



PHILIPPINE NATIONAL POLICE CHAPLAIN SERVICE: INTERVENTIONS, EFFECTIVENESS AND FUTURE PROSPECTS

MARK VIRGIL J. IBARDOLAZA

Regional Pastoral Officer

Philippine National Police

maruzzzy09@gmail.com

ABSTRACT

This study examined the Philippine National Police (PNP) Chaplain Service in reinforcing the core values of Maka-Diyos and Maka-Tao through faith-based and community-oriented interventions. Using a mixed-methods approach, data from PNP personnel in Police Regional Office 6 were analyzed to assess these programs' effectiveness, challenges, and future prospects. Findings indicated that faith-based initiatives, such as religious services, values formation, and spiritual counseling, enhance moral reasoning and ethical conduct. At the same time, community programs like pastoral visitations and outreach efforts foster public trust and police-community relations. However, resource constraints, institutional resistance, and interfaith inclusivity posed challenges to implementation. The study concluded that PNP chaplaincy programs significantly influenced personnel behavior and organizational ethics, catalyzing moral transformation. Strengthening policy support, resource allocation, and program institutionalization is recommended to sustain their impact.

Keywords: *PNP Chaplain Service, Community-Based Programs, Faith-Based Programs, Public Trust, Moral Development*

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INTRODUCTION

The Philippine National Police (PNP) is pivotal in maintaining peace, order, and public safety. However, like any large organization, it faces internal personnel conduct and discipline challenges. These challenges often manifest as administrative complaints and cases, which may stem from various offenses, including neglect of duty, misconduct, dishonesty, and irregularity in performing duties. The increasing complexity of law enforcement in a rapidly changing society requires PNP personnel to adhere to high standards of professional behavior and ethical conduct. In this regard, the PNP Chaplain Service plays a crucial role in promoting the moral and spiritual well-being of the police force.

The researcher, in his capacity as the current chaplain of Police Regional Office 6, has been bothered by the volume of administrative cases against PNP personnel in Police Regional Office 6. For instance, from July 1, 2016 to August 31, 2024, 931 administrative cases were received, handled, and reported to the Directorate for Investigation and Detective Management (DIDM). These cases involved neglect of duty, misconduct, dishonesty, oppression, and other related offenses (Refer to Appendix G for details).

Handling these complaints within the PNP is crucial in determining the accountability and discipline of the personnel. The consistent number of complaints that proceeded to further legal action underscored the seriousness of the offenses and the need for continuous internal reform and ethical recalibration.

In this context of recurring administrative complaints and internal disciplinary challenges, the PNP Chaplain Service emerged as a critical institutional actor in promoting

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ethical behavior and instilling core values among PNP personnel. The Chaplain Service offers faith-based and community-oriented programs aimed at enhancing the moral integrity and spiritual resilience of police officers. These interventions are vital for individual well-being and fostering a culture of ethical accountability within the PNP. The researcher intended to scrutinize how PNP Core Values, particularly Maka-Diyos and Maka-Tao, are being strengthened through various programs and initiatives of the PNP Chaplain Service. The long-term goal is to create an implementable program for the well-rounded reformation of all PNP personnel.

MATERIALS AND METHODS

Research Methodology

This chapter discusses the research design, method, respondents, sampling design, research instrument, data gathering procedure, data analysis, and statistical tools. This study aimed to evaluate the effectiveness of the PNP Chaplain Service interventions in Police Regional Office 6 and their future prospects during the fiscal year 2023 -2024.

Research Methods

To gather quantitative data, the researcher utilized a researcher-made questionnaire to be answered by the respondents. The development of this instrument involved an extensive review of relevant literature and consultation with subject matter experts to ensure its content validity and appropriateness for the research context (Creswell, 2018).

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To complement the quantitative data, qualitative data were gathered using a semi-structured interview guide designed to elicit in-depth responses from selected respondents. The interview guide was developed following established protocols for qualitative inquiry, ensuring that open-ended questions aligned with the research objectives (Braun & Clarke, 2021).

Research Design

This study used a mixed-methods design, which allowed data triangulation and considered all sides of the research problem, which would not be possible using a mono-method design. A mixed-methods approach provided a more nuanced view of how effective faith-based and community-based interventions were. The quantitative element evaluated the impact of the interventions, and the qualitative part dived into stakeholders' hindsight, motivations, and experiences (Tang, 2025).

Respondents of the Study

A total of 388 respondents were carefully selected based on their ability to provide informed and substantive responses to the survey questionnaire. These respondents included both uniformed and non-uniformed personnel within PNP Police Regional Office 6. Specifically, the survey respondents comprised Police Commissioned Officers (PCOs), Police Non-Commissioned Officers (PNCOs), and Non-Uniformed Personnel (NUP), ensuring a diverse representation of perspectives within the organization.

In addition to the survey respondents, key Police Commissioned Officers holding leadership positions, such as heads or chiefs of offices, provincial directors, and regional staff,

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were identified for in-depth interviews. Ten key officers participated in the interview process, providing valuable insights into the implementation, effectiveness, and challenges of the PNP Chaplain Service interventions. These interviews supplemented the quantitative data collected from the survey, enabling a more comprehensive analysis of the study's objectives.

The inclusion criteria for selecting respondents were based on their roles and responsibilities within the PNP, ensuring they had direct experience with or knowledge of the interventions being assessed. The combined use of survey questionnaires and key officers interviews allowed for a holistic understanding of the study's focus, capturing both broad organizational trends and leadership perspectives.

Sampling Design

The sample size determination was guided by Slovin's Formula (Slovin, 1960), which is widely used for surveys involving large populations where precision is required without requiring a complete census. This study utilized a 0.05 margin of error, resulting in a total desired sample size of 388 respondents. Slovin's Formula provided a reliable and straightforward method for determining appropriate sample sizes, balancing statistical validity and research practicality.

Then, using Percentage, the desired sample size of each respondent category was identified. A purposive sampling method was used to choose the participants for the survey because it allowed for a deep dive into specific cases or experiences. It was also efficient because this method focused on a specific group.

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Three hundred sixty-four (364) out of the eleven thousand seven hundred forty-five (11,745) Police Commissioned Officers and Police Non-Commissioned Officers were purposively chosen. Twenty-four (24) out of the seven hundred seventy-nine (779) targeted population of Non-Uniformed Personnel represented their group. Three hundred eighty-eight (388) respondents were chosen randomly from various provinces and offices within the PNP Police Regional Office 6.

Research Instruments

The research instruments used to gather this study's primary data were the Survey Questionnaire and the Interview Guide. Likewise, the researcher considered Documentary Analysis of records related to the study.

A survey questionnaire was used to gather data following the problem statement formulated by the researcher with the guidance of the research adviser. The instrument was designed and prepared in two parts. Part one was the profile of the respondents, which included the personal details or demographics of the study's respondents. Part two contained the question items derived from the problem statement, wherein the respondents indicated their options or replies by checking the options box provided for every question item or their respective indicators.

Validity of the Research Instrument

The research instrument, specifically the survey questionnaire, was submitted for content validation to ensure the validity of the results. The questionnaire draft was consulted

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for approval by the research adviser. It was then presented to a jury of experts for corrections, suggestions, and recommendations before the reliability testing was conducted.

Data Gathering Procedure

Data gathering activities in this study were conducted under the following scheme: Obtained Letter Request from the Office of the Regional Director PRO 6 addressed to the respective officials of the three categories of respondents involved in this study for proper coordination and support in conducting the survey. The researcher personally conducted the survey; the survey questionnaires were prepared appropriately, validated, and tested for reliability. Three hundred eighty-eight (388) survey questionnaires and ten (10) extra copies were reproduced. The secondary data was gathered through personal visits to libraries and sources of secondary data, notably the PHINMA University of Iloilo library and different websites on the internet. Data obtained from the documentary review were encoded in index cards formatted in the computer and referred to in various stages of the study. Interviews were conducted with high-ranking representatives of each group, with the research agenda focusing on their expert opinions on the problematic situation and what they believed should be the proper solutions to the problems. Primary data from the survey were gathered by scheduling the survey after due coordination with appropriate authorities through the endorsement by the Office of the Regional Director PRO 6.

Upon completion of the survey, the researcher conducted an interview using a structured interview guide, after which the results were analyzed and evaluated; the interview

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and documentary review were integrated and evaluated, and then the researcher consolidated all the results gathered.

Data Analyses

This section outlined the approach for analyzing quantitative and qualitative data gathered during the study. The goal is to provide a comprehensive understanding of the effectiveness of the interventions carried out by the PNP Chaplain Service. Quantitative data analysis focused on measurable responses using Percentage Technique, Average Weighted Mean, Standard Deviation, and Likert-Scale, while qualitative analysis explored deeper insights and patterns within the data through Thematic Analysis.

RESULTS AND DISCUSSIONS

The Chaplain Service has proven highly impactful in cultivating spiritual integrity, moral conduct, and a culture of responsibility and faith-driven service among law enforcement personnel. Religious worship meetings (M = 4.57, SD = 0.58) surfaced as the most impactful faith-based intervention, advancing communal spiritual participation. Activities such as interfaith gatherings, Scripture studies, and organized faith-based programs reinforced ethical decision-making and accountability. Values molding projects (M = 4.42, SD = 0.72) bolstered faith-driven ethical requirements, while spiritual counseling (PAGABAY) (M = 4.41, SD = 0.67) played a pivotal role in stress management and principled reasoning. Faith-based interventions (M = 4.48, SD = 0.57) noticeably strengthened personnel's moral compass and ethical behavior, aligning with pastoral care and character development theories.

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Community-centered initiatives focused on Maka-Tao values successfully improved law implementation and bolstered police-public relations. Pastoral visits (M = 4.57, SD = 0.58) were particularly impactful, cultivating trust among PNP personnel. Community service activities (M = 4.39, SD = 0.68), including outreach programs and interfaith dialogs, reinforced social duty. The Ugnayan ng Simbahan at Pulisya (USAP) program (M = 4.48, SD = 0.65) facilitated faith-based discussions, improving ethical awareness and police-public relations. With an overall rating of 4.47 (SD = 0.60), these projects successfully internalized moral resilience and public trust, supporting principled policing and accountability.

The chaplaincy interventions achieved an overall effectiveness rating of 4.49 (SD = 0.58), demonstrating a strong influence on PNP personnel's moral reasoning and ethical behavior. Internalization of Core Values (M = 4.57, SD = 0.56) through fostering moral resilience and self-reflection via chaplaincy services, personnel strongly aligned with Maka-Diyos and Maka-Tao principles. Fostering Moral Reasoning (M = 4.56, SD = 0.57) through values formation workshops and ethical training enhanced personnel's ability to navigate moral dilemmas through integrity-driven decision-making, allowing complex dilemmas to be resolved with nuance. Promoting Empathy and Humane Conduct (M = 4.46, SD = 0.64), such as pastoral visits and interfaith dialogues, improved personnel's interpersonal skills and emotional intelligence, reinforcing the Pastoral Care Theory, though some personnel struggled more than others with developing empathy. Impact on Ethical Behavior and Decision-Making (M = 4.42, SD = 0.67) through faith-based and community programs instilled a strong sense of accountability and ethical consciousness. However, practical applications in navigating real-

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world dilemmas could be enhanced with hands-on mentorship and experience. Community-Based Initiatives and Public Trust (M = 4.41, SD = 0.69) through community-oriented activities fostered police-community collaboration and strengthened PNP legitimacy, though engagement varied between communities.

Despite its effectiveness, the PNP Chaplain Service faces moderate challenges (M = 3.02, SD = 0.93) that hinder the reach and sustainability of its programs. Resistance to Initiatives (M = 3.40, SD = 1.11) – Some personnel perceive chaplaincy programs as secondary to law enforcement duties and are reticent about participation, though open-mindedness increases over time. Limited Funding (M = 3.15, SD = 1.02) – Budget constraints affect program expansion and sustainability, necessitating difficult choices about priorities. Cultural and Religious Diversity (M = 2.95, SD = 1.13) – The diverse religious backgrounds of personnel pose challenges in designing inclusive chaplaincy initiatives that satisfy all beliefs, though understanding has grown. Low Awareness (M = 2.86, SD = 1.04) – Many personnel are unaware of chaplaincy services due to limited promotion, reducing participation. Logistical Constraints (M = 2.72, SD = 1.11) – Work schedules, geographic barriers, and limited facilities restrict access to chaplaincy services, exacerbating other challenges.

Strategic improvements are necessary to ensure the long-term sustainability and impact of chaplaincy interventions. Recruitment and deployment efforts must expand to appoint additional chaplains, especially in neglected regions while upholding the diversity of religious views. Continuous education in counseling complex situations, managing crises, and enhancing cultural learning will advance chaplain expertise over time. Leading chaplains to

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higher-level training and degree possibilities should also be explored further. Stable funding, repeated program evaluations with feedback, and evolved methods will optimize chaplaincy work to coordinate with shifting needs and targets. Designated chaplaincy offices and counseling areas set up in police stations will raise program recognition and ease of access. Reinforcing bonds with faith communities, mental health specialists, and local groups will augment the holistic wellness of PNP staff.

CONCLUSIONS

In order to strengthen the PNP Chaplain Service, the following strategic recommendations are presented.

Recruitment and Training. Given the diverse workforce of the PNP, recruiting chaplains from various faiths will further help in this endeavor. This will work with theological institutions to ensure a steady supply of suitably qualified chaplains. Establishing standardized chaplaincy manuals that promote professionalism and best practices may require the complication of mandatory interfaith dialogues, cultural competence training, and trauma counseling.

Sustainability & Program Development. Stable budget allocations will sustain and expand chaplaincy programs for years. Through feedback loops, including human resources representatives and others outside of the agency, services are improved. Building collaborations with faith-based and non-government organizations widens the range of resources and promotes local engagement.

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Monitoring and Evaluation. It is essential to establish a systematic approach to assess the effects of chaplaincy interventions on the personnel within the PNP. Insights are obtained through engaging with officers, soliciting feedback and identifying behaviors over time. Performance metrics must reflect ethical decision-making and moral reasoning, as well trust in the public square.

Strategic Communication and Awareness. By addressing misconceptions and building trust, a communication framework to promote chaplaincy programs can be developed. Outreach is reinforced by harnessing digital channels, conducting community dialogues, and utilizing internal PNP resources. Incorporating stakeholder collaboration guarantees inclusivity and credibility.

Innovation and Long-Term Planning. Building a sustainable mission integrating virtual chaplaincy — online counseling, social media outreach — meets the issues of our time and enables the church to pivot. Further research into private-sector partnerships and voluntary contributions helps address financial constraints.

Future Research Directions. Longitudinal studies better measure the long-term effects of chaplaincy interventions on ethical behavior, professionalism, and the public image of chaplains. Analyzing the interface of organizational culture, leadership support, and socio-political forces focuses and localizes chaplaincy for long-term advantage.

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