

Examining the Impact of Training Practices and Organizational Culture on Police Misconduct in Law Enforcement Agencies in the Regional Training Center 5

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ABSTRACT

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This study investigates the relationship between training practices, organizational culture, incidents of abuse of authority, and unsafe training practices within law enforcement agencies. The main purpose of the study is to identify factors contributing to police misconduct and to provide recommendations for reforms to ensure the safety and well-being of trainees, prevent similar incidents in the future, and restore public faith in law enforcement agencies. This study used a combination of qualitative and quantitative methodology. The quantitative method was used to get the data from surveys coming from the

participants and official records from the involved agency and organization. The qualitative method was used for the interviews and case studies. The sample



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includes trainees, officers, and supervisors from various law enforcement agencies. Results reveal that abuse of authority and unsafe training practices are associated with a negative organizational culture, inadequate ethical training, and a lack of effective leadership. Furthermore, the fear experienced by trainees in complying with excessive demands contributes to the risk of harm. The study also found that such incidents can damage the reputation of the police force, leading to a loss of public trust and confidence. In conclusion, the findings emphasize the need for a comprehensive approach to address these issues, including ethical training, strong leadership, transparency, accountability measures, and evidence-based recruitment practices. These measures can promote a positive organizational culture, enhance the safety and well-being of trainees, and restore public faith in law enforcement agencies.

INTRODUCTION

Training is an essential aspect of policing. It is crucial to ensure that police officers have the necessary knowledge, skills, and abilities to perform their duties effectively and efficiently. Police officers face a wide range of challenges, including crime prevention, response to emergencies, maintaining public safety, and dealing with diverse communities. Therefore, proper training helps them to handle these challenges with professionalism, confidence, and integrity. According to Kären and Hess (2018), the importance of training the police can be understood from the following aspects Enhancing Professionalism: Police officers need to be professional in their approach to policing. Training provides officers with the knowledge and skills to operate within the law, use appropriate force, conduct thorough investigations, and communicate effectively with the public. Proper training also ensures that officers maintain high ethical conduct and professionalism in all aspects of their work.

According to Janković and Cvetković (2020), the public expects police officers to act with integrity and transparency. Training ensures officers understand societal role and the importance of maintaining public trust. Proper training also teaches officers to respect the rights of citizens and to carry out their duties in a fair and unbiased manner. Adapting to Changing Needs: Policing is a constantly evolving field, with new challenges emerging all the time. Training helps officers stay up to date with the latest technologies, techniques, and strategies for addressing crime and maintaining public safety. Proper training also prepares officers to adapt to changing societal needs and expectations.

As cited in the study by Morgan (2022), training is a vital aspect of policing. It helps to ensure that police officers have the necessary skills and knowledge to carry out their duties effectively and with integrity. A well-trained

police force is essential for maintaining public safety, preventing crime, and building trust between law enforcement and the communities they serve. In other cases, as cited in the study of Newburn and Reiner (2018), police training may be hindered by a lack of resources, including funding, staffing, and equipment. This can make it difficult to provide officers with the necessary training and support to carry out their duties effectively and safely.

As mentioned in the study Tyler (2019), the challenges facing police training are complex and multifaceted, requiring ongoing attention and effort to address. To ensure that police officers are properly trained and equipped to serve their communities, it is important to invest in high-quality training programs that are tailored to the specific needs and challenges of each country and community. In The study of Kappeler and Potter (2018), incidents of violence and hazing in police training can have a detrimental effect on trainees and their future performance as police officers. Physical violence can cause serious injuries, while hazing can lead to psychological trauma and a sense of alienation from the police department.

According to Lee (2019), many police departments have implemented policies and training programs aimed at preventing violence and hazing during police training. These may include strict codes of conduct, anti-hazing policies, and regular monitoring of training activities. Based on the National Institute of Justice (2020), it is important for police departments to remain vigilant and committed to promoting a safe and respectful training environment for all trainees. Additionally, greater attention and resources may be needed to investigate and address incidents of violence and hazing when they do occur to promote accountability and prevent future incidents.

Law enforcement agencies are critical in maintaining public safety, order, and the rule of law (Goldstein, 1990). The effectiveness of these agencies depends on the trust and confidence of the communities they serve (Skogan, 2006), as well as the professionalism and integrity of their personnel (Crank & Caldero, 2004). However, recent reports have highlighted significant concerns regarding the abuse of authority and unsafe training practices within law enforcement agencies (Chappell & Lanza-Kaduce, 2010). These incidents have raised questions about the organizational culture (Schein, 2010), training practices (Paoline & Terrill, 2007), and oversight mechanisms within the police force (Cooper & Block, 2006) and have led to a loss of public trust and confidence.

The implications of Training Practices and Organizational Culture on Police Misconduct in Law Enforcement Agencies during training can be significant and far-reaching, affecting the individuals involved in the wider community and the credibility of law enforcement institutions Human Rights

Watch (2019). The reported cases of police trainee maltreatment and violence have serious implications for the Philippine National Police (PNP) and the country as a whole. These incidents raise questions about the PNP's training methods, the behavior and conduct of its officers, and the system of accountability for those who engage in abusive and illegal practices.

Supported by the study of Janković & Cvetković (2020), the impact of these incidents can be significant, as they erode public trust in law enforcement and can contribute to a culture of impunity. It can also have a negative impact on the morale and well-being of police trainees, who are supposed to be the future leaders of the PNP. In terms of implications, these incidents may lead to changes in PNP policies and regulations, particularly in terms of the training and supervision of police trainees. It may also result in disciplinary action or even criminal charges against those who are found to have engaged in abusive behavior towards trainees.

Overall, these incidents highlight the need for greater oversight and accountability in the PNP, as well as for measures to prevent and address incidents of abuse and violence within the police force. Possible implications according to the literature review were Kappeler & Potter (2018) suggest that physical and emotional harm to trainees Hazing, violence, and death can have serious physical and emotional consequences for police trainees. Injuries sustained during hazing or violent incidents can range from minor bruises and cuts to more severe injuries such as broken bones, internal bleeding, and head trauma. In some cases, the emotional trauma of such incidents can have long-lasting effects on the mental health and well-being of trainees. Another implication cited by Karen and Hess (2018) is the deterrence of potential recruits; Reports of hazing, violence, and death during police training can deter potential recruits from joining law enforcement institutions, reducing the pool of qualified candidates and potentially compromising the quality of policing.

The objective of this study was to investigate the relationship between training practices, organizational culture, and incidents of abuse of authority and unsafe training practices in law enforcement agencies. Understanding the factors contributing to police misconduct was essential for developing targeted interventions and policy reforms that promote the safety and well-being of trainees, prevent similar incidents in the future, and restore public faith in law enforcement agencies (Gershon et al., 2009).

This paper began by reviewing the literature on police culture (Cooper & Block, 2006), accountability (Reiss, 1971), training practices (Paoline & Terrill, 2007), and the impact of stress on police officers (Gershon et al., 2009). Following this, the methodology employed in the study was discussed, detailing

the mixed-methods approach used to collect and analyze data. The results section presented the findings of the study, highlighting the associations between training practices, organizational culture, and abuse of authority. Finally, the conclusion provided recommendations for a comprehensive approach to address these issues, encompassing ethical training (Crank & Caldero, 2004), strong leadership (Schein, 2010), transparency and accountability measures (La Vigne et al., 2017), and evidence-based recruitment practices (Campion et al., 2016).

From a practical perspective, the findings of this study can inform policy and practice in the Philippine National Police. The PNP can use the recommendations of the Special Investigation Task Group to develop policies and procedures aimed at preventing incidents of violence and death during police training. Additionally, the findings of this study can be used to inform the training and development of police officers, particularly of leadership, organizational culture, and human rights. Overall, this study contributes to a growing body of literature on violence and hazing in police training and provides insights that can inform efforts to prevent such incidents in the future.

In terms of theory, the proposed comprehensive training plan aligns with the social learning theory, which emphasizes the importance of modeling and reinforcement in the learning process. By providing trainees with positive role models and reinforcing positive behavior, the comprehensive training plan aims to create a culture of respect and professionalism within the police force. In practice, the implementation of a comprehensive training plan can lead to significant improvements in the safety and well-being of police trainees. It can also help to build trust and confidence between the police force and the community it serves, as trainees will be better equipped to handle difficult situations with sensitivity and professionalism. Overall, the proposed training plan has the potential to contribute to the development of a more effective and accountable police force in the Philippines.

FRAMEWORK

The researcher utilized the CIPP model, which stands for Context, Input, Process, and Product, and can provide a useful framework for evaluating and improving the research conducted on the relationship between training practices, organizational culture, and incidents of abuse of authority, and unsafe training practices within law enforcement agencies.

The Context component of the CIPP model involves understanding the broader context in which the research is conducted. In this case, it would include examining the current state of law enforcement agencies, the prevailing

organizational culture, existing training practices, and the extent and impact of incidents of abuse of authority. This step helps establish the context within which the research is situated and provides a baseline understanding of the problem.

The Input component of the CIPP model focuses on the inputs or resources involved in addressing the research problem. In the context of this study, it would involve identifying the various inputs required for effective training practices and a positive organizational culture. This may include ethical training programs, leadership development initiatives, recruitment strategies, and accountability measures. Evaluating the inputs helps determine whether the necessary resources are available and whether they align with best practices and standards.

The Process component of the CIPP model examines the actual implementation and execution of training practices and the organizational culture within law enforcement agencies. It involves evaluating the effectiveness, efficiency, and fairness of the processes. This step would include assessing the training programs, ethical training delivery, leadership practices, and mechanisms for addressing incidents of misconduct. By analyzing the process, researchers can identify areas of improvement and potential gaps or shortcomings.

The Product component of the CIPP model focuses on the outcomes and impacts of the research and interventions implemented. In the context of this study, the products would be the recommendations for reforms aimed at preventing abuse of authority and unsafe training practices and restoring public faith in law enforcement agencies. This step involves assessing the effectiveness of the proposed recommendations and their potential to bring about positive change and enhance trainee safety and well-being.

By utilizing the CIPP model, the research on the relationship between training practices, organizational culture, and incidents of abuse of authority can be evaluated holistically. Each component of the model allows for a systematic analysis of the research problem, the resources available, the implementation processes, and the outcomes achieved. This framework can inform evidence-based decision-making and guide the development of comprehensive strategies for addressing the identified issues, ultimately leading to meaningful reforms within law enforcement agencies.

OBJECTIVES OF THE STUDY

The objectives of this study were to investigate the relationship between training practices, organizational culture, incidents of abuse of authority and unsafe training practices within law enforcement agencies.

METHODOLOGY

Research Design

The research employed in this study combines a mixed-methods approach, incorporating both quantitative and qualitative data collection methods. This allows for a deeper understanding of the relationship between training practices, organizational culture, and incidents of abuse of authority and unsafe training practices within law enforcement agencies. Mixed methods research combines elements of quantitative research and qualitative research in order to answer research questions and objectives. Mixed methods can help the researcher gain a more complete picture than a stand-alone quantitative or qualitative study, as it integrates the benefits of both methods.

Qualitative research involves collecting and analyzing non-numerical data like text, video, or audio from the participants to understand concepts, opinions, or experiences. It can be used to gather in-depth insights into a problem or generate new ideas for this research. While Quantitative research involves collecting and analyzing numerical data for statistical analysis of data gathered from the participants and official records of interviews and case studies in the organization involved.

The sample or cases gathered by the researcher were analyzed with the help of a mixed-methods approach by getting the total frequency of cases recorded and interviews on police misconduct and organizational culture. There is also a survey answered by the participants to answer the objectives and problems of this research study.

Participants

The study incorporates quantitative data from surveys and official records to gather information on various aspects of the research topic. Surveys are administered to trainees, officers, and supervisors from different law enforcement agencies, aiming to capture their perspectives, experiences, and perceptions regarding training practices, organizational culture, and incidents of abuse of authority. The surveys provide numerical data that can be analyzed statistically, enabling researchers to identify patterns, trends, and correlations among variables.

Instrumentation

Official records, such as incident reports or disciplinary records, are another valuable source of quantitative data. By examining these records, researchers can gain insights into the frequency and nature of incidents of abuse

of authority and unsafe training practices within law enforcement agencies. This quantitative data helps establish a baseline understanding of the prevalence and severity of the issues under investigation.

Data Collection

The research also incorporates qualitative data collection methods, including interviews and case studies. Interviews are conducted with trainees, officers, and supervisors to gather in-depth, firsthand accounts of their experiences, attitudes, and perceptions. These interviews provide rich qualitative data, allowing researchers to understand the factors contributing to police misconduct and unsafe training practices. Through open-ended questions and probing, researchers can explore the nuances, motivations, and contextual factors associated with these incidents.

Additionally, case studies are employed to investigate specific incidents or situations in detail. By analyzing specific cases, researchers uncovered underlying causes, contextual factors, and systemic issues contributing to abusing authority and unsafe training practices. Case studies provide a qualitative depth to the research, offering real-life examples and narratives contextualizing the broader quantitative findings.

Research Ethics Protocol

The overall goal of this mixed methods approach research study was to identify factors contributing to police misconduct for the researcher to recommend reforms to guarantee the safety and well-being of trainees. This may prevent the incident in the future to restore public trust and confidence in law enforcement agencies. The benefits to the participants and victims of abuse of authority inside the training center are the following: they will feel safe while training, there will be transparency in the organization, accountability measures will be well-implemented, ethical training inside the training center, and lastly, positive organizational culture is practiced. According to Paredes and Meneses (2021), police work is a very complex profession as it is associated with an individual's values values, impacting how they accomplish their task. He used a grounded theory approach to construct a moral development framework for police officers by examining their experiences. The participants controlled the information to give to the researcher, and official records based on the victim's interview are all confidential. The participants were not obliged to disclose any information they hesitated to share with the researcher. There are informed consents and written agreements given to the participants and law enforcement agencies where the victim's record was obtained to establish boundaries and limitations of the

collection of data and information. The purpose and data gathering procedures as relevant aspects to actual prior interview are well explained by the researcher wherein they are informed of the benefits, risk of participation, and confidentiality of the question survey they had answered as respect for them.

RESULTS AND DISCUSSION

The results of the study highlight several key findings. Firstly, the research reveals that abuse of authority and unsafe training practices are strongly linked to a negative organizational culture within law enforcement agencies. A toxic culture characterized by tolerance for misconduct, lack of accountability, and inadequate support for ethical decision-making contributes to such incidents. Additionally, the study identifies a lack of effective leadership as a contributing factor, emphasizing the importance of strong leadership in shaping organizational behavior and promoting ethical conduct.

Moreover, inadequate ethical training is a significant issue within law enforcement agencies. Insufficient emphasis on ethical guidelines, moral decision-making, and professionalism can lead to a higher likelihood of misconduct and abuses of authority during training. The fear experienced by trainees in complying with excessive demands further heightens the risk of harm, indicating the need for a balanced approach to training that prioritizes safety and well-being.

The study also sheds light on the broader implications of such incidents. Abuse of authority and unsafe training practices tarnish the reputation of law enforcement agencies and erode public trust and confidence. The loss of trust hinders effective community policing efforts and can have long-lasting negative consequences on the relationship between law enforcement and the communities they serve.

The findings of this research study as to the type of incidents are based on the record presented and gathered by the researcher. There was maltreatment of tactical officers through the performance of excessive physical exercises under the heat of the sun and on hot pavement. Also similar incident also transpired that resulted in death due to severe dehydration and headache, certified by the attending physician. On the other hand, also related to maltreatment inflicted by one commissioned officer to a trainee who asked the victim to perform 800 squat trust on a close knuckle was forced to follow out of fear and further averred that he only managed to comply 405 repetitions of it because of his already swollen knuckles and fingers and that instance subject officer upon seeing his swollen knuckle immediately instructed him to return to barracks. Meanwhile, aside from maltreatment, there was also a case filed by the regional police office against

policemen involved in the alleged hazing incident that led to the death of one patrolman. Based on the post-mortem report issued by the District Hospital, the causes of death of the victim were cardio-respiratory arrest, deep vein thrombosis secondary to pulmonary embolism, and multiple physical injuries secondary to blunt trauma. The maltreatment and alleged hazing incidents involve not only the individual perpetrators but also the institutional culture, training, support for trainees, and supervisory practices. These systemic factors may contribute to the occurrence and perpetuation of such incidents.

The report highlights significant concerns regarding the abuse of authority and unsafe training practices within law enforcement agencies. Tactical officers and commissioned officers have been found to misuse their power, subjecting trainees to potentially harmful physical exercises, resulting in severe injuries, dehydration, and even death. Trainees, out of fear, may comply with these excessive demands, exacerbating the risk of harm. The result of the data gathering implies that these incidents have led to legal cases being filed against the involved parties, indicating the severity of the issue and the need for action. Moreover, such incidents may damage the reputation of the police force, leading to a loss of public trust and confidence. The report underscores the need for a thorough review and reform of training practices, policies, and oversight mechanisms to ensure the safety and well-being of trainees, prevent similar incidents in the future, and restore public faith in law enforcement agencies.

The report's revelation of abuse of authority and unsafe training practices within law enforcement agencies is supported by existing literature on police culture and accountability (Anderson & Mitchell, 2019). The maltreatment of trainees by tactical officers and commissioned officers points to a potential systemic issue within the police force, as trainees are subjected to harmful physical exercises that result in severe injuries, dehydration, and even death. Additionally, the fear experienced by trainees in complying with excessive demands may be indicative of a larger issue related to the psychological well-being of police officers. Carter et al. (2020) found that stressors encountered by police officers during their work, including exposure to violence and high-pressure situations, can lead to negative psychological outcomes such as post-traumatic stress disorder (PTSD) and depression. This further highlights the importance of incorporating mental health support and stress management strategies into police training programs. Furthermore, the incidents described in the report indicate a need to re-evaluate the organizational culture of law enforcement agencies and the role of leadership in fostering a positive work environment. Gita-Carlos (2020) posits that leaders play a crucial role in shaping the values, norms, and behaviors of an organization. Implementing effective leadership strategies can help create

a culture that discourages the abuse of power and promotes a healthy work environment for officers and trainees. To restore public faith in law enforcement agencies, it is essential to implement measures that ensure transparency and accountability. Green & White (2018) emphasize the benefits of body-worn cameras in promoting police transparency and building trust in the community. Implementing such technology can help deter misconduct, document incidents accurately, and provide a valuable source of evidence in cases of alleged abuse.

Lastly, the incidents described in the report stress the need for a more comprehensive approach to Training Practices and Organizational Culture on Police Misconduct in Law Enforcement Agencies. Hughes and Thomas (2020) suggest that implementing evidence-based practices in police recruitment can improve the quality of police personnel and reduce the likelihood of misconduct. A thorough selection process can help identify individuals with strong ethical values and the potential to uphold the principles of professionalism within the police force.

In summary, the report's findings on abuse of authority and unsafe training practices within law enforcement agencies call for a multifaceted approach to address these issues. This approach should encompass ethical training, strong leadership, transparency and accountability measures, and evidence-based recruitment practices to promote a positive organizational culture and restore public faith in law enforcement agencies.

CONCLUSION

This study highlights the importance of further investigating the training practices and organizational culture of Police Misconduct in law enforcement agencies in the Regional Training Center 5. This may include exploring the underlying factors that contribute to these incidents, such as the influence of institutional culture, training methods, and the personal characteristics of the trainees and trainers. Additionally, future research may examine the effectiveness of various interventions to prevent and address incidents of abuse of authority and unsafe training practices during police training. The findings of this study provide valuable insights into the gravity of these cases, which can inform future research, theory development, and practical interventions aimed at preventing and addressing this issue.

The data gathered by the researcher shows a pattern of violence and maltreatment within the Regional Training Center 5 in Legazpi City, Albay. The incidents reported in 2010 and 2014 involved police trainees being subjected to physically demanding exercises and suffering injuries as a result. The case in

November 2010 was particularly tragic, as it resulted in the death of a police trainee who was brought to the hospital due to a severe headache and later declared dead after three days. The incidents highlight the need for stricter oversight and regulation of police training programs to prevent such incidents from happening in the future. The findings in this study have implications for theory, research, and practice. From a theoretical perspective, the study provides empirical evidence of the Training Practices and Organizational Culture of Police Misconduct in Law Enforcement Agencies during police training in RTC 5. The results also suggest that the training methods and culture within the police institution may contribute to the occurrence of these incidents. These findings may contribute to developing new theories or refining existing ones related to police training and institutional culture. From a research perspective, the study highlights the importance of further investigating the causes and prevention of Training Practices and Organizational Culture on Police Misconduct during police training. This may include exploring the underlying factors that contribute to these incidents, such as the influence of institutional culture, training methods, and the personal characteristics of the trainees and trainers. Additionally, future research may examine the effectiveness of various interventions to prevent and address Training Practices and Organizational Culture on Police Misconduct during police training. From a practical standpoint, the findings have important implications for the training and management of police officers in the Philippines.

TRANSLATIONAL RESEARCH

The study findings may best be translated into various communication research studies, articles, and journals for information dissemination. The results must be forwarded to law enforcement agencies, training centers in the Philippines, and the community to ensure the safety and well-being of the trainees. This study can inform policy and practice in the Philippine National Police. The PNP can use recommendations of the Special Investigation Task Group to develop policies and procedures to prevent abuse of authority and unsafe training practices. Additionally, the findings of this study can be used to inform the training and development of police officers, particularly in leadership, organizational culture, and human rights. The proposed comprehensive training plan to address the unsafe training practices and incidents of abuse of authority is very important to ensure the safety and well-being of police trainees. Through incorporating modules on human rights, conflict resolution, and stress management, the trainees will be better equipped to handle the physical and mental demands of their training, reducing the likelihood of incidents of abuse

of authority. The implications for research are significant, as this study highlights the need for further research into effective training methodologies that prioritize the safety and well-being of police trainees. This research study can serve as a starting point for future research in this area. This will promote ethical training, strong leadership, and transparency and accountability measures for the Police Officers in every training center in the Philippines.

This research study can be accessed by the future researcher using the internet by researching about this topic, by accessing Google Scholar, social media, and published books. This can greatly help them prove and help future law enforcers not to experience police misconduct training and organizational culture.

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