



RESEARCH ARTICLE

MANAGEMENT STYLES, GENDER EQUALITY PRACTICES AND SOCIAL SUPPORT: A STRUCTURAL EQUATION MODEL ON PUBLIC IMAGE OF POLICE NON-COMMISSIONED OFFICERS

*¹Noel A. Domalogdog and ²Rinante L. Genuba

¹Marbel School of Science and Technology Inc., Koronadal City, Philippines

²University of Mindanao, Davao, Philippines

ARTICLE INFO

Article History:

Received 20th March, 2021

Received in revised form

15th April, 2021

Accepted 18th May, 2021

Published online 30th June, 2021

Keywords:

Criminology, structural equation model, public image of police non-commissioned Officers region XII, Philippines

ABSTRACT

The purpose of this study was to determine the best fit model of public image among police non-commissioned officers. Specifically, it explored the interrelationship among variables including management style, gender equality practices and social support to public image. This study utilized quantitative research design and structural equation modelling. Data were sourced from 400 respondents taken from the four provincial police office and two chartered city police office of Region XII through proportionate sampling with the number of stations per office as the reference point. The questionnaire was divided into four sections management style, gender equality practices and social support to public image. Results showed that the level of management styles among police non-commissioned officers is described as high. Furthermore, the level of Gender Equality Practices among Police Non-commissioned Officers is also described as high and described as high for social support. Consistently the level of public image of police non-commissioned officers is also high. Relative to the test of relationship among set of variables, Pearson product moment correlation confirmed that there is a significant relationship between level of management style, gender equality practices and social support to respondents' level of public image. Consistently, Multiple Linear Regression also confirms that the influence of the three endogenous variables to level of public image among police non-commissioned officers are also significant. Among the three exogenous variables, social support has the highest influence followed by gender equality practices and management style. The best fit model is exemplified by influence of management style to social support to gender equality practices to public image and influence of management style to social support to public image and management style to gender equality practices to public image. Thus, result entails that best practices to ensure a higher level of management should always be sustained and strengthened by the police administration, the same in terms of the social support.

INTRODUCTION

It is inevitable that policing has been considered a fundamental aspect of life which is significant to regulate behavior, to restrain and protect citizens from acts of crime (Ullah, Akhunzada, & Hussain, 2016). However, ensuring a good public image of the police officers seems to be elusive. Police officers might be getting a bribe to make sure that they do not prosecute the criminal for that particular crime but given that there is a chance that the criminal might incriminate the corrupt officers they have an incentive to not prosecute the criminal for other crimes to save themselves from criminal indictments (Julkif, 2016). Furthermore, problematic police public Image has also been a problem in the Philippines. In Davao Region for example, recently, Brig. Gen. Marcelo Morales issued the warning to those police who participate in dubious investment schemes, a clear violation of the code of

ethical standards and for insubordination (Mellejor, 2019). Similarly, public image is based on effectiveness of the criminal justice system is dependent on the people who give their sincere regard on the system (Lea, & Young, 1984; Lyons, 2002). It is of paramount importance for it guarantees the legitimacy of the police department, thus, policemen shall embody their responsibility by doing rightfully and fairly their duties. In this way, they can earn public trust (Sunshine, & Tyler, 2003). Moreover, public trust is manifested on the degree of satisfaction of the people through cooperating with the policemen (Mishler & Rose, 1998). In line with this, community policing is considered a significant concept which is further elaborated by its two important components: partnership and problem solving. International Crisis Group Report (2008) asserts that the engagement of the community to the responsibility of crime prevention, taking part for its resolution develop positive relations between policemen and community which, as a consequence forms the necessary partnership concerning the workloads policemen shouldered, community policing allows that stakeholders, such as civil society organization, student union trader and other segments

*Corresponding author: Noel A. Domalogdog, Marbel School of Science and Technology Inc., Koronadal City, Philippines

of society, to share responsibility in crime prevention (Ullah, *et al.*, 2016). Public Image of Police Officers are linked with different factors. Gould (2015) find out that public image is linked with his/her management style. Peterson (2016) linked public image with gender equality practices and in social support (Farrell, 2015). Many studies are directed worldwide, basically, to resolve the challenges had this issue brings. As the result of different populations, treatments and, research designs drawing conclusions from the body of literature is difficult to do. With the on-going call for more research bodies, this issue has paved central stage position on its considerable impact and influence on police leaders to meet police non-commissioned officer's public image. Since there was no study conducted covering all the same variables stated above in the Philippines particularly in the Region XII Police office, this present study aimed to add evidence to a developing body of knowledge and develop a new model which consequently hopes to give a new direction towards enhancement of management in police organization.

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Research Objective: The purpose of the study was to construct a structural equation model on public image through management styles, gender equality practices, and social support. Specifically, this study dealt with the following objectives: to assess the level of management styles among police non-commissioned officers in terms of: autocratic; bureaucratic; democratic; laissez-faire; and paternalistic; to ascertain the extent of gender equality practices among police non-commissioned officers in terms of: childhood experiences; attitudes; sexual diversity; relation at home; policies; parenting and men's relationship with their children; relationship and violence; and health and quality of life; . To find out the level of social support among police non-commissioned officers in terms of: emotional/informational support; tangible support; affectionate support; and positive social interaction, to evaluate the level of public image of police non-commissioned officers in terms of: corruption; quality services; crime prevention; and police community relation; to determine the significant relationship between: management styles and public image; gender equality practices and public image; social support and public image; to determine the singular and combined influence of exogenous variables to the public image of the police non-commissioned officers and lastly, to determine what model best fit for public image of the police non-commissioned officers.

Hypothesis: The following hypotheses were tested at 0.05 level of significance: there is no significant relationship between: management styles and public image; gender equality practices and public image; and social support and public image; there is no variable that can best predict public image of the police non-commissioned officers in Region 12 and there is no model that best fits public image of the police non-commissioned officers in Region 12.

LITERATURE REVIEW

Management Styles: Along this identical venue, a massive phase of the management literature mates the generic female leadership fashion as being participatory, rational, and interpersonal. The lady fashion emphasizes reciprocity and collectivity and tends to deemphasize hierarchical relationships. Within these two segments, women seem to fare better with promotions of a gender comparison of conflict management style and salary than their company counterparts. They learn about a higher proportion of girls within these governmental segments shows extra of the common stereotyped female characteristics of feelings and expressions. However, as a time-honored rule they observed that the usual executive, whether male or female, inside all three segments displayed characteristics of thinking and judging which are considered male traits. (Eidson, 2018).

Furthermore, when you consider that research in the late 1920s established that the classical theories of leadership, like Taylorism and Weberianism, have been usually worried with the relationships between management and workers. In different words, the casual interpersonal relationships among the employees and supervisors had been determined to be some of the nice symptoms that can explain increase or reduce in job efficiency and satisfaction. These findings initiated the Human Relations School of Management (Ozmen, 2014). On the other hand, it was find out in a behavior a survey to test the idea that management fashion influences employee outcomes. It is an idea that this affiliation impacts the success stage of a commercial enterprise and its output. More specifically, the impact that emotional intelligence and leadership style may have on job pride degrees of employees was examined (Dasgupta, Suar, & Singh, 2012). More, management patterns are examined, accompanied through emotional talent and job satisfaction (Downing, 2016). In support, the position of policing is unique. Kingshott (2015) cautioned that the complexity created inside the multiplied roles of regulation enforcement and social service make it hard to absolutely create a statistical component to calculate an accurate evaluation of administration and management responsibilities. Identifying leadership traits that have an impact on organizational overall performance and character officer motivation is necessary seeing that public security is at hand. In the definitions given of leadership, groups must discover which type of leadership adds fee to the company due to the fact leadership fashion is vital in that it may additionally affect the performance of police officers, achieve support from followers, and achieve organizational dreams (Kaiser, Hogan, & Craig, 2014). Selecting the most excellent fashion of leadership depends fully upon the state of affairs of the employer (Omolayo, 2016). Selection is also believed to be vital to allow leaders to determine the excellent leadership fashion that may also influence follower motivation (Smith, 2016).

Moreover, the industrial leadership mannequin is seen as problematic. They saw the typical leadership theories such as the top-notch man, trait, behaviorist, contingency and situational models as reflections of the industrial management model. Non-participatory, autocratic and leader-goal driven had been all accurate adjectives when discussing them. Matsaung, (2014) He suggested that this mannequin used to be now not conducive to 21s century organizational demands. As adversarial to describing leadership, he attempted to give an explanation for how it happened. He described leadership as "an affect relationship amongst collaborators who meant real changes that mirrored their mutual purposes (Lawson, 2015).

Gender Equality Practices: Gender equality is defined for this work as having equal opportunities in the public and personal space. For the public space, this definition is comparable to that used by the organization for Economic Cooperation and Development's Social Institutions and Gender Index, which measures lack of discrimination towards women by using equal chances of get entry to formal social institutions. The idea of equal chance in the non-public house is comparable to that used through the demographic and health surveys, which measure women's participation in decision-making at domestic and their bodily autonomy. Equality in the public and non-public area is vital due to the fact that it may additionally lead to exceptional prioritization of public items as properly as private goods.

The two spheres are interrelated, considering extended access to the public area can additionally trade the bargaining role of better halves to make divisions of labor or decision-making internal the household extra favorable to ladies (Greif, 2014). Women entered the law enforcement career as police officers at some stage in the years between the late 1800s and 1940s (Johnson, 2016). Their preliminary reason was once to protect adolescents, specially females, and girls from the insensitive crooked justice as properly as to cope with the clerical obligations inside a police agency. "Their authority was commonly restrained to women and children, and policewomen's personal bills illustrate that they noticed their major feature as the protection of girls who risked falling into 'sex delinquency'" (Britton, 2016 pp.29). This domain was once relegated to girls due to their perceived "higher ethical standards vis-à-vis men's ethical requirements (Eggle, 2018). In addition, gender images in public administration legitimacy and the administrative state, in which she asserted that public administration utilized photographs related with proficiency, management and virtue to achieve legitimacy via the portrayal of professional administrators (Stivers, 2015). The pictures described by Stivers (2015) are integrated in the discourse public administration books, distinct journal issues, and convention presentations. Rose (2015) explained that pictures are not only viewed in the reader's mind but are rather perceived through interpretation made by himself or herself. Therefore, gendered images may additionally impact perceptions and mean appropriate and possibly preferred attributes or behaviors in an organizational placing (Larson, 2017).

Further, equality and different ideas about male and lady bodies in the RCMP have been structured on gendered understandings of masculinity and femininity that placed ladies as different. Yet, the hiring of ladies on equal terms with guys in the RCMP referred to as a question of dichotomy. Theories of women's difference versus their equality pose widespread challenges for scholars. Feminists have engaged in debates over the dichotomy "equality versus difference" for the reason that the nineteenth century. The two were regularly positioned in one of a kind terms that implied historians have to pick out between one and the other. Overcoming the challenges posed with the aid of this dichotomy required perception that a hierarchical building exists inside it. Indeed, the presence of girls in the RCMP, whereby the distinction of girl Mounties was regularly essentialized and their equality often contested, exemplifies the approaches these dichotomies supported unequal power family In connection, no matter the established trust that women are unsuited for police work, latest lookup has endured to exhibit that male and girl officers are extra alike than extraordinary. Charles (2015) reviewed use of force from a municipal branch of 558 police officers to look at gender variations in forceful responses to suspect resistance. They observed that girls replied to suspect resistance with force simply as frequently as their male counterparts. The only difference determined was once that male officers were more likely to reply with greater stages of force, whereas lady officers have been extra probable to use tiers of pressure proximate to the degree of resistance encountered. Female police officers may also be much less of a legal responsibility to police departments because they are much less in all likelihood to use excessive pressure (Pudlo, 2016).

Social Support: Similar to coercion, social supports exist at each of the micro- and macro- levels, which includes

interactions with household contributors and/or friends as nicely as sources reachable through local or governmental agencies. Social guide involves responding to the needs and wishes of others. In his presidential address to the Academy of Criminal Justice Sciences, (Cullen, 2015) argues that social supports can affect individuals' motivations and may additionally prevent crime. Cullen (2015) notes, though, that it is now not always the proper shipping of social aid that is important, but the perceptions that men and women may additionally have that they have such supports accessible to them. Agnew, (2015) also identified social aid as a coping mechanism for those persons dealing with stress and different negative emotions (Cohen & Wills, 2016), summarize two one-of-a-kind techniques via which social help can have a high-quality effect on well-being, the small print of which are in addition addressed later in this paper (Bruell, 2018).

Finally, inside the social aid literature, there has been a long standing debate about whether investigators have to focal point on objective, quantifiable measures (for instance, the quantity of times a character talks with a family member in a given week), or extra subjective indications of support, such as the perceived or hypothetical helpfulness of others. Hirsch (2014), for instance, considered it extra meaningful to center of attention on the subjectively perceived usefulness and availability of a range of assets as an alternative than real contact tallies (Pearlin, Lieberman, Menaghan & *et al.*, 2014). By the identical token, some ride sufficient ranges of social help even in the absence of typical visits or contacts. They have the sense that supportive people are "out there" and would come to their useful resource if and when wished (Farrell, 2015). In the identical vein, most of the lookup linking social support and health includes components of the cardiovascular system, however there is a growing focus on the immune and endocrine systems. They will commence after every of the following section with an overview of the function of, and interaction between physiological systems. My aim here is not only to provide an exhaustive evaluation of all their components, but to focal point on those that have been investigated in relation to social support (Hicks, 2018).

There is a long history of attempts to check social guide patterns and their outcomes (Cohen & Wills, 2016). In a representative review, (Leavy, 2014) concluded that decrease tiers of social assist are nearly continuously related with greater levels of psychological distress. This conclusion holds regardless of the extensive variety of measuring units and research designs. In general, humans with larger support systems— marital partners, relatives, and friends— consistently fare higher than these with extra restricted resources. However, as soon as we go past that generality, the present literature leaves much to be favored (Farrell, 2015). In support, over the years, police have elevated their efforts to reach out to the community. The historic evolution of policing in United States suggests how police have passed via three eras: political, professional, and recently the neighborhood policing era. The community policing approach, specifically, is primarily based in a mutual effort between community and police officers to stop crime. One of the obstacles encountered by way of police officers is the lack of cooperation from residents. Many residents are reluctant to cooperate with the police due to the fact that they do no longer see them as a straightforward institution. Unfortunately, in many cases, this is due to the police officers biases in the direction of minorities and lack of professionalism.

However, characteristics from inside the neighborhood might additionally be triggering such terrible perceptions (Rodrigues, 2016).

Public Image: Routine crime insurance news media can also be a primary source for the public's perceptions of police legitimacy (Surette, 2015). The query remains, though, to whether or not events crime reviews generally painting police positively or negatively. For instance, some pupils discuss how the police are as being unrealistically high-quality (Doyle, 2014). On the other hand, Graber (2014) argues that news media commonly focal point on failed attempts via police to control crime and neglect to cover superb crime control efforts. Still, Surette (2015) has pointed out that media identify incompatible portrayal of police as combats to crime incidents, while, concurrently presenting them as incompetent in their jobs (Chermak, McGarrell, & Gruenewald, 2016). To a certain extent, the photo of police officers is basically the ground of the willingness of the public to lend help and cooperation preserving law and order in community. Thus, in order to have favorable responses from participant's police officers and even policemen, they must ensure high-quality image of the law enforcement profession. Similarly, officers' perceptions of how participants of the public examine individuals of the police pressure influence their satisfaction and self-belief as members of that profession (Lim, Teo, & See, 2018).

In the identical view, some literatures including "Police in the Community (Miller, & Hess, 2014) and "Police-Community relations" (Jesilow, Meyer, & Namazzi, 2015) exhibit that majority of the contributors of the neighborhood are of the opinion that the neighborhood police does a right job: and "Bicycle Patrols: Effective Policing Strategy (Ent & Hendricks, 2016), however, point out that police has image problem that wishes on the spot rectification, which if not rectified may also adversely affect their neighborhood policing activities (Keazor & Akosa II, 2016). Finally, changing one's image is now not convenient especially for an organization like a police department. But it is very imperative for a community police officer to portray a correct photograph if they could be able to assure the neighborhood residents that they are friendly and that they are security officers and no longer foes. Even though the officers accomplish their tasks of preventing/addressing hostilities or crime in the community, of ridding the neighborhood of fear of crime, and dealing with local decay, their job is facilitated with the cooperation of the neighborhood citizens. To secure such cooperation requires that the officers possess the proper pleasant personality that may be reflected in the picture change as above (Keazor & Akosa II, 2016). In addition, cooperation in distant communities is ambivalent at best, meaning that the police in distant communities are neither inactive nor proactive, but rather responsive to requests from the contributors of the distant community. Similar to the Colonial image explained that the police are often undecided what to do in distant communities. Therefore, before any street-level police motion can be taken within Distant communities, it usually requires a greater stimulus (e.g., 911 call, blatant violence), in contrast to the other images, for the officer to take action. Along with barriers to policing, police officers are commonly not paid sufficient salary to stay inside these communities. Furthermore, due to the private policing mechanisms that distant communities can possess, policing is similarly intricate (Jackson, 2014).

RESEARCH METHOD

In this study, the researcher employed quantitative, non-experimental design utilizing correlational technique. In the generation of the best fit model, structural equation model (SEM) was used. Descriptive-correlational method is used to measure association between and among variables with varying level of measurement. It provides understanding of what is in a specific situation with an identified population and examines the extent to which two or more variables relate to one another (Byrne, 2001). This study also used the structural equation model (SEM) in finding the best fit model on public image of police non-commissioned officers. As noted by Lomax & Li (2013), this method integrates factor analysis with path analysis to examine theoretical relations among latent variables. Here models can range from simple to complex in nature in that any number of variables of any type can be involved (i.e., observed, latent, independent, and/or dependent variables). The incorporation of factor analysis in structural equation modeling allows the researcher to use multiple measures of each latent variable instead of a single measure, thereby enabling better measurement conditions (i.e., reliability and validity) than with a single measure. Furthermore, consistent with the other authors, Structural Equation Modeling, or SEM, is a general statistical modeling technique, which is commonly applied in behavioral sciences. It can be seen as an integration of factor analysis and regression or path analysis. The interest in SEM is sometimes on theoretical constructs, which are shown by inoperative factors. These relationships are shown by regression between factors. The structural equation model shows a structure for the covariance's between empirically observed variables, which provides the alternative name covariance structure modeling (Hox & Bechger, 2014). Essentially, this method was used to measure the interrelationship between management styles, gender equality practices, and social support and public image of police non-commissioned officers in Region 12.

This study surveyed 400 police non-commissioned officers detailed in Region XII. The study participants voluntarily responded and actively participated in evaluating the public image of police non-commissioned officers. The 400 respondents involved in this study was taken from the four provincial police office and two chartered city police offices of Region XII through proportionate sampling with the number of stations per office as the reference point. Several studies and researches 400 respondents as the minimum number of samples of the studies utilizing SEM techniques (Asten, 2008). On the contrary, some scholars argued that sample size does not much depend on the population size, which is counter-intuitive to many researchers (Sergiovane, 2015). Hence, 400 number of respondents were considered to answer the survey questionnaire. The researcher employed the stratified random sampling. It is a design which divides first the population into two or more strata and sample items will be drawn at random from each stratum (Paler-Calmorin & Calmorin, 2007). In addition, Nickolas (2017) points out that the utilization of stratified random sampling is a much fitting method when the ones involved are different subgroups within the population. This sliced the population into strata or subgroups, and samples taken are in random manner, proportionate to the population, from each of the created strata. The respondents included non-commissioned police officers (PO1 to PO3) deployed in city and municipal police stations/offices in region XII because they represent the majority of the population in the

study. Also, this group of police officers perform most of the mandated functions of the organizations. Excluded from this study are police commissioned officers, commissioned officers and because this study focuses on the interest of the police non-commissioned officers about their public images and non-uniformed personnel are also excluded since they perform different functions and only support the police officers. In addition, the respondents can be withdrawn from the research study if he/she commits falsification, plagiarism and other moral offenses or the respondents have health conditions and special needs. A participant could withdraw from the study any time they desire, whenever they feel troubled or discomforted. If so, the participant should let the research know that he/she wishes to withdraw. A participant may provide the researcher with the reason(s) for leaving the study but is not required to provide their reason. The following statistical tools were used in the analysis and interpretation of data and testing of hypotheses at alpha 0.05 level of significance. Mean was used to determine the level of management style, gender equality practices, social support and public image. Pearson was used to determine the interrelationship between management styles, gender equality practices, social support and public image. Regression was used to determine the significant influence of management styles, gender equality practices, social support and public image. Structural Equation Model was used to explore the best fit model on public image of police non-commissioned officers. Factor analysis was carried out in testing the latent variables.

RESULT AND DISCUSSION

Shown in table 1 is the level of management styles among police non-commissioned officers. The over-all mean for the level of management style is 3.70 (SD=.50) described as *high*. The level ranges from 3.47-3.87 described as *high*. Specifically, 3.87 (SD=.56) for *bureaucratic*, 3.80 (SD=.67) for *democratic*, 3.75 (SD=.65) for *paternalistic* 3.60 (SD=.59) for *autocratic*, and 3.47 (SD=.75) for *laissez faire*. The result of the study is consistent with the findings of the study of Sarver (2014), that police chiefs were fairly evenly classified across management styles. It is also noted that bureaucratic system is high. This style of management is common in any other government organization. Thus, the bureaucratic system may be giving a siege mentality where the executive officers and their superiors know that the group and the citizens have a twin purpose to undermine the ability to accomplish the task. The system may not necessarily delineate the performer officer from the rule compliant with the best practitioner, undermining morale in the operational field (Damasaru, 2011). Presented in table 2 is the Level of Gender Equality Practices among Police Non-commissioned Officers. Generally, the over-all mean level for this indicator is 3.45 (SD=.64) described as *high*. The over-all mean for the level of gender equality practices is 3.50 (SD=.44) described as *high*. Specifically, the level of *childhood experiences* is *high* with a mean rating of 4.00 (SD=.80), 3.44 (SD=.69) for *attitudes*, 3.73 (SD=.71) for *relation at home*, 3.96 (SD=.62), 4.16 (SD=.72) for *parenting and men's relationship* with their children and 3.45 (SD=.64) for *health and quality*. Moderate level was reflected in terms of sexual diversity with a mean rating of 2.91 (SD=.84). Low level was obtained in the indicator relationship and violence with a rating of 2.38 (SD=.99). General presentation in the level of Gender Equality Practices among Police Non-commissioned Officers is presented in table 2.

Table 1. Level of Management Styles among Police Non-commissioned Officers

Indicator	SD	Mean	Descriptive Level
Autocratic	0.59	3.60	High
Bureaucratic	0.56	3.87	High
Democratic	0.67	3.80	High
Laissez-faire	0.75	3.47	High
Paternalistic	0.65	3.75	High
Overall	0.50	3.70	High

The level ranges from 2.98-4.00 described as low to high. Specifically, 4.00 (SD=.80) for *childhood experiences*, 3.44 (SD=.69) for *attitudes*, 2.91 (SD=.84) for *sexual diversity*, 3.73 (SD=.71) for *relation at home*, 3.96 (SD=.62) for *policies*, 4.16 (SD=.72) for *Parenting and Men’s Relationship with their Children*, 2.38 (SD=.99) for *relationship and violence* and 3.45 (SD=.64) for *health and quality*. The high level of gender equality practices of the police can be attributed to the different efforts of the Department of Interior and Local Government and other significant players of the Philippine National Police. Even in the recruitment system, the PNP vowed a gender sensitive approach. Dalizon (2018) confirmed that they are 100 percent compliant on the law that govern gender equality and women empowerment. Likewise, Dulin, Ashmos & Duchon, (2017) confirmed their over-all assessment reveal that PNP Cagayan is generally GAD compliant to the provisions of Republic Act 7192, Memorandum Circular No. 48 Series of 2013, Magna Carta for Women, Republic Act No. 10352, PCW Memorandum Circular No. 2011-01, NPC Memorandum Circular No. 2003 -004, and Republic Act 8551 except for few indicators that need special attention. In fact, Saferworld (2016) has affirmed that it has been providing programs in ensuring gender sensitivity. Furthermore, they also establish help desks to provide protection and even relief for women.

Table 2. Level of Gender Equality Practices among Police Non-commissioned Officers

Indicator	SD	Mean	Descriptive Level
Childhood Experiences	0.80	4.00	High
Attitudes	0.69	3.44	High
Sexual Diversity	0.84	2.91	Moderate
Relation at Home	0.71	3.73	High
Policies	0.62	3.96	High
Parenting and Men’s Relationship with their Children	0.72	4.16	High
Relationship and Violence	0.99	2.38	Low
Health and Quality	0.64	3.45	High
Overall	0.44	3.50	High

Table 3. Level of Social Support among Police Non-commissioned Officers

Indicator	SD	Mean	Descriptive Level
Emotional/informational Support	0.64	3.98	High
Tangible Support	0.65	3.83	High
Affectionate Support	0.80	3.96	High
Positive Social Interaction	0.81	3.94	High
Overall	0.64	3.93	High

Reflected in table 3 is the Level of Social Support among Police Non-commissioned Officers. The over-all mean for this variable is 3.93 (SD=.64) described as high. The level ranges from 3.83-3.98 described as high. Specifically, 3.98 (SD=.64) for emotional/informational support, 3.83 (SD=.65) for tangible support, 3.96 (SD=.80) for affectionate support and 3.94 (SD=.81) for positive social interaction. The result in accordance with the need of social support to detainees’

spouses is strongly considered to be urgent and important grounded with the strong reasons. The separation of the spouse to his/her partner can be very stressful. It is indeed a matter than can be considered as a total of significant break in their contact to their spouses. Saferworld (2016) and Hobbs (2000), affirmed that the system which isolates prisoners can lead to more serious problems triggering them to react extremely. On the other note, individuals left by the prisoner may also possibly be tempted to look at life negatively. The finding is also parallel to the statement of Homer (1979) and Hobbs (2000) who stressed that the "social support is the presence of those whom we can rely, who open themselves for care, love, and value. It is relatively true that "strong social ties among an inmate, his family and friends are remarkably resistant to the expected eroding influences of time spent in prison. True, according to an anonymous prisoner, prison sentence are meant to give proper penalty to those who have committed the crime; but the truth is the offender’s family is punished (Calayeg & Turallo, 2015). With this, someone with a detainee spouse needs to be accorded with the highest magnitude of social support.

Table 4. Level of Public Image among Police Non-commissioned Officers

Indicator	SD	Mean	Descriptive Level
Corruption	0.97	2.78	Moderate
Quality Services	0.82	3.83	High
Crime Prevention	0.90	2.96	Moderate
Police Community Relation	0.74	3.97	High
Overall	0.54	3.99	High

Revealed in table 4 is the level of public image among police non-commissioned officers. Generally, the over-all mean level for this indicator is 3.97 (SD=.74) described *high*. The over-all mean for the level of public image is 3.99 (SD=.54) described as high. Specifically, high level for quality services with a mean rating of 3.83 (SD=.82) and 3.97 (SD=.74) for Police Community Relation. Moderate levels were reflected in terms of corruption with a mean rating of 2.78 (SD=.97) and 2.96 (SD=.90) for crime prevention. General presentation on the level of public image among police non-commissioned officers is reflected in Table 4. The level ranges from 2.78-3.97 described as moderate to high. Specifically, 2.78 (SD=.97) in terms of *corruption*, 3.83 (SD=.82) for *quality services*, 2.96 (SD=.90) for *crime prevention*, and 3.97 (SD=.74) for *police community relation*. The result of the study is inconsistent with the Report on the Transparency International Global Corruption Barometer 2004 which showed that Filipinos acknowledged the police to be the most corrupt organization or sector in the nation. The next year, it dropped to second rank of institutions which are inclined to corruption as perceived by the citizens. Even in the Arroyo, administration they considered police corruption as a serious problem. Likewise, it can be noted that during that at that specific time, in 2005, PNP chief Edgar Aglipay analyzed the PNP anti-corruption scheme, which consists of the capability of the police force to settle the reports of acts towards corruption and provided a copy to President Arroyo. In the recent administration, Duterte has assured a policy to root out corruption around police officers. Some of the officers are displaced to other places. In the time between the onset of the war in June 2016 and May 2017, four different station commanders had been assigned to Bagong Silang. Mindanao is likely to take a part on this. Stephen and Hapal (2018) confirmed that corrupt police officers are relocated to

Table 5.1. Significance on the Relationship between Management Styles and Public Image among Police Non-commissioned Officers

Management Styles	Public Image				
	Corruption	Quality Services	Crime Prevention	Police Community Relation	Overall
<i>autocratic</i>	.136** (.006)	.221** (.000)	.136** (.006)	.267** (.000)	.290** (.000)
<i>bureaucratic</i>	.119* (.017)	.272** (.000)	.113* (.023)	.228** (.000)	.280** (.000)
<i>democratic</i>	.251** (.000)	.325** (.000)	.128* (.010)	.114* (.022)	.325** (.000)
<i>laissez-fair</i>	.168** (.001)	.356** (.000)	.162** (.001)	.091 (.067)	.306** (.000)
<i>paternalistic</i>	.099* (.046)	.314** (.000)	-.039 (.431)	.209** (.000)	.217** (.000)
Overall	.201** (.000)	.387** (.000)	.129** (.009)	.226** (.000)	.365** (.000)

Table 5.2. Significance on the Relationship between Gender Equality Practices and Public Image among Police Non-commissioned Officers

Gender Equality Practices	Public Image				
	Corruption	Quality Services	Crime Prevention	Police Community Relation	Overall
Childhood Experiences	.084 (.090)	.221** (.000)	.027 (.590)	.299** (.000)	.233** (.000)
Attitudes	.145** (.004)	.246** (.000)	.227** (.000)	.189** (.000)	.315** (.000)
Sexual Diversity	.173** (.000)	.042 (.402)	.252** (.000)	-.074 (.137)	.172** (.001)
Relation at Home	.085 (.087)	.212** (.000)	.119* (.017)	.182** (.000)	.228** (.000)
Policies	.013 (.789)	.312** (.000)	.079 (.112)	.282** (.000)	.251** (.000)
Parenting and Men's Relationship with their Children	.033 (.502)	.391** (.000)	.011 (.822)	.203** (.000)	.235** (.000)
Relationship and Violence	.188** (.0000)	.028 (.568)	.180** (.000)	-.018 (.712)	.162** (.001)
Health and Quality of Life	.211** (.000)	.179** (.000)	.192** (.000)	.170** (.001)	.298** (.000)
Overall	.204** (.000)	.324** (.000)	.234** (.000)	.240** (.000)	.391** (.000)

Table 5.3. Significance on the Relationship between Social Support and Public Image among Police Non-commissioned Officers

Social Support	Public Image				
	Corruption	Quality Services	Crime Prevention	Police Community Relation	Overall
<i>emotional/ informational support</i>	.153** (.002)	.539** (.000)	.167** (.001)	.426** (.000)	.485** (.000)
<i>tangible support</i>	.113* (.023)	.315** (.000)	.218** (.000)	.232** (.000)	.337** (.000)
<i>affectionate support</i>	.092 (.066)	.413** (.000)	.134** (.007)	.375** (.000)	.379** (.000)
<i>positive social interaction</i>	.094 (.058)	.440** (.000)	.116* (.020)	.310** (.000)	.361** (.000)
Overall	.125* (.012)	.483** (.000)	.176** (.000)	.381** (.000)	.439** (.000)

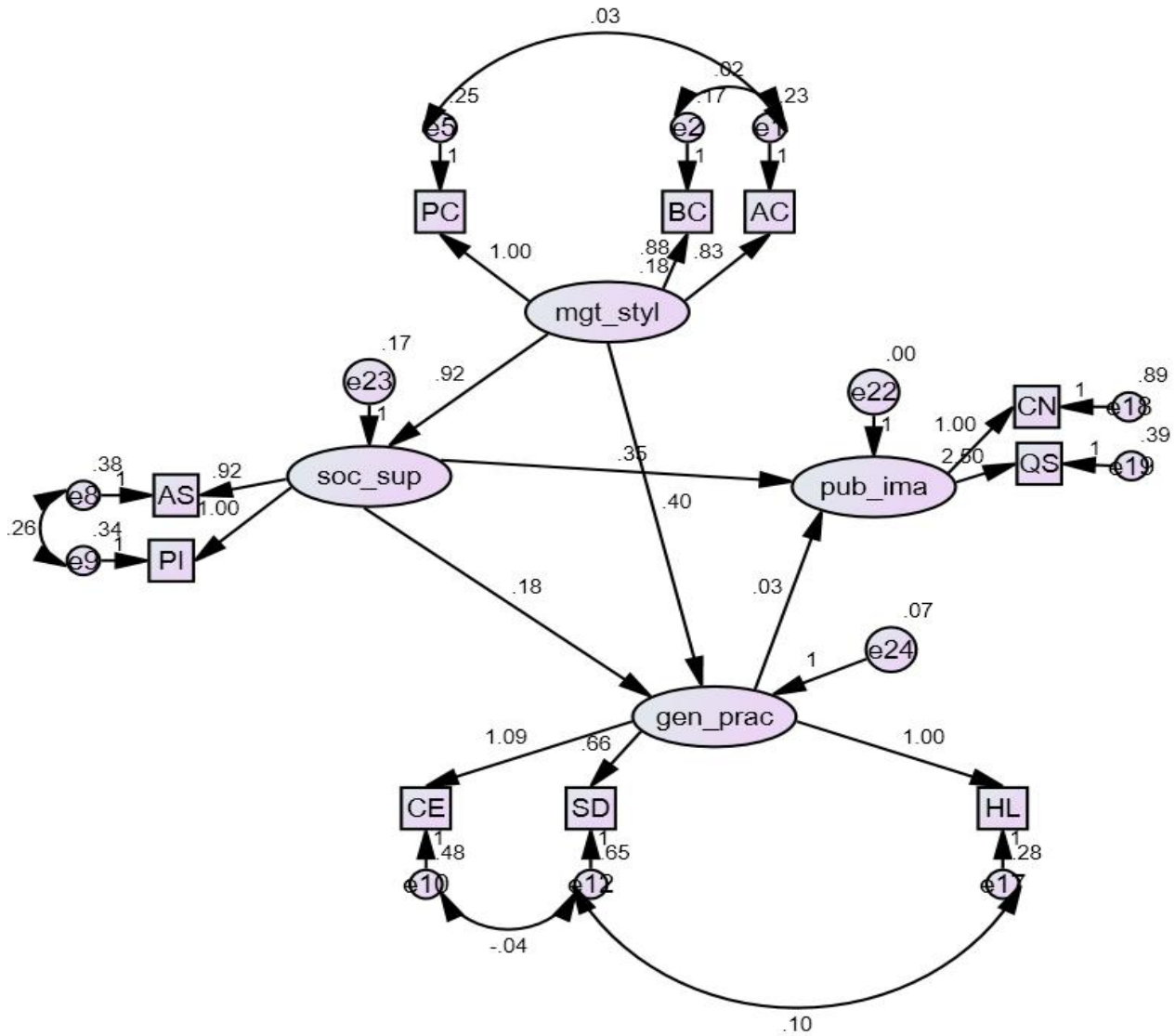
Table 6. Significance on the Influence of the Exogenous Variables on the Public Image among Police Non-commissioned Officers

Public Image				
Exogenous Variables	B		t	Sig.
Management Styles	.126	.116	2.204	.028
Gender Equality Practices	.249	.293	5.744	.000
Social Support	.279	.227	4.619	.000
R	.509			
R ²	.260			
F	46.733			
	.000			

Table 7. Goodness of Fit Measures of Structural the Best Fit Model

INDEX	CRITERION	MODEL FIT VALUE
P-Close	> 0.05	.856
CMIN/DF	0 < value < 2	1.493
GFI	> 0.95	.982
CFI	> 0.95	.988
NFI	> 0.95	.966
TLI	> 0.95	.979
RMSEA	< 0.05	.035

Legend:
 CMIN/DF - Chi-Square/Degrees of Freedom
 GFI- Goodness of Fit Index
 NFI - Normed Fit Index
 RMSEA- Root Means Square of Error Approximation
 TLI - Tucker-Lewis Index
 Pclose-P of Close Fit
 CFI- Comparative Fit Index



Legend:
 pub_ima-Public Image
 mgt_styl-Management Style
 gen_prac-Gender Practices
 soc_sup-Social Support
 CN-Corruption
 QS-Quality Service
 PC--Paternalistic
 BC-Bureaucratic
 AC-Autocratic
 CE-Childhood Experiences
 SD-Sexual Diversity
 HL-Health and Life
 AS-Affectionate Support
 PI-Positive Interaction

Table 8. Summary of Goodness of Fit Measures of the Five Generated Models

Model	P-value (>0.05)	CMIN / DF (0<value<2)	NFI (>0.95)	TLI (>0.95)	CFI (>0.95)	GFI (>0.95)	RMSEA (<0.05)	P-close (>0.05)
1	.000	6.003	.789	.795	.817	.778	.112	.000
2	.000	4.198	.854	.869	.884	.827	.090	.000
3	.000	4.685	.875	.880	.899	.853	.096	.000
4	.000	4.737	.877	.884	.900	.833	.097	.000
5	.081	1.322	.975	.990	.994	.978	.028	.973

Mindanao for certain consequences they deserved as given by the authority and also for reorientation. Further, Stephen and Hapal (2018) emphasized that fair practice of profession and in community relation, they believe that their behavior is harsh towards drug addicts who feel brutality on their part. In fact, the police officers instituted OplanTokhang as a policy of registering, talking to, and rehabilitating drug addicts. Reflected in Table 5.1 is the significance on the relationship between management styles and public image among police non-commissioned officers with overall computed r-value of .365 and equivalent probability value of .000 lower than the set .05 level of significance. Thus, the null hypothesis is rejected, and alternative is accepted stating that there is a significant relationship between management styles and public image among police non-commissioned officers. This means that the higher the level of management styles, the higher the level of public image. Going into details, autocratic is significantly related with the following: *corruption* with a r-value of .136 ($p=.000$), .221 ($p=.000$) for *quality services*, .136 ($p=.000$) for *police community relation* with an over-all r-value of .290 and p-value of .000. Furthermore, *bureaucratic* is significantly related to the following: *corruption* with an r-value of .119 ($p=.017$), .272 ($p=.000$) for *quality services*, .113 ($p=.023$) for *crime prevention*, .228 ($p=.000$) for *police community relation* with an over-all r-value of .280 and a p-value of .000.

There is a significant relationship between management styles and public image among police non-commissioned officers with overall computed r-value of .365 and equivalent probability value of .000 lower than the set .05 level of significance. Thus, the null hypothesis is rejected, and alternative is accepted stating that there is a significant relationship between management styles and public image among police non-commissioned officers. These findings are aligned with the study of established classical theories of leadership, like Taylorism and Weberianism, have been usually worried with the relationships between management and workers (Ozmen, 2014). In addition, Smith (2016) argued that the two adversarial relationships between administration and employees can result from bureaucratic models (Krimmel&Lindenmuth, 2015). Individuals searching for viable employment emerge as discouraged and have a tendency no longer to observe when bureaucratic troubles are made recognized to the public. The presence of paperwork in a work environment impacts on an individual's job pride and may additionally result in discouragement. In support, the position of policing is unique (Kingshott, 2015). Shown in Table 5.2 is the significance on the relationship between gender equality practices and public image among police non-commissioned officers with overall computed r-value of .391 and equivalent probability value of .000 lower than the set .05 level of significance. Thus, the null hypothesis is rejected, and alternative is accepted stating that there is a significant relationship between gender equality practices and public image among police non-commissioned officers. This means that higher level of gender equality practices, the higher the level of public image. There is a significant relationship between gender equality practices and public image among police non-commissioned officers with overall computed r-value of .391 and equivalent probability value of .000 lower than the set .05 level of significance. Thus, the null hypothesis is rejected, and alternative is accepted stating that there is a significant relationship between gender equality practices and public image among police non-commissioned officers. This means that higher level of gender equality practices, the higher

the level of public image. This is in line with the study of Giannini (2014) who claimed that gender is understood as a social system, the relationship between establishments that enhance gendered stereotypes and distributes strength and resources for this reason turns into even clearer. It is frequently the case that strong ideologies, hidden beneath the premise of "culturally accepted" norms of behavior, similarly legitimize it. Further, Schmidt, (2018) who support the statement of equality and difference Ideas about male and female bodies in the RCMP have been structured on gendered understandings of masculinity and femininity that placed ladies as different. Feminists have engaged in debates over the dichotomy "equality versus difference" for the reason during the nineteenth century. Similarly, the idea "gender-role" has also been rejected with the aid of the same argument that is used to critique "sex-role." Sociologists use the time period "role" to refer to "a set of prescriptions and proscriptions for behavior-expectations about what behaviors are suitable for a character maintaining a particular role inside a particular social context" (Kessler & McKenna, 1978). In other words, the term "role" is a situated concept, however, the argument is that "gender" has no unique context (West & Zimmerman, 2015). Furthermore, West & Zimmerman, (2015), affirmed that when you consider that "gender" is no longer a set of characteristics nor roles, but the product of social constructions, the notion of gender as a position cannot conceptualize the work that is worried in producing gender in everyday activities.

Presented in table 5.3 is the significance of the relationship between social support and public image among police non-commissioned officers with overall computed r-value of .439 and equivalent probability value of .000 lower than the set .05 level of significance. Thus, the null hypothesis is rejected, and alternative is accepted stating that there is a significant relationship between social support and public image among police non-commissioned officers. This means that higher level of social support, the higher the level of public image. There is a significance relationship between social support and public image among police non-commissioned officers with an overall computed r-value of .439 and equivalent probability value of .000 lower than the set .05 level of significance. Thus, the null hypothesis is rejected, and alternative is accepted stating that there is a significant relationship between social support and public image among police non-commissioned officers. This means that the higher the level of social support, the higher the level of public image. In the same way, Winesburg-Ankrom (2017) confirmed the idea that the public is engaged in the neighborhood policing stresses significance in police accountability to the community. In connection, the citizens attitudes toward the police literature assessment consists of discussion related to the contribution of person and neighborhood-level characteristics on citizen behaviors and views on the police literature assessment. In support, Rodrigues (2016) says that the community policing approach, specifically, is primarily based on a mutual effort between community and police officers to stop crime. One of the obstacles encountered by police officers is the lack of cooperation from residents. Many residents are reluctant to cooperate with the police because the residents no longer see the police as a straightforward institution. Highlighted in Table 6 is the Significance on the Influence of the Exogenous Variables on the Public Image among Police Non-commissioned Officers. In the context of the study, exogenous variables include management style, gender equality practices and social support, with public image as the endogenous

variable. The computed F-value of 46.733, R-value of .509, adjusted R² value of .260 and p-value of .000 below the set .05 level of significance, confirms that the model is significant. It could be noted from the data that the adjusted R² value equivalent to .260 signifies that 26.0 or 26 percent in the variation of the endogenous variable can be attributed to the three exogenous variables. The coefficient of alienation which is 75 percent can be attributed to other factors not included in the study. All the three exogenous variables significantly influence public image among police non-commissioned officers. Specifically, standardized and unstandardized beta coefficients of .116 and .126 with a t-value of 2.204 for management styles is significant at .05 alpha level (p=.028). This means that an increase in the level of management style, is an increase in the level of public image. Moreover, standardized and unstandardized beta coefficients of .293 and .249 with a t-value of 5.744 for gender equality practices is significant at .05 alpha level (p=.000). This means that an increase in the level of gender equality practices is an increase in the level of public image among police non-commissioned officers. Furthermore, social support is also significant. Standardized and unstandardized beta coefficients of .227 and .279 with a t-value of 4.619 for social support is significant at .05 alpha level (p=.000). This means that an increase in the level of social support is an increase in the level of public image.

All the three exogenous variables significantly influence public image among police non-commissioned officers. Specifically, standardized and unstandardized beta coefficients of .116 and .126 with a t-value of 2.204 for management styles is significant at .05 alpha level (p=.028). This means that an increase in the level of management style, is an increase in the level of public image. Moreover, standardized and unstandardized beta coefficients of .293 and .249 with a t-value of 5.744 for gender equality practices is significant at .05 alpha level (p=.000). This means that an increase in the level of gender equality practices is an increase in the level of public image among police non-commissioned officers. Furthermore, social support is also significant. Standardized and unstandardized beta coefficients of .227 and .279 with a t-value of 4.619 for social support is significant at .05 alpha level (p=.000). This means that an increase in the level of social support is an increase in the level of public image. The computed F-value of 46.733, R-value of .509, adjusted R² value of .260 and p-value of .000 below the set .05 level of significance, confirms that the model is significant. It could be noted from the data that the adjusted R² value equivalent to .260 signifies that 26.0 or 26 percent in the variation of the endogenous variable can be attributed to the three exogenous variables. The coefficient of alienation which is 74 percent can be attributed to other factors not included in the study. In addition, conferring the proposition of McIntyre (2017) that the literature was limited in intergenerational battle management for the regulation enforcement industry. The law enforcement organizational structure introduces new context and surroundings for generational research. The regulation enforcement organizational structure has been modeled on and is like that of the military, regularly referred to as para military. It is a vertical bureaucratic hierarchy where a strong finest and subordinate role is emphasized. Meanwhile on the multiple regression result, it could be noted from the data that the adjusted R² value equivalent to .260 signifies that 26.0 or 26 percent in the variation of the endogenous variable can be attributed to the three exogenous variables.

The coefficient of alienation which is 75 percent can be attributed to other factors not included in the study.

Model Development: The generated structural model is presented in Figure below. Direct effect of management styles to public image is .689. Presented in the Table 7 are the measures of the goodness of fit of the structural model 1. All the presented indices are within the acceptable range. Specifically, the p-value is .856, cmin/df is 1.493, GFI of .982, CFI of .988, NFI of .966, TLI of .979 and RMSEA of .035. These indices satisfied the requirement of the goodness of fit measures. Moreover, this is an indication that generated model 5 is the best fit model for ways public image among police non-commissioned officers. The research question related to the model that best represents the variables as predictor of public image, the proposed model sketched in Figure 1 needs to be modified to meet the requirements of the goodness of fit measures. The five structural models generated in the study are encapsulated in Table 8. In determining the best fit model, practicality and fit indices must be considered. As required, the Chi-square/degrees of freedom value should be less than 5 with its corresponding p-value greater or equal to 0.05. Root Mean Square of Error Approximation value must be less than 0.05 and its corresponding p-close value must be greater or equal to 0.05. The other indices such a Normed Fit Index, Tucker-Lewis Index, Comparative Fit Index and Goodness of Fit must be all greater than 0.90. The first generated structural model showed the direct causal relationship of the exogenous variables, management style, gender equality practices and social support, to endogenous variable, public image. All the generated fit indices did not meet the set acceptable range.

Thus, there is a need to modify the generated model. The second generated structural model showed the interrelationship of the exogenous variables, management style, gender equality practices and social support, to endogenous variable, public image. All the generated fit indices still did not meet the set acceptable range. With this, another modified model must be instituted. The third generated structural model highlights Generated Model 3 Showing Direct Causal Relationship of gender equality practices and management styles to Public Image omitting the variable social support. Consistent with the two previous models configured, all the fit indices did not meet the acceptable ranges and a fourth model is proposed. The fourth generated structural model shows Generated Model 4 showing Interrelationship of Social Support and Gender Equality Practices to Public Image. Still the indices generated are not within the acceptable ranges. Thus, modification in the existing fourth model is necessary. The fifth generated model found to have indices that shows a very good fit to the data as indicated by p-value is .856, cmin/df is 1.493, GFI of .982, CFI of .988, NFI of .966, TLI of .979 and RMSEA of .035. These indices fulfilled the requirement of the goodness of fit measures. All of the indices with their corresponding value are within the acceptable ranges. Since, the fifth generated model is a good fit model for ways of level of public image, modifications are not anymore instituted. The best fit model is the generated model number 5. The model shows the influence of management style to social support to gender equality practices to public image. Further another loop cited is the influence of management style to social support to public image and management style to gender equality practices to public image.

However, although there are several paths reflected, it should always be noted that paths considered to be significant both statistical and practical aspects must be highlighted. In the context of the result, the influence of management style to social support to public image is deemed translatable. The higher the level of management style, the higher the level of social support that will later on turn into higher level of public image. The best fit model entails the best practices to ensure a higher level of management that should always be sustained and strengthened by the police administration, the same in terms of the social support. Higher level of management is translated into higher level of support and will be reflected into a higher level of public image. However, practical implications cannot also be discounted that when police officers practice gender equality practices this can also reflect a very good level of public image. This result can further be explained by the point of Cliff (2018) that major category of leadership concept is transactional theory. Such principle focuses upon the problems of leadership/management that occur from agencies and their internal problems. It deals with the "transactions" between the leader/manager and person employees and require the leader/manager to have some know-how of what motivates each employee.

Within this way of life there has been a search for one fine concept from which a prescription for successful management/leadership can be derived. Such a search has failed, however, and it is typically agreed that there is not one first-rate style of leadership/management. Leaders/managers want to take into account differences among employees and their motivation as properly as differences in situations. Transactional theories include this notion and might also be referred to as contingency or situational theories of leadership. Another category of theories tends to center on attention upon the problems of leaders that occur from an enterprise and its exterior problems. Parallel to this, the outcome of this study is geared towards the concepts of McIntyre (2017) that the regulation enforcement organizational structure has been modeled on and is like that of the military, regularly referred to as para military. It is a vertical bureaucratic hierarchy where a strong finest and subordinate role is emphasized. Further, Mayo (2017) supports the research when you consider that the late 1920s established that the classical theories of leadership, like Taylorism and Weberianism, have been usually worried with the relationships between management and workers. For instance, whilst the Hawthorne researchers focused on testing the results of experimentally induced bodily conditions on employee efficiency, they found that workers' productivity can increase regardless of physical adjustments at the workplace, such as elevated or diminished illumination and adjustments in work breaks.

CONCLUSION AND RECOMMENDATION

The conclusions extracted on the basis of the findings. The level of management styles among police non-commissioned officers is high. Further, the level of gender equality practices among police non-commissioned officers is also high. Furthermore, exogenous variable of the level of social support is described as high. The endogenous variable in the study of the level of public image of police non-commissioned officers is also described as high. Relative to the test of relationship among set of variables, Pearson product moment correlation confirmed that there is a significant relationship between level of management style, gender equality practices and social

support to respondents' level of public image. Consistently, multiple linear regression also confirms that the influence of the three endogenous variables of the level of public image among police non-commissioned officers is also significant. Among the three exogenous variables, social support has the highest influence followed by gender equality practices and management style. The best fit model is exemplified by influence of management style to social support to gender equality practices to public image and influence of management style to social support to public image and management style to gender equality practices to public image. For the recommendations of the study which is grounded on the findings. Considering that the level of management style, gender equality practices and social support is only high, and they are considered to be predictors for the level of public image, it entails a strengthening of activities, programs and projects that will help increase the level of the identified endogenous variables. Since the model explains, 26.0 percent in the variation of the level of public image among police non-commissioned officers, the need to identify other variables not explored in the study is also deemed necessary. In terms of conceptual or methodological aspect, the same study can be carried out however, reconfiguration of the model by altering the variables showing other mediators in the study can be explored. Level of management style can serve as mediating variable between social support to public image and between gender equality practices to public image. Furthermore, future researchers who also want to venture into the same study can consider the variables used and even conduct the same study at different localities to confirm the result of the existing study. The best fit model entails those best practices to ensure a higher level of management should always be sustained and strengthened by the police administration, the same in terms of the social support. Higher level of management is translated into higher level of support and will be reflected into a higher level of public image. However, practical implications cannot also be discounted that when police officers practice gender equality practices this can also reflect a very good level of public image. rough punishment, hardly any crime and the war organization is missing or takes an extremely small role. It will also offer a reason why inmates would tend to react violently to emotions of frustration, and anger was triggered by impulsiveness and male behaviour.

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