



THE MEDIATING ROLE OF ORGANIZATIONAL CULTURE ON THE LEADERSHIP SKILLS OF COMMISSIONED OFFICERS AND SERVICE QUALITY OF PNP PERSONNEL

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Abstract:

This research study aimed to determine the mediating role of organizational culture in the relationship between leadership skills of commissioned officers and the service quality of PNP personnel in Davao City. The researcher surveyed 330 PNP personnel, identified through simple random sampling, using validated questionnaires measuring leadership skills, organizational culture, and service quality. The study employed descriptive statistics, Pearson Product-Moment Correlation, Medgraph with Sobel z-test, multiple regression, and mediation test techniques. Findings revealed that leadership skills, organizational culture, and service quality of PNP personnel were all at a very high level. A significant correlation was observed between leadership skills and service quality, leadership skills and organizational culture, and between organizational culture and service quality. Mediation analysis further showed that organizational culture plays a significant mediating role in the relationship between leadership skills and service quality. These findings underscore the critical role of leadership competence and cultural values in shaping effective service delivery within the police force.

Keywords: leadership skills, organizational culture, service quality, mediating role, PNP personnel

1. Introduction

This research supports UN Sustainable Development Goal 16, which focuses on promoting peaceful societies, ensuring justice for all, and building effective institutions.

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Service quality for law enforcers is providing services to the community, getting rid of crime, and keeping the peace and order in society. But it's hard to understand who the police are serving because most of them protect government officials and see everyone as a criminal when they protest a policy that is abusive. The criminal justice system clearly says that the police should work with the community and provide services by getting rid of criminals in their midst (Gempesao *et al.*, 2023).

In addition, poor service quality would have an adverse effect on the police organization and make people less likely to trust them, particularly when it comes to the challenges that are related to securing life and property. Certainly, such a poor condition would result in national disappointment with the police in the performance of their duty. Recent findings confirm this: trust in law enforcement is strongly linked to perceptions of institutional performance and accountability; when people perceive police to be biased or ineffective, public confidence declines (Sun *et al.*, 2024).

Moreover, factors influencing poor police service quality performance are not limited to monetary considerations. Mendoza *et al.* (2020) found that organizational culture, training, and job assignments significantly shape officer performance. Likewise, Maglinte and Gempes (2021) emphasized that public service motivation and self-regulation directly affect the well-being of police personnel, which in turn impacts the quality of their service delivery. These insights update and expand earlier arguments that both monetary and non-monetary motivational factors influence service quality by showing that organizational, cultural, and psychological elements play decisive roles in shaping police effectiveness. Furthermore, if police personnel demonstrate greater levels of awareness, efficacy, and attentiveness in their duties, this will enhance the police organisation and contribute to the enhancement of the nation's economic system and the general population (Alamban *et al.*, 2022).

Previous research on the influence of leadership skills on service quality found mixed results. Leadership skills significantly impacted the service performance of subordinates (Miller & Miller, 2020). A systematic review of leadership studies confirmed that transformational leadership consistently produces positive outcomes for employee service quality, while laissez-faire leadership is associated with negative outcomes across multiple organizational contexts (Tamimi & Sopiah, 2022). In addition, recent evidence shows that leadership often influences service performance indirectly, particularly through work engagement and professional competencies, and these effects are stronger when leaders demonstrate high levels of task-oriented skills (Perkins, 2023). Furthermore, the values of the leader are the foundation of agency culture, and the culture of an agency is extremely important to the image, respect, and trust of that agency (Perkins, 2023).

Findings also suggest that while leadership skills can have a positive effect on employee performance, the effect is often modest and dependent on how effectively leaders communicate and interact with their employees (Tamimi & Sopiah, 2022). This indicates that directive leadership behaviors do not necessarily guarantee improvements in creativity or quantitative performance outcomes. Additionally, research has shown

values-based agencies have strong organizational cultures, are resilient in times of struggle, and have a significant impact on service performance (Reynolds, 2020). Numerous police departments want to create cultures of accountability inside their own organizations by making sure that the values of the department match those of the community, setting a good example, and teaching supervisors how to hold their coworkers accountable. Working with respected members of the community helps make things clear, establish trust between the police and the community, and improve ties between the police and the community, all of which assist an organization do its job well. (Widener, 2020).

Police leadership qualities can be situational, shifting and evolving as the environment and situations change (Brown & Yi, 2023). The situation that leaders face and their ability to influence and adapt determine how successful they are as leaders (Pizzolitto *et al.*, 2023). Good police leaders know that their jobs and duties will change depending on the situation, and they need to modify how they lead to fit. It is not unexpected that the most effective leaders in law enforcement will possess a high proficiency in situational leadership (Perkins, 2023).

The prevailing consensus in the field is that police officers acquire leadership skills through a combination of practical experience, academic training, and mentorship (Doyle *et al.*, 2020). Scholarly research has endeavored to delineate and enhance leadership by scrutinizing the characteristics of effective leaders, evaluating leader efficacy, cultivating leadership skills, and investigating exemplary leadership practices (Stewart, 2022). Many police organizations do not have a program to develop leaders and rely on local community colleges to fill the training gap. Recent research shows that perceived organizational support can reduce burnout and increase job satisfaction among officers, highlighting the importance of structured leadership training and support (Zeng, *et al.*, 2020).

The perspective of leadership influences job satisfaction, which in turn affects productivity and deviant behavior. A national study confirmed that stress negatively impacts officers' job satisfaction, while resilience and strong leadership practices improve performance (Liu & O'Leary, 2024).

Moreover, Leaders who motivate followers to act beyond their own personal interests for the benefit of the organization can create a profound and extraordinary influence on personnel, as noted by Inayat and Jahanzeb Khan (2021). Previous studies have examined the influence of leadership skill on service performance and proved that leadership skill positively affects work performance. Furthermore, ethical agency cultures are central to public trust in police organizations; adverse interactions with the community erode legitimacy and confidence (Police Chief Magazine, 2022).

Police personnel need to learn how to understand and work well in a complicated social, political, and organisational setting. There is an increasing demand for accountability from and within policing because of new types of crime, new technologies, budget cuts, and other problems. The need for professional police leadership is greater than ever because it is one of the most essential signs of an organization's ability to do

well in changing situations (Mourtgos *et al.*, 2020).

It is very important to think about what we mean by "police" and "leadership" and how we define these words. Policing is using legal power to enforce laws, stop and solve crimes, keep the peace, and make people feel safe and secure. Individuals and groups, both public and private, can do it. An innovative type of police leadership was set up in England and Wales, which allowed persons who weren't already police officers to move up the ranks quickly (Davis, 2020). Police officers need to learn how to understand and work well in a complicated social, political, and organizational environment. Due to new kinds of crime, new technologies, budget cuts, and other concerns, people are asking for more responsibility from and within the police. The necessity for professional police leadership is more pronounced than ever, as it constitutes a critical indicator of an organization's capacity to thrive in dynamic circumstances (Mourtgos *et al.*, 2020).

For this examination, it is very important to think about what we mean by "police" and "leadership" and how we use these words. Using the law to enforce laws, halt and solve crimes, keep the peace, and make people feel safe and secure is what policing is all about. It can be done by both individuals and groups, both public and private. In England and Wales, a new kind of police leadership was created that allowed those who weren't previously police officers to climb up the ranks swiftly (Davis, 2020). Leadership skills are essential for job and productivity performance, and recent studies reinforce their importance for organizational outcomes. Autocratic leadership in policing has been found to lower morale, reduce job satisfaction, and hinder performance, indicating that workplace productivity and officer effectiveness are directly shaped by leadership style (Hadnot, 2020). Similarly, a comprehensive study that examined a substantial sample of sworn officers from numerous police agencies in the United States demonstrated that transformational leadership by both chiefs and supervisors significantly reduces turnover intention by fostering job satisfaction and organizational commitment (Myers *et al.*, 2024). This underscores that effective leadership not only boosts individual performance but also enhances retention and overall organizational health.

Leadership has also been shown to indirectly shape service performance by influencing job satisfaction under stressful conditions. Officers who receive stronger support from their leaders and agency programs demonstrate greater resilience, which in turn enhances their performance despite the pressures of policing (O'Leary, 2024). These findings are complemented by (Houser, 2024), which reviews contemporary leadership strategies and concludes that ethically grounded and transformational leadership positively affect subordinate outcomes, organizational culture, and overall performance, particularly in environments characterized by high complexity and public scrutiny.

On the other hand, some research has revealed no discernible impact of leadership ability on service performance, emphasizing that organizational context and culture may moderate these effects. Despite this, the broader body of recent evidence suggests that leadership remains a critical determinant of performance, job satisfaction, and legitimacy in law enforcement. Rafia (2020) also revealed that there was no discernible impact of

leadership ability on service performance. Furthermore, executives who motivate subordinates to put the needs of the business ahead of their own can have a significant and remarkable effect on staff members. Leadership skill has a favorable impact on work performance, according to prior research that looked at their relationship to service performance (Inayat & Khan, 2021). On the other hand, every organization has its own culture, and law enforcement is known for having its own unique and well-defined culture. However, police culture has been under a lot of public scrutiny in recent years. Recent scholarship emphasizes that police legitimacy and culture are deeply intertwined with how officers view their own authority and how they are perceived by the public (Jackson & Bradford, 2023). Additionally, executives who motivate subordinates to put the needs of the business ahead of their own can have a significant and remarkable effect on staff members. Leadership skill has a favorable impact on work performance, according to prior research that looked at their relationship to service performance (Inayat & Jahanzeb Khan, 2021).

Recent scholarship emphasizes that police legitimacy and culture are deeply intertwined with how officers view their own authority and how they are perceived by the public (Jackson & Bradford, 2023). A police organization's culture is developed internally, and agencies with strong value-based cultures demonstrate resilience during crises and are better positioned to adapt to challenges (Villela, 2020). Reshaping police organizational culture requires focus on recruitment, training, and leadership qualifications to align with evolving societal expectations (Perkins, 2023). Most law enforcement departments have a paramilitary rank system with a clear chain of command that is authoritarian (Yatch, 2022). Nonetheless, numerous leadership authorities consider these hierarchies to be outdated, stagnant, and ineffectual (Fernandopulle, 2021; Office of Community-Oriented Policing Services, 2019; Simmons-Beauchamp & Sharpe, 2022).

The strength of police socialization makes it very hard to change the culture of the organization (Stark, 2021). New police recruits are socialized by war stories that make the dangerous parts of police employment sound cool and put too much emphasis on the police's job to protect society from harm. Some people think that true police work means catching criminals instead of engaging with communities to solve problems. The hardest thing for a police executive to do as a leader is probably to change the culture of their agency (Reynolds, 2020). Subsequently, police officers need to be strong and have good ways to deal with stress, burnout, and mental health issues. They must be successful service providers to the community; when there is less stress among them, and stable working conditions are present, beneficial consequences in their service performance are manifested (Queirós *et al.*, 2020). Also, support from the organisation makes police officers more engaged in their profession, which motivates them to be more active in their jobs and give good service (Lan *et al.*, 2020).

The majority of law enforcement agencies utilise a paramilitary rank system and a clearly defined authoritarian command hierarchy (Yatch, 2022). Nevertheless, numerous leadership authorities consider these hierarchies to be obsolete, sluggish, and ineffectual

(Fernandopulle, 2021; Simmons-Beauchamp & Sharpe, 2022). Recent evidence confirms this critique: rigid command structures and autocratic practices often contribute to an “us versus them” mentality and strained community relationships (Hadnot, 2020). Future research and practice must consider leadership within the broader organizational and cultural contexts of policing rather than limiting focus to individual traits in order to foster strategies that enhance officer outcomes and build public trust Filstad *et al.*, (2023). Results in the study conducted by Lan *et al.* (2020) showed that organizational support should enhance work engagement among police officers by fostering their perception of obtaining increased assistance from the organization. It was revealed that leaders of police organizations should adopt positive management approaches to address the emotional needs of officers, while police themselves need to enhance their ability to express positive emotions and better regulate negative ones. Such practices are essential for strengthening work engagement.

Quality service tends to improve when leaders act as coaches rather than managers. Leadership that embraces a servant or coaching style helps reduce stress, fosters job satisfaction, and improves performance. A recent study found that servant leadership is significantly associated with police officers’ satisfaction and commitment to their organizations (Chikeleze, *et al.*, 2021). Similarly, organizational support was found to reduce job burnout and enhance positive outcomes for officers (Zeng *et al.*, 2020). Thus, improved leadership that emphasizes support and coaching is linked to better service performance and officer well-being.

The study will be anchored on Social Learning Theory by Bandura (1977). This theory suggests that individuals learn behaviors, attitudes, and skills by observing others, particularly through modeling, imitation, and reinforcement. When applied to the service performance of police officers, this theory helps explain how officers develop professional skills, ethical behaviors, and performance standards by observing peers, superiors, and institutional practices. Previous studies on service leadership have primarily relied on social learning theory (Bandura, 1977) and have proposed that, at the group level, service leadership improves performance by creating a collective service-oriented environment that influences employees’ perception of the importance of delivering exceptional service.

Cognitive trust theory supports the ideological relationship between leadership skills and service performance. An assumption is that the cognitive trust theory is aligned with this study because of the socially assigned role that the theory carries as related to the proposed variables of police leadership skills and police culture. Cognitive trust becomes the major factor in manipulating social operations and behavioral responses (Castelfranchi & Falcone, 2010). Furthermore, an assumption is that the research builds upon the current understanding of cognitive trust theory by providing insight into variables that have not been previously discussed within the extant literature. By doing so, the study potentially added to the body of knowledge pertaining to both the topic and cognitive trust theory itself.

Organizational Role Theory by Kahn *et al.* (1964) supports the above theories. This

theory focuses on the role individuals play within an organization and how these roles influence their behavior and performance. PNP personnel are assigned specific roles (e.g., law enforcement, community service, investigation), and their understanding of these roles, along with expectations from supervisors and the public, shapes their performance. In this regard, service performance is affected by how well PNP personnel understand and fulfill their roles. Clear expectations, proper training, and support from leadership help ensure officers perform their duties effectively.

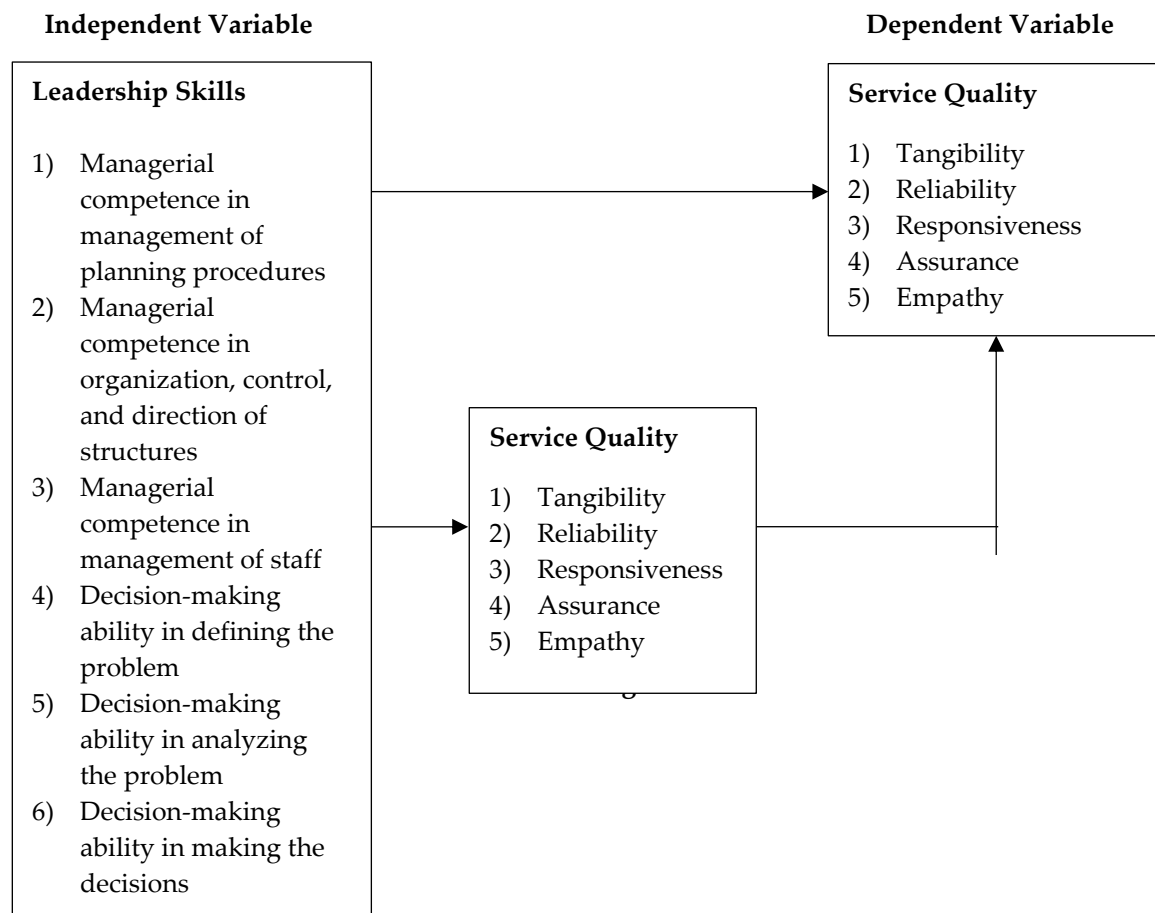


Figure 1: A schematic diagram showing the mediating role of organizational culture on the leadership skills of commissioned officers and the service quality of PNP personnel

The conceptual framework of the study, which consists of a mediating variable, an independent variable, and a dependent variable, is depicted in Figure 1. The independent variable is the leadership skills of commissioned officers taken from Eduardo and Gabriel (2017) which consists of the following indicators namely, managerial competence in management of planning procedures, managerial competence in organization, control, and direction of structures, managerial competence in management of staff, decision-making ability in defining the problem, decision-making ability in analyzing the problem, and decision-making ability in making the decisions. The dependent variable is service quality of PNP personnel, which will be adapted from Lee and Tsai (2014) with

the following indicators: tangibility, reliability, responsiveness, assurance, and empathy. The mediating variable, the organizational culture, will be taken from the study Cordner (2017) with the following indicators: attitudes about citizens, officer toughness, solidarity, supervision, and administration.

The following terms will be defined operationally for a clear understanding of the readers. *Leadership skills* refer to the abilities and competencies of commissioned officers that are demonstrated in leading their subordinates, making strategic decisions, and influencing the overall effectiveness of the police force in fulfilling its duties. *Service quality* refers to the effectiveness, efficiency, and quality of the duties and responsibilities carried out by PNP personnel in line with their mandate to maintain peace and order, enforce laws, and ensure public safety. *Organizational culture* refers to the set of shared values, beliefs, attitudes, behaviors, and informal practices that develop among police officers as a result of their work environment, responsibilities, and experiences.

Recent evidence has shown that members of the Philippine National Police are involved in illegal activities like logging without permission (Philippine News Agency, 2020), fishing without permission, or not enforcing the law because they don't have enough resources or trained officers (Asian Pacific Journal of Advanced Education and Training, 2024). Some have sold drugs illegally and been involved in robberies. Some people have sold narcotics illegally and robbed people. The situation persists despite the implementation of many institutional and national initiatives aimed at aligning police personnel and restoring community trust and confidence in the police force. The disparity between the optimal conditions and the actual practices of police personnel motivated the researcher to investigate the correlation between leadership skills and the quality of service performance of PNP officers in the management of their police offices.

The study argues that the inability of some police personnel to maintain the service quality performance of their mandated functions emanates from the incapability to assert their power and authority. Also, another variable, organizational culture, looks to mediate the potential relationship between leadership skills and service quality performance of PNP personnel.

This study will be conducted to determine the mediating role of organizational culture on the leadership skills of commissioned officers and the service quality of PNP personnel. Specifically, it seeks to answer the following objectives: first, to describe the level of leadership skills of PNP personnel. Second is to determine the level of service quality of PNP personnel. Third is to ascertain the level of organizational culture. Fourth is to determine the significant relationship between leadership skills of Commissioned Officers and service quality of PNP personnel. The fifth is to determine the significant relationship between organizational culture and the quality of service of PNP personnel. Sixth is to predict the influence of leadership skills of Commissioned Officers and organizational culture on the service quality of PNP personnel. Lastly, it is to ascertain the mediating effect of organizational culture on the relationship between leadership skills of Commissioned Officers and service quality of PNP personnel.

The proposed null hypotheses will also be evaluated at a significance level of 0.05, stated as follows: There is no significant relationship between leadership skills of Commissioned Officers and service quality of PNP personnel. There is no significant relationship between organizational culture and service quality of PNP personnel. Leadership skills of Commissioned Officers and organizational culture do not significantly influence service quality of PNP personnel. Organizational culture does not mediate the relationship between leadership skills of Commissioned Officers and service quality of PNP personnel.

Understanding the quality service of PNP personnel is essential for improving public safety, enhancing police professionalism, fostering trust between the police and the public, and ensuring that the police force operates efficiently and ethically. As frontliners in the fight against crime and in the enforcement of laws, PNP personnel are entrusted with significant responsibilities that directly impact the peace and security of communities across the nation. Evaluating their performance is essential not only for ensuring operational effectiveness but also for fostering public trust, accountability, and professional growth within the police force. This study seeks to assess the service quality of PNP personnel, highlighting key factors that contribute to their effectiveness and areas where improvements can be made to enhance overall public service delivery.

PNP higher officials can make informed decisions about where improvements are needed, who deserves recognition or promotion, and how the organization can better serve the public. Colleges and universities, especially those involved in criminology, public administration, and law enforcement education, can gather a range of data to understand the service performance of PNP personnel. Their perspective is often geared toward research, analysis, and collaboration with the police force to improve service delivery. The data they obtain may contribute to academic studies, policy recommendations, and the training of future law enforcement professionals.

By analyzing this data, colleges and universities can provide valuable insights into the strengths and weaknesses of PNP personnel, contribute to policy reforms, and enhance the training and education of future law enforcement officers. This research is crucial for continuous improvement in policing and for fostering a more professional, accountable, and community-oriented police force.

Further, this study will contribute to establishing peace, justice, and strong institutions. Sustainable Development Goal 16 emphasizes promoting peaceful, just, and inclusive societies, which is central to the PNP's mission. The PNP plays a critical role in maintaining public safety, enforcing laws, preventing crime, and upholding justice. Through efforts to strengthen integrity, accountability, and community trust, the PNP can support more transparent and effective institutions.

2. Method

Presented in this section are the methods that will be used in the study, such as the study research subject, instruments, as well as design and procedure.

2.1 Research Respondents

The respondents of the study were the 330 PNP personnel in Davao City who were identified using the Raosoft Calculator, given that the total population of PNP personnel was 2,330. Simple random sampling was employed to select the respondents. Preacher and Hayes (2004) emphasized the importance of bootstrapping in mediation analysis, particularly when sample sizes were small to moderate. They recommended the use of bootstrapping methods when sample sizes were fewer than 200 in order to obtain more accurate confidence intervals for the indirect effect. They also indicated that sample sizes of 100–150 participants provided reliable mediation estimates when bootstrapping was applied.

The participants of this study are active members of the Philippine National Police (PNP) assigned in Davao City who have rendered at least five (5) years of service, with both male and female personnel, provided that they voluntarily agree to participate in the survey. Eligible respondents come from the ranks of Police Corporal to Police Colonel and are drawn from different units of the Davao City Police Office, to ensure a broad representation of experiences and perspectives. However, personnel holding the rank of Patrolman or Patrolwoman are excluded since their shorter tenure may not provide the level of service experience required for the study, and those who are not assigned in Davao City are likewise not considered, as the research focuses specifically on conditions and practices within the Davao City Police Office. In terms of withdrawal, PNP personnel who expressed their willingness to participate but later changed their minds are free to do so; their decision will be accepted by the researcher.

The study will be conducted in Davao City. It is the largest city in the province of Davao del Sur in terms of both population and land area. However, it is controlled and run separately from the province. There are three congressional districts in the city. Each of these is divided into 11 administrative districts, which together have 182 barangays.

Davao City is the capital of the Davao Region and the center of Metro Davao, which is the second most populous metropolitan area in the Philippines. The city is the principal center for trade, business, and industry in Mindanao and the Davao Region. Mount Apo, the highest mountain in the Philippines, is located in the Davao region. You can see it from much of Davao City. People often call the city the "Durian Capital of the Philippines." The place is appropriate since the location is considered the best fit due to the availability of the respondents and the researcher.

2.2 Materials and Instruments

The adapted questionnaires are taken from different sources. For the independent variable, it will be based on the study of Eduardo and Gabriel (2017), while the dependent variable will be adapted from Lee and Tsai (2014), and the mediating variable will be taken from the study of Cordner (2017). The preliminary draft will be forwarded to the research adviser for checking and possible suggested enhancements, and then it will be forwarded to the validating panel to check its reliability and validity.

The questionnaires will be broken down into three sections as follows: the independent variable which is the leadership skills, which consists of 70 items with the following indicators namely, managerial competence in management of planning procedures, managerial competence in organization, control, and direction of structures, managerial competence in management of staff, decision-making ability in defining the problem, decision-making ability in analyzing the problem, and decision-making ability in making the decisions.

The dependent variable, which is the Service Quality, has 25 items with indicators such as tangibility, reliability, responsiveness, assurance, and empathy. In addition, the mediating variable is the Organizational Culture with 30 items that include attitudes about citizens, officer toughness, solidarity, supervision, and administration. These questionnaires will be subjected to validation, and after validation, they will be pilot tested to 30 respondents who are not part of the study and used the Cronbach Alpha for the computation.

The variables of the study will be rated using a 5-level Likert Scaling system. A rating of 5, with a mean range of 4.20 to 5.00, indicates that respondents strongly agree that Police Officers consistently demonstrate excellent leadership skills, deliver outstanding service quality and foster a positive organizational culture, categorizing this level as "Very High." A rating of 4, with a mean range of 3.40 to 4.19, signifies that respondents agree that police officers display effective leadership skills, provide good service quality, and promote a positive organizational culture, although some areas could still improve, and is thus categorized as "High." A rating of 3, with a mean range of 2.60 to 3.39, means respondents moderately agree, showing police officers demonstrate average leadership skills, a fair level of service quality, and moderately positive organizational culture, falling under the "Moderate" level. A rating of 2, with a mean range of 1.80 to 2.59, indicates that respondents disagree, suggesting police officers rarely apply effective leadership skills, low service quality, and weak organizational culture, labeled as "Low." Lastly, a rating of 1, with a mean range of 1.00 to 1.79, denotes that respondents strongly disagree, signifying a lack of leadership skills, very poor service quality and negative organizational culture, categorized as "Very Low."

2.3 Design and Procedure

This study will use a non-experimental quantitative design using descriptive-correlation methodology. According to Rockinson-Szapkiw (2012), the said research design will investigate how different variances were related to produce specific information on a given scenario in a broader population. In addition, Creswell (2012) indicated that correlational research design involved using statistical correlation analyses to interpret and analyze the degree of relationship concerning one or multiple variables. It offered a good edge in studying leadership skills, service quality, and organizational culture. Prior to the data gathering, informed consent will be given to the respondents. Only the respondents who will signify their willingness to participate by affixing their signatures

will be considered as respondents of the study. The informed consent form will be collected by the researcher.

During the gathering of data, the researcher will undertake the following: first, the researcher will submit a written request to the Dean of the Graduate School of the University of Mindanao and the City Director of the Davao City Police Office. An informed consent form will be given to the respondents. Prior to the administration of the survey questionnaire, the validation and reliability of the questionnaire will be assessed. The validation stage will be assigned to validators who will assess the suitability of the items. This will be conducted via a face-to-face setup. The experts need to affix their signature in the form and will indicate their responses and comments.

After the validation stage, pilot testing will be administered to selected PNP personnel who are not covered in the study. A total of 30 respondents are subjected to pilot testing. These PNP personnel are not part of the official respondents. The pilot testing will be conducted face-to-face for the purpose of assessing the reliability of the instrument. Next is the conduct of a face-to-face survey of the respondents. Enough time will be given to them to answer the survey form. Another way of accomplishing the survey is to personally hand the questionnaire or place it in a dropbox where the identified respondents will pick the form and return it after they answer to the same dropbox.

Further, questionnaires will be retrieved after the respondents have completely answered the items. These responses are collected by personally handing them in or placing them in a dropbox. Then, the results are analysed and interpreted using statistical methods.

Moreover, the study will make use of the Mean, Pearson Product-Moment Correlation, Medgraph employing the Sobel z-test, and Multiple Linear Regression. The levels of leadership skills, service quality and organizational culture will be measured using the mean. The associations between leadership skills and service performance, leadership skills and organizational culture and organizational culture and service quality will be examined using Pearson Product-Moment Correlation. To ascertain the role of organizational culture in mediating the association between leadership skills and service quality, a Medgraph with the Sobel z-test will be used.

Additionally, the Sobel test is used in Mediation analysis using Medgraph to determine the significance of the mediation impact. Full mediation is accomplished if the effect of the IV on the DV stops being statistically significant at the end of the analysis. This indicates that the mediating variable is a mediator of all effects. Only partial mediation will be obtained if the regression coefficient is significantly decreased but remains significant in the final stage. This indicates that while some of the IV is mediated by the MV, other portions are either direct or mediated by other variables outside the scope of the model.

Regression will be used as the primary data source for the mediation test to examine the relationships between leadership skills, service quality, and organizational culture. It will also be used to identify which domains within the leadership skills have

the greatest impact on service performance and to identify which indicator of the independent variable best predicts the reliability of the dependent variable. Finally, the mediating role of organization culture in the link between leadership skills and service quality will be examined using the mediation test technique.

The researcher meticulously adhered to the study protocol, ethical standards, and legal stipulations, notably the Data Privacy Act of 2012, to safeguard the rights of participants throughout the research endeavor. This commitment entailed guaranteeing voluntary participation, wherein participants were fully apprised of their rights to engage or withdraw without incurring penalties. Furthermore, the researcher prioritized privacy and confidentiality by implementing secure storage measures for identifiable information and utilizing Informed Consent Forms. Participants were systematically informed about the study's objectives, associated risks, and potential benefits, facilitated through a transparent process that permitted inquiries. Approval from the UM Ethics Review Committee under the protocol number UMER-2025-214 was secured to mitigate potential harm. Throughout the study, the researcher consistently upheld the dignity and autonomy of participants. Moreover, academic integrity was further bolstered through the application of plagiarism detection software and the meticulous data reporting, with the researcher maintaining objectivity and consulting an academic adviser to ensure compliance with rigorous ethical and scholarly standards.

3. Results and Discussion

This section presents the study results and a discussion of the data.

3.1 Level of Leadership Skills

Shown in Table 1 is the level of leadership skills of police officers in Davao city, garnering an overall mean score of 4.32, classified as Very High, which when descriptively interpreted, indicates that respondents strongly agree that police officers in Davao City consistently exhibit excellent leadership competence, accompanied by a standard deviation of .497, which means that the police officers in Davao City possess a high level of leadership skills.

The findings showed a notable variation in its indicators, with *Organizational, Control, and Direction and Analyzing the Problem* emerging as the most highly rated aspect of Leadership skills, with a mean of 4.34, described as Very High level, and *Management of Staff* having the lowest average mean score of 4.30, described as Very High level. The data suggests that the police officers in Davao City generally exhibit a high level of leadership skills. However, PNP personnel in Davao City still have to improve in terms of the management of staff, considering that most staff are responsible for police operations; therefore, they should be managed sensibly and properly in order to ensure competence in the workplace.

Table 1: Level of Leadership Skills as Perceived by PNP Personnel of Davao City

Indicators	Mean	SD	Descriptive Level
Management of Planning Procedure	4.31	0.560	Very High
Organization, Control, and Direction	4.34	0.569	Very High
Management of Staff	4.30	0.557	Very High
Defining the Problem	4.33	0.556	Very High
Analyzing the Problem	4.34	0.532	Very High
Making the Decisions	4.31	0.535	Very High
Executions and Implementation of Decisions	4.32	0.527	Very High
Overall	4.32	0.497	Very High

One of the things that can affect how well people do their jobs is their leadership skills (Thao & Kang, 2020). It is believed to enhance individual work performance inside organizations by shaping organizational objectives, inspiring follower behavior to attain these objectives, and fostering improvements in group dynamics and organizational culture (Campos *et al.*, 2020; Dextras-Gauthier *et al.*, 2023). Additionally, a common issue is the impact of burden on the deterioration of staff performance. This is due to the goals that need to be met, the extra jobs and duties, the short amount of time, and the poor management of staff skills (Tang & Vandenberghe, 2021; Tominc *et al.*, 2021; Ugwu & Onyishi, 2020).

A heavy workload can lead to a decrease in performance (Tang & Vandenberghe, 2021), suggesting that an employee's workload can affect their performance (Tian *et al.*, 2020). The more work an employee has to do, especially if it makes it hard for them to do it, the worse their performance will be (Tominc *et al.*, 2021; Ugwu & Onyishi, 2020).

3.2 Level of Service Quality

Shown in Table 2 is the level of service quality of police officers in Davao City, having an overall mean score of 4.47, labeled as Very high, which, when descriptively interpreted, indicates that respondents strongly agree that police officers in Davao City deliver an excellent service quality, with a standard deviation of .441. This implies that the respondents suggest a positive perception of police performance, and the community they serve generally feel that police officers in Davao City are performing their duty effectively.

The result of this analysis indicates that *reliability* was perceived as the most prevalent aspect of service quality, with a mean score of 4.50; the indicator reliability was determined to be very high, accompanied by a standard deviation of .503. This shows that the level of service quality of police personnel of Davao City has a high level of reliability.

However, *assurance* acquired the lowest mean score among other indicators, with 4.44, which was gauged as very high with a standard deviation of .517. This result suggests that while the police officers in Davao City hold a favorable view of the overall police performance and service quality of the PNP personnel in Davao City, this perception masks a critical area for improvement by bolstering assurance in the dimension of service quality encompassing trust, credibility and competence. The

acknowledged need for improvement in assurance underscores the crucial work that remains to be done in building and maintaining public trust, enhancing accountability, and fostering stronger community relationships. Thus, the pursuit of genuine assurance is not merely a public relations exercise; it is a fundamental requirement for effective and legitimate policing.

Table 2: Level of Service Quality as perceived by PNP personnel of Davao City

Indicators	Mean	SD	Descriptive Level
Tangibility	4.48	0.503	Very High
Reliability	4.50	0.503	Very High
Responsiveness	4.47	0.497	Very High
Assurance	4.44	0.517	Very High
Empathy	4.45	0.503	Very High
Overall	4.47	0.441	Very High

Public feedback shapes how officers feel about their own work. When officers perceive that community members view them positively, their job satisfaction and sense of meaningful service increase. At the same time, when national controversies or negative public sentiment arise, even officers in otherwise supportive local communities report diminished morale and confidence (Police officers' perception of community support, 2023). Belief in public support also predicts greater adoption of fair policing practices such as procedural justice (Police officers' perceptions of citizens and support for procedural justice, 2025). Greater engagement through community policing strengthens the feedback loop between the public and officers, reinforcing perceptions of value. Evidence shows that when officers better understand which behaviors drive community satisfaction, they are more capable of aligning their actions with community expectations (Gagnon & Fox, 2021). Training that emphasizes fair, community-oriented approaches has also been shown to improve public evaluations of officers, reduce arrests, and foster more positive interactions (Weisburd *et al.*, 2022). Internal organizational climate exerts a powerful influence on service quality. Research highlights that a personal level of organizationally induced self-legitimacy is one of the strongest predictors of policing outcomes. Fair peer treatment and supportive organizational environments shape officer attitudes and behaviors in ways that directly affect service delivery (Bradford & Quinton, 2023).

Performance ultimately depends on how effectively resources are matched to demand. Traditional budgeting methods often fail to link allocation with workload, creating gaps that undermine effectiveness (Shane, 2024). A systems-level view of staffing emphasizes that workforce supply, deployment, and organizational goals must be aligned if police services are to perform effectively (Wilson & Weiss, 2022).

3.3 Level of Organizational Culture

Shown in Table 3 is the level of Organizational Culture of police officers in Davao City, having an overall mean score of 4.41, labeled as Very high which when descriptively

interpreted, indicates that respondents strongly agree that police officers in Davao City foster a very positive organizational culture among attitudes with citizens, officer toughness, solidarity, supervision and administration, with a standard deviation of .465. This implies that the respondents perceive their organization as well structured, cohesive, and positively functioning.

Notably, the results of this analysis reveal that *Supervision* emerged as the most salient aspect of Organizational Culture, with a mean score of 4.47 (Very High), suggesting a strong emphasis on effective leadership and fairness in decision making. Conversely, *Citizens*, *Toughness* and *Solidarity* was perceived as the least prominent aspect of Organizational Culture, but with a mean score of 4.39 (Very High), suggesting that police officers in Davao City uphold commitment to public respect, balanced enforcement and loyalty among colleagues, reflecting the presence of ethical and professional standards in their everyday work practices.

Table 3: Level of Organizational Culture

Indicators	Mean	SD	Descriptive Level
Citizens	4.39	0.563	Very High
Toughness	4.39	0.554	Very High
Solidarity	4.39	0.588	Very High
Supervision	4.47	0.478	Very High
Administration	4.43	0.516	Very High
Overall	4.41	0.465	Very High

Police officers who work for an organization with a strong workplace culture are more inclined to be motivated, committed, and satisfied with their jobs when they feel they fit in and align with the organization's values (Zeng *et al.*, 2020). Officers who perceive a strong organizational culture and workgroup cultural fit also report higher levels of job satisfaction (Ingram *et al.*, 2021). In agencies that have embraced reform, qualities such as communication, public service, and transparency often surpass toughness and solidarity in daily operations, which can strengthen community trust (Dobson, Jachimowicz, Mummolo, & Wu, 2024). Organizational structure, leadership commitment, and external oversight further shape how toughness and solidarity are expressed within police departments (Epp *et al.*, 2022). Toughness and solidarity, however, continue to persist in high-stress, resource-constrained, or high-crime environments (Steyn, 2021). Research on elite and tactical units indicates that these groups tend to sustain strong internal norms, cohesion, and loyalty, while more administrative or community-oriented units emphasize service and adaptability (Lu Liu & Li Chen 2023). Furthermore, when police officers say they serve the public but act in ways that appear unfair or unethical, trust erodes; even when officers believe they are performing well, the community may interpret their actions differently (Tindoy & Magbojos, 2025).

3.4 Correlation Analysis of the Variables

Shown in Table 4 is the correlation analysis of *Leadership Skills and Service Quality*. All the

indicators of the dependent variable, namely, tangibility, reliability, responsiveness, assurance, and empathy, are correlated with the independent variable of leadership skills ($p\text{-value}=0.000<0.001$).

The overall computation manifested an r -value of .75, indicating a high correlation and a p -value <0.001 , less than the significance level of 0.01. The result showed a significant relationship by rejecting the null hypothesis. This indicates a significant relationship between leadership skills and service quality among PNP personnel.

The correlation analysis of the independent variable, *leadership skills* and the mediating variable, *organizational culture*. The overall computation manifested an r -value of 0.799, indicating a high correlation, and a p -value of <0.001 , less than the significance level of 0.01. The result showed a significant relationship by rejecting the null hypothesis. This indicates a significant relationship between road leadership skills and organizational culture among PNP personnel.

The correlation analysis includes the mediating variable, *organizational culture*, and the dependent variable, *service quality*. The overall computation manifested an r -value of 0.831, indicating a high correlation, and a p -value of 0.001, less than the significance level of 0.01. The result showed a significant relationship by rejecting the null hypothesis. This indicates a significant relationship between organizational culture and service quality among PNP personnel.

The correlation between leadership skills and service quality among PNP personnel was examined through different aspects of service delivery, including reliability, responsiveness, assurance, empathy, and tangibility. The results indicated a significant correlation between leadership skills and the quality of service provided. Specifically, personnel whose leaders demonstrated strong leadership skills, such as effective communication, decision-making, and motivation, tended to deliver higher levels of service quality. This correlation suggests that initiatives aimed at strengthening leadership skills within the PNP could directly enhance quality service, thereby fostering public trust and improving organizational performance. (Keskes, 2014).

Table 4: Correlation Analysis of the Variables

Pair	Variables	Correlation Coefficient	p -value	Decision on Ho
IV and DV	Leadership Skills and Service Quality	0.75	<0.001	Rejected
IV and MV	Leadership Skills and Organizational Culture	0.799	<0.001	Rejected
MV and DV	Organizational Culture and Service Quality	0.831	<0.001	Rejected

The study on transformational leadership in public sectors found that leaders who demonstrate strong transformational leadership styles, such as inspiring a shared vision, empowering subordinates, and being role models tend to be associated with higher

service quality. Leaders who practiced transformational approaches were shown to improve service outcomes and increase job satisfaction among employees, which enhanced organizational performance. This correlation suggests that within the PNP, strengthening transformational leadership skills among officers can foster more effective service delivery, improve personnel morale, and raise the overall quality of police services to the community. (Lakew, Tadesse, & Abebe, 2024).

3.5 Mediation Estimates

Shown in Table 5 is the mediation analysis to examine the role of Organizational culture as a mediator in the relationship between Leadership skills and Service quality. The indirect effect, labeled $a \times b$, has an estimate of 1.031 with a standard error of 0.090. This effect is statistically significant, as indicated by the Z-value of 11.451 and a p-value of 0.001, with the 95% confidence interval (0.855 to 1.208), which does not cross zero, confirming the reliability of this effect. This suggests that organizational culture significantly mediates the relationship between leadership skills and service quality, contributing to only 68.3% of the total effect.

In addition, the direct effect of leadership skills on service quality, denoted by c , has a significant estimate of 0.478 ($SE = 0.099$). The Z-value of 4.815 and the p-value of less than .001 indicate a statistically significant direct effect, which does not appear to be accounted for by the mediator, organizational culture. This effect represents 31.7% of the total effect, which is substantial.

Finally, the total effect, labeled $c + a \times b$, is the sum of the direct and indirect effects, yielding an estimate of 1.509 ($SE = 0.073$). The 95% confidence interval for the total effect does not contain zero (1.365 to 1.652), and the Z-value of 20.584 with a p-value of less than .001 suggests that the combined direct and indirect effects of leadership skills on service quality are statistically significant.

Table 5: Mediation Estimates

				95% Confidence Interval				
Effect	Label	Estimate	SE	Lower	Upper	Z	p	% Mediation
Indirect	$a \times b$	1.031	0.099	0.855	1.208	11.451	< .001	68.3%
Direct	C	0.478	0.099	0.283	0.672	4.815	< .001	31.7%
Total	$c + a \times b$	1.509	0.073	1.365	1.652	20.584	< .001	100%

3.6 Path Estimates

Shown in Table 6 is the mediation analysis, which provides valuable insights into the relationships between organizational culture, leadership skills, and service quality. The analysis reveals that organizational culture has a statistically significant positive effect on service quality, with a path coefficient (A) of 0.641 ($SE = 0.049$, $p < .001$). The 95% confidence interval (0.544, 0.738) and the Z-value of 13.003 further support the robustness of this relationship. This significant path suggests that improvements in organizational culture are likely to result in higher levels of service quality.

Similarly, the path from leadership skills to service quality (B) yielded a coefficient of 0.478 with a standard error of 0.099, which was also statistically significant ($p < .001$). The confidence interval for this estimate (0.283, 0.672) does not encompass zero, and the Z-value of 4.815 further confirms the reliability of the finding. This significant path indicates that stronger leadership skills directly contribute to improvements in service quality.

Additionally, the path from leadership skills to organizational culture (C) is strongly positive with a coefficient of 1.609 (SE = 0.067, $p < .001$). The 95% confidence interval (1.478, 1.739) and the Z-value of 24.169 provide strong evidence for this effect. This significant path suggests that leadership skills play a powerful role in shaping and strengthening organizational culture.

Taken together, the findings highlight that both organizational culture and leadership skills directly and significantly enhance service quality, while leadership skills also exert a strong influence on organizational culture. This suggests that leadership skills may serve as both a direct and indirect driver of service quality, operating through their impact on organizational culture.

Table 6: Path Estimates

	95% Confidence Interval						
	Label	Estimates	SE	Lower	Upper	Z	P
Organizational Culture → Service Quality	A	0.641	0.049	0.544	0.738	13.003	<.001
Leadership Skills → Service Quality	B	0.478	0.099	0.283	0.672	4.815	<.001
Leadership Skills → Organizational Culture	C	1.609	0.067	1.478	1.739	24.169	<.001

4. Conclusion and Recommendations

Based on the findings of the study, the following conclusions and recommendations were drawn: the leadership skills of PNP personnel in Davao City were found to be at a very high level, which shows that police officers possess excellent managerial competence and decision-making ability. However, the management of staff was the lowest-rated indicator. This implies that while officers are highly competent in leading and directing, greater focus must be placed on handling subordinates effectively. Thus, it is recommended that leadership training programs should highlight staff management, mentoring, and human relations. Such initiatives will not only improve staff supervision but also strengthen organizational performance as a whole.

In addition, the study revealed that the service quality of PNP personnel in Davao City was also very high, indicating that the community perceives them as highly reliable service providers. Yet, assurance emerged as the lowest indicator, suggesting that

credibility, accountability, and trustworthiness remain areas for improvement. Therefore, it is recommended that the PNP enhance public trust and accountability by implementing community-based programs, establishing citizen feedback mechanisms, and offering specialized training that strengthens officers' communication, ethical standards, and community engagement skills.

Furthermore, the organizational culture of PNP personnel was rated very high, signifying a cohesive and well-structured environment. However, attitudes toward citizens, toughness, and solidarity were identified as the lowest indicators compared to other cultural dimensions. This indicates a need for a more citizen-centered orientation within the organizational culture. It is recommended that the PNP promote inclusivity, empathy, and service-oriented values through value formation programs, continuous ethics training, and community partnership initiatives. These will help cultivate an organizational culture that balances professional solidarity with responsiveness to community needs.

Moreover, the study established significant positive correlations between leadership skills, organizational culture, and service quality, with organizational culture emerging as a strong mediator. This confirms that leadership competencies directly and indirectly influence service quality by shaping the organizational culture. In line with this, it is recommended that leadership development programs integrate organizational values and cultural awareness so that leaders not only improve their technical competence but also embody fairness, transparency, and accountability in their leadership style.

Finally, the mediation analysis confirmed that organizational culture significantly mediates the relationship between leadership skills and service quality, emphasizing its crucial role in enhancing overall police performance. This finding aligns with the anchor theories of the study. Social Learning Theory is reflected in the way police personnel model behaviors from their leaders, shaping organizational practices and service delivery. Cognitive Trust Theory is evident in the importance of credibility and trust, particularly in the assurance dimension of service quality. Organizational Role Theory is validated in how clarity of roles and expectations within the police structure influences both leadership effectiveness and quality service delivery. Thus, embedding positive organizational values into leadership practices will ensure sustainable service quality, strengthen public trust, and uphold professional policing standards.

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