 'very high' level of quality management practices (Md = 4.67) compared to police commissioned officers (Md = 4.45). Respondents who were promoted through special, meritorious, or spot promotions exhibited a "very high" level of quality management practices (Md = 4.62) compared to those who were regularly promoted (Md = 4.43). Classified according to length of service, respondents who were 20 years of age and younger in the government service had a "very high" level of quality management practices compared to respondents who were 21 years of age and older in the government service (Md = 4.57 vs. 4.45). Regarding the career courses attended, respondents who took police noncommissioned officer mandatory courses had a "very high" level of quality management practices compared to those who took police commissioned officer mandatory courses (Md = 4.65 vs. 4.43).

The overall level of quality management practices among PNP leaders was found to be high, with certain demographic factors and career-related variables showing significant associations. For instance, respondents in the 4th congressional district of Iloilo demonstrated a very high level of quality management practices compared to those in the 3rd congressional district. Additionally, police noncommissioned officers exhibited a very high level of quality management practices compared to police commissioned officers, highlighting the role of rank and position in influencing quality management practices (Guaza et al., 2016).

Further exploration revealed that factors such as age, educational background, and career progression also impact the level of quality management practices among PNP leaders. For

instance, respondents aged 45 years and younger demonstrated a very high level of quality management practices compared to those aged 46 years and older, suggesting a potential correlation between age and managerial skills. Similarly, respondents with advanced degrees exhibited a very high level of quality management practices compared to those with college degrees, highlighting the importance of educational qualifications in enhancing managerial skills (Guaza et al., 2016).

Moreover, career-related variables such as area of assignment and length of service also play a significant role in influencing quality management practices among PNP leaders. Both chiefs of police and deputy chiefs of police demonstrated a very high level of quality management practices, suggesting the importance of leadership positions in driving organizational excellence. Additionally, respondents with 20 years and younger in government service exhibited a very high level of quality management practices compared to those with 21 years and older in government service, indicating the potential impact of length of service on managerial skills development (Guaza et al., 2016).

Table 2: Respondents' Quality Management Practices

Category	Median	Description
Entire Group	4.50	High
Rank		
Police Captain	4.50	High
Police Lieutenant	4.32	High
Police Major	4.47	High
Police Senior Master Sergeant	4.73	Very High
Police Executive Master Sergeant	4.63	Very High
Age		
45 y/o and below	4.52	Very High
46 y/o and over	4.50	High
Sex		
Male	4.53	Very High
Female	4.33	High
Civil Status		
Single	4.67	Very High
Married	4.42	High
Highest Educational Attainment		
College Graduate	4.42	High
With Advanced Degree	4.67	Very High
Area of Assignment		
Chief of Police	4.67	Very High
Deputy Chief of Police	4.53	Very High
Classification		
Police Commissioned Officer	4.45	High
Police Non-Commissioned Officer	4.67	Very High
Kind of Promotion		
Regular Promotion	4.43	High
Special/Meritorious/Spot Promotion	4.62	Very High
Length of Service		
20 years and below	4.57	Very High
21 years and over	4.45	High
Career Course Attended		
Police Commissioned Officer Mandatory Courses	4.43	High
Police Non-Commissioned Officer Mandatory Courses	4.65	Very High

The interpretation was based on the following scales: 1.00 – 1.50 – very low, 1.51 – 2.50 – low, 2.51 – 3.50 – average, 3.51 – 4.50 – high and 4.51 – 5.00 – very high.
Levels of Managerial Skills among PNP's

As shown in Table 3, the overall level of managerial skills among the respondents was high (Md = 3.61). All respondents, regardless of their rank, demonstrated a 'high' level of managerial skills, with medians ranging from 3.54 to 3.70. All respondents, regardless of age, exhibited a 'high' level of managerial skills, with medians of 3.63 and 3.57. Regarding sex, both male and female respondents had a “high” level of managerial skills. Both single and married respondents exhibited a 'high' level of managerial skills, with medians of 3.61 and 3.62, respectively. Respondents with both a college degree and an advanced degree demonstrated a 'high' level of managerial skills, with medians of 3.51 and 3.66, respectively.

Classified by area of assignment, both the chief of police and deputy chief of police had a “high” level of managerial skills (Md = 3.64 and 3.58). Both police-commissioned and noncommissioned officers demonstrated a 'high' level of managerial skills, with medians of 3.61 and 3.67, respectively. The respondents promoted through regular and special/meritorious/spot modes exhibited a 'high' level of managerial skills, with medians of 3.61 and 3.64, respectively. Regarding length of service, respondents, regardless of age, had a “high” level of managerial skills (Md = 3.64 and 3.58). Regardless of the career course attended, respondents demonstrated a 'high' level of managerial skills, with medians of 3.61 and 3.62, respectively.

The results revealed a high level of managerial skills among PNP respondents, indicating a generally high level of proficiency across various demographic and organizational factors. Across districts, respondents from both the 3rd and 4th congressional districts of Iloilo exhibited a "high" level of managerial skills, suggesting consistent competence regardless of geographical location (Siriram & du Plessis, 2024). Similarly, regardless of rank, age, sex, civil status, educational background, area of assignment, and length of service, all respondents demonstrated a "high" level of managerial skills, underscoring the widespread proficiency in this aspect among PNP personnel (Eduardo & Gabriel, 2017; Filstad & Karp, 2020).

These findings align with the literature highlighting the importance of managerial skills in law enforcement leadership, emphasizing their role in fostering collective leader–employee relationships and navigating operational challenges (Fritsvold, 2022). Additionally, the observed high level of managerial skills supports the notion that effective leadership, characterized by clear communication, empowerment, and supportive practices, is crucial in law enforcement settings (InTime, 2022; Sadulski, 2024).

Furthermore, the analysis reflects the significance of transformational leadership behaviors, which positively correlate with quality management practices, indicating a potential link between leadership style and managerial skill proficiency among PNP personnel (Alharbi & Yusoff, 2012). Moreover, the integration of quality management practices with organizational learning and culture is suggested to drive positive organizational outcomes, reinforcing the importance of aligning managerial skills with organizational goals and values (Mohammed, Taib, & Nadarajan, 2016).

Table 3: Respondents’ Level of Managerial Skills

Category	Median	Description
Entire Group	3.61	High
Rank		
Police Captain	3.61	High
Police Lieutenant	3.54	High
Police Major	3.63	High
Police Senior Master Sergeant	3.70	High
Police Executive Master Sergeant	3.64	High
Age		
45 y/o and below	3.63	High

46 y/o and over	3.57	High
Sex		
Male	3.62	High
Female	3.61	High
Civil Status		
Single	3.61	High
Married	3.62	High
Highest Educational Attainment		
College Graduate	3.51	High
With Advanced Degree	3.66	High
Area of Assignment		
Chief of Police	3.64	High
Deputy Chief of Police	3.58	High
Classification		
Police Commissioned Officer	3.61	High
Police Non-Commissioned Officer	3.67	High
Kind of Promotion		
Regular Promotion	3.61	High
Special/Meritorious/Spot Promotion	3.64	High
Length of Service		
20 years and below	3.64	High
21 years and over	3.58	High
Career Course Attended		
Police Commissioned Officer Mandatory Courses	3.61	High
Police Non-Commissioned Officer Mandatory Courses	3.62	High

The interpretation was based on the following scales: 1.00 – 1.50 – very low, 1.51 – 2.50 – low, 2.51 – 3.50 – average, 3.51 – 4.50 – high and 4.51 – 5.00 – very high.

Differences in Quality Management Practices among PNPs

The difference in the level of quality management practices of the respondents when taken as a whole and when classified according to district, age, sex, civil status, highest educational attainment, area of assignment, classification, kind of promotion, length of service, and career course attended.

The Mann–Whitney test results in Table 4 revealed a nonsignificant difference in quality management practices among PNP leaders when classified according to district ($z = -1.338$; $p = 0.18$), age ($z = 0.282$; $p = 0.78$), sex ($z = 0.991$; $p = 0.32$), civil status ($z = 1.878$; $p = 0.06$), highest educational attainment ($z = -1.435$; $p = 0.15$), area of assignment ($z = 0.743$; $p = 0.46$), classification ($z = -1.180$; $p = 0.24$), kind of promotion ($z = -1.337$; $p = 0.18$), length of service ($z = 0.248$; $p = 0.80$), and career course attended ($z = -0.621$; $p = 0.53$). The p values are lower than 0.05, which means that the null hypothesis is not rejected.

The literature supports these findings by emphasizing the importance of consistent quality management principles and practices across various organizational contexts. Kim-Soon Ng (2012) highlights the subjective nature of quality and the need to focus on key processes that provide value to customers. Harper (2023) underscores the significance of customer focus, leadership, and continuous improvement in quality management. Lakhali et al. (2006) stress the role of top management commitment and support in driving organizational performance through quality management practices. The International Organization for Standardization (ISO) outlined key principles, including customer focus and continuous improvement, that enhance organizational performance through quality management. Siriram and Du Plessis (2024) emphasize the need for effective leadership in embedding quality into organizational processes.

Naybour (2011) and Vitek (2012) discuss the importance of planned and systematic quality management processes to meet project objectives and ensure customer satisfaction.

Moreover, Eduardo and Gabriel (2017) note the managerial competence of chiefs of police (COPs), while Filstad and Karp (2020) underscore the importance of managerial skills in fostering leader-employee relationships. Fritsvold (2022) highlights transformational leadership as effective in contemporary law enforcement, aligning with Sadulski's (2024) advocacy for leadership styles that prioritize employee development. Osborne (2006) emphasized stakeholder engagement in achieving quality outcomes, while Drechsler (2005) discussed the role of managerial skills in balancing legality and procedural adherence. Pollitt and Bouckaert (2017) emphasize the importance of strategic planning and stakeholder engagement in driving continuous quality improvement initiatives. Alharbi and Yusoff (2012) highlight the correlation between transformational leadership and quality management practices, while Mohammed, Taib, and Nadarajan (2016) discuss the integration of quality management practices with organizational learning and culture to drive positive outcomes.

Table 4: Mann–Whitney test results for differences in quality management practices among PNP leaders

Compared groups	Sum of Ranks	z	p
District		-1.338	0.18
3 rd District	283.5		
4 th District	346.5		
Age		0.282	0.78
45 y/o and below	296.5		
46 y/o and over	333.5		
Sex		0.991	0.32
Male	528		
Female	102		
Civil Status		1.878	0.06
Single	171.5		
Married	458.5		
Highest Educational Attainment		-1.435	0.15
College Graduate	317		
With Advanced Degree	313		
Area of Assignment		0.743	0.46
Chief of Police	328.5		
Deputy Chief of Police	301.5		
Classification		-1.180	0.24
Police Commissioned Officer	515		
Police Non-Commissioned Officer	115		
Kind of Promotion		-1.337	0.18
Regular Promotion	452		
Special/Meritorious/Spot Promotion	178		
Length of Service		0.248	0.80
20 years and below	313.5		
21 years and over	316.5		
Career Course Attended		-0.621	0.53
Police Commissioned Officer Mandatory Courses	433		
Police Non-Commissioned Officer Mandatory Courses	137		

The Kruskal–Wallis results in Table 5 revealed a nonsignificant difference in quality management practices among PNP leaders when classified according to rank ($\chi^2 = 4.882$; $p = 0.23$). The p-values are lower than 0.05, which means that the null hypothesis is not rejected.

These findings are supported by the literature. Kim-Soon Ng (2012) emphasizes the subjective nature of quality and how it is perceived differently by stakeholders, highlighting the importance of focusing on key processes to provide value to customers. Harper (2023) underscores the principles outlined by the International Organization for Standardization (ISO), including customer focus and continuous improvement, which are crucial for enhancing organizational performance through quality management practices. Lakhal et al. (2006) discuss the relationship between quality management practices and organizational performance, stressing the significant role of top management commitment and support in driving organizational performance. The ISO provides comprehensive guidance on quality management principles, emphasizing their ability to enhance performance and customer satisfaction. Siriram and Du Plessis (2024) emphasize the need for effective leadership in embedding quality into organizational processes, highlighting the importance of a quality culture and effective leadership. Naybour (2011) and Vitek (2012) discuss the systematic processes involved in quality assurance, planning, and control to meet project objectives and ensure customer satisfaction.

Additionally, Eduardo and Gabriel (2017) note the managerial aspects of the perceived competence of chiefs of police (COPs), while Filstad and Karp (2020) underscore the importance of managerial skills in fostering collective leader–employee relationships. Fritsvold (2022) highlights transformational leadership as effective in contemporary law enforcement, aligning with Sadulski's (2024) advocacy for leadership styles that prioritize employee development. Osborne (2006) emphasized stakeholder engagement in achieving quality outcomes, while Drechsler (2005) discussed the role of managerial skills in balancing legality and procedural adherence. Pollitt and Bouckaert (2017) emphasize the importance of strategic planning and stakeholder engagement in driving continuous quality improvement initiatives. Alharbi and Yusoff (2012) highlight the correlation between transformational leadership and quality management practices, while Mohammed, Taib, and Nadarajan (2016) discuss the integration of quality management practices with organizational learning and culture to drive positive outcomes.

Table 5: The Kruskal–Wallis test results for the differences in quality management practices among PNP leaders

Category	Rank Sum	X ²	df	P value
Rank		4.882	4	0.23
Police Captain	205.00			
Police Lieutenant	163.50			
Police Major	147.00			
Police Senior Master Sergeant	56.50			
Police Executive Master Sergeant	58.00			

Differences in Managerial Skills among PNP Leaders

The Mann–Whitney test results in Table 6 revealed a nonsignificant difference in managerial skills among PNP leaders when classified according to district ($z = 0.760$; $p = 0.45$), age ($z = 0.746$; $p = 0.46$), sex ($z = 0.289$; $p = 0.77$), civil status ($z = 0.475$; $p = 0.63$), area of assignment ($z = 0.975$; $p = 0.33$), classification ($z = -0.826$; $p = 0.41$), kind of promotion ($z = -0.846$; $p = 0.40$), length of service ($z = 0.628$; $p = 0.53$), and career course attended ($z = 178.5$; $p = 0.96$). The pvalues are lower than 0.05, which means that the null hypothesis is not rejected.

These findings align with the literature. Kim-Soon Ng (2012) emphasizes the subjective nature of quality, indicating that managerial skills, which are an integral part of quality management, may not vary significantly across different demographic or organizational factors. Harper (2023) underscores the importance of leadership and employee engagement in quality management

practices, suggesting that these skills may be uniformly distributed among PNP leaders regardless of demographic or organizational categorizations. Additionally, Filstad and Karp (2020) highlight the significance of managerial skills in fostering collective leader–employee relationships and navigating challenges, which implies a consistent need for these skills across different contexts within law enforcement organizations.

Moreover, Fritsvold (2022) identifies transformational leadership as effective in contemporary law enforcement, emphasizing the importance of leadership styles that prioritize employee development and support, which may contribute to the consistency in managerial skills observed across various classifications. Similarly, Alharbi & Yusoff (2012) discuss the positive correlation between transformational leadership behaviors and quality management practices, suggesting that certain leadership styles may mitigate variations in managerial skills among leaders.

On the other hand, there is a significant difference in managerial skills among PNP leaders when classified according to highest educational attainment ($z = -2.586$; $p = 0.01$). This finding is consistent with the literature. Drechsler (2005) emphasized the vital role of managerial skills in achieving tangible results and public value, indicating that education may contribute to the development of these skills. Additionally, Pollitt & Bouckaert (2017) highlight the importance of strategic planning and stakeholder engagement in driving continuous quality improvement initiatives, skills that may be enhanced through higher education.

Moreover, Alharbi and Yusoff (2012) discuss the positive correlation between transformational leadership behaviors and quality management practices, suggesting that individuals with higher educational attainment may possess the critical thinking and leadership abilities necessary for effective management.

Furthermore, Mohammed, Taib, and Nadarajan (2016) present a theoretical framework linking quality management practices with organizational learning and culture, indicating that education may influence an individual's ability to integrate quality management principles into organizational processes effectively.

Table 6: Mann–Whitney Test Results for the Differences in Management Skills among PNP Leaders

Compared groups	Sum of Ranks	z	p
District		0.760	0.45
3 rd District	347		
4 th District	306		
Age		0.746	0.46
45 y/o and below	310.5		
46 y/o and over	319.5		
Sex		0.289	0.77
Male	511		
Female	119		
Civil Status		0.475	0.63
Single	137.5		
Married	492.5		
Highest Educational Attainment		-2.586	0.01*
College Graduate	282.5		
With Advanced Degree	347.5		
Area of Assignment		0.975	0.33
Chief of Police	335.5		
Deputy Chief of Police	294.5		
Classification		-0.826	0.41
Police Commissioned Officer	522.5		
Police Non-Commissioned Officer	107.5		

Kind of Promotion		-0.846	0.40
Regular Promotion	464.5		
Special/Meritorious/Spot Promotion	165.5		
Length of Service		0.628	0.53
20 years and below	325		
21 years and over	305		
Career Course Attended		178.5	0.96
Police Commissioned Officer Mandatory	451.5		
Courses			
Police Non-Commissioned Officer Mandatory	178.5		
Courses			

The Kruskal–Wallis results in Table 7 revealed a nonsignificant difference in managerial skills among PNP leaders when classified according to rank ($\chi^2 = 2.318$; $p = 0.68$). The p values are lower than 0.05, which means that the null hypothesis is not rejected.

This finding is consistent with several sources in the literature. Drechsler (2005) highlights the vital role of managerial skills in achieving tangible results and public value, suggesting that these skills may be equally distributed across different ranks within the organization. Additionally, Filstad & Karp (2020) emphasize the importance of managerial skills in fostering collective leader–employee relationships and navigating challenges, indicating that such competencies may be present across various levels of leadership within law enforcement agencies.

Moreover, Alharbi & Yusoff (2012) discuss the positive correlation between transformational leadership behaviors and quality management practices, suggesting that leadership qualities associated with effective management may transcend hierarchical boundaries. Furthermore, Pollitt & Bouckaert (2017) note that managerial skills such as strategic planning and stakeholder engagement are essential for implementing principles of new public management (NPM) and driving continuous quality improvement initiatives, implying that these skills may be required at all levels of leadership within the organization.

Table 7: The Kruskal–Wallis test results for the differences in managerial skills among PNP leaders

Category	Rank Sum	X^2	df	P value
Police Captain	189.00	2.318	4	0.6775
Police Lieutenant	192.00			
Police Major	141.50			
Police Senior Master Sergeant	53.50			
Police Executive Master Sergeant	54.00			

Relationship between Quality Management Practices and the Managerial Skills of PNP

The results presented in Table 8, depicting Spearman’s rho, indicate a moderately weak degree of positive and direct relationships. This finding suggests a significant relationship between the level of quality management practices and managerial skills among respondents ($r = 0.697$, $p = 0.000$). These results provide strong evidence for a positive linear correlation between the two variables. The correlation coefficient of 0.697 is notably greater than zero, indicating a moderately weak linear correlation between these two variables.

Several sources from the literature support this finding. Drechsler (2005) emphasized the importance of managerial skills in enhancing quality management practices within public sector organizations by balancing legality and procedural adherence and achieving tangible results. Additionally, Pollitt and Bouckaert (2017) highlighted the essential role of managerial skills such

as strategic planning and stakeholder engagement in driving continuous quality improvement initiatives, which may contribute to the observed positive correlation between quality management practices and managerial skills.

Moreover, Alharbi and Yusoff (2012) discussed how transformational leadership behaviors positively correlate with quality management practices, indicating that effective leadership, which often involves strong managerial skills, can foster the implementation of quality management initiatives. Similarly, Mohammed, Taib, and Nadarajan (2016) proposed a theoretical framework that maps the relationship between quality management practices and organizational performance, suggesting that the integration of quality management practices with organizational learning and culture can lead to positive outcomes, potentially driven by effective managerial skills.

Table 8: Spearman’s rho test results for the relationship between quality management practices and managerial skills among PNP leaders

Pairs	r	p-value	Verbal Interpretation
Quality Management Practices Managerial Skills	.359	0.034	Moderately Weak

* $p > \alpha = 0.05$, significant

CONCLUSIONS

Given the foregoing findings, the following conclusions were drawn:

The findings underscore the paramount importance of very high management practices among Philippine National Police (PNP) members, aligning with the literature that highlights the pivotal role of management in ensuring high-quality performance within law enforcement organizations. By examining existing practices, this study addresses a notable gap in the understanding of the necessity for quality management practices within the PNP, showcasing a proactive approach among PNP members toward fulfilling their duties. However, it is essential to acknowledge the study's limitations, including its focus on a specific region and the reliance on self-reported data, suggesting the need for further exploration of the broader organizational implications of these findings.

Furthermore, the study reveals that specific districts exhibiting high levels of managerial skills among PNP members resonate with the literature emphasizing the significance of quality leadership in law enforcement. The identification of common quality management practices, such as understanding mission and vision, contributes to a clearer understanding of organizational clarity and alignment within the PNP. Moreover, the absence of significant differences in quality management practices across various classification variables suggests a strong organizational culture and commitment to quality standards within the PNP.

The study also highlights the significant correlation between the highest educational attainment of PNP leaders and their managerial skills, shedding light on the role of education in leadership effectiveness within the organization. Recommendations include the maintenance and enhancement of quality management practices and managerial skills throughout the administration, supported by the establishment of open communication channels, investment in user-friendly records management tools, and data-driven scheduling decisions. Moreover, future research should incorporate the perspectives of frontline officers and staff to gain a comprehensive understanding of the challenges and opportunities related to quality management and leadership within the PNP.

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