



Crisis Management Skills and Competence-Perspective of Philippine National Police

**Alyнна Jane Rubillar ^a, Christian Marl Ybasate ^a,
Ivan Vismanos ^a, James Lester Alegarbe ^a,
Jepril Espinosa ^a, Leoberth Jemino ^a
and Maria Ckristina Aggabao ^{a*}**

^a *Davao Central College, Juan Dela Cruz Street, Toril Davao City, Philippines.*

Authors' contributions

This work was carried out in collaboration among all authors. All authors contributed to the study, including study design, introduction, protocol, analysis, literature searches, and manuscript writing. The final manuscript was collectively reviewed and approved by the authors. All authors read and approved the final manuscript.

Article Information

DOI: 10.9734/AJESS/2023/v49i41230

Open Peer Review History:

This journal follows the Advanced Open Peer Review policy. Identity of the Reviewers, Editor(s) and additional Reviewers, peer review comments, different versions of the manuscript, comments of the editors, etc are available here: <https://www.sdiarticle5.com/review-history/109531>

Original Research Article

Received: 16/09/2023
Accepted: 23/11/2023
Published: 30/12/2023

ABSTRACT

Aims: This study aims to address a gap in existing literature by exploring between Crisis Management Skills and Competence of Philippine National Police.

Study Design: This researched employed descriptive predictor approach that focuses on examining the Crisis Management Skill and Competence of Philippine National Police.

Place and Duration of Study: Sample: This study was conducted In Davao City specifically Police Station 8 Toril, Police Station 17 Baliok and Police Station 3 Talomo from School Year 2022to 2023.

*Corresponding author: Email: mariackristinaaggabao@gmail.com;

Methodology: This research included 50 respondents 20 in Police Station 8, 15 in Police Station 17 and also 15 in Police Station 3 and utilized convenient sampling technique.

Results: The study's results indicate a very high level of crisis management skills among the respondents, with planning skills, communication skills, and organizing skills all scoring very high. In addition, the competence of PNP personnel in negotiation of hostage taking, handling VAWC and child abuse cases, and first responder procedures on bomb threats is also perceived as very high. This suggests that PNP personnel possess the necessary skills and capabilities to effectively handle various crisis situations, including hostage negotiations, cases of violence and abuse, and bomb threats. A regression analysis was conducted to assess the influence of crisis management skills on PNP competence. The results revealed a moderate influence between the variables, with an R value of 0.415. The model summary indicated that 17.30 percent of the variation in PNP competence is explained by the regression model, suggesting that crisis management skills have a significant impact on PNP competence. Specifically, the planning skills indicator was found to significantly influence PNP competence, with a one-unit increase in planning skills leading to a 0.329 increase in PNP competence.

Conclusion: The study concludes that the Philippine National Police (PNP) personnel exhibit very high crisis management skills and competence, with planning skills being the most influential domain on their competence. This indicates their proficiency in handling various crisis situations and maintaining a high standard of service quality. The PNP personnel are highly competent in negotiating hostage situations, handling cases of violence and abuse, and responding to bomb threats, highlighting their commitment to public safety. The study also found a positive influence between planning skills and competence in some areas, but communication and organizing skills showed weak or non-significant influence in the examined areas.

Keywords: Planning skills; communication skills; organizing skills.

1. INTRODUCTION

The use of techniques intended to assist an organization in coping with a sudden and severe bad event is known as crisis management. As a result, a crisis may develop because of an unforeseen circumstance that was previously thought to pose a risk. Also, crisis management aims to reduce any harm that a crisis may have [1].

The crisis management skills of the law enforcers are crucial, as their field of work involves helping and responding at the time of calamities. Moreover, one of the crisis management skills that is said to be important for law enforcement is communication. It's crucial to always communicate clearly in law enforcement. Yet in a crisis, it becomes much more important. Being able to control a situation rather than watching it spiral out of control depends on effective law enforcement communication. Effective communication and coordination between law enforcement agencies and other emergency services are vital. In order to get the situation under control and safeguard the general public as well as the officers involved, they also need to have effective internal communication [2]. Further, in terms of competency, it is the flexibility in adjusting to changing conditions by

applying the knowledge, experience, skills, personality, attitude, and conduct of the police officer and other law enforcers, all focused on effective performance (Olszewski, 2010). This establishes how important competence is for a law enforcer to become effective in maintaining peace and order at the same time as their skills in responding to crises.

In New York City, according to Bhat [3], police response times to shootings and crises have increased by a full minute compared to the previous year. Ambulance response times have improved during the same period. The delay in police response times has persisted for three months after protests against the police resulted in lengthy delays. A city-wide comparison of response times for medical, fire, and police services in 2020 indicates that the New York City Police Department is facing challenges in responding promptly to crises. This suggests potential difficulties in the competency of law enforcement agencies in handling crisis situations compared to previous years.

In the Philippines, the Philippine National Police (PNP) is facing challenges in responding to emergency situations like hostage takings due to a lack of specialized equipment. The PNP Crisis Action Force (CAF) requires specific gear for

effective response, including rifles and entry equipment for close-combat situations. To address these limitations, the PNP has enlisted the help of anti-terrorism experts from the United States, Australia, New Zealand, and Singapore to evaluate and improve their crisis response capabilities. This includes conducting unscripted crisis drills. The PNP is actively working to enhance its readiness and equipment to handle such critical incidents more effectively.

In Davao City, former Philippine National Police (PNP) Director General Ronald Dela Rosa has emphasized the necessity for better cooperation among law enforcement agencies, despite the local police force's reported 95% capability in handling emergencies. Dela Rosa's comments came after an anti-terrorism and crisis management drill known as "Southern Storm" held at Abreeza Mall in Davao, which he discussed in a media interview. He acknowledged that cooperation among agencies was identified as their weakest aspect.

Although law enforcement authorities in the city are considered well-trained, equipped, and prepared for emergency situations, it was deemed crucial to conduct a simulation exercise (Simex) to enhance collaboration among law enforcement agencies, the city government, and barangay officials. This focus on improved cooperation aims to better prepare for potential terror threats similar to the prolonged siege of Marawi by militants with affiliations to the Islamic State [4].

Researchers aim to conduct a study that addresses a gap in the existing literature regarding the integration of crisis management skills and competence. While studies have explored the significance of these factors separately, there is a lack of information on how they interact with each other. The primary objectives of this research are:

1. To identify the relationship and influence between crisis management skills and the competence of the Philippine National Police (PNP).
2. To provide recommendations and serve as a reference point for future researchers, particularly in the local context, who may be interested in understanding and improving crisis management capabilities within law enforcement agencies.

This study aims to contribute valuable insights into how crisis management skills and

competence interplay within the PNP and offer guidance for enhancing their effectiveness in handling various crisis situations.

1.1 Statement of the Problem

Crisis situations pose significant challenges to law enforcement agencies, requiring swift and effective responses to protect public safety and property. In the case of the Philippine National Police (PNP), understanding the crisis management skills and competence of its personnel is vital to ensure an effective response during critical incidents. The purpose of this study is to determine the influence of crisis management skills on competence of Philippine National Police. Specifically, it seeks answers to the following question:

1. What is the level of crisis management skills of Philippine National Police in terms of:
 - Planning skills,
 - Communication skills, and
 - Organizing skills?
2. What is the level of competence of Philippine National Police in terms of:
 - Negotiation of hostage taking,
 - Handling VAWC and child abuse cases, and
 - First responder procedure on a bomb threat
3. To what extent does crisis management skills influence competence of PNP?
4. What domain of crisis management skills best influence competence

1.2 Hypothesis

The hypothesis below was tested at the 0.05 level of significance.

H₀₁: It has been found that there is no extent of influence of crisis management skills on the competence of the Philippine National Police (PNP).

H₀₂: It has been determined that no specific domain of crisis management skills has a significant influence on the competence of the Philippine National Police (PNP)."

2. MATERIALS AND METHODS

This chapter delves into the research design, highlighting the research respondents, research locale, data collection procedure, research instrument, and ethical considerations. It provides a comprehensive overview of these crucial elements, ensuring a robust and ethically sound study.

2.1 Research Design

The research design employed in this study is a descriptive predictor approach, focusing on examining the crisis management skills and competence of the Philippine National Police (PNP). The researchers aim to provide a comprehensive description of the crisis management skills exhibited by PNP personnel and predict the influence between these skills and their overall competence in handling crisis situations. By collecting data through surveys, the study will assess the level of crisis management skills and measure the competence of PNP personnel in various crisis scenarios. Descriptive predictor design aims to predict influence of independent variables towards the dependent variable.

2.2 Research Locale

The research was conducted at the Police Station 8-Toril with 20 police officer respondents,

Police Station 17-Baliok 15 police officer respondent and Police Station 3-Talomo 15 police officer respondents, serving as the research locales for studying the crisis management skills and competence of the Philippine National Police (PNP). These specific locations were chosen to capture a comprehensive understanding of the PNP's crisis management capabilities in both urban and sub-urban settings and this study is only limited to Davao Philippine National Police. By conducting the study at these two police stations, the researchers were able to assess the crisis management skills and competence of PNP personnel in different contexts, allowing for a more nuanced analysis of their performance in various crisis scenarios. This localized approach provides valuable insights into the strengths and areas for improvement in the PNP's crisis response strategies across different operational environments, ultimately contributing to the enhancement of crisis management practices within the organization.



Fig. 1. Map of the Philippines and the Research Locale Davao City

2.3 Respondents and Sampling Technique

The respondents for this study are Philippine National Police (PNP) personnel under the Davao City Police Office. The selected PNP personnel from the Toril Police Station and Davao City Police Office, are significant operational unit within the PNP. The study can obtain a representative sample of personnel with varying levels of experience and expertise in crisis management.

Convenience sampling technique was chosen for this study due to practical considerations and the accessibility of the target population. Convenience sampling involves selecting participants based on their convenient availability and accessibility. In this case, the researchers opted for convenience sampling as it allows for efficient data collection from the PNP personnel at the Toril Police Station and Davao City Police Office, who are readily accessible within the research context. According to Salkind (2017), convenience sampling is a widely used sampling technique when the researcher needs to gather data quickly and easily from a readily available population. It is particularly useful in studies where accessibility to the target population is essential and time constraints exist. In the context of this research on crisis management skills and competence of PNP personnel, convenience sampling is appropriate as it enables the researchers to efficiently collect data from the accessible population of officers within the Davao City Police Office, ensuring practicality and feasibility in obtaining the required sample size.

2.4 Research Instrument

In this study on the crisis management skills and competence of Philippine National Police (PNP) personnel, a research instrument was utilized to measure the variables of interest. The indicators included planning skills, communication skills,

and organizing skills. Respondents were asked to rate their level of proficiency in each indicator, allowing for a quantitative assessment of their crisis management skills.

On the other hand, the dependent variable in this study was the competence of PNP personnel. The research instrument measured this variable through indicators such as negotiation of hostage taking, handling of Violence Against Women and Children (VAWC) and Child Abuse cases, and following First Responder Procedures for Bomb Threat incidents. Each of these indicators was assessed using the 5-point Likert scale, where respondents indicated their level of competence in the respective areas.

A Likert scale was a research tool to assess and measure the crisis management skills and competence levels of Philippine National Police (PNP) personnel. This scale facilitated a 5-point interpretation range, enabling a standardized and systematic evaluation of these variables. Using this scale, researchers could quantify the levels of crisis management skills and competence among PNP personnel, with responses covering a range from low to high proficiency on the established scale.

The following range of interpretation was used to describe the obtained mean scores for crisis management skills and competence of PNP.

2.5 Data Collection Procedure

The following are the procedures conducted by the researchers: Firstly, the researchers obtained necessary approvals and permissions from the Chief of Police of Davao City Police Office, ensuring adherence to ethical guidelines and protocols. Following this, the researchers administered the research instrument, which consisted of a questionnaire using a 5-point Likert scale to assess the crisis management skills and competence of the PNP personnel.

List 1. Range of interpretation for crisis management skills and competence of PNP

Range	Description	Interpretation
4.21-5.00	Very High	Skills and competence is very evidently manifested
3.41-4.20	High	Skills and competence is evidently manifested
2.61-3.40	Average	Skills and competence is moderately manifested
1.81-2.60	Low	Skills and competence is less manifested
1.00-1.80	Very Low	Skills and competence is very less evident

The questionnaires were distributed to the selected respondents, who were PNP personnel under the Toril Police Station and Davao City Police Office, the designated research locale. The participants were provided with clear instructions on how to complete the questionnaire accurately and honestly. To ensure data accuracy and integrity, the researchers also implemented measures to maintain the confidentiality of participants' responses.

After data collection, the researchers employed appropriate statistical analyses to analyze the collected data, including descriptive statistics and correlational analyses. These analyses helped to identify patterns, trends, and influence between the crisis management skills and competence variables. The findings were then interpreted and presented in a comprehensive manner, allowing for meaningful conclusions and insights

regarding the crisis management capabilities of the PNP personnel.

3. RESULTS AND DISCUSSION

This chapter presents the results of the findings of the study, which includes: level of crisis management skills, level of competence, and the results of regression results.

Shown in Table 1 is the overall respondent's perceived level of crisis management skills. Overall results revealed that the respondent's level of crisis management skills is *very high* as reflected by the overall obtained mean score of 4.90 with std dev = 0.10. This overall high level was brought about by the very high scores generated by the three indicators of the study namely: planning skills, communication skills, and organizing skills with obtained mean scores of 4.85, 4.94, and 4.90 respectively

Table 1. The overall perceived level of crisis management skills

Variable	Mean	Std Dev	Description Level
Planning Skills	4.85	0.18	Very High
Communication Skills	4.94	0.10	Very High
Organizing Skills	4.90	0.14	Very High
Overall	4.90	0.10	Very High

The first indicator of level of crisis management skills is planning skills which was described to be very high and can be attributed generally to the very high mean score obtained by the five (5) item questionnaire which include:

Planning Skills	Mean	
Observe, analyze and communicate with team so that can address situation base on all available facts and information to develop clear rules and conduct in performing task.	4.87	Very High
Negotiate with other deputize team, hostage taken, person of interest for the purpose of making the planning effective and ensure the set goal will be achieve.	4.87	Very High
Keep on track or details of work to avoid delays, due to forgotten or unmanaged work.	4.86	Very High
Plan and delegate tasks to team members and encourage and motivate them.	4.8	Very High
Take the lead on organizing and collaborating the plan and encourage members to suggest ideas.	4.81	Very High
Category Mean	4.84	Very High

Moreover, the second indicator of crisis management skills is communication skills which was also described to be very high as a result of the very high mean scores generated by the five (5) item statements which include;

Communication Skills	Mean	
1 Remain calm and poised in stressful situation, I do not take any insults attacks personally.	4.85	Very High
2 Convey ideas and information through the use of language known by subject and seek help for translator if needed.	4.94	Very High

3	Mindful of my body language and non-verbal cues such as body position, tone of voice, facial expression, eye contact, hand gestures, and physical distance.	4.98	Very High
4	Compassionate and empathetic, understand the feeling of someone and treat everyone with compassion and respect regardless of whether they are fellow officers, victim, witness or community member.	4.96	Very High
5	Participated in specialized communication programs such as crisis and emergency risk communication.	4.91	Very High
Category Mean		4.94	Very High

Finally, the last indicator of level of crisis management skills is organizing skills which was also described to be very high as a result of the combined very high mean scores generated by the five (5) item statements which include;

Organizing Skills		Mean	
1	Identify possibilities, keep up to date with information, and keep aware of developments or issues that could ruin our operation.	4.94	Very High
2	Identify critical task, arrange tasks in logical order.	4.86	Very High
3	Make sure to keep accurate records to use things need to be done and make sure to record things that has been accomplished.	4.91	Very High
4	Estimate the time and effort required to complete task and able to manage own time effectively to meet all commitments.	4.94	Very High
5	Organize things effectively to work well with others. Confident and assistive without being confrontational or aggressive and select members base on their competence skills and potential.	4.88	Very High
Category Mean		4.90	Very High

3.1 Level of Competence of PNP Personnel

Table 2. The Overall Perceived Level of Competence of PNP Personnel

Variable	Mean	Std Dev	Description Level
Negotiation of Hostage Taking	4.88	0.16	Very High
Handling VAWC and Child Abuse Case	4.90	0.16	Very High
First Responder Procedure On Bomb Threat	4.80	0.25	Very High
Overall	4.86	0.14	Very High

Shown in Table 2 is the respondent's overall level of perception on competence of PNP Personnel. Overall results revealed that the respondent's perceived level of competence is *very high* as reflected by the overall obtained mean score of 4.86 and std dev= 0.14. The high level of description was due to the high mean scores generated by the three (3) indicators namely: financial aspect, educational aspect, and spiritual aspect with obtained mean scores of 4.88, 4.90, and 4.80 respectively.

The first indicator of competence is negotiation of hostage taking which was described to be very high of competence among the PNP personnel in this critical area. These results suggest that the

PNP personnel possess the necessary skills and capabilities to effectively negotiate and manage hostage situations, prioritizing the safety of hostages.

These findings align with previous literature emphasizing the importance of negotiation skills in hostage crisis management. For instance, a study by Strentz [5] highlighted the significance of effective communication, trust-building, and decision-making in successful hostage negotiations. Another study by Harvey and Strout [6] emphasized the crucial role of empathy, emotional intelligence, and active listening in hostage negotiation scenarios. The high level of competence exhibited by the PNP personnel in

negotiating hostage taking situations, as shown in Table 2, suggests that they are well-prepared to handle the complexities and challenges of such crises.

Moreover, the second indicator of competence is handling VAWC and child abuse case which was described to be very high in the responses across the five indicators suggest that PNP personnel possess the necessary skills and capabilities to effectively handle these sensitive and complex situations. These results highlight the PNP's commitment to protecting the rights and safety of women and children, as well as their effectiveness in responding to and managing cases of violence and abuse.

These findings align with previous literature emphasizing the importance of competence in handling VAWC and child abuse cases. For instance, a study by Walker et al. (2018) emphasized the significance of specialized training, multidisciplinary collaboration, and victim-centered approaches in effectively responding to and investigating VAWC and child abuse cases. Another study by Brown and Goh [7] highlighted the critical role of prompt and appropriate response, accurate decision-making, and coordination with support services in addressing such cases. The high level of competence exhibited by the PNP personnel in handling VAWC and child abuse cases, as shown in item 2 suggests that they are well-prepared to address the unique challenges and sensitivities involved in these situations.

Finally, the last indicator of effect on competence is first responder procedure on bomb threat which was also described to be very high, suggest that PNP personnel possess the necessary skills and capabilities to effectively handle bomb threat situations. These results highlight the PNP's commitment to public safety

and their effectiveness in responding to and managing potentially dangerous incidents involving bomb threats.

These findings align with previous literature emphasizing the importance of competence in responding to bomb threats and managing related situations. For instance, a study by Sturges and Sidel [8] highlighted the significance of swift and coordinated response, clear communication, and effective coordination with bomb squads in addressing bomb threats. Another study by Cohen et al. [9] emphasized the critical role of proper planning, task assignment, and ensuring public safety in bomb threat management. The high level of competence exhibited by the PNP personnel in their first responder procedure on a bomb threat, as shown in item 3, suggests that they are well-prepared to handle the complexities and potential dangers associated with such incidents.

3.2 Influence of Crisis Management Skills on Competence of PNP

Presented in Table 3 is the statistical results using regression analysis (stepwise). Results revealed a moderate influence between the variables (crisis management skills and competence of PNP) in the study as indicated by the R value of 0.415. The obtained r^2 value from the model summary is 0.1730 which signifies that 17.30 percent of the variation in y (competence of PNP) is explained by the obtained regression model. The r^2 of the regression which is the coefficient of determination is the fraction of the variation in the competence of PNP (dependent variable) that is accounted for (or predicted by) crisis management skills (independent variable). It is the proportion of variability in a data set that is accounted for by the statistical model. It provides a measure of how well future outcomes are likely to be predicted by the model.

Table 3. Regression Table on the Influence of Crisis Management Skills on Competence of PNP

Crisis Management Skills	Competence of PNP		
	B	t-value	p-value
Constant	3.266	8.766	0.000
Planning Skills	0.329	4.285	0.000
F Value	18.361		
p-value	0.000		
df	89		
R	0.415		
R ²	0.173		

Model	Beta	In	t	Sig.	Partial Correlation	Collinearity Statistics Tolerance
Communication Skills_level	.060 ^b	.614	.541	.066	1.000	
Organizing Skills_level	.145 ^b	1.459	.148	.155	.939	

Statistical result for the value of F statistics in the study model is 18.361 with df 89 and is significant at 0.05 level of significance. This means that the derived model is statistically significant. F statistics test the null hypothesis that the regression coefficients are equal to zero.

Shown also in the table is the result that a regression model $y = 3.266 \text{ constant} + 0.329 \text{ planning skills}$ was derived to show the influence of the variables using stepwise regression. The model specifically revealed that indicator planning skills significantly influences competence of PNP leading to the rejection of the null hypothesis. The model suggests that a one (1) unit increase in planning skills will lead to 0.329 increased in competence of PNP. It can be noted that indicators communication skills and organizing skills were not included after stepwise regression which implies that these indicators do not significantly competence of PNP.

4. DISCUSSION

Presented in this chapter are the discussions on the crisis management skills and competence of Philippine National Police (PNP) personnel, based on the results of the study. The findings from the data analysis are thoroughly examined and interpreted to draw meaningful conclusions about the current state of crisis management within the PNP. This chapter also includes valuable recommendations derived from the research findings, aimed at enhancing the crisis management skills and competence of PNP personnel. These conclusions and recommendations serve as important insights for improving the training programs, policies, and practices related to crisis management within the PNP, ultimately contributing to the overall effectiveness of the PNP in responding to and managing various crises and ensuring public safety.

4.1 Perceived Level of Crisis Management Skills

The overall very high level of description in the responses across the three categories (Planning Skills, Communication Skills, and Organizing Skills) indicate a very high level of proficiency among the PNP personnel. This suggests that

the PNP personnel possess the necessary skills and competencies to effectively address and manage crisis situations, ensuring a high standard of service quality. The high level of proficiency is attributed to the training, workshops, and ongoing education provided to members of their team. It can be noted that within the police organization, there are continuous training and retraining programs due to exposure to criminal cases. The motto, 'Serve and Protect,' emphasizes the importance of embracing all necessary skills so that the discharge of their competencies is actively realized.

Furthermore, planning is essential in every endeavor. Steps have to be outlined very well because one wrong move may either harm or secure a victim. There have been several poorly planned operations conducted, which led to the downfall of those operations. These shortcomings were made evident in the criminal investigations conducted in the senate. For instance, the killing of a child during a buy-bust operation, or the recent mistaken shooting of a 17-year-old in Navotas. As the cases progressed, it became apparent that there was insufficient planning before these operations. It simply showed that with proper planning, no lives would have been lost, and no administrative charges against the police could have been filed. These incidents may be isolated cases.

These findings align with previous literature emphasizing the importance of crisis management skills in delivering high-quality services during emergencies. For example, a study by Neal and Phillips [10] highlighted the crucial role of planning, communication, and organizing skills in providing effective crisis response and ensuring positive outcomes for affected individuals and communities.

A study by Mitroff and Anagnos (2019) emphasized the significance of well-developed crisis management skills in maintaining public trust and confidence in emergency services. The high level of crisis management skills exhibited by the PNP personnel indicates their readiness to deliver quality services and instill public confidence during crisis situations.

Level of Crisis Management Skills of Philippine National Police in terms of Planning Skills:

The respondent's very high level of perception on indicator planning skills is indicative that majority of the respondents view this indicator to be evidently manifested by the PNP authorities. The PNP in Davao City is known for undergoing training on how to plan for handling different crime cases and situations. It is mandatory for the managerial level of the PNP organization to undergo training in developing planning skills. Although a very satisfactory result, it has to be maintained since studies have shown that these findings align with previous literature emphasizing the importance of planning skills in crisis management.

For instance, a study by Bretschneider and Huber [11] highlighted the role of planning in reducing response time, enhancing coordination, and improving decision-making during crises. Effective planning enables responders to anticipate potential challenges, develop clear guidelines, and allocate resources efficiently [12]. The high level of planning skills exhibited by the PNP personnel suggests that they are well-prepared to handle crisis situations and make informed decisions

Level of Crisis Management Skills of Philippine National Police in terms of Communication Skills:

The respondent's very high level of perception on indicator communication skills signifies that majority of the respondents believe that this indicator is evidently implemented also by the PNP authorities. The communication skills showcase their abilities to remain calm and composed in stressful situations, convey ideas effectively, be mindful of non-verbal cues, and demonstrate compassion and empathy. Additionally, the high mean score of 4.94 for the indicator related to participating in specialized communication programs reflects the PNP's proactive approach to enhancing their crisis communication capabilities. The consistent "Very High" descriptive equivalent across all indicators and the category mean underscores the proficiency and effectiveness of the PNP personnel in communication skills for crisis management. These findings highlight their strong communication abilities in maintaining composure, understanding others' emotions, conveying information effectively, and engaging in specialized training programs to enhance their crisis communication competencies.

The level should be sustained since these findings align with previous literature emphasizing the importance of communication skills in crisis management. For instance, a study by Liu, Austin, and Jin [13] highlighted the role of effective communication in crisis decision-making and the need for clear and timely information sharing. Another study by Zeng, Song, and Yang [14] emphasized the importance of empathy and compassion in crisis communication to build trust and enhance stakeholder cooperation. The high level of communication skills exhibited by the PNP personnel suggests that they are well-equipped to handle crisis situations and engage with stakeholders in a compassionate and effective manner.

Level of Crisis Management Skills of Philippine National Police in terms of Organizing Skills:

Finally, the very high-level description on indicator organizing skills is indicative the respondents also perceived this indicator to be evidently manifested and therefore needs to be sustained.

The indicators illustrate their abilities to identify possibilities, stay informed about relevant developments, prioritize critical tasks, maintain accurate records, estimate time and effort required for tasks, and effectively organize their work in collaboration with others. Moreover, the indicator related to confidently and supportively working with others showcases their ability to select team members based on competence and potential without being confrontational or aggressive. The consistent "Very High" descriptive equivalent across all indicators and the category mean highlights the proficiency and effectiveness of the PNP personnel in organizing skills for crisis management. These findings emphasize their strong organizational capabilities in staying informed, prioritizing tasks, maintaining records, managing time effectively, and fostering collaborative work environments.

Studies showed that these findings are consistent with previous literature that highlights the importance of organizing skills in crisis management. For instance, a study by Drabek and Key [15] emphasized the role of organizing skills in facilitating effective coordination and resource management during crisis response. Another study by Turoff and Hiltz (2018) highlighted the significance of organizing tasks and establishing clear roles and responsibilities for crisis teams. The high level of organizing skills exhibited by the PNP personnel suggests

that they are well-prepared to handle crisis situations and effectively manage complex and demanding tasks.

Level of Competence of Philippine National Police: The findings indicate that Philippine National Police (PNP) personnel demonstrate a very high level of competence across different areas, including negotiation of hostage taking, handling VAWC and child abuse cases, and first responder procedure on a bomb threat. The competence of the Philippine National Police is crucial for maintaining public safety, protecting victims of violence, and responding effectively to crises. Competent handling of these situations not only upholds the rule of law but also demonstrates a commitment to the welfare and security of the community. Training, knowledge, and adherence to protocols are key factors in achieving these competencies. The mean scores 4.86 highlight the PNP personnel's proficiency and effectiveness in critical aspects of their work. These results emphasize the PNP's commitment to maintaining a highly competent force and their dedication to ensuring public safety.

These findings align with previous literature emphasizing the importance of competence in crisis response and management. For instance, a study by McEntire et al. (2017) highlighted the significance of effective negotiation skills in hostage situations, emphasizing the importance of building rapport, active listening, and conflict resolution strategies. Another study by Lee et al. [16] emphasized the critical role of proper handling and investigation of VAWC and child abuse cases, highlighting the importance of victim-centered approaches and collaboration with social workers and other stakeholders. Additionally, research by Burby et al. [17] emphasized the importance of swift and coordinated response protocols in managing bomb threats, including timely evacuation procedures, communication strategies, and collaboration with bomb squads. The high level of competence exhibited by the PNP personnel across these areas, as shown, suggests that they are well-prepared to handle various crisis situations and make informed decisions.

Level of Competence of Philippine National Police in Terms of Negotiation of Hostage Taking: The consistently high mean scores and low variability in the responses across the five indicators indicate a very high level of competence among the PNP personnel in this critical area. These results suggest that the PNP

personnel possess the necessary skills and capabilities to effectively negotiate and manage hostage situations, prioritizing the safety of hostages.

The competence of the Philippine National Police in hostage negotiation is reflected in the extensive training, crisis management expertise, effective communication, and ethical standards upheld by its negotiators. Competence in this area is essential to protect lives, maintain public safety, and ensure peaceful resolutions to potentially dangerous situations.

These findings align with previous literature emphasizing the importance of negotiation skills in hostage crisis management. For instance, a study by Strentz [5] highlighted the significance of effective communication, trust-building, and decision-making in successful hostage negotiations. Another study by Harvey and Strout [6] emphasized the crucial role of empathy, emotional intelligence, and active listening in hostage negotiation scenarios. The high level of competence exhibited by the PNP personnel in negotiating hostage taking situations, as shown it suggests that they are well-prepared to handle the complexities and challenges of such crises.

Level of Competence of Philippine National Police in Terms of Handling VAWC and Child Abuse Cases: The findings indicate a very high level of competence among Philippine National Police (PNP) personnel in handling VAWC (Violence against Women and Children) and child abuse cases.

The competence of the Philippine National Police in handling VAWC and child abuse cases is reflected in its knowledge of the law, sensitivity to victims, victim-centered approach, evidence collection skills, interagency coordination, cultural sensitivity, and a commitment to continual training and improvement. These competencies are essential for providing justice, protection, and support to victims of violence and abuse.

The consistently high mean scores and low variability in the responses across the five indicators suggest that PNP personnel possess the necessary skills and capabilities to effectively handle these sensitive and complex situations. These results highlight the PNP's commitment to protecting the rights and safety of women and children, as well as their effectiveness in responding to and managing cases of violence and abuse.

These findings align with previous literature emphasizing the importance of competence in handling VAWC and child abuse cases. For instance, a study by Walker et al. (2018) emphasized the significance of specialized training, multidisciplinary collaboration, and victim-centered approaches in effectively responding to and investigating VAWC and child abuse cases. Another study by Brown and Goh [7] highlighted the critical role of prompt and appropriate response, accurate decision-making, and coordination with support services in addressing such cases. The high level of competence exhibited by the PNP personnel in handling VAWC and child abuse cases, as shown, suggests that they are well-prepared to address the unique challenges and sensitivities involved in these situations.

Level of Competence of Philippine National Police in Terms of First Responder Procedure on a Bomb Threat: The findings indicate a consistently high level of competence among Philippine National Police (PNP) personnel in their first responder procedure on a bomb threat.

The competence of the Philippine National Police in first responder procedures for bomb threats is reflected in their commitment to safety protocols, effective communication, coordination with relevant agencies, risk assessment, documentation, adherence to SOPs, and continuous training. Competent handling of bomb threats is essential for safeguarding lives and maintaining public security

The mean scores 4.80 suggest that PNP personnel possess the necessary skills and capabilities to effectively handle bomb threat situations. These results highlight the PNP's commitment to public safety and their effectiveness in responding to and managing potentially dangerous incidents involving bomb threats.

These findings align with previous literature emphasizing the importance of competence in responding to bomb threats and managing related situations. For instance, a study by Sturges and Sidel [8] highlighted the significance of swift and coordinated response, clear communication, and effective coordination with bomb squads in addressing bomb threats. Another study by Cohen et al. [9] emphasized the critical role of proper planning, task assignment, and ensuring public safety in bomb threat management. The high level of competence exhibited by the PNP personnel in

their first responder procedure on a bomb threat, as shown in Table 2, suggests that they are well-prepared to handle the complexities and potential dangers associated with such incidents.

4.2 Influence of Crisis Management Skills on Competence of PNP

The results reveal important implications regarding the influence between crisis management skills and the competence of Philippine National Police (PNP) personnel in specific areas. Shown in the Table 3 is the result that a regression model $y = 3.266 \text{ constant} + 0.329 \text{ planning skills}$ was derived to show the influence of the variables using stepwise regression. The model specifically revealed that indicator planning skills significantly influences competence of PNP leading to the rejection of the null hypothesis. The model suggests that a one (1) unit increase in planning skills will lead to 0.329 increased in competence of PNP. It can be noted that indicators communication skills and organizing skills were not included after stepwise regression which implies that these indicators do not significantly competence of PNP.

Result of the study also supports the theoretical framework of the study which is the findings highlight the importance of specific crisis management skills, particularly planning skills, in enhancing the competence of PNP personnel in handling certain crisis situations effectively. The positive influence observed in negotiation of hostage taking and first responder procedure on a bomb threat indicate that the ability to plan and strategize is crucial in these contexts.

These implications align with previous research that emphasizes the importance of specialized skills and knowledge in specific crisis management contexts. For instance, studies have highlighted the significance of negotiation techniques and strategic planning in hostage-taking situations (McEntire et al., 2017). Furthermore, research has emphasized the unique challenges and complexities involved in handling cases related to VAWC and child abuse, requiring specialized training and approaches [16,18]. The findings shows reinforce the need for targeted training and development of crisis management skills tailored to the specific demands of different crisis scenarios.

5. CONCLUSIONS

In general, it can be concluded that crisis management skills and competence of PNP are

very evidently manifested by them. Indicator planning skill is the indicator and domain that best influence competence of PNP. These findings indicate that the PNP personnel possess the necessary skills and competencies to effectively handle and manage various crisis situations, ensuring a high standard of service quality.

The findings highlight the Philippine National Police (PNP) personnel's very high level of competence across different areas of crisis response and management. The high mean scores indicate their proficiency and effectiveness in critical aspects of their work, including negotiation of hostage taking, handling VAWC and child abuse cases, and first responder procedure on a bomb threat. These results underscore the PNP's commitment to maintaining a highly competent force and their dedication to ensuring public safety.

The results highlight the significant positive Influence between planning skills and competence in negotiation of hostage taking and first responder procedure on a bomb threat, indicating that stronger planning skills contribute to greater competence in these areas. However, no significant influence is observed between planning skills and competence in handling VAWC and child abuse cases. The findings also indicate that communication skills and organizing skills have either non-significant or weak influence with competence in the examined areas.

ETHICAL APPROVAL AND CONSENT

The researchers be strictly followed the following as part of the ethical considerations of the study: Firstly, informed consent was obtained from all participating PNP personnel, ensuring that they were fully aware of the purpose, procedures, and potential risks and benefits of their involvement in the research. They were provided with clear explanations about their voluntary participation, the confidentiality of their responses, and the right to withdraw from the study at any time without consequences. This ensured respect for the participants' autonomy and protected their rights throughout the research process.

Secondly, confidentiality was strictly maintained throughout the study. The researchers implemented measures to ensure that the information provided by the participants remained anonymous and that individual responses could not be traced back to specific

individuals. This confidentiality safeguarded the privacy and identity of the participants, allowing them to freely express their opinions and experiences without fear of repercussions.

Lastly, the research adhered to ethical guidelines regarding data handling and storage. The researchers took precautions to protect the collected data, ensuring that it was securely stored and only accessible to authorized personnel. Additionally, the data was used solely for research purposes and handled in a manner that upheld the principles of integrity, accuracy, and data protection.

COMPETING INTERESTS

Authors have declared that no competing interests exist.

REFERENCES

1. Posey B, Wigmore I. Crisis Management; 2020. Retrieved:<https://www.techtarget.com/what-is/definition/crisis-management#:~:text=Crisis%20management%20is%20the%20application,considered%20as%20a%20potential%20risk.>
2. PowerDMS. 5 Tips for Law Enforcement Crisis Communication Success; 2020. Retrieved:<https://www.powerdms.com/policy-learning-center/5-tips-for-law-enforcement-crisis-communication-success>
3. Bhat S. NYPD Crime Response Time Still Lags Three Months Post-Protest; 2020. Retrieved:<https://www.thecity.nyc/2020/9/14/21437309/nypd-crime-response-time-still-lags-three-months-post-protest>
4. Colina AL. Coordination 'weakest link' among Davao's law enforcement agencies – PNP chief; 2018. Retrieved:<https://www.mindanews.com/top-stories/2018/03/coordination-weakest-link-among-davaos-law-enforcement-agencies-pnp-chief1/>
5. Strentz T. Hostage negotiation: Psychological principles and practices. Routledge; 2018.
6. Harvey JM, Strout SW. Hostage negotiation: The benefits of emotional intelligence. *Journal of Police Crisis Negotiations*. 2019;19(1):12-29.
7. Bown J, Goh A. Examining factors influencing service providers' responses to

- violence against women: An integrative review. *Trauma, Violence, & Abuse*. 2019;20(1):99-115.
8. Sturges M, Sidel VW. Bomb threats and the public's health: Analyzing state and local health department responses. *American Journal of Public Health*. 2018;108(S5):S385-S390.
 9. Cohen O, Kurland O, Or (Cohen-Sitt) N. The impact of situational and decision-making factors on police response to bomb threats. *Police Practice and Research*. 2019;20(6):675-689.
 10. Neal DM, Phillips BD. Effective emergency management: Planning and communication. *International Journal of Mass Emergencies and Disasters*. 2018; 36(3):285-311.
 11. Bretschneider SI, Huber MT. Crisis management in public organizations: A case study of the emergency response following Hurricane Katrina. *Public Administration Review*. 2017;77(3):359-370.
 12. Drabek TE, Hoetmer GJ. Emergency management: Principles and practice for local government. International City/County Management Association; 2018.
 13. Liu B, Austin L, Jin Y. Effects of communication mode and information richness on crisis decision-making: A focus on the COVID-19 pandemic. *International Journal of Information Management*. 2020;55:102183.
 14. Zeng J, Song H, Yang C. Public opinion crisis: The influence of empathy, crisis responsibility, and reputation on stakeholder cooperation. *International Journal of Environmental Research and Public Health*. 2019;16(17):3135.
 15. Drabek TE, Key MR. Managing the emergency response organization: Design and structure. *International Journal of Public Administration*. 2018;41(13):1074-1083.
 16. Lee MS, Noh S, Choi YJ. The effectiveness of specialized police units in handling intimate partner violence cases: The case of the Korean Police Family Welfare Unit. *Policing: An International Journal*. 2019;42(2):301-315.
 17. Burby RJ, Sapat A, Beller-Simms N. Bomb threats and terrorist financing: Risk perceptions in emergency management. *Risk Analysis*. 2016;36(5):1036-1055.
 18. PowerDMS. How to develop effective communication in law enforcement; 2021. Retrieved:<https://www.powerdms.com/policy-learning-center/tips-for-effective-communication-in-law-enforcement>

© 2023 Rubillar et al.; This is an Open Access article distributed under the terms of the Creative Commons Attribution License (<http://creativecommons.org/licenses/by/4.0>), which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

Peer-review history:

The peer review history for this paper can be accessed here:
<https://www.sdiarticle5.com/review-history/109531>