

# Lived Experiences of the Chief Intelligence Officers of the Philippine National Police Second District Province of Bohol

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## Abstract

This study explored the lived experiences of Chief Intelligence Officers assigned to the Philippine National Police (PNP) municipal police stations in the Second District of the Province of Bohol. Specifically, it examined their experiences in performing intelligence duties, the challenges they encountered, the strategies they employed to address these challenges, and their aspirations for improving intelligence operations. The study was anchored on Safety Culture Theory, Self-Efficacy Theory, and Team Performance Theory. A qualitative phenomenological research design, guided by Edmund Husserl's transcendental phenomenology, was employed to capture the participants' lived experiences. Ten Chief Intelligence Officers were selected through purposive-convenience sampling. Data were gathered using a validated interview guide through individual in-depth interviews and focus group discussions, supported by field notes and audio recordings. The data were analyzed using Colaizzi's descriptive phenomenological method to identify significant statements, cluster themes, and emergent themes. The findings revealed that the participants experienced professional fulfillment through operational success, public service, teamwork, and community trust while encountering operational barriers, resource limitations, and psychological strain. To address these challenges, they relied on strategic collaboration, analytical decision-making, and personal resilience. The participants also expressed aspirations for continuous professional development, innovation, stronger institutional support, and ethical leadership to improve intelligence operations and public safety. The study concludes that effective intelligence-led policing depends on competent leadership, organizational support, ethical practice, and collaborative intelligence processes. It recommends strengthening ethical leadership, continuous professional development, resource allocation, inter-agency collaboration, and community partnerships to enhance operational effectiveness within the Philippine National Police. The study supports Sustainable Development Goal 16 (Peace, Justice, and Strong Institutions) and Sustainable Development Goal 17 (Partnerships for the Goals) by promoting effective law enforcement, institutional strengthening, and collaborative governance. Its findings contribute to institutional, policy, and community sustainability by providing context-specific insights that may enhance intelligence leadership, organizational effectiveness, and public safety.

**Keywords:** Chief Intelligence Officers, Intelligence-Led Policing, Lived Experiences, Phenomenology, Philippine National Police, Safety Culture Theory, Second District of Bohol, Self-Efficacy Theory, Team Performance Theory

## 1. Introduction

Police intelligence has become an essential component of modern law enforcement as crime becomes increasingly complex, transnational, and technology-driven. Intelligence-led policing promotes proactive crime prevention through the systematic collection, analysis, and dissemination of information to support operational decision-making. Within the Philippine National Police (PNP), Chief Intelligence Officers play a vital role in translating intelligence into operational actions while ensuring coordination, accountability, and adherence to legal and ethical standards. Despite the importance of police intelligence, limited qualitative research has examined the lived experiences of Chief Intelligence Officers, particularly in geographically isolated and resource-constrained areas such as the Second District of the Province of Bohol. This study explores their experiences, challenges, coping strategies, and aspirations to provide context-specific insights that may strengthen intelligence leadership, operational effectiveness, and institutional development.

### 1.1 Background of the Lived Experiences of Chief Intelligence Officers in the Philippine National Police

Globally, intelligence-led policing has become a fundamental strategy in addressing increasingly sophisticated, transnational, and technology-driven crimes. Chief Intelligence Officers support proactive crime prevention by collecting, analyzing, and disseminating intelligence that guides operational decision-making while balancing ethical standards and public accountability. Nevertheless, intelligence officers continue to encounter operational risks, resource limitations, psychological pressures, and rapidly evolving criminal activities, emphasizing the need to understand their professional

experiences (Maguire, 2018). In the Philippines, intelligence-led policing is institutionalized through the Philippine National Police (PNP), particularly within the Intelligence Group and district intelligence units responsible for addressing illegal drugs, terrorism, organized crime, maritime offenses, and other security threats. Chief Intelligence Officers convert intelligence into operational strategies while coordinating with local government units and partner law enforcement agencies. However, implementing national intelligence policies remains challenging, particularly in geographically diverse and resource-limited areas (Philippine National Police, 2024). The Second District of the Province of Bohol presents a distinctive operational environment characterized by island municipalities, coastal communities, mobility limitations, maritime security concerns, and varying socio-economic conditions. Chief Intelligence Officers must address localized threats, including illegal fishing, drug-related activities, and public safety concerns, while adapting intelligence strategies to logistical constraints and community-based realities (Provincial Planning and Development Office–Bohol, 2024). Despite the recognized importance of police intelligence, existing Philippine studies primarily emphasize crime statistics, policing strategies, and organizational performance. Limited phenomenological research explores how Chief Intelligence Officers experience, interpret, and manage operational, psychological, and institutional challenges, particularly within provincial and island settings such as Bohol. Recognizing these gaps, this study investigates the lived experiences of Chief Intelligence Officers assigned to the Second District of Bohol to better understand the challenges they encounter, the coping strategies they employ, and the meanings they attach to their roles in maintaining peace and order.

### **1.2 Themes and Insights on the Lived Experiences of Chief Intelligence Officers in Police Intelligence Operations**

The literature emphasizes that police intelligence is fundamental to proactive law enforcement, supporting crime prevention, threat assessment, and strategic decision-making through systematic intelligence collection, analysis, and dissemination. The effectiveness of intelligence operations depends on competent leadership, analytical capability, organizational support, and ethical accountability, making the experiences of intelligence leaders an important area of inquiry (Ratcliffe, 2016; Innes et al., 2018). Organizational culture significantly shapes intelligence officers' perceptions of risk, responsibility, and performance. Professionalism, trust, communication, and shared organizational values strengthen intelligence operations, whereas weak organizational structures contribute to operational failures and information silos. Likewise, a positive safety culture promotes officer well-being, effective communication, risk management, and organizational learning, enabling intelligence officers to perform effectively in uncertain and high-risk environments (Reason, 1997). The literature further highlights the demanding psychological nature of intelligence work. Intelligence officers regularly encounter stress, secrecy, uncertainty, and ethical dilemmas that may influence decision-making, mental health, and job satisfaction. Self-efficacy enables officers to remain resilient, confident, and effective in analytical tasks, leadership responsibilities, and inter-agency coordination despite operational pressures (Violanti et al., 2019; Bandura, 1997). Effective intelligence operations also rely on teamwork, collaboration, continuous professional development, and adequate institutional support. Trust, shared understanding, communication, and leadership strengthen team performance, while continuous training enhances adaptability to evolving security threats. However, resource limitations, technological constraints, ethical challenges, and inter-agency coordination continue to affect intelligence operations, particularly in geographically diverse and resource-constrained areas (Salas et al., 2015; Maguire & King, 2020; Prenzler & den Heyer, 2015; Burcher & Whelan, 2018; Carter & Carter, 2019; Densten, 2003; Tyler, 2017; Sheptycki, 2019; Creswell & Poth, 2018). Empirical studies consistently demonstrate that intelligence-led policing enhances crime prevention and operational decision-making but also presents significant organizational and professional challenges. Leadership competence, ethical accountability, organizational support, collaboration, and continuous training improve intelligence effectiveness, while information overload, resource constraints, psychological stress, jurisdictional conflicts, and limited institutional support remain persistent concerns. Studies further indicate that intelligence officers develop resilience through professional commitment, peer support, reflective leadership, community engagement, and experiential learning, emphasizing the importance of leadership experiences in achieving operational success. Leadership within intelligence units has also been associated with improved officer morale, motivation, and organizational commitment, while security governance literature highlights the importance of balancing intelligence operations with democratic accountability (Ratcliffe, 2016; Gill & Phythian, 2018; Burger, 2019; Verma, 2021; Santos, 2020; Adebayo, 2021; Bigo, 2017).

### **1.3 Global, National, and Local Context of Police Intelligence Leadership in the Second District of the Province of Bohol**

Globally, intelligence-led policing has evolved as a proactive law enforcement strategy that strengthens crime prevention, threat assessment, and strategic decision-making amid increasingly complex and technology-driven security threats. Chief Intelligence Officers are responsible for identifying risks, coordinating intelligence activities, and supporting operational responses while maintaining ethical standards and public accountability. However, intelligence work continues to be challenged by operational risks, resource limitations, psychological pressures, and the changing nature of criminal activities (Maguire, 2018). Nationally, the Philippine National Police institutionalize intelligence-led policing through the Intelligence Group and district intelligence units tasked with addressing illegal drugs, terrorism, organized crime, maritime offenses, and other security threats. Chief Intelligence Officers play a critical role in transforming intelligence into operational actions while coordinating with local government units and partner law enforcement agencies. Nevertheless,

implementing intelligence policies remains difficult in geographically diverse and resource-constrained areas, highlighting the need to understand intelligence operations within local contexts (Philippine National Police, 2024). Locally, the Second District of the Province of Bohol presents a distinctive operational environment characterized by island municipalities, coastal communities, mobility limitations, maritime security concerns, and varying socio-economic conditions. Intelligence officers must address localized security issues, including illegal fishing, drug-related activities, and other public safety threats while adapting operational strategies to logistical constraints. These unique geographical and organizational conditions significantly influence the experiences, decision-making, and intelligence practices of Chief Intelligence Officers assigned in the area (Provincial Planning and Development Office–Bohol, 2024). The limited qualitative research focusing on provincial and island-based intelligence leadership further underscores the importance of examining these lived experiences within the Bohol context.

#### **1.4 Theoretical and Legal Foundations of the Lived Experiences of Chief Intelligence Officers**

This study is primarily anchored on Safety Culture Theory (Reason, 1997), which explains that organizational safety is influenced by shared values, leadership commitment, accountability, communication, and organizational learning rather than compliance alone. The theory emphasizes proactive risk identification, structured intelligence processes, adaptability, and organizational support, making it relevant to understanding intelligence operations conducted in high-risk and resource-limited environments (Reason, 1997; Guldenmund, 2000; Cooper, 2000; Dekker, 2014; Waring, 2015). The study is further supported by Self-Efficacy Theory (Bandura, 1977), which posits that individuals' beliefs in their capabilities influence motivation, resilience, decision-making, leadership effectiveness, and performance under pressure. High self-efficacy enables intelligence officers to manage operational challenges, maintain confidence, cope with occupational stress, and effectively perform intelligence and leadership responsibilities (Bandura, 1977; Schwarzer & Jerusalem, 1995; Luszczynska et al., 2005; Burke & Mikkelsen, 2006). Additionally, Team Performance Theory (Yammarino & Dansereau, 1990) explains that effective intelligence operations depend on coordinated teamwork, communication, trust, leadership, and shared responsibility. Leadership aligns individual efforts with organizational goals while fostering collaboration, continuous learning, accountability, and operational effectiveness, making the theory appropriate for examining the collaborative experiences of Chief Intelligence Officers (Yammarino & Dansereau, 1990; Salas et al., 2005; Kozlowski & Ilgen, 2006; Mathieu et al., 2008; Schafer, 2009). The study is likewise guided by the legal and institutional framework governing intelligence operations in the Philippines, including the DILG Act of 1990 (RA 6975), Republic Act No. 8551, Republic Act No. 10867, Executive Order 546, PNP Memorandum Circular No. 165 (2021), and the PNP Operational Procedures Manual (2020, 2024), which collectively define the mandates, responsibilities, operational procedures, ethical standards, and inter-agency coordination mechanisms supporting intelligence-led policing within the Philippine National Police.

#### **1.5 Research Gaps and Rationale for Exploring the Lived Experiences of Chief Intelligence Officers in the Second District of the Province of Bohol**

Existing literature establishes that intelligence-led policing strengthens crime prevention, operational planning, and strategic decision-making through effective leadership, organizational support, ethical practice, and collaboration. Previous studies also identify recurring challenges faced by intelligence officers, including resource limitations, occupational stress, ethical dilemmas, inter-agency coordination issues, and the need for continuous professional development (Ratcliffe, 2016; Gill & Phythian, 2018; Burger, 2019; Cope, 2020; Verma, 2021). Despite these contributions, most studies focus on policing strategies, organizational performance, crime statistics, or intelligence operations from quantitative and institutional perspectives. Limited phenomenological research examines how Chief Intelligence Officers perceive, cope with, and assign meaning to their leadership roles, particularly within provincial and island-based settings in the Philippines. This gap is especially evident in the Second District of the Province of Bohol, where geographical conditions, mobility constraints, maritime security concerns, and limited resources create unique operational realities. Accordingly, this study seeks to explore the lived experiences of Chief Intelligence Officers assigned to the municipal police stations of the Second District of Bohol. By examining their experiences, coping mechanisms, and aspirations, the study intends to generate context-specific insights that may contribute to leadership development, intelligence practice, policy enhancement, and organizational improvement within the Philippine National Police (Maguire, 2018).

#### **1.6 Alignment of the Study with Relevant Sustainable Development Goals (SDGs)**

Based on the reviewed literature, this study aligns with the following Sustainable Development Goals (SDGs):

SDG 16 – Peace, Justice, and Strong Institutions. The study supports the promotion of effective, accountable, and professional law enforcement institutions by examining the lived experiences of Chief Intelligence Officers and identifying factors that influence intelligence leadership, ethical practice, operational effectiveness, and institutional improvement.

SDG 17 – Partnerships for the Goals. The study highlights the importance of collaboration among the Philippine National Police, local government units, and other law enforcement agencies in strengthening intelligence operations, information sharing, and coordinated responses to public safety and security concerns.

### **1.7 Contribution of the Study to Multidisciplinary Sustainability and Police Intelligence Development**

This study contributes primarily to policy and governance sustainability by providing context-specific evidence that may support improvements in intelligence policies, leadership development, institutional learning, and operational practices within the Philippine National Police. It also contributes to community sustainability by promoting more effective intelligence-led policing that supports public safety and peace and order through improved coordination and decision-making. Furthermore, the study supports institutional sustainability by generating insights that may enhance professional development, organizational effectiveness, and intelligence capabilities among Chief Intelligence Officers operating in geographically diverse and resource-constrained environments. These contributions are consistent with the study's focus on strengthening intelligence leadership and organizational performance within the Philippine National Police.

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## **2. Material and methods**

### **2.1 Research Design**

This study employed a phenomenological research design to explore the lived experiences of Chief Intelligence Officers of the Philippine National Police (PNP) assigned to the Second District of the Province of Bohol. Phenomenology was considered appropriate because it focuses on understanding individuals' subjective experiences, perceptions, and challenges from their own perspectives. Specifically, the study adopted Edmund Husserl's transcendental phenomenology, utilizing an interview guide for individual in-depth interviews and Focus Group Discussions (FGDs) to examine the participants' lived experiences. The phenomenological approach enabled the researcher to capture the essence of the participants' experiences by setting aside personal assumptions and biases while conducting in-depth interviews. Emphasis was placed on first-person narratives, allowing the informants to freely describe their experiences, challenges, coping strategies, and insights regarding their roles as Chief Intelligence Officers. The research design and data collection procedures were likewise consistent with established qualitative inquiry principles that emphasize credibility, trustworthiness, and the systematic exploration of lived experiences (Creswell & Poth, 2018).

### **2.2 Locale of the Study**

The study was conducted in the ten (10) municipal police stations located in the Second District of the Province of Bohol, namely Bien Unido, Dagohoy, Danao, Getafe, Inabanga, President Carlos P. Garcia, Sagbayan, Talibon, Trinidad, and Ubay. Each municipal police station served as the workplace of the participating Chief Intelligence Officer and represented diverse operational environments, including inland and island municipalities with varying demographic and geographical characteristics. These municipalities differ in population size, number of barangays, organizational structure, and intelligence personnel, yet all maintain intelligence sections responsible for supporting local law enforcement operations. The selected police stations provide operational contexts characterized by varying logistical conditions, resource availability, and intelligence responsibilities, making them appropriate settings for examining the lived experiences of Chief Intelligence Officers assigned within the Second District of Bohol.

### **2.3 Respondents of the Study**

The respondents of the study were ten (10) Chief Intelligence Officers assigned to the Philippine National Police (PNP) municipal police stations in the Second District of the Province of Bohol. They were selected because they possessed direct experience in intelligence operations and leadership, enabling them to provide rich and relevant information regarding the phenomenon under investigation. Of the ten respondents, four (4) participated in individual in-depth interviews (IDI), while six (6) participated in a Focus Group Discussion (FGD) to obtain comprehensive accounts of their lived experiences.

### **2.4 Sample and Sampling Procedure**

The study employed a purposive-convenience sampling technique to select participants who met predetermined inclusion criteria. Eligible respondents were police officers who had served as intelligence officers for at least two (2) years and had held the position of Chief of the Intelligence Section for a minimum of two (2) years. Following coordination with the respective municipal police stations, prospective respondents underwent a pre-assessment through informal interviews to determine their eligibility and willingness to participate. This sampling approach ensured that only participants with substantial experience and firsthand knowledge of intelligence operations were included in the study.

### **2.5 Research Instrument**

The study utilized a validated Interview Guide (IG) consisting of open-ended questions administered through face-to-face individual interviews and Focus Group Discussions (FGDs). A research journal and voice recorder were also used to accurately document and preserve the respondents' narratives. The Interview Guide comprised three parts: the first explored the respondents' experiences in performing their duties, the second examined how they coped with challenges encountered in their work, and the third identified their aspirations for improving the performance of their duties. The instrument was validated by the research panel and pre-tested before implementation. During the interviews, follow-up questions were asked to clarify and elaborate on participants' responses. The researcher used field notes and audio recordings to ensure accurate transcription and facilitate the identification of common themes from the respondents' lived experiences.

## **2.6 Data Gathering Procedure**

Prior to data collection, the researcher coordinated with the municipal police stations in the Second District of the Province of Bohol through formal transmittal letters requesting permission to conduct the study. Upon approval, records were obtained to identify Chief Intelligence Officers who met the inclusion criteria and were willing to participate. Coordination with the respective Chiefs of Police facilitated access to the participants and the conduct of the interviews. Data were collected through individual in-depth interviews (IDI) and Focus Group Discussions (FGD) conducted at schedules and locations convenient to the participants. Before the interviews, the researcher explained the purpose of the study, its objectives, and the importance of maintaining confidentiality. Participants voluntarily signed informed consent forms prior to their participation. The validated interview guide, together with follow-up questions, enabled the respondents to describe their experiences, coping strategies, and aspirations in greater depth. Field notes and audio recordings were used to ensure the completeness and accuracy of the collected data.

## **2.7 Data Analysis Techniques**

The recorded interviews were transcribed verbatim, translated into English, and reviewed repeatedly to ensure accuracy. Participants were encouraged to clarify and elaborate on their responses through follow-up questions, allowing a more comprehensive understanding of their lived experiences. Significant statements relevant to the research questions were extracted, coded, and organized for analysis. The study employed Colaizzi's descriptive phenomenological method to analyze the qualitative data. Significant statements were clustered into core meanings, cluster themes, and emergent themes that reflected the lived experiences of the participants. Representative quotations were retained to support the thematic presentation of the findings. Transcript codes were used instead of participants' identities to maintain confidentiality, and all identifying information was removed from the transcripts. The systematic coding, thematic analysis, and repeated review of the data ensured that the findings accurately reflected the experiences of the Chief Intelligence Officers.

## **2.8 Ethical Considerations**

The study observed established ethical principles throughout the research process to protect the dignity, rights, privacy, and welfare of the participants. Prior to data collection, informed consent was obtained from all respondents after they were informed of the study's purpose, procedures, voluntary nature of participation, and intended use of the data. Interviews and Focus Group Discussions were conducted at schedules convenient to the participants, and confidentiality was maintained by restricting access to participants' identities to the researcher. Audio recordings and transcripts were securely stored, with identifying information removed through transcript codes, and all research records will be destroyed three (3) years after the completion of the study. The researcher also adhered to the principles of honesty, objectivity, protection of intellectual property, social responsibility, confidentiality, and non-discrimination throughout the conduct of the research. The principle of beneficence was upheld by generating findings intended to improve intelligence operations, officer well-being, professional development, policy formulation, resource allocation, and institutional support within the Philippine National Police. The study sought to identify best practices and opportunities for enhancing intelligence leadership, operational effectiveness, ethical decision-making, and training while promoting public safety and respect for human and civil rights. The principle of non-maleficence was observed by minimizing potential psychological, physical, professional, and legal risks to the participants. The study protected participants' identities through anonymization and pseudonyms, avoided collecting classified operational information, limited interview questions to non-sensitive topics, and ensured that participation was voluntary, with the right to withdraw at any stage. Findings were presented only at a generalized thematic level to prevent attribution of responses to individual participants. The principle of justice was maintained by applying fair and non-discriminatory participant selection procedures and by treating all respondents with equal respect regardless of rank, tenure, gender, or affiliation. The study ensured that diverse perspectives were represented and that the findings would benefit intelligence officers, the Philippine National Police, policymakers, local government units, and the academic community through recommendations for improved policies, working conditions, mental health support, and professional development. The principle of autonomy was upheld by ensuring that participation was entirely voluntary and based on informed decision-making. Participants received adequate information regarding the study's objectives, procedures, potential risks, and benefits and were free to decline participation or withdraw without penalty. They also retained the right to refuse any question while confidentiality and privacy were consistently protected throughout the research process. To ensure the quality and rigor of the qualitative inquiry, the study established trustworthiness through credibility, transferability, dependability, and confirmability. Credibility was achieved by selecting Chief Intelligence Officers with direct experience in intelligence operations. Transferability was strengthened through detailed descriptions of the research context and methodology. Dependability was ensured through systematic documentation of data collection and transcription procedures, while confirmability was established through repeated data review and triangulation to minimize researcher bias. The researcher further employed bracketing and reflexivity throughout the study. Bracketing involved identifying and setting aside personal assumptions before and during data collection to reduce bias, whereas reflexivity required continuous self-examination of the researcher's values, assumptions, and positionality during data collection and analysis. These processes enhanced objectivity, methodological rigor, credibility, and the authenticity of the interpretations derived from the participants' lived experiences.

### 3. Results and Discussion

#### 3.1 Experiences of the Informants as Chief Intelligence Officers

##### 3.1.1 Professional Fulfillment from Operational Success

The participants reported that they experienced fulfillment whenever intelligence operations resulted in successful arrests, case filing, crime prevention, and the maintenance of peace and order. They viewed operational success as evidence of effective intelligence gathering, strategic planning, and teamwork. Safe and successful operations further strengthened their confidence, professional identity, and commitment to serving the community. These findings indicate that operational success reinforces the officers' confidence and validates their competence in intelligence work. The results support Self-Efficacy Theory, which explains that successful task performance strengthens confidence in one's abilities, and Safety Culture Theory, which emphasizes that disciplined procedures and adherence to operational protocols contribute to successful and safe outcomes. The findings are consistent with the literature showing that mastery experiences improve motivation and resilience among professionals working in high-risk environments (Bandura, 1997).

##### 3.1.2 Motivation Rooted in Service, Teamwork, and Public Trust

The participants emphasized that their motivation extended beyond successful operations to include public service, teamwork, and community trust. They described intelligence work as a commitment to protecting the public through collaboration with fellow officers and active community participation. Strong teamwork, shared responsibility, and public cooperation enhanced morale, strengthened operational effectiveness, and reinforced their dedication to intelligence duties. The findings suggest that motivation among Chief Intelligence Officers is sustained by collaborative relationships and public confidence. This supports Team Performance Theory, which highlights the importance of teamwork, shared goals, and mutual accountability in improving performance. It also aligns with Safety Culture Theory, which recognizes trust, communication, and collective responsibility as essential elements of effective policing. These findings are supported by Tyler and Huo (2002), who emphasized that public trust enhances police motivation and effectiveness, Salas et al. (2015), who identified teamwork and communication as critical to high-performing law enforcement teams, Hackman (2002), who explained that effective teams achieve higher performance through clear direction and collaborative processes, and Skogan (2006), who found that community-oriented policing increases officers' motivation, job satisfaction, and professional commitment.

##### 3.1.3 Operational Barriers and Resource Limitations

The participants identified limited logistical support, insufficient funding, and inadequate operational resources as major barriers to effective intelligence work. They explained that shortages in transportation, equipment, and financial resources delayed intelligence responses, restricted mobility, hindered surveillance and case development, and prevented the timely implementation of intelligence plans. Many also reported relying on personal resources to accomplish operational tasks, resulting in frustration and reduced morale. These findings demonstrate that resource limitations directly affect operational readiness, efficiency, and officer morale. The results support Safety Culture Theory, which emphasizes that adequate organizational resources and leadership are necessary to ensure safe and effective operations, and Team Performance Theory, which highlights the importance of sufficient resources and organizational support for team effectiveness. The findings are consistent with Prenzler and Gaffney (2019), who emphasized that intelligence-led policing depends on timely access to transportation, technology, and logistical support, Ratcliffe (2016), who identified resource constraints as a major obstacle to effective intelligence operations, and Carter (2011), who emphasized that effective intelligence practices depend upon adequate organizational resources, information systems, and institutional support. Likewise, Innes, Fielding, and Cope (2020) reported that inadequate logistical and financial support contributes to delayed responses, operational frustration, and reduced intelligence effectiveness.

##### 3.1.4 Psychological Strain and Personal Vulnerability

The participants revealed that intelligence work exposes them to significant psychological and emotional challenges. They experienced fear, stress, frustration, and personal vulnerability due to threats from criminal elements, concerns for their families' safety, operational failures, and the pressure of meeting intelligence objectives. The confidential nature of intelligence work also limited opportunities to share emotional burdens, increasing feelings of isolation and psychological fatigue. These findings indicate that the demands of intelligence work extend beyond operational risks to include substantial psychological challenges that may affect well-being and performance. The results are supported by Self-Efficacy Theory, which suggests that repeated exposure to threats, failures, and uncontrollable stressors can weaken an individual's confidence in managing difficult situations, and Safety Culture Theory, which recognizes psychological safety as an essential component of organizational safety. The findings agree with Violanti et al. (2017), who reported that intelligence personnel are highly vulnerable to chronic occupational stress, and Shane (2010), who identified threats to personal and family safety as significant sources of stress among law enforcement officers. Likewise, Patterson et al. (2019) emphasized the need for institutional psychological support, including counseling and stress management programs, to address the emotional demands of intelligence work.

### **3.2 Addressing the Challenges Encountered in the Performance of Their Duties**

#### **3.2.1 Strategic Escalation and Collaborative Problem-Solving**

The participants reported that unresolved or complex intelligence cases were addressed through strategic escalation to higher intelligence units and collaborative problem-solving with colleagues and partner agencies. They emphasized that endorsing cases beyond their operational capacity allowed access to additional resources, technical expertise, and broader intelligence networks. Regular meetings, consultations, and information sharing also helped validate intelligence, develop appropriate strategies, and improve operational decisions. These findings suggest that collaboration and proper escalation are essential mechanisms for maintaining operational effectiveness in intelligence work. The results support Team Performance Theory, which emphasizes shared responsibility, coordination, and collective decision-making in addressing complex tasks. They also align with Safety Culture Theory, which highlights adherence to organizational procedures and risk mitigation through appropriate operational protocols. The findings are consistent with Ratcliffe (2016), who emphasized the importance of inter-unit collaboration and structured information flow in intelligence-led policing. Likewise, Atkinson and Prenzler (2021) explained that effective police intelligence investigations require institutional collaboration, standardized investigative procedures, and coordinated decision-making across intelligence agencies, while Innes, Fielding, and Cope (2020) reported that collaborative intelligence practices improve operational adaptability and problem resolution.

#### **3.2.2 Analytical Rigor and Personal Resiliency**

The participants explained that they managed operational uncertainty through careful analysis, information validation, and emotional discipline before making decisions. They consistently verified intelligence sources, examined available evidence, and avoided premature conclusions to reduce operational risks. In addition, they relied on personal resilience, mutual encouragement, and personal beliefs to cope with stress, maintain emotional stability, and remain committed to their responsibilities despite difficult circumstances. These findings indicate that effective intelligence work depends on disciplined analytical processes and strong personal coping mechanisms. The results support Self-Efficacy Theory, which explains that confidence in one's ability to manage challenges promotes resilience and persistence, and Safety Culture Theory, which emphasizes informed decision-making, risk awareness, and psychological preparedness in high-risk environments. The findings are supported by Kahneman (2011), who emphasized the value of analytical thinking in complex decision-making, Bandura (1997), who identified self-efficacy as a key factor in resilience and adaptive coping, and Shane (2010), who found that structured analytical practices and effective stress management contribute to improved police decision-making and long-term operational performance.

### **3.3 Aspirations of the Informants as Chief Intelligence Officers**

#### **3.3.1 Continuous Professional Development and Innovation**

The participants expressed a strong desire to enhance their competencies through continuous learning, specialized training, and adaptive intelligence practices. They recognized that evolving crime patterns, technological advancements, and diverse operational environments require constant professional development. They also emphasized that practical field experience, innovation, and improved intelligence strategies are essential for strengthening decision-making, community engagement, and overall police effectiveness. These findings indicate that continuous learning and innovation are viewed as essential for sustaining effective intelligence operations and improving public service. The results support Self-Efficacy Theory, which explains that individuals with strong confidence in their abilities actively pursue learning opportunities and adapt to new challenges. They also align with Safety Culture Theory, which emphasizes competence, continuous learning, and adherence to best practices in maintaining safe and effective operations. The findings are consistent with Kolthoff et al. (2019), who emphasized that continuous professional development enhances police adaptability and effectiveness, and Corder and Shain (2021), who highlighted innovation and organizational learning as essential components of effective police administration and leadership. Likewise, Lum, Koper, and Telep (2017) found that continuous training improves decision-making, problem-solving, and confidence in performing complex policing tasks.

#### **3.3.2 Institutional Support and Ethical Legacy**

The participants emphasized the need for stronger institutional support through improved policies, leadership, training, equipment, mobility, and psychological services to enhance operational effectiveness and officer well-being. They also aspired to leave a legacy characterized by integrity, accountability, professionalism, and service, serving as positive role models for future police officers and strengthening public trust in the organization. These findings suggest that sustainable intelligence operations depend not only on individual commitment but also on organizational support and ethical leadership. The results support Safety Culture Theory, which emphasizes that organizational values, leadership commitment, and institutional systems shape ethical behavior and operational effectiveness. They also align with Team Performance Theory, which highlights leadership, shared values, collaboration, and organizational cohesion as foundations of effective team performance. The findings are supported by Tankebe and Liebling (2014), who emphasized that institutional legitimacy and ethical policing are grounded in organizational justice and leadership integrity, and Punch (2009), who argued that organizational integrity and accountability are fundamental to sustaining ethical policing and public confidence. Similarly, Wolfe and Piquero (2011) found that officers who perceive strong organizational support and

ethical leadership demonstrate greater moral commitment and lower tolerance for misconduct, reinforcing a positive organizational legacy.

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#### **4. Conclusion & Recommendations**

This study explored the lived experiences of Chief Intelligence Officers assigned to the Philippine National Police Municipal Stations in the Second District of the Province of Bohol using a qualitative phenomenological approach. The findings revealed that the officers experienced both professional fulfillment and operational challenges in performing their duties. Their positive experiences were characterized by operational success, public service, teamwork, and community trust, while their negative experiences involved resource limitations and psychological strain. To address these challenges, they relied on strategic collaboration, analytical decision-making, and personal resilience. The participants also expressed aspirations for continuous professional development, innovation, stronger institutional support, and ethical leadership to enhance intelligence operations and improve public safety.

The study recommends strengthening intelligence operations through enhanced ethical leadership, continuous professional development, adequate logistical and financial support, and stronger collaboration among the Philippine National Police, the Department of the Interior and Local Government, the National Police Commission, Local Government Units, intelligence personnel, and the community. Institutional efforts should focus on improving intelligence capabilities, resource allocation, operational coordination, accountability, and community partnerships to promote more effective, ethical, and intelligence-led policing. Future researchers are encouraged to expand this line of inquiry by examining community perceptions of police intelligence operations, the role of local government officials in supporting intelligence activities, and the influence of continuous professional development on the ethical decision-making and performance of intelligence officers.

The chapter provided does not explicitly present a limitation of the study section. However, it indicates that the investigation focused on the lived experiences of ten Chief Intelligence Officers assigned to selected municipal police stations in the Second District of the Province of Bohol using a qualitative phenomenological approach. The findings are therefore specific to the participants and research setting examined, serving as a basis for future studies in other contexts.

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#### **Compliance with ethical standards**

This study was conducted in accordance with established ethical principles to safeguard the dignity, rights, privacy, and welfare of the participants throughout the research process. Ethical practices included obtaining informed consent, ensuring voluntary participation, maintaining confidentiality and anonymity, protecting participant information through secure data management, and upholding the principles of honesty, objectivity, protection of intellectual property, social responsibility, confidentiality, and non-discrimination. The study also applied established measures to ensure the trustworthiness and rigor of the qualitative inquiry.

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