

Management Styles of Chiefs of Police in Northern Samar

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Abstract

This study examined the management styles of Chiefs of Police in the municipalities of Northern Samar and their contribution to peace and order using Luther Gulick's POSDCORB framework. Specifically, it described the respondents' demographic and professional profiles, assessed the management styles of Chiefs of Police across the functions of planning, organizing, staffing, directing, coordinating, reporting, and budgeting, and identified organizational factors affecting police administration. The study employed a quantitative descriptive-correlational research design involving 292 respondents, consisting of Chiefs of Police, Police Non-Commissioned Officers, Non-Uniformed Personnel, and Municipal Advisory Group for Police Transformation and Development members. Data were collected using researcher-made questionnaires validated by experts and tested for reliability through Cronbach's alpha, and were analyzed using descriptive and inferential statistical techniques. The findings revealed that the respondents were predominantly male, married, college graduates with considerable law enforcement experience, professional training, and organizational affiliations. The Chiefs of Police demonstrated effective management practices across all POSDCORB functions, with directing and reporting receiving the highest assessments, while planning, organizing, staffing, coordinating, and budgeting were regularly practiced. Despite these strengths, police organizations continued to experience challenges related to staffing shortages, limited financial and logistical resources, and inadequate support for community-based auxiliary forces. The study further found that professional characteristics, particularly educational background, years of service, rank progression, training and certifications, and professional affiliations, played a greater role than personal demographic characteristics in influencing management styles. The study concludes that strengthening leadership development, professional education, resource support, and management competencies may further enhance organizational effectiveness and peace and order initiatives in Northern Samar. This study supports Sustainable Development Goal (SDG) 16: Peace, Justice and Strong Institutions by promoting effective and accountable police leadership and SDG 11: Sustainable Cities and Communities through strengthened local peace and order. Its findings contribute to institutional, governance, and community sustainability by providing evidence that can support leadership development, organizational improvement, and public safety initiatives.

Keywords: Budgeting, Chiefs of Police, Management Styles, Northern Samar, Peace and Order, POSDCORB, Public Administration

1. Introduction

Effective peace and order are essential to good governance, institutional credibility, and sustainable community development. In Northern Samar, the management styles of Chiefs of Police play a critical role in maintaining public safety and supporting local governance. This study examines the management styles of Chiefs of Police using Luther Gulick's POSDCORB framework and determines their relationship with peace and order in the municipalities of Northern Samar.

1.1 Management Styles of Chiefs of Police and Peace and Order

Peace and order are key indicators of effective local governance because they promote public safety, strengthen institutional accountability, and support socio-economic development. Republic Act No. 11292 institutionalized the Seal of Good Local Governance (SGLG), recognizing peace and order as a major governance criterion.¹ The SGLG assessment in Northern Samar revealed variations in municipal compliance, reflecting differences in leadership effectiveness and organizational capacity.² The principle that "the police are the public and the public are the police" emphasizes the importance of police-community partnership in maintaining public safety.³ In Northern Samar, where security and socio-economic challenges persist, effective police leadership is vital in promoting peace and stability.⁴ Although leadership has been associated with organizational effectiveness, studies examining the management styles of Chiefs of Police and their influence on peace and order in Northern Samar remain limited.⁵ This study addresses this gap by assessing the management styles of Chiefs of Police and their contribution to local peace and order.

1.2 Related Literature on Police Management Styles

Existing studies show that demographic and professional characteristics, including age, educational attainment, years of service, training, certifications, and professional affiliations, influence leadership effectiveness and management practices. Experienced and well-trained police personnel demonstrate stronger decision-making, organizational competence, and leadership performance (Kalthoff-Roesing & Jungmann, 2015; Lakshmito, S. et al., 2022; S. Kale, 2017). Management effectiveness is commonly evaluated through Luther Gulick's POSDCORB functions: planning, organizing, staffing, directing, coordinating, reporting, and budgeting. These functions improve organizational efficiency, communication, accountability, and operational performance. Castro (2016) further emphasized that effective management practices enhance organizational productivity and leadership, making the framework applicable to police administration and peacekeeping.

1.3 Local, National, and Global Context

Globally, effective police leadership is recognized as essential for maintaining public safety, strengthening governance, and improving organizational performance. Nationally, the Philippine government promotes accountable and efficient policing through the Seal of Good Local Governance (SGLG), which emphasizes peace and order as a key governance indicator. In Northern Samar, municipalities face varying peace and order conditions due to differences in leadership, organizational capacity, and available resources. These conditions highlight the need to examine how the management styles of Chiefs of Police contribute to effective law enforcement and community safety.

1.4 Theoretical or Conceptual Basis

This study is anchored on Luther Gulick's POSDCORB framework, which identifies the core management functions of planning, organizing, staffing, directing, coordinating, reporting, and budgeting. The framework emphasizes efficiency, accountability, specialization, and clear organizational structure in public administration. Applied to police organizations, POSDCORB provides a basis for evaluating how Chiefs of Police manage personnel, resources, and operations to maintain peace and order in Northern Samar. Despite criticisms regarding its mechanistic approach, the framework remains relevant in assessing leadership effectiveness and administrative performance in contemporary public governance.

1.5 Research Gaps and Rationale

Although previous studies have examined leadership and management in various organizations, limited research has specifically investigated the management styles of Chiefs of Police and their relationship with peace and order in Northern Samar. Existing studies primarily focus on general leadership effectiveness without considering the province's unique governance and security context. This study addresses this gap by providing localized evidence on how management practices influence peace and order, thereby offering information that may support policy development, leadership enhancement, and improved public safety.

1.6 Alignment with Relevant Sustainable Development Goals (SDGs)

This study supports SDG 16 – Peace, Justice and Strong Institutions by promoting effective, accountable, and transparent law enforcement leadership that contributes to safer communities and stronger public institutions. The findings may also support SDG 11 – Sustainable Cities and Communities by strengthening local peace and order, an essential component of safe, resilient, and inclusive municipalities.

1.7 Importance of the Study to Multidisciplinary Sustainability

The study contributes to institutional sustainability by promoting evidence-based leadership and improved governance practices within law enforcement organizations. It also supports community sustainability by encouraging effective peacekeeping, stronger police-community partnerships, and enhanced public trust. The findings may further contribute to policy and governance sustainability by providing information that can guide leadership development, organizational improvement, and local peace and order initiatives in Northern Samar.

2. Material and methods

2.1 Research Design

This study employed a quantitative descriptive-correlational research design to describe the management styles and leadership skills of Chiefs of Police and determine their relationship with the peace and order status of municipalities in Northern Samar. The descriptive approach summarized the existing conditions, while the correlational design examined the relationships among variables using appropriate statistical techniques without manipulating any research variables. This design provided empirical evidence on how management and leadership practices relate to peacekeeping and governance outcomes.

2.2 Locale of the Study

The study was conducted in Northern Samar, located in Eastern Visayas, Philippines, with Catarman as its capital. The province comprises 24 municipalities and 569 barangays and is bounded by the Philippine Sea, Eastern Samar, Samar, the Samar Sea, and the San Bernardino Strait. Northern Samar has experienced varying peace and order conditions, including insurgency-related incidents in some municipalities and successful peacebuilding initiatives that resulted in the declaration of Catarman as an insurgency-free municipality in 2025. These contrasting conditions make the province an appropriate setting for examining the management styles and leadership skills of Chiefs of Police and their influence on maintaining peace and order across municipalities.

2.3 Respondents of the Study

The study involved 292 respondents from the 24 municipalities of Northern Samar, consisting of 24 Chiefs of Police, 177 Police Non-Commissioned Officers (PNCOs), 43 Non-Uniformed Personnel (NUPs), and 48 Municipal Advisory Group for Police Transformation and Development (MAGPTD) members. These respondents were selected because of their direct involvement in police administration, leadership, and peace and order initiatives.

2.4 Sample and Sampling Procedure

The population comprised personnel from the 24 municipalities of Northern Samar. Complete enumeration was employed for all Chiefs of Police, while proportionate sampling using Slovin's formula was applied to select respondents from the PNCOs, NUPs, and MAGPTD members. This sampling procedure ensured adequate representation of each respondent group.

2.5 Research Instrument

The study utilized researcher-made survey questionnaires designed for Chiefs of Police, PNCOs, NUPs, and MAGPTD members. The instrument consisted of four sections covering respondents' demographic and professional profiles, management styles, leadership skills, and peace and order status. The management style component assessed planning, organizing, staffing, directing, coordinating, reporting, and budgeting, while leadership skills and peace and order indicators were adapted from established literature and recognized leadership references. Responses were measured using a five-point Likert scale. The questionnaire underwent expert content validation by the Provincial Director of the Northern Samar Police Provincial Office and a research expert. Following revisions, pilot testing established good internal consistency, with Cronbach's alpha coefficients of 0.84 for Management Styles, 0.88 for Leadership Skills, and 0.89 for Peace and Order Status and Challenges, indicating that the instrument was valid and reliable for data collection.

2.6 Data Gathering Procedure

Prior to data collection, permission was obtained from the Provincial Director of the Northern Samar Police Provincial Office and the participating Chiefs of Police. After validation and pilot testing, the questionnaires were distributed personally and through Google Forms to the selected respondents. Participants received instructions regarding the purpose of the study and the proper completion of the questionnaire. Completed responses were retrieved, checked for completeness, encoded, organized, and prepared for statistical analysis. Throughout the process, respondents voluntarily participated after providing informed consent, and confidentiality and anonymity were strictly maintained.

2.7 Data Analysis Techniques

Descriptive and inferential statistics were used to analyze the data. Frequency counts, percentages, and rank order described the respondents' demographic characteristics, while weighted mean determined the levels of management styles. The Spearman Rank-Order Correlation Coefficient (Spearman's rho) examined the significant relationship between respondents' demographic profile and management styles. Statistical analyses were performed using appropriate statistical software with a 0.05 level of significance, where p-values less than or equal to 0.05 indicated significant relationships.

2.8 Ethical Considerations

The study complied with ethical research standards by obtaining approval from the appropriate authorities before data collection. Respondents voluntarily participated after providing informed consent and were informed of the study's objectives, procedures, and their right to withdraw at any time. Confidentiality, anonymity, and privacy were maintained throughout the study, and all collected information was used solely for academic purposes. Ethical standards in data collection, analysis, and reporting were observed to ensure the credibility and integrity of the research.

3. Results and Discussion

3.1 Demographic Profile of the Respondents

3.1.1 Age

The respondents were predominantly young to middle-aged, with most belonging to the 31–36 years age group, followed by those aged 37–41 years. Respondents aged 48 years and above comprised the smallest proportion, indicating that the police workforce in Northern Samar is largely composed of personnel in their productive and active years. This age distribution suggests a workforce with the physical capability and operational experience necessary for law enforcement. As explained by Kalthoff-Roesing & Jungmann (2015), age influences cognitive development, risk assessment, leadership behavior, and decision-making. While younger personnel contribute energy and adaptability, continuous leadership development remains necessary to strengthen their administrative and strategic capabilities.

3.1.2 Sex

The respondents were predominantly male, with females representing a much smaller proportion of the workforce. Male respondents also occupied most leadership positions, particularly among Chiefs of Police and Municipal Advisory Council members, whereas female representation was relatively higher among the Non-Uniformed Personnel. The findings indicate that law enforcement leadership in Northern Samar remains male-dominated. According to Kalthoff-Roesing & Jungmann (2015), gender influences leadership styles, communication, and decision-making. Increasing diversity in leadership may strengthen community-oriented policing by incorporating broader perspectives into local governance and public safety initiatives.

3.1.3 Marital Status

Most respondents were married, while single respondents comprised the second largest group. Only a very small proportion reported being widowed, separated, or annulled. This reflects a generally stable personal background among the respondents. The predominance of married personnel suggests organizational stability and continuity within the police force. Existing literature indicates that family responsibilities often contribute to maturity, commitment, and improved job performance, thereby supporting effective collaboration and the successful implementation of peace and order programs.

3.1.4 Educational Background

The majority of respondents possessed a baccalaureate degree, while only a few had completed or pursued graduate studies. Very few respondents had earned doctoral degrees, indicating limited postgraduate educational attainment among the participants. Although the respondents satisfy the educational requirements for law enforcement service, the limited number of postgraduate degree holders suggests opportunities for further professional development. As noted by Lakshmito, S. et al. (2022), higher education enhances analytical ability, strategic thinking, and decision-making, enabling public administrators to respond more effectively to complex organizational and community challenges.

3.1.5 Years of Service in Law Enforcement

Most respondents had 10–13 years of service, followed by those with 14–17 years and 6–9 years of experience. Chiefs of Police generally possessed longer years of service, while only a few respondents had served for more than 22 years. The findings indicate that the respondents possess substantial professional experience. According to Lakshmito, S. et al. (2022), extended service contributes to institutional knowledge, leadership competence, and operational effectiveness, allowing experienced officers to respond more efficiently to complex policing situations.

3.1.6 Rank Progression

Most Chiefs of Police held the rank of Police Lieutenant, while the largest proportion of Police Non-Commissioned Officers consisted of Police Staff Sergeants and Police Corporals. Non-Uniformed Personnel were primarily assigned to administrative positions. These findings demonstrate a structured organizational hierarchy across participating police stations. The distribution reflects the traditional hierarchical structure of law enforcement organizations, where authority and responsibility are assigned according to rank. Mid-level personnel perform most operational duties, while commissioned officers provide supervision, leadership, and administrative direction necessary for effective police operations.

3.1.7 Training and Certifications

Chiefs of Police primarily completed mandatory public safety training and career courses, while Police Non-Commissioned Officers commonly attended the Public Safety Basic Recruit Course and Public Safety Junior Leadership Course. Non-Uniformed Personnel mainly completed induction, ethics, and civil service training and possessed basic civil service eligibility. Advanced leadership training and specialized certifications were relatively limited across all respondent groups. The findings demonstrate compliance with mandatory professional development requirements but indicate limited participation in advanced leadership and specialized training. As emphasized by S. Kale (2017), continuous education

strengthens leadership capability, organizational performance, and institutional modernization. Expanding advanced training opportunities may further enhance police leadership and administrative effectiveness.

3.1.8 Professional Affiliations

Most Chiefs of Police and Police Non-Commissioned Officers maintained professional affiliations with NAPOLCOM and the Philippine Society of Criminologists, while Non-Uniformed Personnel were primarily affiliated with the PNP NUP Association and administrative organizations. Membership in international and specialized professional organizations was comparatively limited. Professional affiliations reinforce adherence to ethical standards, professional competence, and continuous learning. However, the relatively low participation in international and multidisciplinary organizations suggests limited exposure to broader leadership practices and innovations that could further strengthen police administration and public safety management.

3.2 Management Styles of Chiefs of Police

3.2.1 Planning

The respondents assessed the planning management style as often used, indicating that Chiefs of Police regularly apply planning practices in managing municipal police operations. The highest-rated practice was demonstrating patience and tolerance in addressing complex community and administrative concerns, while the lowest-rated practice involved developing proactive plans to prevent community and organizational conflicts before they occur. These findings indicate that police leaders effectively respond to operational situations but place comparatively less emphasis on preventive planning. This supports Luther Gulick's POSDCORB framework, which identifies planning as the foundation of effective administration, and aligns with Situational Leadership Theory, where leaders adjust their approaches according to organizational needs. The findings are likewise consistent with Marissa C. Lontoc (2021) and Rosita Guzman Castro (2016), who emphasized the importance of translating organizational goals into proactive long-term strategies.

3.2.2 Organizing

The respondents rated organizing as often used, suggesting that organizational structures and administrative processes are consistently implemented. Delegating responsibilities according to personnel competencies and establishing clear operational procedures received the highest ratings, while maintaining updated organizational structures received the lowest assessment. The findings demonstrate that Chiefs of Police effectively organize personnel and resources while maintaining clear operational responsibilities. Consistent with Luther Gulick's POSDCORB framework, effective organizing promotes efficiency and accountability. However, the relatively lower emphasis on updating organizational structures suggests the need for greater organizational flexibility to address changing operational and security demands, consistent with Situational Leadership Theory.

3.2.3 Staffing

Staffing practices were likewise rated as often used, indicating that personnel management is regularly implemented across municipal police stations. The highest-rated practice involved addressing personnel performance issues through coaching, mentoring, and appropriate disciplinary measures, whereas building diverse teams and encouraging broader participation in staffing decisions received comparatively lower ratings. The findings suggest that staffing practices prioritize discipline, accountability, and personnel performance. Such practices support the principles of classical public administration, where organizational discipline and competency are fundamental to institutional effectiveness. However, the lower emphasis on diversity and participatory staffing may reduce opportunities for innovation and collaborative problem-solving in responding to complex community issues.

3.2.4 Directing

The directing function received an overall interpretation of always used, reflecting the consistent leadership of Chiefs of Police in guiding personnel. Leading by example through discipline and professionalism obtained the highest rating, followed by providing clear instructions and supervision. Encouraging greater initiative and creativity among personnel received the lowest assessment, although it remained positively rated. These findings indicate that Chiefs of Police emphasize discipline, effective communication, and supervision in directing personnel. Such practices reinforce leadership models that recognize exemplary behavior as a key factor influencing organizational culture and employee performance. However, the comparatively lower encouragement of independent decision-making suggests a predominantly centralized leadership approach that may limit operational flexibility in addressing local community concerns.

3.2.5 Coordinating

Coordination was evaluated as often used, indicating that Chiefs of Police consistently collaborate with internal personnel and external stakeholders. The strongest practice involved coordinating with community stakeholders to strengthen crime prevention efforts, while synchronizing personnel, schedules, and organizational resources received comparatively lower ratings. The findings highlight the importance of interagency and community collaboration in maintaining peace and order. Consistent with Luther Gulick's POSDCORB framework, coordination enhances organizational integration and supports

community-oriented policing. Nevertheless, improving internal coordination and resource management could further strengthen operational efficiency and responsiveness to emerging security concerns.

3.2.6 Reporting

Reporting emerged as one of the strongest management functions and was interpreted as always used. Respondents consistently followed prescribed reporting formats, submitted reports on time, and ensured accuracy and completeness. The lowest-rated practice involved adapting reports to meet the information needs of different stakeholders. These findings demonstrate a strong commitment to accountability and compliance with institutional reporting standards. Standardized reporting promotes transparency and effective organizational monitoring. However, the comparatively lower emphasis on tailoring reports for different audiences suggests opportunities to improve communication with local stakeholders and strengthen transparency in public administration.

3.2.7 Budgeting

Budgeting was assessed as often used, indicating that financial management practices are regularly implemented in police administration. The highest-rated practice involved ensuring accountability and ethical responsibility in managing financial resources, whereas involving personnel in budget discussions received the lowest rating. The findings indicate that Chiefs of Police prioritize responsible financial management and compliance with public accountability standards. Consistent with Luther Gulick's POSDCORB framework, effective budgeting supports organizational sustainability and operational readiness. However, increasing personnel participation in budget planning may promote shared accountability, improve resource utilization, and strengthen organizational commitment to achieving peace and order objectives.

4. Conclusion and Recommendations

The study concludes that the Chiefs of Police in Northern Samar generally demonstrate effective management practices across the POSDCORB functions, particularly in directing and reporting, supported by a workforce that is academically qualified, professionally trained, and experienced in law enforcement. Despite these strengths, the implementation of peace and order programs continues to be constrained by staffing shortages, limited financial and logistical resources, and inadequate support for community-based auxiliary forces. The findings further indicate that professional factors, including educational background, years of service, rank progression, training and certifications, and professional affiliations, have a greater influence on management styles than personal demographic characteristics, emphasizing the importance of continuous professional development in strengthening leadership and organizational effectiveness.

The Philippine National Police should strengthen leadership development and specialized management training for Chiefs of Police, Police Non-Commissioned Officers, and Non-Uniformed Personnel while encouraging higher education and professional certification. Chiefs of Police should sustain and improve POSDCORB management functions through regular strategic planning and performance reviews, with particular emphasis on budgeting and staffing. Collaboration among the Philippine National Police, local government units, and national agencies should be enhanced to address personnel, financial, and logistical constraints and to strengthen support for barangay tanods and auxiliary forces. Future researchers are encouraged to expand the study by employing advanced statistical techniques, conducting similar investigations in other provinces, utilizing mixed-method approaches, and incorporating additional organizational and community-related variables.

The study was limited to the municipalities of Northern Samar and included only Chiefs of Police, Police Non-Commissioned Officers, Non-Uniformed Personnel, and Municipal Advisory Group for Police Transformation and Development members. It focused on respondents' perceptions of management styles and peace and order conditions using a descriptive-correlational design, which identified relationships but did not establish causality. Data were collected within a limited period through self-administered questionnaires, making the findings dependent on the accuracy and honesty of the respondents' answers. In addition, official crime statistics, intelligence reports, regional and national peace and order trends, and external political, economic, and social factors that may influence peace and order were beyond the scope of the study.

Compliance with ethical standards

The author declares no conflict of interest and confirm that this study received no external funding. The authors acknowledge the participation of the Chiefs of Police, Police Non-Commissioned Officers, Non-Uniformed Personnel, Municipal Advisory Group for Police Transformation and Development members, and the Northern Samar Police Provincial Office for their cooperation in the conduct of the study. Participation was voluntary, informed consent was obtained from all respondents, and data were collected through non-invasive survey questionnaires. All responses were treated with strict confidentiality, anonymized during analysis, and used solely for academic and research purposes without disclosing any identifying information.

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