LIVED EXPERIENCES OF PHILIPPINE NATIONAL POLICE PERSONNEL WITH DECIDED ADMINISTRATIVE CASES

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ABSTRACT

In the advocacy of peace and order and implementing the law, police officers trained to perform their jobs and enlightened to follow the code of conduct. During service, police officers deal with counter charges from complainants, violate the code of conduct, or failure to perform duties and responsibilities. As a result, they were charged with administrative

cases. These are stressors that affect the whole-being and well-being of a person; thus, the study conducted to determine the lived experiences Philippine National Police personnel of Baguio City Police Office in the Cordillera Region, North of Philippines. The study dealt with the administrative cases of the police personnel regarding the cause, effects to the work performance, interpersonal relationships, and family; and how they cope with these effects through a phenomenological qualitative descriptive approach. Purposive sampling was utilized to identify the respondents considering its confidentiality and sensitivity. Responses by the informants were transcribed and translated. Themes were created to identify their answers based on the study's objectives. Results revealed that negligence and impulsiveness were the primary causes of administrative cases filed against the respondents. Sleeping problems due to anxiety, lessons learned, loss of work enthusiasm, and improved leadership style were the effects related to work performance. Results to family relations were viewed both as positive since strengthened bond within the family was identified and negative because of the financial crisis experienced by the family. Revealed coping mechanisms employed by the respondents have sought advice and hanging out with friends. Active participation in all activities aimed to refresh knowledge on standard operating procedures in the Philippine National Police as well as the intensification of Human Resource activities to help the respondents deal with different stress related to work is hereby recommended. Hence, similar research in the future may be done to study further the cause and effect of administrative cases against a police officer.

KEYWORDS: *Philippine National Police, Administrative Cases, Causes, Effects, Coping Mechanisms*

INTRODUCTION

Police officers in any nation are prone to commit crimes, not limited to administrative cases. Police officers are recruited to enforce laws to preserve societal stability and moral good. Thus, police officers are expected to perform law enforcement functions mainly to perpetuate societal values and citizen freedoms. The general standard against which to measure misconduct and its seriousness is the code of conduct that all police officers sworn to uphold (Champion, 2001).

Further, Champion (2001) defined Police misconduct in America as a law enforcement officer who is not completely abiding by the legal rules or ethical ones set by their organization in instances such as when their demeanor discredits their uniform and position. Also, committing a crime or not following police departments' policy guidelines and regulations in the course of one officer's duty is police misconduct.

According to McDonald (2016), cases of police misconduct against police officers in New York start with contacting the law enforcement agency involved, followed by a written complaint addressed to the agency's chief engaged than sending a copy of the complaint to the Internal Affairs Division of the law enforcement agency. If unsolved, another complaint may be filed through the Civil Rights Division of the Department of Justice.

Also, according to the Shouse California Law Group (2020), unlawful detention, false arrest, excessive force, relying on racial profiling, and committing perjury are also police misconducts in California. Other factors, such as having mistresses, neglect of familial duties, excessive force, abuse of authority, planting evidence, involvement in drug-related cases, and alcoholism, are observed in the Philippines.

On the other hand, the e-book of Roberson (2017) entitled Police Misconduct: A Global Perspective identified some police departments in the world with notable police misconducts. In this book, it identified Pakistani police agencies as the most corrupt institutions. The agencies have reputations of police brutality, extortion, bribery, and arresting innocent citizens for crimes that were knowingly committed by police officers. Included also were: Sudan police, Russian police, Iraqi police, Mexican police, Haiti police, and Afghanistan police, which were the same with Pakistani police but adding the use of violence and retaliation against citizens who complain about police abuses, kidnapping and drug trafficking as their common police misconducts.

In the other parts of the world, Ontario Human Rights Commission (2007), on its website, revealed that human rights complaints against police organizations are consistently the largest single sector of human rights complaints in Ontario. Accordingly, most of these complaints were about the services provided to the public. The significant number of complaints were related to police as an employer, and the largest number of complaints were race-related, followed by disability and discrimination based on sexual orientation.

On the other hand, Rabe-Hemp and Braithwaite (2013) studied sexual violence as conducted by police officers to include officer shuffle. This delinquency is an instance where police officers are accused of being suspects in criminal and sexual deviancies, and they go unpunished for such acts. They even continue to work as police officers despite those instances in another law enforcement agency. Data indicate that from 1996-2000 there have been 106 instances where police officers were involved in sexual violence. Surprisingly, 41.5% of those instances were recidivists. Such offenders were more often to occur compared to first-time offenders to victimize juveniles.

In the Philippines, Cabal (2017) of CNN Philippines wrote that among all offenses filed at the National Police Commission, grave misconduct is the highest in number as committed by members of the Philippine National Police. Accordingly, of 3,182 cases filed from 1999-2014, more than 77% (2,463) are for grave misconduct, which includes maltreatment or abuse of any detained person, cohabiting or maintaining a wife other than his legitimate spouse, and other acts punishable under the anti-graft laws or the Revised Penal Code.

Also, Malonzo (2019) of Sunstar, Philippines, revealed that the number of police officers facing administrative charges increased based on the records of the Philippine National Police Internal Affairs Service (IAS) records. Accordingly, a total of 2,291 police officers slapped with administrative charges from January to May 2019, which increased about 36 percent from the 1,683 accused policemen in the same period last 2018. Also, the average number of cases filed monthly increased to 458 compared to 337 in 2018. Pelayo (2018) of UNTV News and Rescue wrote in her article that the popular grounds for filing an administrative case against police are neglect of familial duties and drug-related activities.

However, Tupas (2019) of The Philippine Star mentioned that the Internal Affairs Service (IAS) of the Philippine National Police (PNP) had posted an 87-percent resolution efficiency on the administrative cases it has handled against erring police officers last 2019. In a four-page situational report dated October 18, 2019, IAS Inspector General Alfegar Triambulo said they resolved 3,772 or 86.63 percent of the 4,354 cases they received from January to September 2019. The investigating body has surpassed its previous resolution

efficiency of 85 percent for the whole of 2018, where they rendered judgment on 3,264 of 3,858 cases – an achievement that was done despite the lack of workforce.

Similarly, Caliwan (2019) of The Philippine News Agency revealed that as part of its internal cleansing program, the Integrity Monitoring and Enforcement Group (IMEG), the anti-scalawag unit of the Philippine National Police (PNP), has already filed cases against 250 erring cops. Accordingly, from February 2017 up to September 11, 2019, the group has filed criminal complaints against 124 arrested PNP personnel involving 10 Police Commissioned Officers (PCOs), 113 Police Non-Commissioned Officers (PNCOs) and one Non-Uniformed Personnel (NUP). Also, out of 101 cops facing administrative cases resolved by the Internal Affairs Service (IAS), 65 were dismissed from the service, five suspended from their work, two were exonerated, four were demoted in rank, and 25 were considered case dismissed or closed.

Meanwhile, Gonzales (2018) of the Inquirer.net stated in her report that over 26,000 personnel of the Philippine National Police had been slapped with administrative charges since the start of the President Rodrigo Duterte's term until October 2018. Accordingly, of the total number of personnel, 25, 968, or 99 percent are uniformed engaged in law enforcement operations, while only 298 or one percent are non-uniformed or those involved in administrative work. In the same report, PNP Spokesperson Chief Supt. Benigno Durana Jr. said that criminal offenses committed by their personnel range from murder, rape, and homicide, and the most charges are those with Patrolman (Pat) to Police Staff Sergeant (PSSg) ranks.

The Honor Code is embedded in the PNP Code of Ethical Standards, constituting the PNP's pledge: "Do not lie, cheat, steal or tolerate among the policemen who do." Violation of this can be a criminal or administrative case or both, which may result in the service being dismissed. The Regional Training Center is in charge of training new police personnel. It also takes charge of human resource development programs for PNP uniformed personnel and cadets to become skillful and knowledgeable. It shall also imbibe with such personnel the necessary values and attitudes needed in the practice of their profession (Balala, 2019).

In the Cordillera Administrative Region in the Philippines, Llanes (2019) of Sunstar Baguio City in his article revealed that the most common violation in the city committed by

police officers is simple neglect of duty and grave misconduct. Moreover, Baguio City Police Office-Internal Affairs Service (BCPO-IAS), headed by Major Roldan Dolipas, revealed that violations committed by police personnel for 2019 are subject to administrative sanctions from criminal sanctions imposed by the Philippine National Police. Accordingly, based on the data cases from the Regional Internal Affairs Service recorded, they are currently handling five cases in the region. All these cases underwent investigation and summary hearing procedure and have submitted to the Regional Director.

These police misconducts of PNP personnel may result in simple verbal reprimand, suspension, or worst dismissal from service with attached criminal and civil liability. However, Acosta (2016) defined the Criminal case and Administrative case as independent with each other. Accordingly, the Administrative case filed against PNP personnel is governed by NAPOLCOM Memorandum Circular No. 2016-002, which is part of the Revised Rules of Procedure. This is set before the Administrative Disciplinary Authorities and the Internal Affairs Service of the Philippine National Police. Substantial evidence is necessary to penalize PNP members who commit any transgression of PNP policies. Under Section 1 (z) (cc) of NAPOLCOM Memorandum Circular No. 2016-002, substantial evidence is defined as such relevant evidence needed to back up a conclusion to which a reasonable mind would undoubtingly accept.

Theoretical/Conceptual Framework

Employees sometimes find it hard to avoid cheating, stealing, and even lying to their employers. This poses a threat for managers to understand and even predict delinquent behaviors. The present study shows the specific transgression of employees about their ethical rule-breaking. Hirschi (1969) suggested that the social bonding theory can better understand deviant behavior. The sociable bonding model includes four elements, attachment, commitment, involvement, and belief.
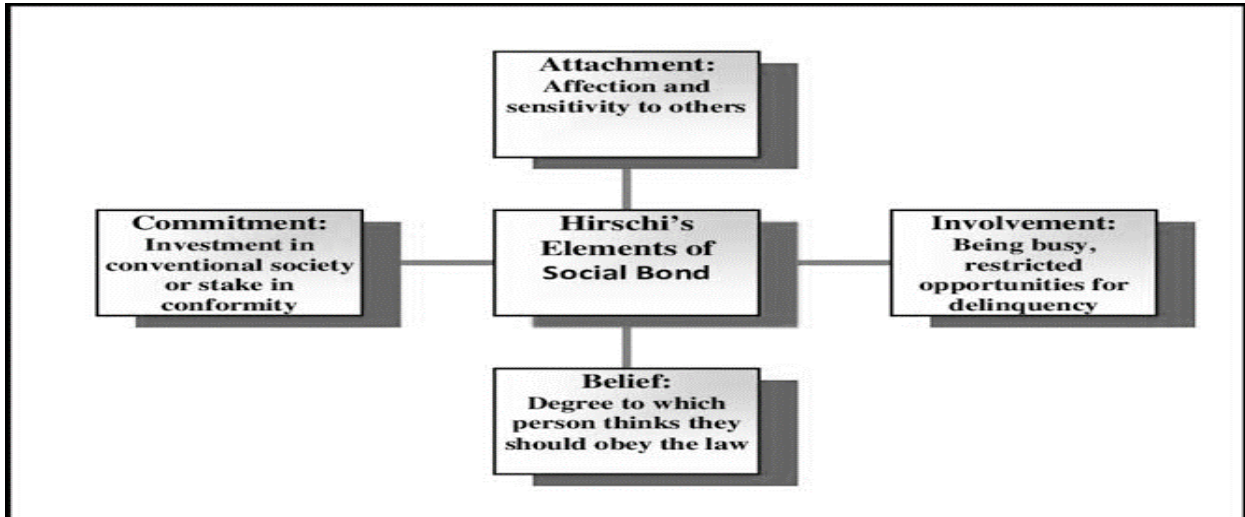
Figure 1. Hirschi's Social Bonding Theory

According to Bishopp, Piquero, Worrall, & Piquero (2019), most police officers' stress comes from their organization and their environment, which exists at the same time. They also experience anxiety, which makes them more emotional and even at a higher risk of committing crimes or misconduct. The General Strain Theory describes the possible strain experienced by police officers and the negative emotions they might feel too. Information gathered from three urban Texas police agencies; the study investigates the main sources of police strain as predictors of anger, depression, and burnout.

Further, differences in negative emotions across agencies also examined. Results show that organizational stress is significantly related to all three negative emotions across agencies. Implications and future research directions are highlighted.
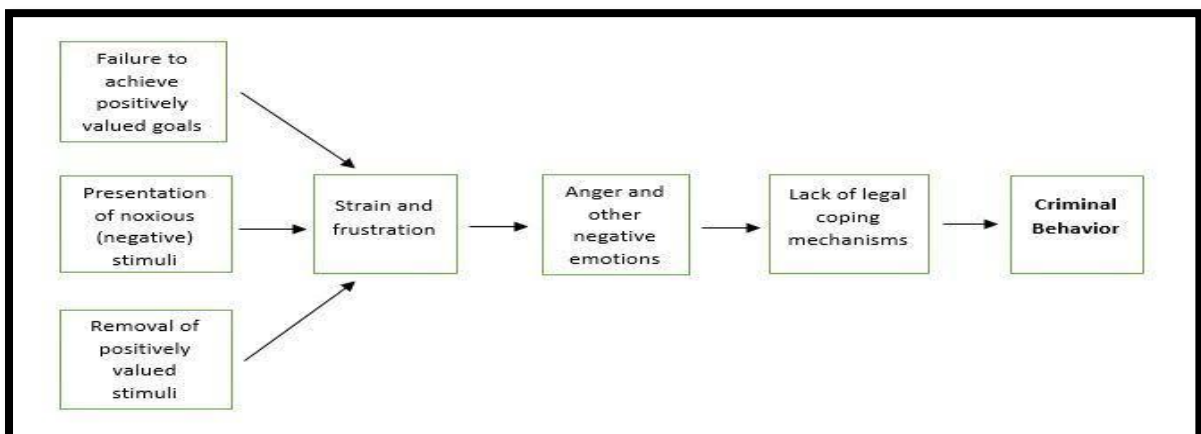

Figure 2. General Strain Theory

Similarly, Albrecht (2017) discussed that a clear typology for categories of police deviance had determined the sociological explanations for misbehavior in dissimilar forms based on the evaluation done and seen from a criminological perspective. According to the trends and patterns during the 1960s about police deviance, different theories can be generated. Theoretical analyses have determined that many acts of police corruption can be expounded through the strain theory, the rational choice theory, or the differential association theory. There have also been many incidents of police criminality, which can be interpreted through the rational choice theory or the differential association theory. The use of excessive force by law enforcement can be interpreted by the trait theory, which may be the result of biological, genetic, individual, or even psychological factors with the use of the social learning theory. Incidents involving the misbehavior and misconduct of law enforcement personnel cannot be generally explained through different theories in criminology because of the overabundance and variation of behaviors that may result in policy and procedure violations for agencies. The further theoretical examination will be attempted for other significant acts of police deviance, including the "blue wall of silence" and courtroom perjury.

Shim (2015) discussed that contrary to extensive empirical tests of Agnew's (Criminology, 30, 47–87, 1992) general strain theory (GST), little research had applied to explain organizational behaviors. Korean police officers, employing data from the South, determined the relationship of the stress or strain of police officers acquired from their fulfillment of duty and their intention to resign or leave the force. This study also looked into the arbitrating effects between the strain experienced by police officers and their goal to leave the service. Findings determined that the main ideas and propositions of this theory could be used to describe law enforcement environments. Two types of negative emotions have substantial mediating effects between the strain of police work, and they want to leave the force. The study has also determined that there is a need for social support at a low cost, only a minimum.

Likewise, Bishopp (2014) stated that literature has shown that law enforcement personnel are greatly affected by being exposed to traumatic occurrences and violence,

which normally comes with their jobs. With this, they develop coping techniques. The present study utilizes logistic regression techniques, finding that strain has a positive and direct effect on male officers' suicide ideation risk, but not for female police. Moreover, depression has a mediating effect on the strain and suicide ideation for both genders. Some critical differences in suicide ideation outcomes between male and female police officers are reported. Policy implications concerning retention and recruiting also discussed.

Much research has been done about the police culture, especially with the different personalities and/or policing styles of law enforcers. It is believed that there are similar individual attitudes within the law enforcement sectors without regard to their geographic location, size, personalities, and period. Previous studies have determined the different professional personalities of different categories in different periods. Considering such studies, they have presented information on the behaviors of police personnel in their professional capacity. Such categories of the types of police personnel have no cohesion in explaining the motives or reasons why they have such behaviors.

Different types of police officers were studied to determine their motives in acting the way they do. There is great concern with this topic as civilians have different perspectives and attitudes as compared to police officers who are trained to think in a certain way only. Being persons themselves, this poses a new horizon for research. Police officers are much studied because they have different perspectives and attitudes. There is a research gap in these two different lines of inquiry when described together into a cohesive and understandable whole. Using content analysis, the researcher applied the sociological theories of Max Weber, Robert K. Merton, Emile Durkheim, and Michel Foucault to provide more information and contribute to bridging the gap between the motivations of police behavior and the police culture and their subgroups. This demonstrates that the behavior or the actions and attitudes of police officers is due to the strain they experience in the field (Childers, 2012).

Executive order No. 292, section 32, clearly stated that public office is considered above all as a public trust. Public officers and employees are always expected to be still accountable for all things that they do, especially to the people they serve and at their utmost responsibility, efficiency, integrity, and loyalty. They are also expected to act

patriotically, give justice to people they serve, and lead modest lives. All government employees, regardless of the position and rank, follow a set of rules with their job description. A police officer's responsibility, along with their primary role to prevent crime in the country, also includes the risk of facing administrative cases concerning performance, whether it is negligence, insubordination and other incidents that may hamper their capability to serve the community (Metropolitan Manila Development Authority, 2010).

The following are the classification of administrative cases;

Simple Misconduct. This is an act or omission that constitutes a violation of law or crime punishable under RPC or special laws where the duration of the imposable penalty is imprisonment of one day to one month (1-30 days). An example is a simple dishonesty.

Less Grave Misconduct. This is an act or omission that constitutes a violation of law punishable under RPC or special laws where the duration of imposable penalty imprisonment of one month and one day to six months. (31-180 days) An example is less grave dishonesty.

Grave Misconduct This is an act or omission that constitutes a violation of law punishable under RPC or special laws where the duration of the imposable penalty is imprisonment not lower than six months and one day (181 days and above) Example is grave dishonesty (Revised Rules on Administrative Cases in the Civil Service, 2010).

Internal cleansing and reformation in the Philippine National Police are the main reasons why the public has the right to file a case against police officers. The Philippine National Police is an organization that aims to give maximum service to the community; thus, some shortcomings should be treated in a fair and equal manner for those lapses that are needed to address to prevent opportunities in the commission of crimes within the organization. Moreover, administrative cases may be a result of intentional or purely incidental depends on the decision of different disciplinary types of machinery of the government. This research merely aims to identify the experiences of police officers who were involved in administrative cases to understand the situation further and with the aim that results will be disseminated in the law enforcement community to serve as a guide for other law enforcers

in our aim to decrease their administrative cases since it may be a factor in the performance of their duties.
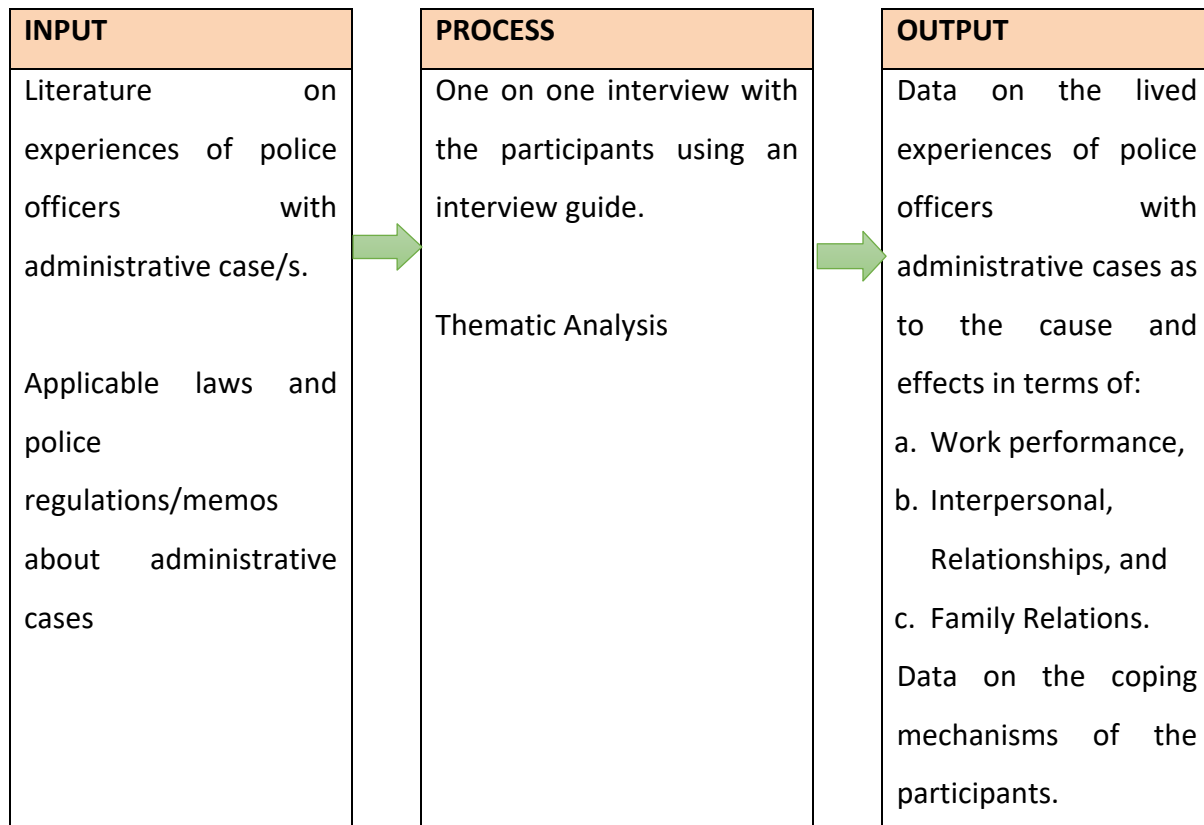
Paradigm of the Study

INPUT	PROCESS	OUTPUT
Literature on experiences of police officers with administrative case/s. Applicable laws and police regulations/memos about administrative cases	One on one interview with the participants using an interview guide. Thematic Analysis	Data on the lived experiences of police officers with administrative cases as to the cause and effects in terms of: a. Work performance, b. Interpersonal, Relationships, and c. Family Relations. Data on the coping mechanisms of the participants.

Figure 3. Paradigm of the Study

Significance of the Study

This study will serve as an anchor or supporting document that may provide information to further studies. Also, this may serve as a basis for the formulation of a plan, program, or model to help accused or dismissed cases of agency personnel. Specifically, this study is beneficial to the students of University of Baguio, researchers, and public officers.

OBJECTIVES OF THE STUDY

The study determined the lived experiences of Baguio City Police Office personnel in the Philippines with decided administrative cases. The study specifically aims to:

1. determine the causes of administrative cases filed against BCPO personnel.

2. determine the effects of administrative cases filed against BCPO personnel in terms of:

a. Work performance;

b. Interpersonal Relations; and

c. Family Relations.

3.   determine the coping mechanisms employed by the BCPO personnel charged with administrative cases.

METHODOLOGY

This qualitative research study made use of a phenomenological approachin determining the lived experiences of the five (5) participants with decided administrative cases. The participants were personnel of the Baguio City Police Office (BCPO), Cordillera Administrative Region (CAR) in the Philippines. Purposive random sampling was used for the participants. An interview guide was used that was validated by the University of Baguio Research and Development Center (UB-RDC).

The study was permitted by the Dean of the University of Baguio Graduate School. The participants were informed that at any time, they may withdraw or refuse to divulge personal information if they wish. No force was used during the interview, as the participants answered the question voluntarily. Thematic analysis was used in treating the responses of the participants. Informed consent of the participants was conducted. No harm was employed, and the data gathered were given voluntarily by the participants. The privacy, confidentiality, and anonymity of the participants were observed. There was no impartiality on the part of the researches as the answers of the participants did not give any impression of judgment on the participant's character after the interview. Pseudonyms in the manuscript were used in this study instead of their real names, ranks, and positions. The answers of the participants were kept in files to be used for this research study, only ensuring that no other persons can access to the recorded files. The findings of the research are limited only to the perception of the respondents who voluntarily gave their responses. It does not represent the whole opinion of law enforcers with administrative charges in the PNP.

RESULTS AND DISCUSSION

1. Causes of Administrative Cases Filed Against BCPO Personnel

The reasons for every action often reflected in the motivation behind the act. The determining factor may be identified by the individual's existing motivation, whether it is purely accidental or intentional. One important variable to determine the reasons behind actions is motivation. Motivation is the act of encouraging people to do some kind of action to accomplish further a specific goal (Tella et al., 2007). Motivations may either be positive or negative, depending on the circumstances surrounding the issue and the disposition of a person. With that said, factors that lead to being motivated to do a certain action may fall under being specifically provided a goal, attainment of a need, and some perks and incentives which all lead to or affect the effort given for a task, the behavior in doing such task, determining what the goal the maybe, and how well one performs in work (Kanfer et al., 1989).

a. Negligence

Indirect culpability means a negative result from an act unknowingly done (Martin, 2019). It's not an act that is unknown to the doer, but it is something not known to the doer as wrong as he believes the act was justified. Negligence in crime happens when a person is not intuitively aware of his actions with unjustifiable risks (Ramraj, 1999). Criminal negligence is also related to blameworthiness (Ingram, 2015), whether or not a certain person may legally blame or worth blaming for a certain action, which ought to be a crime. Some acts are considered as a crime because of the definition of law. What the law does not consider is the circumstances surrounding it. Criminal negligence compromises the two where law and circumstances are both considered.

Law enforcement is a profession with many risks; risk for their lives and limbs, emotional risks, and psychological risks. There are even risk managers in some police organizations where the role is to conduct risk management.

Risk management for police organizations used as a means to limit or lessen liabilities that are to be incurred by their organizations for police-related actions (Archbold, 2005). It somehow implies that risks in police work are inevitable, but it may somehow lessen through risk management. Risks cannot be lessened, but they can manage. It may sound-reactive, but it is the reality of the nature of the work of law enforcement officers.

The law enforcement officers experienced many troubles and a threat to their limb, lives, and even their careers. This is what police officers experience in the line of duty, just like the participants of this study have shared. All of these are similar to the responses of the key formats, which can read below. *According to P1, "I didn't submit his plate number, they even deny the receiving copy of the logbook, when I went to look for the logbook the page was missing, and they insist that they did not receive anything and they even told me that I don't have any evidence. So that is why I am charged. "Also, P2 stated, "What I can remember was negligence. My gun disappeared something like that, the gun disappeared. That time, I was on a night shift, then I put inside such…what was that again, a belt bag, because we will conduct patrol then after patrolling, put it on the computer, and after an hour I came back then it vanished already."*

Similarly, P4 said, "I was charged administratively for command responsibility. My two personnel here escorted one of our respondents, a female respondent. At the city prosecutor's office and unfortunately, when they were there processing for the documents, the respondent was able to escape. "Negligence can somehow be part of the risk in law enforcement. But not all exhibit negligence in their work, it comes with it. One example would be in the medical field. It said that medical injuries are not results only of negligence in the practice of medicine, which is not possible to be avoided by just the fact that they may discipline in some way (Sohn, 2013). Medical injuries are sometimes inevitable as to the technicality and preciseness of medical operations, and surgeons are not perfect.

Given that surgeons have the discipline and training to conduct such operations, they are still humans who are susceptible to error, which makes medical injuries on the skinny line of impossibility. On the other hand, a physician's failure to provide a standard of care should not be held criminally liable, but it shall only incur civil liabilities (Smith, 1995; Sohn, 2013). It is not even considered malpractice because, to the best of their abilities, they

have done their job. But due to the circumstances or the complexity of a case, they may do their jobs with some faults. That is the risk of their jobs. Although, that does not justify being let off the case as the medical officers are still civilly liable for their actions. Just like in law enforcement, these cases regarding negligence will only incur administrative cases and not criminal ones. For example, with the statement of Participant 2, he mentioned that he just left his gun by his computer, but it got lost, or it was gone upon returning to check on it. For that time, no one was injured or hurt, but still, the police officer was charged with the administration to learn his lesson on negligence.

Small-unit commanders have more direct important roles as to leading men in the military and law enforcement. Participant 4 mentioned that he was charged administratively because of command responsibility. It means that a superior officer or a person higher in command shall also be liable for a crime committed by his/her subordinates, and he had no direct participation (Meloni, 2007). Although this presents some arguments in International law, the fact remains that this also falls under negligence since all the actions done by his/her subordinates should have been monitored by him/her. They should have given guidance or reminders as to their movements.

b. Impulsiveness

Impulsivity is a factor in explaining and a symptom in many psychiatric disorders, which is usually correlative to maladjustment and psychopathology (Farmer & Golden, 2009; Broos et al., 2012). This impulsivity is actions that aren't planned and come out spontaneously, that there is no psychological capacity for the act to be interrupted (Oas, 1985). Being impulsive in plain language means doing something than is spontaneous without any consideration of its consequences. Impulsivity leads to risky behavior (Stanford, et al., 1996). It implies that impulsive people are more likely to become more reckless and more prone to suffer from injuries.

Patton, et al. (1995) identifies three factors which may influence a person's impulsivity: doing an act which is somehow automatically done or impulsive (motor activation), this means that a person may act according to reflex-based on certain triggers; not concentrating on what is instructed upon a person (inattentiveness), meaning a person may or may not be mentally present during the time the instruction was being given; and

not being able to think clearly (non-planning) which means the person may not have thought through or haven't thought at all upon doing an act. These may be seen in the response of Participant No. 1, wherein he said that he punched the person because of his anger. This was not thought through or maybe because of his reflex. On the other hand, for Participant No. 5, he just grabbed the person believed to be as the suspect because of what neighbors have told him. This action of the police officer may relate to the "non-planning" factor of impulsivity. He might not have used his judgment and adequately relied on what others said to him, as opposed to having evaluated or assessed the situation properly.

According to P3, *"I punched him. Why? Because he is using my name xxx because of my anger. Why did he do it to me? I was really mad."* Also, P5 stated, *"They are complaining because the person they were suspecting [of committing the crime] was wearing a bonnet. We then grabbed him and brought him near a kiosk in front of our station."* The findings were supported by the study of Herman, Critchley & Duka (2018) that increased impulsiveness is associated with negative feelings. Violent acts are usually resulting from or influenced by impulsiveness and intense emotional states (Krakowski, 2003). Aggressive individuals find it harder to exhibit impulse control and the regulation of their emotions. It also said that persons exhibiting impulsiveness are linked to a failure in that person's part to develop controls (Prentky & Knight, 1986). It is seen in children before puberty when they exhibit difficulties in mastering cognitive and motor skills (Bruce, Steiger, Ng Ying Kin, & Israel, 2006; Prentky & Knight,1986). Impulsivity is stable from childhood to later in life (Higgins et al., 2013; Caspi, 1998).

Impulsivity is strongly associated with the commission of a crime (Prentky & Knight, 1986), where environmental and biological links are also found. Impulsivity and risky behavior may also be a result of the use of dangerous and illegal drugs (Herman, Critchley & Duka, 2018). This means that emotions are not the only basis for this type of behavior, also environmental factors such as getting drunk with drugs or alcohol. Mathias & Stanford (2003) physiologically describe an impulsive person as a resting under-arousal, which also results in increased arousal when triggered. Impulsive aggression is a complex behavioral phenotype, and multiple brain systems may contribute to its etiology and its high comorbidity with other disorders (Patton, et al., 1995). Persons who have personality

disorders, conduct disorders, or bipolar disorder are said to be more impulsive than those who suffer from other types of personality disorders (Moeller et al. 2001).

One study stated that transiency, which is considered a measure of impulsivity, including unstable employment history, described a sub-group of pedophiles (Prentky & Knight, 1986). This is the opposite for law enforcement officers because they have stable jobs, yet, they exhibit impulsive acts as reflected in this study.

2. Effects of the Administrative Case Filed Against the BCPO Personnel

Data documented that Baguio City police personnel experienced sleep problems after having a case filed against them, new lessons, lost work interest, leadership problems, the financial crisis, and family relationships were the effects. It was also the case found during the interview by the BCPO personnel as key informants. There are some similarities and differences in responses shared in the interview conducted and the effects to them during the time that they have decided cases or having administrative cases.

a.   Effects to Work Performance

Developed Sleep Problems. Sleep problems are common to police officers as the major effect of having administrative cases filed. The administrative cases gave adverse effects to work performance, health, and safety. These are the responses from the participants, which means one of the effects of the case filed against the BCPO personnel was sleep problems. In the present study conducted, it was indicated that police officers developed sleep problems as a major effect. Most of the informants were affected by sleep problems thinking negatively about the final decision of the case filed. The police officer was likely to have an administrative case because of the nature of work and developed sleep problems.

Anxiety, angriness, and nervousness are mixed emotions usually experienced by the participants leading to sleepless nights. Being anxious about what will happen next, especially being afraid of suspension, can cause a person to experience not being able to have a good sleep. The worse is if a person is angry with somebody else. He is once a good friend and not expecting they will do something bad in return. That will be one reason for being awake all night thinking about why it happened. Being nervous is another emotion

that may result in a person being unable to sleep well because he is worried and afraid about what might happen. The participants personally experienced this trouble of sleeping from bad emotions relative to work, and this greatly affects their work performance. The findings were supported by the responses of the informants. *According to P2, "It was the first time to have cases filed as a new member, I do not know what to do, as if I cannot sleep, like that. I cannot eat, as if I do not know, that was what I felt." Similarly, P1 said, "I felt anxious about the case, and I am always thinking, sleepless nights, thinking of what will happen next and being worried about the suspension," and P4 stated, "The effects were angriness, it was a sleepless night, and I felt nervous."*

According to Garbarino, Guglielmi, Puntoni, Bragazzi, & Magnavita, (2019), poor sleep is associated with adverse health outcomes, worse well-being and decreases in performance, productivity, and safety at work. Police officers are always at risk of different health problems due to their changing shifts, stress, and trauma of what they encounter on the field, schedules which almost always get extended, which all lead to problems in sleeping. These all factors out to their poor sleep quality and have unwanted consequences. Besides, the study conducted by Simonelli, Marshall, Grillakis, Miller, Hoyos, Glozier, (2018), stated that a healthy lifestyle consists of having a good sleep. Sleep is considered a fundamental part of human life, which can make an impact on human physiology. The percentage of the general population reporting poor sleep quality ranges between 26.5% in Australian males and 32% in both genders (Zeitlhofer, Schmeiser-Rieder, Tribl, Rosenberger, Bolitschek, Kapfhammer, Saletu, Katschnig, Holzinger, Popovic, 2000). The general population to include police officers who have undiagnosed sleeping disorders. As a result of that, it also remains untreated (Garbarino, Guglielmi, Puntoni, Bragazzi, & Magnavita, 2019). Rajaratnam, Barger, Lockley, Shea, Wang, Landrigan, O' Brien, Qadri, Sulliva, Cade et al. (2011) studied police officers with regards to their sleeping disorders. The results reflected 40.4% of the participants suffered from symptoms that are consistent with having at the very least one sleep disorder. The disorder that is highest in number was obstructive sleep apnea (OSA). Next to OSA is moderate-to-severe insomnia and then shift work disorder. The authors observed that sleep disorders were significantly associated with increased risk of self-reported adverse health, performance, and safety outcomes.

Sleep problems are common effects to the BCPO personnel with decided administrative cases. As to the study by Guglielmi, Magnavita, & Garbarino (2018), the acquired results of their study stated that the strongest determiner for the low quality of sleep is traumatic events and stress brought about by their occupation. Firefighters were subjects of the study where there was a significant relationship between poor sleep quality and psychological distress. This added to the high occurrence of a disturbance in sleep (Vargas de Barros, Martins, Saitz, Bastos, & Ronzani, 2013). The most reasonable description for this is the poor quality of sleep, which may physically and mentally lead to different illnesses. A specific study concluded that sleep could be a moderator. This means that poor sleep quality and low well-being can become factors to the performance, safety, and health of workers. (Garbarino, Guglielmi, Puntoni, Bragazzi, & Magnavita, 2019). Law enforcement officers' well-being and health should be pursued within the viewpoint of public health, to ensure public safety due to the nature of their occupation (Garbarino, Guglielmi, Puntoni, Bragazzi, & Magnavita, 2019).

Lessons Learned. These lessons learned from experiences gained by the participants helped them became wiser, and this was one of the effects of the cases filed against them. Learning experiences helped them in many ways, to become cautious, stronger, and improve their decision skills. It boosted their self-control ability, admitted mistakes confidently, and became patient so as not to commit the same mistake in the future. They became wiser in dealing with life challenges, especially at work, and became more understanding and enhanced tolerant perspectives about life's ups and downs. The police personnel gained intelligence, developed planning skills from their lived experiences, personal growth, they became stronger and learned new techniques from their mistakes.

According to P3, *"I am now wiser in dealing with problems because I know it is not my fault and be cautious. So, I realized that sometimes it is good to control your emotions and not let it affect you."* Similarly, P4 said, *"I can say that I became stronger."* While P1 stated, *"So now if you let them accept the document as much as possible, you have to take a photo too. If I did that, then I should sue the custodian as well. I said if we have something to submit, we need to furnish a receiving copy. And do not rely on the logbook, we have to make our receiving copy that is signed by them."*

These effects of the administrative case filed against the participants taught them lessons so that cases like what they have experience will not happen again in the future. The BCPO personnel experienced hands-on learning, became wiser in dealing with problems, became stronger at all times, dealt with other people, and became more cautious compared to police work. Another was trust no one in the office and be careful of personal belongings. Further, the lesson learned from experiences helps to be reminded of the things to avoid another administrative case. The lived experiences shared are valuable and served as lifelong lessons.

Over the past decade, policing has been widely discussed as a stressful occupation compared to other professions in the literature (Vuorensyrjä & Mälkiä, 2011). By its nature, policing is considered as one of the most stressful jobs among all occupations. It may be considered as one of the most demanding to top the stress up due to the different stressful situations. It may be acute or severe in its level and are inevitably faced by police officers (Magnavita & Garbarino, 2013). Accordingly, law enforcement personnel are at a higher risk of experiencing unhealthy physical and mental well-being (Garbarino, Cuomo, Chiorri, and Magnavita, 2013; Lucas, Weidner, and Janisse, 2012), self-harm and poor functioning (Violanti et al. 2006). Also, there has been a 35% increase in the number of officers on long-term sick leave due to psychological reasons from 2011-to 2015 (Allen, 2017). The Police Federation stated that the reasons behind this are the extreme reduction in the strength in numbers of the police and due to the change in the shift schedules of police officers aside from the intense demands of their occupation (BBC, 2016 & Guingand, 2015).

Loss of Work Enthusiasm. Loss of work enthusiasm towards work was the common effects experienced by the participants with administrative cases filed against them. Most of them felt negative towards work, have little to no interest in working, and having lost motivation in performing their duties and responsibilities. Sometimes making escapes in the office was done by the participants just to comply with the needed requirements. Struggling to focus on work was also experienced. The mind is wandering, still difficult to concentrate, and less productive than the assigned task.

The administrative case filed against the BCPO personnel greatly affect job performance, mood, and behavior at work. With regards to dealing with the co-employee,

supervisors, and the people they serve, police officers are indeed affected. The people's expectations towards the police were high in crime prevention and for the safety and security of all men. The administrative case filed against them negatively affects their working relationship and job performance. These issues on the loss of work enthusiasm cause trouble in prioritizing and staying focused at work and have a serious impact on personnel productivity.

Also, emotions greatly affect the individual performance of the participants. Being nervous about suspension was an effect causing a serious problem, damage to the personnel reputation and standing, and delayed promotion opportunities. Suspension can also affect financially, no salary, and benefits for the entire period on suspension. This emotional effect of the personnel with administrative cases leads to poor performance reducing productivity in their assigned task.

P1 stated, *"I cannot file a leave, so I have to escape or abandon my post."* While P2 said, *"When they see me staring with blankly that I do not know, they help me do my task at the office. "*Also, P4 stated, *"I do not know what to do, and I cannot concentrate on work because I felt so nervous because I might be suspended."* These effects to work performance gave frustrations and worries affecting the fundamental duties and responsibilities in the police service, causing lesser effectivity and losing work enthusiasm to their function as a servant of the people.

According to Magny (2012), keeping high morale within a police department remains a challenge today for police officers and police managers alike. Police organizations are expected to do their jobs excellently with very little in return for them emotionally. Agencies need to foster an environment that promotes autonomy and a culture that values people who are risking their lives every day for the public, which they pledged to serve. Also, stalled negotiations with the city have only fueled the decline of morale (Wasilewski, 2010). Other researchers have studied the issue of motivation and have come up with similar findings. Herzberg was one of the original psychologists who researched the factors that motivated employees at work (Chapman, 2010). Worker responsibility can be highly motivating, and when present, workers can be extremely efficient. However, it is seldom delegated to line employees because many 100 leaders' priority is control (Schaffer, 2010).

Cordner & Scarborough (2010) touches on the importance of evaluating police performance and why it should also give a list of uses for information about police performance; that it is important that good is acknowledged and, therefore, there are processes of performance appraisal systems. Likewise, there are problems concerning management aspects in terms of effective communication, lack of resources, implementation of a performance appraisal system, recognition of good performance done by members, and members' views are not given recognition (Nlengane & Bayat, 2013). Nevertheless, over the last quarter-century, progress on wages has, to some extent, been matched by very significant improvements in workers' security, albeit after enduring a period of sustained mass unemployment (Green, Huxley, & Whitfield, 2010). The current study, therefore, aimed to explore the experiences of police officers working in the BCPO, the effects on work performance they experience, and coping mechanisms of the effects on their everyday lives.

Police Misconduct refers to inappropriate or unacceptable conduct or actions by law enforcement officers with their job descriptions. One type of Police Misconduct is Police Violence. Police Violence refers to a violation of civil rights performed by law enforcement officers against civilians using excessive or undue force. It was the administrative case filed against the participant where he hit his intelligence asset out of anger because his asset used the participant's name in other transactions.

b. Effect to Interpersonal Relations

Improved Leadership Style. Organizational scientists have claimed that organizational justice is an essential requirement for effective organizational management. Perceived justice in the organization is predicted to significantly influence employees' attitudes toward their job and workplace (Choi, 2011).

The principle of command responsibility stated that any actions by the subordinates might reflect the capacity of leaders in their role to influenced and guide their immediate span of control. Moreover, leadership style may change depending on situations or when the need arises—as this study reflects that the participant's leadership style changed as a counter preventive measure.

According to P5, *"In my workplace, with that experience, maybe with that time, during my 4th day here, when I was not yet an officer, I was relaxed and lenient because I was with the people I was before, but then I must also be strict at times."* Authoritarian leadership is described as a leader's behavior to demand unquestioned and undoubted obedience from subordinates and his/her ability to declare and assert solid control and authority to them (Cheng, Chou and Fhar, 2000). According to the leadership literature (Wang, Chiang, Tsai & Lin, 2013; Zhang and Xie, 2017), authoritative leaders expect the accomplishments of their subordinates to be the best performance among all the organizations there is in play. These leaders are also somehow obliged to decide on all the imperative decisions in their group.

In countries such as the Asia Pacific, Latin America, and the Middle East, business organizations mostly have authoritarian leaders (Pellegrini & Scandura, 2008). This has been receiving increasing attention in recent years (Schaubroeck, Shen & Chong, 2017). Studies have shown that there are negative influences and effects in authoritarian leadership, such as the voice behavior of employees (Li and Sun, 2015), team identification (Cheng & Wang, 2015), and job performance (Chan et al., 2013). Ineffective and undesirable are usual descriptors of high authoritarian leadership with regards to organizational management.

Although some would argue that authority based on hierarchical difference predicts undesirable outcomes, this includes the fear of their leader, turnover intention, and work pressure (Wang et al., 2016). Authoritarian leaders can be useful by setting specific and unambiguous goals to their subordinates. Authoritarian leaders always have the last say in their organizations and provide a singular mission upon which followers can focus on their job responsibilities, without uncertainty (Cheng et al., 2000; Schaubroeck, Shen & Chong, 2017).

Toxic leaders tend to influence their subordinates in all ways for them to arrive at confusion and ambiguousness, which ultimately results in the interference in the performance of subordinates in their work. The extant leadership literature has largely neglected followers, and thus, the agency they often display in leadership processes has insufficiently examined (Milosevic, Bass & Djorde 2019).

Limitations among the concepts of destructive leadership were discussed and addressed some obscurities about its nature. Some of the characteristics of destructive leadership were really unique, explicit, and even radical to some extent that sets it apart from other forms of leadership. This kind of leadership and thinking is placed into a theory to better understand the concept and practice of destructive leadership (Krasikova, Green & Libreton 2013).

Despite the positive effect that authoritarian leaders exert on subordinates, there are also negative aspects of authoritarianism to which many employees may respond passively (Chen X.P. et al., 2014; Li and Sun, 2015). The inconsistent effects of authoritarian leadership may be caused by the interaction of individual cultural values and leadership behaviors (Farh et al., 1997; Chen and Farh, 2010).

Their findings suggest that leaders leverage PsyCap (Psychological Capital) as a core resource to build second-order capabilities needed to 1) prepare in anticipation of a crisis, 2) persevere in the face of obstacles during the crisis, and 3) lead out of the crisis. Also, they show that leaders do not just leverage PsyCap in its entirety, rather depending on circumstances (Milosevic, Maric & Loncar et al., 2017).

c. Effect to Family Relations

Financial Crisis. Unemployment has become prevalent due to the financial crisis that even big companies are experiencing. One way of achieving a peaceful adjustment in the working environment is through collective bargaining. This means that working time is lessened, where the State shall carry the burden for compensating the income that wasn't generated to preserve jobs (Gennard, 2009).

2008 was the year the recession started, and not only a few people felt the financial burden of everyday living expenses. This event intensely altered the lives of both private citizens and the government's operations, one of which is the police agencies. What kind of challenges do law enforcement agencies face in this economic climate, and how do these changes affect the public (Fisher, 2011)

Financial Crisis among law enforcers can be a circumstance that will influence them to commit irregularities or will violate laws and affect their work performance. According to

Bell and Blanchflower (2011) as cited by Markovits, et al., (2013), they reported in a pan-European survey that the so-called "happiness' levels in Southern Europe have sharply fallen between 2007 and 2010 due to the effect of the economic crisis and the high and continuously rising unemployment rates, especially among the younger cohorts of the work population. They found there is a noticeable decline in the happiness levels in Greece.

Law enforcement agencies are some of the most evidently struggling due to the State of the economy. There have been several cuts in their budgets from the bottom, to national levels. Though this is the present situation, the role of the police in the community and society, in general, remains the same, especially in public safety (U.S DOJ, 2011).

Financial exploitation of older adults is a significant social problem that is increasing in prevalence (Wood & Lichtenberg, 2016). Economists are beginning to investigate the cause and consequences of financial illiteracy to understand better why retirement planning is lacking and why so many households arrive close to retirement with little or no wealth (Lusardi & Mitchelli 2007). As financial stress, so does the likelihood of marital discord and breakup. As the financial pressure mounts, couples may become preoccupied with financial issues, leading to anger, frustration, blame, and increasing arguments – particularly over money (Davis, et al., 2004).

To avoid incurring excessive debts and be victimized by financial fraud schemes, the Philippine National Police (PNP) aims to empower their personnel by pushing for financial literacy. Brig. Gen Vera Cruz said that mismanage finances results in more problems when not appropriately addressed. It sometimes causes conflict among spouses, corruption, and malversation in the workplace, with some even resorting to illegals activities (Marticio, 2019). On the given day, Philippine newspapers carry stories about crimes committed by cops. Not just minor misdeeds, but serious criminal acts, like kidnapping, extortion, and murder (Brown, 2015).

Relative to the findings above, P3 said, *"I informed my wife, she was worried that I might get fired because it is already in the ombudsman. She even got mad at me sometimes."* This was seconded by P2, who stated *"Actually, with that case, I did not know that my family did not know about it. I never told them because they might get problems*

with it." Usually, when an employee seeks help from a micro-lender, he/she is already in a crisis and cannot meet his/her basic (Raphahlelo, 2006).

While P1 said, *"It's not that like ahmm…what was that again, they comforted me. Because of what happened, I was suspended, and I did not receive a salary. I receive none until the year 2018 when I got my RCE, which is my allowance every three years…and what can we do anyway it already happened, so we bear with it. I told my siblings what we could do; you be the first to take charge of whatever daddy and mommy need…they said yes."* They strengthened Family Bond. Bond comprised of four elements, namely attachment to families, commitment to communal norms and institutions, involvement in activities, and the belief that these elements are important (Roffey, 2012). The participants' bond with their families strengthened because of this event that happened in their life. Each family dynamics and family behaviors are unique, with similarities in the patterns and support. Some of the participants manifested a need of support from their families, others needed spiritual support, and others needed support from friends and co-workers who are considered to be part of the family or at least treated as a family member. *Similarly,* P5 said, *"No, because I don't have a family during that time. Although I mentioned it to my co-police officers."*

Friends and co-workers who are close to the participant served as the support system. These friends and close co-workers served as a family-substitute; thus, the bond between these two intensified in the absence of a real family member. According to Goetz & Boehm, 2020, in times of problems and stress, a person will be seeking support primarily from the family because the family is and will always be part of the solution. Due to these obstacles and challenges brought upon by these problems, the time of passing through the problem and formulating solutions builds up the bond between the person and the support system (Griffiths, Crisp, Barney, & Reid, 2011).

According to P2, *"in the first place, I told them what happened,"* Explaining the incident that happened to the family would help them understand the current status and position of the participant. It would also allow the family to understand the physical, emotional, and mental impact of the incident to the participant. It gives the family to

support the participant is going through the problem; thus, formulating stronger bonds in the process.

According to P1, *"we went to church more often as a family,"* Spiritual bond with God allows the family to bond together in times of crisis (Agyemang, 2015). Some of the participants, with the family, manifested going to church regularly to pray; hence, the incident caused the participants to have a spiritual connection with the creator, allowing them also to build a stronger family bond.

P4 stated, *"None. I explained it to them since it's a part of my work."* The participants entered the law enforcement service and committed themselves to serve their constituents and performing their duties and responsibilities. The participants are attached to their involvement in performing their job and committed to their families. Problems that occur in performing one's function pushes the person closer to other things that are important to him/her (Sage &Rouse, 2009); thus, the person seeks comfort and support from the committed family. The warmth and support that the family provides create a stronger bond within.

On the other hand, P2 said, *"It's not that like ahmm…what was that again, they comforted me. Because of what happened, I was suspended, and I did not receive a salary. I receive none until the year 2018 when I got my RCE, which is my allowance every three years…and what can we do anyway it already happened, so we bear with it. I told my siblings what can we do; you be the one first to take charge of whatever daddy and mommy need…they said yes"* while P2 stated*, "Yes, of course, because in our family when there is a crisis, we help one another, and if one is at fault, we do not hate him/her, but instead, we help her/him stand again."*

Considering the family's financial status, a breadwinner losing a job seems to be a major problem for the family. It triggers the participation of the other family members in providing for the family. It also stimulates the cooperation of every family member in working together and supporting each other to go through the crisis (Roffey, 2012).

Coping Mechanisms Employed by the BCPO Personnel with Administrative Cases

Learning how to identify stressors gives the ability to eliminate causes of stress and, thus, avoid or alleviate its effects. Coping with stress is defined as all activities undertaken in a stressful situation (Niejodek, 2000).

Dealing with stress is predominantly classified as a process, strategy, or style. The process approach involves subcategories called strategies or ways of coping with stress. The process is understood as a series of strategies changing over time, depending on the individual's psychophysical characteristics. Style refers to the correlated set of coping strategies typically used in difficult situations. It is an individual pattern of reaction consistent across situations (Strombek & Talarowska, 2011).

a. **Sought Advice**

Seeking for advice was greatly utilized by the participants upon their experience in administrative cases against them. Most of the participants relied upon advice from a lawyer simply because they trust them to be experts in that field, whatever actions may do as a remedy in the case filed against them. This type of advice seems necessary since they are the ones who can effectively guide the participants in the legal process. Trust may also be a factor, since choosing an attorney is sometimes out of referral of depending on respect and trust you have towards them.

Since the participants treat them to have experience since they are both in law enforcement, they are those persons whom the participants have perceived to have other opinions aside from the legal advice from attorneys.

Friends and peers were also part of the process, more likely not on the legal or familiarity with the issue but because they are someone the participants trusted. They are the circle of people whom the participants may confess everything without being judged, or with honest opinions no matter how bad it may sound. They are a part of that inner circle which the respondents perceived to accept and support them no matter what the consequences of their action is, a strong solid support system.

Spiritual advice where not to be taken for granted since one of the participants seek advice coming from a parish pastor. It may imply that the faith of a person may also be a

factor in overcoming problems. Once a person wants to find reasons for his mishaps, thinking about it as a challenge given by the almighty may be an effective coping mechanism. A famous quote by Robert Hales stated that we are all tested and tried. These determine whether we use our abilities to seek our Heavenly Father and follow His Son. He has already determined the outcome from these challenges; it is up to us to explore this moment and learn something from it as He knows this is for our good.

P3 stated, *"I asked advice from an attorney and even my senior officers since I viewed them as the expert on these matters. I also talked to our parish pastor about it. Some of my closest friends gave me advice too".* Also, P3 said, *"My attorney and friends advised me throughout the process.* "Rights problems such as debt, employment, welfare benefits, and family problems are widespread. They are problems of everyday life, affecting many people and many aspects of people's lives and are now well documented.

In contrast, there has been little research on family and friends' role when experiencing a problem and seeking advice. Buck & Smith (2015) stated that help lies on a continuum from encouraging people to seek advice to assist with the tasks necessary for problem resolution. Nevertheless, See, Morrison, Rothman & Sol (2011) discussed that acquiring ideas and the perspective of others may result in better decisions, but people choose not to seek advice from others. Greater power is associated with less advice talking. Past studies in a hierarchical organization revealed that acceptance of advice is a useful tool to combine different perspectives in developing new products and services (Alexiev, Jansen, Van den Bosch & Volberda, 2010). Likewise, an academic institution composed of faculty and professional advisers play many roles beyond assisting advisees with course selection of students (Barnes-Gregory, 2010; Habley & Bloom, 2008). Research conducted on the effectivity of advising on co-researchers as conducted by (Hayat & Mo, 2015), findings indicates that the centrality of researchers in the communication network positively correlates with both advice-giving and receiving.

Confidence can be boosted by providing advice to others as opposed to the contrary. This has been proven by laboratory researches where confidence, self-reportedly, plus motivation is boosted as compared to being on the receiving end (Wrinkle, Fishbach & Duckworth, 2018). Advice giving is a "psychologically wise" intervention. This is considered

imperative when the result wanted is to provide helpful changes in the lives of those being given advice. There are many studies involving advising models (Bloom, Hutson, & He, 2008), the link between advising and student success (Kuh, Kinzie, Schuh, Whitt, and Associates, 2010), advisers" roles and responsibilities (Barnes-Gregory, 2010), adviser training and development (Brown, 2008), and characteristics of effective advisers (Fox, 2008).

Acceptance of the case filed against them has been a hard process. However, encouragement from friends much motivated them. P2 said, *"My friends advised me to accept it,"* while P5 said*, "My co-workers advised me about it, and it helped me a lot xxx."*

How about individuals who are reluctant to seek advice? Brooks et al. (2015) discussed that people are reticent to seek advice for fearing of appearing incompetent due to several factors such as egocentrism. It further suggested that seeking advice demonstrates that individuals perceive those who seek advice as more competent than those who do not. As to military officers, potential barriers to seeking mental health support, Sharp and colleagues (2015) concluded that 60% of military officers who experienced mental health problems did not seek help. Therefore, it is safe to conclude that seeking help, whether, towards friends, family, and psychologists, is essential to help an individual cope up with problems related to work.

It would be valuable for future research to explore whether giving advice also motivates achievement by prompting plan formation (Gollwitzer, 1999) leading people to believe their advice, or via other mechanisms (Aranson, 1999)

b. Hang Out with Friends

Aside from friends' advice, spending quality time with others aside from family presented as a coping mechanism for the participants. It is quite true that family should be your number one support system. However, the time spent with friends should never be underestimated. There are emotions and worries which a person may find difficult to talk to in the family, which may seem easy in front of friends. Another factor is that going out is associated with laughing and telling of the same old stories wherein a person may help forget about problems even for a moment.

According to P3, *"I hang out with friends when they invite me xxx."* Studies consistently show those friend relationships are as meaningful as family ties in predicting psychological well-being in adulthood and old age (Chen & Feeley, 2014; Santini, Koyanagi, Tyrovolas, Mason, & Haro, 2015). Interpersonal relationships take many different forms, such as family ties, friendships, romantic relationships, and professional dealings, but also antipathetic relationships; relationships of dislike (Chang, 2014). Cronin (2014) stated how emotions actively generated between friends. In this understanding, emotions are not pre-existing states located in individuals; rather, emotions created inter subjectively between friends and in a specific context.

As to students, studies revealed that "Hanging out with mates" was perceived to have positive effects on school retention and achievement as boys moved into the upper levels of schooling (Irwin, 2013). As to old age, the effects of social activities with friends may become more important and may act as a buffer against negative effects of aging (Huxhold, Miche & Schüz 2014). Similarly, Ha, Kang & Choi (2017) proposed that older adult's poor health was associated with increased negative interactions with their adult children and friends.

Friendship used as an important and straightforward measure of the intimacy among adolescents, and studies have examined the extent to which friendship influences their values, attitudes, behaviors, and beliefs (Knecht et al., 2010; Mercken, Candel, Willems, & de Vries, 2007; Mercken et al., 2010). The social bond theory (Hirschi, [1969] 2002) argues that family, friends, and other members of our social networks that were attached affect our lives in many ways.

Interestingly, not all studies portrayed friends to be a positive factor but rather a negative one Patrick, Morgan, Maggs & Lefkowitz (2011) revealed that as to students' experiences, hanging out with friends during spring break influenced them to adopt deviant behaviors, therefore may be utilized to craft specific prevention. Zhang, Liu & Chen, (2015) also proposed that strangers highly influenced buyers to buy merchandise on social networking sites compared to friends. The clear benefits of social engagement among older people and concern about the lack of social connectedness are point to the value of and need for continued collaboration among researchers.

In summary, the causes of the administrative cases filed against the PNP-BCPO personnel were negligence, impulsiveness, and indirect in culpability. The police personnel with administrative cases developed sleep problems, financial crisis, and reflected from their mistakes. These affected them in their work performance and family relations. These police personnel with administrative cases sought advice and hanging out with friends to cope with their experience.

CONCLUSION

The PNP-BCPO personnel with administrative cases were so inattentive and emotional. Because of their administrative cases, these personnel were morally and psychologically affected but are coping by collaborating with friends and family.

RECOMMENDATIONS

1. The PNP through the BCPO must strengthen its Police Information Continuing Education (PICE) on administrative cases and standard operating procedures to refresh, remind, and increase the knowledge of its personnel;

2. The human resource office of the BCPO to strengthen its programs about stress management by creating a wellness program among its personnel with administrative cases;

3. The legal team may reinforce its legal assistance to the police personnel charged with administrative cases by assisting them on the dos and don'ts of their affairs; and

4. The PNP – BCPO management to consider having a partner agency/organization to provide regular psychological wellness assistance to its personnel suffering from work-related stress.

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