



PUBLIC PERCEPTION TOWARDS SAFETY AND SECURITY, RESPECT, AND TRUST AMONG POLICE AND NON-UNIFORMED PERSONNEL IN CAMP CRAME, QUEZON CITY AS BASIS FOR RECOMMENDATION ON ENHANCED POLICY ON PUBLIC SAFETY AND SECURITY

Alkevin M. Guiang
Junmarie Caroline C. De Leon

*Saint Ferdinand College-City of Ilagan Campus, City of Ilagan,
Isabela, Philippines*

ABSTRACT

This study, completed in 2026, examined public perception towards safety and security, respect, and trust among police personnel, non-uniformed personnel, and external stakeholders in Camp BGen Rafael T. Crame, Quezon City, as basis for recommendations on enhanced public safety and security policy. Using a mixed-method research design, the study integrated quantitative survey data and qualitative responses to provide a comprehensive assessment of institutional practices within the Philippine National Police National Headquarters. A total of 1,107 respondents participated in the study, composed of 380 police personnel, 327 non-uniformed personnel, and 400 external stakeholders. Data were analyzed using frequency and percentage distribution, weighted mean, and chi-square test of relationship. Findings revealed that respondents generally perceived safety and security, respect, and trust within Camp Crame as very high. External stakeholders consistently gave the highest ratings, indicating strong confidence in visible security measures, professionalism, and service delivery. Non-uniformed personnel, while still reporting very high perceptions, gave comparatively lower ratings, suggesting the need to reinforce consistency in security implementation, interpersonal respect, communication, and internal trust-building mechanisms. Statistical results showed that most demographic characteristics were not significantly related to perceptions, except for position among uniformed personnel in relation to safety and security, and length of service among non-uniformed personnel in relation to safety and security. Qualitative responses emphasized the importance of personnel preparedness, access control, discipline, professionalism, transparency, accountability, and effective

feedback systems. The study concludes that sustaining public confidence in Camp Crame requires continuous training, strengthened security systems, ethical leadership, improved communication, and stakeholder-centered service delivery.

Keywords: *Public perception, safety and security, respect, trust, Camp Crame*

INTRODUCTION

Camp BGen Rafael T. Crame serves not merely as the National Headquarters of the Philippine National Police (PNP), but also as the institution's central administrative and operational command. As the organizational center of the PNP, the camp symbolizes authority, discipline, and national security. Consequently, the prevailing conditions of safety, respect, and trust within the camp shape the experiences of uniformed and non-uniformed personnel and influence broader public perceptions of the police organization. Despite its extensive security measures, Camp Crame has experienced serious incidents that exposed vulnerabilities, including the 2016 kidnapping and killing of South Korean businessman inside the camp, the interception of a retired police officer transporting 15 high-powered firearms without the required election gun-ban exemption, the discharge of an unlicensed .22-caliber firearm within the compound, and the October 2022 escape attempt and hostage-taking incident involving a high-profile inmate at the PNP Custodial Center. These incidents demonstrate that even a highly secured police facility may experience security lapses that can weaken institutional credibility and public confidence (Caliwan, 2023; Department of the Interior and Local Government [DILG], 2022; GMA News Online, 2017; Journal News Online, 2025).

Within the complex operational environment of Camp Crame, the Headquarters Support Service (HSS) assumes a critical mandate in maintaining peace, order, safety, and security. The HSS implements security measures intended to protect individuals and facilities within the camp and regulates the entry and exit of people and vehicles. Through access control, installation security, emergency preparedness, and the consistent enforcement of security procedures, the HSS contributes directly to the operational efficiency, safety, and institutional integrity of the PNP National Headquarters (Philippine National Police Headquarters Support Service [PNP-HSS], 2014).

Recognizing this pivotal role, the researcher deemed it imperative to examine the perceptions of safety and security, respect, and trust among police personnel, non-uniformed personnel, and external stakeholders. These dimensions served as vital indicators of institutional success. Accordingly, the study sought to assess prevailing perceptions, identify organizational strengths and vulnerabilities, and generate actionable insights to enhance safety, security, respect, and trust within Camp Crame.

Research Questions

This study examined public perceptions of safety and security, respect, and trust within Camp BGen Rafael T. Crame, Quezon City. In particular, it sought to address the following research questions:

1. What are the demographic characteristics of the respondents in terms of:
 - 1.1 Uniformed Personnel
 - 1.1.1 Age
 - 1.1.2 Sex
 - 1.1.3 Civil Status
 - 1.1.4 Length of Service
 - 1.1.5 Position/Rank
 - 1.1.6 Educational Attainment
 - 1.2 Civilian employees (non-uniformed personnel)
 - 1.2.1 Age
 - 1.2.2 Sex
 - 1.2.3 Civil Status
 - 1.2.4 Length of Service
 - 1.2.5 Position/Rank
 - 1.2.6 Educational Attainment
2. How do respondents perceive the following variables within Camp Crame?
 - 2.1. Safety and Security
 - 2.2. Respect
 - 2.3. Trust
3. Is there a significant relationship between the demographic characteristics of the respondents and their perception of safety, security, respect, and trust?
4. What are the factors that influence the respondents' perception of safety and security, respect, and trust?
5. Based on the findings, what measures can be implemented to enhance safety and security, respect, and trust in Camp Crame?

METHODOLOGY

Research Design

This study employed a mixed-method research design, integrating both quantitative and qualitative approaches to obtain a comprehensive understanding of public perception towards safety and security, respect, and trust among police personnel, non-uniformed personnel, and external stakeholders in Camp Crame, Quezon City. The use of mixed methods allowed the researcher to combine the strengths of numerical measurement and statistical analysis with in-depth insights derived from participants' personal experiences and perspectives. According to Creswell and Clark (2011), mixed-

method research provides a more complete understanding of research problems by integrating both quantitative and qualitative data.

The quantitative component of the study was utilized to measure the level of perceptions of respondents across the three major variables: safety and security, respect, and trust. Structured survey questionnaires using a Likert scale were administered to generate measurable data. These data were statistically treated to identify patterns, trends, and differences among respondent groups. This approach ensured objectivity, reliability, and generalizability of findings within the defined population.

On the other hand, the qualitative component was applied through open-ended questions included in the survey instrument. This allowed respondents to freely express their views, experiences, and suggestions regarding factors affecting safety, respect, and trust within Camp Crame. The qualitative data provided deeper contextual understanding and helped explain the underlying reasons behind the quantitative results, particularly in identifying issues not captured through fixed-response items. According to Tashakkori and Teddlie (1998), qualitative approaches enable researchers to gain deeper insights into participants' perspectives and experiences.

The integration of both methods occurred during the analysis and interpretation phase, where quantitative results were supported and enriched by qualitative insights. This triangulation strengthened the validity of the findings by ensuring that statistical outcomes were interpreted alongside actual experiences and perceptions of the respondents.

As such, the mixed-method design was appropriate for this study, as it enabled a more holistic assessment of organizational conditions and informed the development of an enhanced policy on public safety and security.

Locale of the Study

The study was conducted at Camp BGen Rafael T. Crame, located in Quezon City, Metro Manila. It serves as the National Headquarters of the Philippine National Police (PNP) it houses the Office of the Chief PNP, Command Group (TDCA, TDCO, TCDS) and various Directorial Staff (DPRM, DO, DL, etc) and also the (NASU) National Administrative Support Units and (NOSU) National Operational Support Units.

Camp Crame served is a strategic research site as it is not only the administrative center of the PNP but also a service hub for external clients such as partner agencies, applicants for clearances, and private citizens availing of PNP services. The environment will reflect a microcosm of both internal organizational dynamics among uniformed, non-uniformed personnel and external stakeholder interactions, making it ideal for this investigation.

Selection and Description of Respondents

The respondents of this study consisted of three major groups within Camp BGen Rafael T. Crame: the uniformed personnel, the non-uniformed personnel, and external stakeholders/clients. These groups were selected to provide a comprehensive assessment of public perception toward safety and security, as well as respect and trust among police and non-uniformed personnel.

A simple random sampling technique was employed in selecting the respondents of the study. This method ensured that each member of the target population had an equal chance of being selected, thereby minimizing selection bias and enhancing the objectivity of the results. According to Creswell and Poth (2018), random sampling is widely used in quantitative research because it promotes fairness in selection and increases the likelihood that the sample represents the population.

Furthermore, the use of random sampling was appropriate for this study as it allowed the researcher to gather data from diverse respondents without predetermined grouping, ensuring that the perceptions collected reflected a broader and unbiased view of the population within Camp Crame. According to Babbie (2016), simple random sampling reduces systematic bias and supports the generalizability of findings in social research.

The total sample size was determined using Slovin's formula with a margin of error of 0.05, which is commonly applied in Philippine social science research to derive statistically reliable sample sizes from large populations

Table 1
Respondents of the Study

Respondent Group	Population	Sample Size (n)
Police Personnel	7951	380
Civilian Employees	1803	327
External Stake Holder	437, 200	400
Total	446, 954	1, 107

The computed sample size ensures sufficient representation across all groups, allowing for meaningful comparison and generalization of findings. Respondents are selected randomly within each stratum to minimize bias and enhance the validity of the results.

Data Gathering Procedure

The study employed a systematic and structured data collection process to ensure the validity, reliability, and ethical integrity of the information gathered. The researcher first secured formal authorization from the Office of the Chief of the Philippine National Police and selected offices within Camp BGen Rafael T. Crame. After approval, coordination with

unit heads and designated coordinators facilitated the orderly distribution of the research instrument among uniformed personnel, non-uniformed personnel, and external stakeholders. External respondents were approached in designated service areas to promote accessibility and inclusivity.

A researcher-developed questionnaire, based on an extensive review of related literature, was aligned with the study's objectives and the key variables of safety and security, respect, and trust. Following validation, the questionnaire was converted into a Google Form with clear instructions to ensure consistency, comprehension, and accurate responses. The link was distributed through official communication channels, and respondents were given one week to complete it. Follow-ups were conducted to achieve a high retrieval rate and adequate representation.

Participation was voluntary, with respondents fully informed of the study's purpose, scope, procedures, and their right to decline or withdraw without consequence. Confidentiality and anonymity were strictly maintained by excluding names, badge numbers, and other identifying information. Responses were coded, analyzed in aggregate, and stored securely in password-protected systems or controlled locations accessible only to the researcher.

Additional safeguards ensured that participation and responses would not affect professional standing, performance evaluations, or workplace relationships. After collection, the data were systematically organized, encoded, and statistically analyzed. The findings provided an empirical basis for developing an enhanced public safety and security policy responsive to institutional needs while protecting the dignity, rights, and welfare of all participants.

Statistical Treatment of Data

To ensure that the data gathered in this study are analyzed systematically and interpreted meaningfully, several statistical tools were employed. Each tool was selected based on the nature of the data collected and the specific objectives of the study.

Frequency and Percentage Distribution. Frequency and percentage distribution were used to summarize and present the demographic profile of the respondents.

Weighted Mean. The weighted mean was used to determine the level of respondents' perceptions regarding safety and security, respect, and trust. Unlike the simple mean, the weighted mean takes into account the assigned weights of response categories, making it appropriate for Likert-scale data.

Chi-Square Test for Relationship. The Chi-square test for relationship was used to determine whether there is a significant association between categorical variables in the study.

RESULTS AND DISCUSSION

1. What are the demographic characteristics of the respondents in terms of:

1.1 Uniformed Personnel

Table 2.1a
Frequency and Percentage Distribution of Uniformed Personnel According to Age

Age	Frequency	Percentage
21-25	9	2.37
26-30	180	47.37
31-35	119	31.32
36-40	18	4.74
41-45	24	6.32
46-50	21	5.53
51-55	9	2.37
Total	380	100

Table 2.1a shows that uniformed personnel are predominantly aged 26–30, comprising 180 respondents (47.37%), followed by those aged 31–35 with 119 respondents (31.32%). Together, these groups represent more than three-fourths of the sample, indicating a largely young, early- to mid-career workforce. The 21–25 and 51–55 groups have the smallest representation, with 9 respondents (2.37%) each, while other age groups constitute relatively smaller proportions. This distribution suggests a physically capable, adaptable, and operationally active workforce involved in maintaining safety and security within Camp Crame. Reaves (2015) explains that law enforcement agencies maintain younger personnel because of the physical and psychological demands of police work. Similarly, Wilson and Heinonen (2012) note that junior and early-career officers are commonly assigned to frontline duties. Their operational exposure may influence their perceptions of organizational safety and security.

Table 2.1b
Frequency and Percentage Distribution of the Uniformed Personnel According to Sex

Sex	Frequency	Percentage
Male	293	77.11
Female	87	22.89
Total	380	100

Table 2.1b shows that uniformed personnel in Camp Crame are predominantly male, comprising 293 respondents (77.11%), while females account for 87 respondents (22.89%). This distribution reflects the traditionally male-dominated nature of law enforcement, influenced by physical demands, historical recruitment patterns, and organizational culture. Nevertheless, female participation indicates continuing efforts toward gender inclusivity and workforce diversification. Reaves (2015) observed that

most sworn law enforcement officers are male, although female representation has gradually increased. Paoline and Terrill (2007) similarly attributed persistent gender disparities to structural and cultural factors, occupational demands, and role expectations. Moreover, Rabe-Hemp (2008) emphasized that female officers contribute significantly to communication, conflict resolution, and community relations, thereby fostering respect and trust. Overall, the findings underscore the need to promote gender balance to develop a more diverse, professional, effective, and responsive police organization in Camp Crame.

Table 2.1c
Frequency and Percentage Distribution of the Uniformed Personnel According to Civil Status

Civil Status	Frequency	Percentage
Single	245	64.47
Married	133	35.00
Widowed	2	0.53
Total	380	100

Table 2.1c indicates that most uniformed personnel in Camp Crame are single, comprising 64.47% of respondents, followed by married personnel at 35.00%, while only two respondents are widowed. The high proportion of single personnel corresponds with the respondents' relatively young age profile and may provide greater flexibility for irregular schedules, extended duties, and deployment assignments. Married personnel may have additional family responsibilities that influence their views on workplace safety, stability, and risk management. Reaves (2015) noted that younger, unmarried officers are more likely to perform operational roles requiring mobility and flexibility. Violanti (2017) further explained that marital status can affect stress and work-life balance, potentially shaping perceptions of safety and organizational support. Similarly, Burke (1994) suggested that single personnel may be more available for field operations, whereas married personnel may prioritize job security and safety because of family responsibilities.

Table 2.1d
Frequency and Percentage Distribution of the Uniformed Personnel According to Length of Service

Length of Service	Frequency	Percentage
Less than 1 year	34	8.95
1-5 years	163	42.89
6-10 years	125	32.89
11 years or more	58	15.26
Total	380	100

Table 2.1d shows that most uniformed personnel have 1–5 years of service, comprising 163 respondents (42.89%), followed by those with 6–10 years at 32.89%. Personnel with at least 11 years account for 15.26%, while those with less than one year represent 8.95%. The distribution indicates a predominantly early- to mid-career workforce with foundational training and growing operational experience. More tenured

personnel provide institutional knowledge, leadership, and supervision, while the limited number of newly hired personnel suggests controlled recruitment. Reaves (2015) observed that officers with fewer service years are generally assigned to frontline duties. Paoline and Terrill (2007) noted that tenure influences attitudes toward organizational practices and safety. Bishopp et al. (2019) further emphasized that experience shapes perceptions of workplace safety, stress, and operational effectiveness. Overall, Camp Crame has a balanced workforce that supports operational continuity and institutional stability.

Table 2.1e
Frequency and Percentage Distribution of the Uniformed Personnel According to Position/Rank

Position/Rank	Frequency	Percentage
Pat-PCpl	298	78.42
PSsg-PMsg	28	7.37
PSMS-PCMS	24	6.32
PEMS-PLT	16	4.21
PCPT-PMAJ	12	3.16
PLTCOL-PCOL	2	0.53
Total	380	100

Table 2.1e shows that most uniformed personnel belong to the Patrolman–Police Corporal category, comprising 78.42% of respondents. Police Staff Sergeant–Police Master Sergeant personnel account for 7.37%, while 24 respondents belong to the Police Senior Master Sergeant–Police Chief Master Sergeant category. Higher-ranking officers represent smaller proportions, reflecting the pyramidal structure of law enforcement organizations. This concentration at lower ranks indicates that most respondents perform frontline security, patrol, and policy-enforcement duties, while senior officers handle supervision, planning, and decision-making. Reaves (2015) affirmed that entry-level officers generally outnumber supervisory and command personnel. Paoline and Terrill (2007) further explained that rank determines responsibilities and exposure to operational risks. Wolfe and Piquero (2011) also found that organizational hierarchy shapes perceptions of safety, leadership, and institutional support. Overall, Camp Crame maintains a hierarchical, operationally driven workforce essential to security and organizational effectiveness.

Table 2.1f
Frequency and Percentage Distribution of the Uniformed Personnel According to Educational Attainment

Educational Attainment	Frequency	Percentage
High School	0	0
College	372	97.89
Master's	7	1.84
Doctorate	1	0.26
Total	380	100

Table 2.1f shows that most uniformed personnel in Camp Crame are college graduates, comprising 97.89% of respondents. Only seven respondents (1.84%) have attained a master's degree, while one has completed a doctorate. This distribution indicates a highly educated workforce that meets the tertiary education requirement for police service. Graduate and postgraduate qualifications also reflect continuing professionalization and capacity building for leadership, administrative, and specialized roles. Carter and Sapp (1990) found that college-educated officers demonstrate stronger problem-solving skills and are less likely to engage in misconduct. Rydberg and Terrill (2010) associated higher education with improved communication and more effective public interactions. Paoline and Terrill (2007) further emphasized that educational attainment influences adherence to organizational rules, ethical conduct, and discretionary decision-making. Overall, the personnel's academic qualifications strengthen institutional capacity and support professional, trustworthy, and effective police service delivery.

1.2 Non-Uniformed Personnel

Table 2.2a
Frequency and Percentage Distribution of the Non-Uniformed Personnel
According to Age

Age	Frequency	Percentage
21-25	15	4.59
26-30	112	34.25
30-35	135	41.28
35-40	32	9.79
40-45	18	5.50
45-50	20	6.12
50-55	9	2.75
55-60	2	0.61
60-65	2	0.61
Total	327	100

Table 2.2a shows that most non-uniformed personnel in Camp Crame are aged 30–35 (41.28%), followed by those aged 26–30 (34.25%). Together, these groups represent the majority of respondents, indicating a predominantly young workforce engaged in administrative, technical, and support functions. Other age groups comprise considerably smaller proportions, particularly those aged 55–65. The concentration within the 26–35 age range suggests that respondents are in their productive working years, combining physical energy with developing professional experience. Herzberg (1996) explained that employees in early adulthood are often motivated by career development, job stability, and organizational growth. Similarly, the OECD (2023) reported that younger public-sector employees commonly occupy entry-level and operational positions. Wright and Davis (2003) further emphasized that age can influence perceptions of workplace safety, communication, and organizational trust. Overall, this young workforce actively supports Camp Crame's daily operations.

Table 2.2b
Frequency and Percentage Distribution of the Non-Uniformed Personnel
According to Sex

Sex	Frequency	Percentage
Male	153	46.79
Female	174	53.21
Total	327	100

Table 2.2b shows a relatively balanced sex distribution among non-uniformed personnel in Camp Crame, with females comprising 174 respondents (53.21%) and males accounting for 153 (46.79%). The slight female majority reflects increasing gender inclusivity in administrative, technical, and support functions within the Philippine National Police. This may be associated with the strong representation of women in documentation, records management, communication, and other service-oriented positions. Guy and Newman (2004) noted that gender integration has created greater workforce balance, especially in administrative and support services. Riccucci (2009) likewise observed that women contribute significantly to efficiency and service delivery in bureaucratic and service-oriented government roles. Furthermore, Eagly and Carli (2007) emphasized that gender diversity can strengthen communication, collaboration, and workplace climate. Overall, the distribution demonstrates progress toward gender equality and may positively influence organizational trust, respect, and workplace dynamics.

Table 2.2c
Frequency and Percentage Distribution of the Respondents According to Civil
Status

Civil Status	Frequency	Percentage
Single	145	44.34
Married	179	54.74
Legally Separated	2	0.61
Widowed	1	0.31
Total	327	100

Table 2.2c shows that most non-uniformed personnel are married, comprising 54.74% of respondents, while 44.34% are single; only two are legally separated and one is widowed. The predominance of married personnel may be associated with regular schedules, stable assignments, and predictable working conditions that support family responsibilities. Greenhaus and Powell (2006) stated that structured schedules promote work–life balance, while Lewis (2009) linked stable employment with marital and family stability. In contrast, uniformed personnel may remain single because of irregular duties, relocations, occupational risks, and demanding workloads. Greenhaus and Beutell (1985) and Duxbury and Higgins (2001) found that demanding schedules create work–family conflict. Burke and Greenglass (2001) further noted that high-stress occupations complicate work and family balance. Overall, employment conditions influence civil status and perceptions of organizational support.

Table 2.2d
Frequency and Percentage Distribution of the Non-Uniformed Personnel
According to Length of Service

Length of Service	Frequency	Percentage
Less than 1 year	36	11.01
1-5 years	168	51.38
6-10 years	83	25.38
11 years or more	40	12.23
Total	327	100

Table 2.2d shows that most non-uniformed personnel have served for 1–5 years, comprising 51.38% of respondents, followed by those with 6–10 years at 25.38%. Personnel with 11 years or more account for 12.23%, while those with less than one year represent 11.01%. This distribution indicates a predominantly early-career workforce gaining experience in administrative, technical, and support functions, complemented by experienced employees who provide stability and institutional knowledge. Perry and Wise (1990) noted that early-career public employees are often motivated by service-oriented values and organizational commitment. Wright and Davis (2003) explained that tenure shapes employees' familiarity with institutional processes and perceptions of safety, trust, and effectiveness. Kim (2005) further emphasized that longer tenure strengthens job satisfaction and institutional trust. Overall, Camp Crame benefits from youthful dynamism, experienced guidance, operational continuity, and organizational development.

Table 2.2e
Frequency and Percentage Distribution of the Non-Uniformed Personnel
According to Position/Rank

Position/Rank	Frequency	Percentage
Admin Aide I-Admin Aide II	185	56.57
Admin Aide III-Admin Aide IV	135	41.28
Admin Aide V-Admin Aide VI	7	2.14
Total	327	100

Table 2.2e shows that most non-uniformed personnel hold Admin Aide I–II positions, comprising 56.57% of respondents, followed by Admin Aide III–IV at 41.28%. Only 2.14% belong to the higher Admin Aide V–VI classification. This distribution reflects a pyramidal structure dominated by entry- to mid-level employees responsible for clerical work, documentation, records management, coordination, and routine support services. Perry and Wise (1990) emphasized that government agencies depend heavily on lower- and mid-level employees to perform essential administrative and operational tasks. Rainey and Steinbauer (1999) similarly explained that bureaucratic organizations maintain a broad base of support personnel and fewer supervisory positions. Riccucci (2009) further highlighted the importance of administrative personnel in communication, record-keeping, and service coordination. Overall, Camp Crame's structured administrative workforce supports organizational efficiency, continuity, and responsive public service delivery.

Table 2.2f
Frequency and Percentage Distribution of the Non-Uniformed Personnel
According to Educational Attainment

Educational Attainment	Frequency	Percentage
High School	87	26.61
College	150	45.87
Master's	88	26.91
Doctorate	2	0.61
Total	327	100

Table 2.2f shows that college graduates comprise the largest proportion of non-uniformed personnel, with 150 respondents (45.87%), followed by master's degree holders at 26.91%, high school graduates at 26.61%, and doctorate holders at 0.61%. The distribution reflects the diverse educational requirements of administrative, clerical, technical, and maintenance positions. Unlike uniformed personnel, whose recruitment requires a baccalaureate degree under PNP standards (Republic of the Philippines, sec. 30), non-uniformed roles may accept secondary education because some positions emphasize practical and vocational competencies. Cordero (2014) emphasized that higher education strengthens decision-making, accountability, and public service delivery. Similarly, the International Labour Organization (2012) noted that technical and maintenance occupations often employ secondary-level graduates. Consistent with Becker's (1993) Human Capital Theory, educational attainment generally corresponds with occupational skill requirements. Overall, both educational groups perform complementary functions essential to organizational operations.

2. How do respondents perceive the following variables within Camp Crame?

2.1. Safety and Security

Table 3.a
Respondents' Perceptions of Safety and Security within Camp BGen Rafael T. Crame

Statements	Police Personnel		Non-Uniformed Personnel		External Stakeholders	
	Mean	Qualitative Description	Mean	Qualitative Description	Mean	Qualitative Description
PERCEPTION OF SAFETY AND SECURITY						
I feel safe within the Camp premises anytime because of the visible security presence.	3.71	Very High	3.34	Very High	3.70	Very High
Safety protocols are clearly communicated to all personnel.	3.70	Very High	3.40	Very High	3.70	Very High
Emergency responses in the Camp are well-coordinated.	3.70	Very High	3.40	Very High	3.70	Very High
Regular safety inspections are conducted within the Camp.	3.70	Very High	3.34	Very High	3.70	Very High
My personal safety is prioritized by the Camp administration.	3.70	Very High	3.40	Very High	3.63	Very High

The environment inside Camp Crame gives me a sense of safety and peace of mind.	3.71	Very High	3.40	Very High	3.70	Very High
Safety hazards (e.g., damaged walkways, poorly lit areas) are immediately addressed.	3.60	Very High	3.40	Very High	3.70	Very High
Security personnel respond quickly to emergencies or suspicious situations.	3.60	Very High	3.34	Very High	3.70	Very High
Emergency protocols inside Camp Crame (e.g., evacuation, incident reporting) are clear and well established.	3.61	Very High	3.40	Very High	3.64	Very High
Trained security teams are present throughout the Camp.	3.62	Very High	3.40	Very High	3.70	Very High
Civilian employees in the Security personnel assist efficiently.	3.62	Very High	3.40	Very High	3.63	Very High
The Security personnel are capable of protecting citizens from crime.	3.60	Very High	3.40	Very High	3.70	Very High
The Security personnel act in the best interest of public safety.	3.63	Very High	3.40	Very High	3.70	Very High
There is adequate lighting in key areas within the Camp	3.63	Very High	3.34	Very High	3.70	Very High
Identification and verification procedures inside the Camp are properly implemented.	3.64	Very High	3.34	Very High	3.70	Very High
The Security personnel's visible patrols make me feel secure.	3.62	Very High	3.40	Very High	3.63	Very High
The security checkpoints in Camp Crame effectively prevent unauthorized entry.	3.70	Very High	3.40	Very High	3.63	Very High
Security personnel are visible and approachable at all times.	3.70	Very High	3.33	Very High	3.70	Very High
Security personnel consistently enforce Camp rules and regulations.	3.70	Very High	3.32	Very High	3.63	Very High
Security equipment (CCTV, alarms, etc.) is functional and well-maintained.	3.70	Very High	3.34	Very High	3.63	Very High
The Camp is prepared to handle security threats.	3.70	Very High	3.40	Very High	3.70	Very High
There are security measures that ensure the protection of both personnel and civilians.	3.70	Very High	3.34	Very High	3.70	Very High
The Camp perimeter is well-guarded and regularly inspected to ensure security.	3.70	Very High	3.40	Very High	3.70	Very High
Entry and exit points are well-monitored by trained security personnel.	3.70	Very High	3.32	Very High	3.63	Very High
The security protocols are consistently applied to all	3.70	Very High	3.33	Very High	3.70	Very High

persons regardless of status or position.						
Vehicle inspection at entry and exit points is conducted thoroughly.	3.63	Very High	3.40	Very High	3.70	Very High
Identification and inspection procedures are strictly implemented.	3.63	Very High	3.33	Very High	3.70	Very High
I feel confident and secure in transacting business with clients inside Camp Crame.	3.70	Very High	3.34	Very High	3.63	Very High
The issuance of gate passes and access permits is well-regulated and monitored.	3.70	Very High	3.40	Very High	3.70	Very High
Overall, Camp Crame provides a secure and controlled environment.	3.70	Very High	3.40	Very High	3.70	Very High
Category Mean	3.66	Very High	3.37	Very High	3.68	Very High

The data presented in the table indicate that all respondent groups have a “Very High” perception of safety and security within Camp Crame. A closer inspection of the weighted means reveals notable distinctions, particularly when contrasting the highest and lowest ratings across groups. The highest mean scores (3.70–3.71) are consistently observed among police personnel and external stakeholders, especially in relation to feeling safe due to visible security presence (3.71), confidence in the overall secure environment of the Camp (3.70), and assurance that security measures and protocols are effectively implemented (3.70).

The consistently high ratings reflect strong confidence in the Camp’s security systems, particularly among individuals directly engaged in or frequently exposed to security operations. As emphasized by Jackson and Bradford (2009), visible policing and an active security presence substantially enhance perceptions of safety, as they convey order, authority, and preparedness. Similarly, Tyler (2006). underscores that trust in law enforcement institutions is reinforced when security personnel are regarded as capable, visible, and responsive. This explains why both police personnel and external stakeholders, who directly observe or interact with these measures report very high levels of perceived safety.

In contrast, the lowest mean ratings (ranging from 3.32 to 3.34) are consistently reported by non-uniformed personnel, particularly in areas such as: consistency in enforcement of rules and regulations (3.32), monitoring of entry and exit points (3.32), visibility and approachability of security personnel (3.33), and implementation of identification and inspection procedures (3.33–3.34).

The comparatively lower values for these areas suggest that non-uniformed personnel perceive slight gaps in the consistency and day-to-day application of security measures. This difference may be attributed to their continuous presence within the Camp

and exposure to routine operations, which heightens sensitivity to minor inconsistencies. As Clarke (1997) argues, individuals who regularly interact with organizational systems are more likely to detect inefficiencies or lapses in implementation, even when overall systems remain effective.

Furthermore, the divergence in ratings can be explained by role-based perceptions. Police personnel, as implementers of security protocols, demonstrate greater confidence in the system due to their direct involvement and procedural knowledge. External stakeholders, by contrast, tend to base their assessments on visible indicators of safety such as checkpoints, patrols, and controlled access. Meanwhile, non-uniformed personnel, particularly those in administrative or support roles, evaluate safety through the lens of consistency, accessibility, and personal experience in daily operations. As Warr (2000) highlights, perceptions of safety vary according to an individual's level of exposure, familiarity, and role within a given environment.

In summary, the findings affirm that Camp BGen Rafael T. Crame maintains a highly secure and effectively managed environment. Nonetheless, the comparatively lower ratings provided by non-uniformed personnel underscore areas for potential enhancement, particularly in reinforcing the consistent implementation and visibility of security measures across all operational domains. Addressing these aspects would not only strengthen institutional practices but also further elevate the already substantial confidence in the Camp's safety and security framework.

b. Respect

Table 3.b
Respondents' Perceptions of Respect Within Camp BGen Rafael T. Crame

Statements	Police Personnel		Non-Uniformed Personnel		External Stakeholders	
	Mean	Qualitative Description	Mean	Qualitative Description	Mean	Qualitative Description
PERCEPTION OF RESPECT						
Police and civilian personnel treat each other with mutual respect.	3.63	Very High	3.32	Very High	3.70	Very High
Supervisors and subordinates communicate respectfully.	3.61	Very High	3.40	Very High	3.70	Very High
Gender and diversity are respected within the workplace.	3.70	Very High	3.32	Very High	3.63	Very High
Feedback and opinions among camp personnel are welcomed and valued.	3.70	Very High	3.34	Very High	3.70	Very High

Conflicts are handled professionally and fairly.	3.70	Very High	3.40	Very High	3.63	Very High
Camp personnel provide clear and respectful explanations of procedures and requirements.	3.70	Very High	3.34	Very High	3.70	Very High
Civilians feel respected when interacting with police personnel.	3.61	Very High	3.40	Very High	3.70	Very High
Respect for human rights is consistently observed in Camp Crame.	3.70	Very High	3.31	Very High	3.70	Very High
Proper language and courteous communication are practiced daily.	3.70	Very High	3.40	Very High	3.70	Very High
The environment in Camp Crame promotes mutual respect and dignity.	3.70	Very High	3.40	Very High	3.70	Very High
PNP personnel demonstrate respect for my time by facilitating transactions efficiently.	3.64	Very High	3.40	Very High	3.70	Very High
All employees are treated equally regardless of position or status.	3.70	Very High	3.40	Very High	3.70	Very High
Camp personnel treat community members with courtesy and respect.	3.70	Very High	3.31	Very High	3.70	Very High
Camp personnel show professionalism in their work	3.60	Very High	3.40	Very High	3.63	Very High
Camp personnel listen carefully to public concerns and complaints.	3.60	Very High	3.31	Very High	3.70	Very High
Camp personnel treat clients equally, regardless of social status, gender, or background.	3.70	Very High	3.40	Very High	3.63	Very High
Camp personnel treat the public with dignity and patience.	3.70	Very High	3.34	Very High	3.70	Very High
Overall, I feel respected by both uniformed and non-uniformed personnel when I enter	3.70	Very High	3.40	Very High	3.63	Very High

or engage with offices inside Camp Crame.						
Category Mean	3.67	Very High	3.38	Very High	3.68	Very High

Table 3.b presents the respondents' perception of respect within the Camp. The data indicates that all respondent groups perception of respect in Camp Crame is "Very High." However, variations in the weighted means provide important insights, particularly when examining the highest and lowest ratings across groups.

The highest mean ratings (3.70) are consistently observed among police personnel and external stakeholders, particularly in indicators such as: respect for human rights (3.70), professional handling of conflicts (3.70), equal treatment regardless of status (3.70), clear and respectful communication (3.70), overall sense of dignity and respect in the environment (3.70).

The consistently high ratings underscore the presence of a strong culture of respect within the Camp, as perceived both by internal implementers (police personnel) and service recipients (external stakeholders). As Tyler (2006) argues, respectful treatment by authorities enhances institutional legitimacy and fosters trust, since individuals are more inclined to view institutions positively when they are treated with dignity and fairness. Similarly, Sunshine and Tyler (2003) emphasize through the lens of procedural justice theory that fairness, respect, and neutrality are pivotal in shaping public perceptions of law enforcement. This theoretical grounding explains why external stakeholders reported very high levels of respect, as their evaluations are strongly influenced by visible adherence to these principles.

In contrast, the lowest mean ratings (ranging from 3.31 to 3.34) are consistently observed among non-uniformed personnel, particularly in the following areas: courtesy toward community members (3.31), listening to public concerns and complaints (3.31), mutual respect between personnel (3.32), and recognition of gender and diversity (3.32).

The comparatively lower ratings suggest that non-uniformed personnel perceive subtle inconsistencies in the routine enactment of respect, particularly in interpersonal interactions and organizational responsiveness. This perception may be attributed to their sustained exposure to internal processes and workplace dynamics, which heightens sensitivity to discrepancies between formal policy and its practical application. As Folger and Cropanzano (1998) argue, employees who are continuously engaged in organizational systems tend to evaluate fairness and respect based on lived experiences rather than prescribed standards, thereby producing more critical assessments.

The variation in ratings can also be explained by role-based perspectives. Police personnel, as direct implementers of rules and procedures, are more likely to perceive respect as consistently practiced, given their procedural authority and operational involvement. External stakeholders, conversely, often base their evaluations on observable indicators such as courteous communication and efficient service delivery,

which generally yield favorable impressions. Non-uniformed personnel, positioned at the intersection of internal and external interactions, are uniquely situated to detect nuanced variations in communication, coordination, and interpersonal treatment. As Colquitt et al. (2001) emphasize, perceptions of respect and fairness vary according to proximity to organizational processes and frequency of interaction, with internal employees offering more detailed and nuanced evaluations.

Overall, the findings affirm that Camp Crame sustains a highly respectful organizational environment characterized by professionalism, fairness, and dignity in interpersonal relations. Nonetheless, the slightly lower ratings reported by non-uniformed personnel underscore the importance of reinforcing consistency in interpersonal respect, inclusivity, and responsiveness within internal workplace interactions. Addressing these areas will not only enhance employee satisfaction but also strengthen the broader organizational culture of respect.

c. Trust

Table 3.c
Respondents' Perceptions of Respect Within Camp BGen Rafael T. Crame

Statements	Police Personnel		Non-Uniformed Personnel		External Stakeholders	
	Mean	Qualitative Description	Mean	Qualitative Description	Mean	Qualitative Description
PERCEPTION OF TRUST						
Police personnel perform their duties with integrity.	3.60	Very High	3.34	Very High	3.70	Very High
The Camp administration acts with transparency and accountability.	3.70	Very High	3.40	Very High	3.70	Very High
Decisions made by the leadership are fair and just.	3.62	Very High	3.40	Very High	3.70	Very High
Colleagues are reliable and fulfill their responsibilities.	3.62	Very High	3.31	Very High	3.70	Very High
PNP personnel prioritized public welfare when making decisions.	3.70	Very High	3.32	Very High	3.63	Very High
Complaints or grievances are addressed promptly.	3.70	Very High	3.40	Very High	3.63	Very High
There is consistency between the words and actions of police leaders.	3.64	Very High	3.40	Very High	3.63	Very High
The public can trust the Philippine National Police.	3.70	Very High	3.40	Very High	3.70	Very High
Trust is a foundation of teamwork within the organization.	3.70	Very High	3.33	Very High	3.63	Very High
The PNP leadership's is committed to public service.	3.63	Very High	3.40	Very High	3.70	Very High
PNP personnel assigned in Camp Crame are reliable	3.61	Very High	3.40	Very High	3.70	Very High

when addressing security-related concerns.						
Trust between police and civilians is actively maintained.	3.61	Very High	3.33	Very High	3.70	Very High
PNP personnel follow proper protocols and procedures when providing services.	3.70	Very High	3.40	Very High	3.70	Very High
I am confident that the information I provide to Camp Crame personnel is kept confidential and properly secured.	3.70	Very High	3.33	Very High	3.70	Very High
The PNP personnel handle public concerns in a fair and unbiased manner.	3.63	Very High	3.40	Very High	3.70	Very High
Category Mean	3.17	High	3.37	Very High	3.68	Very High

The data reveal that all respondent groups perceive trust within Camp BGen Rafael T. Crame as “Very High.” While this overall assessment underscores a strong institutional reputation, a closer examination of the highest and lowest weighted means provides nuanced insight into how trust is experienced across different groups. The highest mean ratings (3.70) are consistently observed among police personnel and external stakeholders, particularly in indicators such as: transparency and accountability of the Camp administration (3.70), public trust in the PNP (3.70), adherence to protocols and procedures (3.70), confidentiality and information handling (3.70), and commitment to public service (3.70).

These findings suggest a robust institutional image characterized by reliability, integrity, and professionalism. External stakeholders, in particular, express high confidence in the organization, indicating that trust is reinforced through visible adherence to procedures and consistent service delivery. As Tyler (2006) emphasizes, trust in institutions is shaped by perceptions of fairness, transparency, and legitimacy, where individuals are more likely to trust authorities who demonstrate accountability and ethical conduct. Similarly, Mayer et al. (1995) argue that trust is built upon perceptions of ability, integrity, and benevolence, all of which are strongly reflected in the high ratings given by respondents.

In contrast, the lowest mean ratings (ranging from 3.31 to 3.34) are consistently reported by non-uniformed personnel, particularly in areas such as: reliability of colleagues (3.31), prioritization of public welfare in decision-making (3.32), trust as teamwork foundation (3.33), and confidentiality and mutual trust with civilians (3.33–3.34). Their comparatively lower values suggest that non-uniformed personnel perceive slight inconsistencies in internal trust dynamics, particularly in teamwork, communication, and organizational alignment. This may be attributed to their closer and more continuous interaction with internal processes and personnel, making them more aware of subtle

gaps between policy and practice. As Dirks and Ferrin (2002) contend, employees' trust in organizations is influenced by daily interactions, leadership behavior, and perceived consistency, which often lead to more critical evaluations among internal members.

Furthermore, variations in perception can be attributed to role-based perspectives. Uniformed police personnel tend to report higher levels of trust, largely due to their direct involvement in policy implementation and the maintenance of institutional standards. External stakeholders, by contrast, often ground their trust in observable outcomes such as efficient service delivery, professionalism, and visible accountability mechanisms. Non-uniformed personnel, occupying administrative and support functions, are more inclined to evaluate trust through internal dimensions, including coordination, communication, and interpersonal reliability. As Rousseau et al. (1998) emphasize, trust is contingent upon the degree of interdependence and interaction within an organization, with internal members forming more nuanced judgments based on direct and sustained experience.

Overall, the findings affirm that Camp Crame sustains a strong foundation of trust, characterized by high levels of perceived integrity, transparency, and professionalism. Nonetheless, the comparatively lower ratings among non-uniformed personnel underscore the need to reinforce internal trust-building mechanisms, particularly in fostering teamwork, consistency, and open communication. Strengthening these aspects not only consolidates trust within the organization but also enhances its credibility and effectiveness in engaging with the public.

Moreover, the open-ended responses concerning safety and security, respect, and trust reveal a clear and compelling pattern across respondent groups. These insights highlight the critical factors shaping both operational effectiveness and organizational relationships within Camp Crame, thereby underscoring the importance of sustained efforts to cultivate trust as a cornerstone of institutional resilience and legitimacy.

When asked the question *"What do you think are the main factors affecting safety and security within Camp Crame?"* the responses reveal that each group of participants prioritizes distinct yet interconnected dimensions of security. Among the 380 uniformed personnel, a considerable proportion (115 respondents) identified the training and preparedness of security personnel, particularly in vital installation security, as the most critical factor. This finding underscores the principle that effective security begins with competent and well-prepared personnel. Respondents further emphasized that fatigue and stress diminish alertness and performance, thereby weakening even well-established systems. Cordner (2014) asserts that continuous training enhances operational readiness and situational awareness, both of which are indispensable in high-risk environments. Similarly, Violanti et al. (2017) highlights that unmanaged stress and fatigue impair decision-making and response capacity, thereby increasing vulnerability to security risks.

In contrast, among the 327 non-uniformed personnel, 95 respondents emphasized the importance of security protocols and access control measures, including perimeter security and the monitoring of entry and exit points. This reflects a strong reliance on structured systems and procedural consistency in maintaining safety. Non-uniformed personnel, who are deeply engaged in daily administrative operations, tend to perceive

security through the effectiveness of protocol implementation. Clarke (1997) affirms that the consistent application of security measures is essential in reducing vulnerabilities and preventing unauthorized access, thereby reinforcing environmental safety.

Meanwhile, among the 400 external stakeholders, the majority (184 respondents) identified the discipline and professionalism of personnel as the most influential factor. This finding illustrates that public perceptions of safety are shaped largely by observable behavior and conduct. When personnel demonstrate discipline, integrity, and professionalism, confidence in the institution is strengthened. Tyler (2006) emphasizes that the conduct of authority figures plays a central role in shaping public trust and perceived legitimacy, as individuals feel more secure when treated with professionalism and fairness.

With respect to the second question—*“How can respect among police personnel, non-uniformed personnel, and external stakeholders be further improved?”*—the responses converge on the centrality of organizational values and communication mechanisms, though each group underscores distinct elements.

Among uniformed personnel, 108 respondents identified accountability as the principal driver of respect. This reflects the belief that when individuals and leaders are held responsible for their actions, fairness, discipline, and mutual regard are promoted. As Treviño (2006) argues, accountability systems reinforce ethical behavior and organizational justice, both of which are indispensable in cultivating respect within institutions.

Among non-uniformed personnel, 102 respondents emphasized transparency as the primary mechanism for strengthening respect. This highlights the importance of openness in decision-making, clarity in communication, and equitable access to information in fostering trust and mutual understanding. According to Rawlins (2008) transparency enhances organizational credibility and employee trust, as it enables individuals to feel informed, included, and fairly treated.

Meanwhile, among external stakeholders, 156 respondents underscored the significance of effective feedback mechanisms. This indicates that respect is reinforced when stakeholders are provided with opportunities to articulate concerns and receive timely, meaningful responses. Responsive systems signal that the organization values public input and is committed to continuous improvement. As Tyler (2006) notes, participatory processes and responsiveness increase perceived fairness and respect, thereby strengthening institutional trust.

Overall, the findings demonstrate that safety, security, respect, and trust are shaped by the combination of human capability, system integrity, and organizational values. Uniformed personnel emphasize training and human readiness; non-uniformed personnel highlight protocols and transparency; external stakeholders stress professionalism and responsiveness. Collectively, these perspectives point to the necessity of an integrated approach—one that enhances personnel capability, ensures consistent implementation of systems, and fosters a culture of accountability,

transparency, and open communication. Such an approach is essential in sustaining a secure, respectful, and trustworthy environment within Camp Crame.

Table 3.d
Summary of Respondents' Perceptions of Safety, Security, Respect and Trust
Within Camp BGen Rafael T. Crame

Variable	Police Personnel		Non-Uniformed Personnel		External Stakeholders	
	Mean	Qualitative Description	Mean	Qualitative Description	Mean	Qualitative Description
Safety & Security	3.66	Very High	3.37	Very High	3.68	Very High
Respect	3.67	Very High	3.38	Very High	3.68	Very High
Trust	3.17	High	3.37	Very High	3.68	Very High
Average	3.5	Very High	3.37	Very High	3.68	Very High

The data reveal consistently “Very High” ratings across most variable with distinctions among the three respondent groups.

On the part of the Police Personnel, safety and security and respect strongly is affirmed, reflecting confidence in institutional safeguards and interpersonal relations. Trust, however, registers notably lower than other dimensions, suggesting that while police personnel perceive systems as secure and respectful, their confidence in broader institutional trustworthiness is comparatively restrained. This may be attributed to their insider knowledge of operational challenges and procedural lapses.

For the Non-Uniformed Personnel, ratings are consistently Very High across all variables with an average of 3.37, yet they remain the lowest among the three groups. Their evaluations reflect a cautious but positive outlook, likely shaped by daily administrative exposure to organizational processes. The slightly lower scores may indicate sensitivity to inconsistencies in enforcement and accessibility of security measures.

With uniformly Very High ratings (3.68 average), external stakeholders demonstrate the strongest confidence in the institution. Their assessments are likely influenced by visible indicators of safety, such as checkpoints, patrols, and controlled access, rather than internal procedural complexities. This external vantage point fosters a more favorable perception of trust compared to internal personnel.

The highest confidence is expressed by external stakeholders, while non-uniformed personnel consistently report the lowest values, reflecting role-based differences in perception.

The trust dimension emerges as the most variable indicator, with police personnel rating it only “High,” contrasting sharply with external stakeholders’ “Very High.” This divergence underscores the importance of role-specific experiences in shaping institutional trust.

4. Is there a significant relationship between the demographic characteristics of the respondents and their perception of safety and security, respect, and trust?

a. Uniformed Personnel

Table 4.1a
Results of the Significant Relationship Between the Demographic Characteristics of the Uniformed Personnel and Their Perception of Safety and Security

Variables	P – value	Analysis	Decision	Remarks
Age and Perception of Safety and Security	0.756	$P > 0.05$	Accept H_0	Not significant
Sex and Perception of Safety and Security	0.338	$P > 0.05$	Accept H_0	Not significant
Civil Status and Perception of Safety and Security	0.799	$P > 0.05$	Accept H_0	Not significant
Length of Service and Perception of Safety and Security	0.093	$P > 0.05$	Accept H_0	Not significant
Position and Perception of Safety and Security	0.001	$P < 0.05$	Reject H_0	Significant

Table 4.1a presents the results of the test of significant relationship between the demographic characteristics of uniformed personnel and their perception of safety and security in Camp Crame, Quezon City, using the chi-square test of association at the 0.05 level of significance.

The findings reveal that age ($p = 0.756$), sex ($p = 0.338$), civil status ($p = 0.799$), and length of service ($p = 0.093$) have p-values greater than the 0.05 level of significance. Consequently, the null hypothesis for these variables is accepted. This indicates that there is no significant relationship between these demographic characteristics and the perception of safety and security among uniformed personnel. In practical terms, this means that variations in age, gender, marital status, and years of service do not significantly influence how personnel perceive safety and security within Camp Crame. These results suggest that perceptions of safety and security are consistently experienced across different demographic groups, reflecting a generally uniform implementation of security measures within the organization.

In contrast, the variable position ($p = 0.001$) yielded a p-value lower than the 0.05 level of significance, leading to the rejection of the null hypothesis. This indicates a significant relationship between position and perception of safety and security. The result implies that the rank or hierarchical position of uniformed personnel significantly influences their perception of safety and security within the camp. Personnel holding higher ranks may demonstrate a heightened awareness and sensitivity to security issues due to their broader responsibilities, supervisory functions, and involvement in planning and decision-making processes. Conversely, those in lower ranks may perceive safety

and security differently based on their operational roles and level of exposure to security protocols.

Overall, the findings highlight the importance of organizational hierarchy as a determining factor in shaping perceptions of safety and security among uniformed personnel.

These results are supported by previous studies emphasizing the influence of organizational structure on employee perceptions. According to Tankebe (2019), differences in rank and authority within police organizations shape how personnel perceive institutional practices, including safety and operational effectiveness. Similarly, Corder (2014) noted that supervisory roles and leadership responsibilities often provide higher-ranking officers with greater awareness of organizational risks and security measures, thereby influencing their perceptions differently from lower-ranking personnel.

Furthermore, Bishopp et al (2019) found that organizational position affects how officers experience workplace conditions, including safety and operational stress, with higher-ranking personnel often having a broader perspective on institutional processes.

In contrast, the absence of significant relationships for age, sex, civil status, and length of service aligns with findings by Mazerolle et al. (2013), who emphasized that well-established procedural systems and standardized protocols tend to produce consistent perceptions across diverse demographic groups.

In summary, while most demographic characteristics do not significantly affect perceptions of safety and security, position emerges as a key influencing factor, underscoring the role of organizational hierarchy in shaping how uniformed personnel assess the security environment within Camp Crame.

Table 4.1b
Results of the Significant Relationship Between the Demographic Characteristics of the Uniformed Personnel and Their Perception of Respect

Variables	P – value	Analysis	Decision	Remarks
Age and Perception of Respect	0.993	$P > 0.05$	Accept H_0	Not significant
Sex and Perception of Respect	0.583	$P > 0.05$	Accept H_0	Not significant
Civil Status and Perception of Respect	0.634	$P > 0.05$	Accept H_0	Not significant
Length of Service and Perception of Respect	0.657	$P > 0.05$	Accept H_0	Not significant
Position and Perception of Respect	0.834	$P > 0.05$	Accept H_0	Not significant

Table 4.1b shows that age ($p = 0.993$), sex ($p = 0.583$), civil status ($p = 0.634$), length of service ($p = 0.657$), and position ($p = 0.834$) have no significant relationship with uniformed personnel's perception of respect, since all p-values exceed the 0.05 significance level. Thus, the null hypotheses were accepted, indicating that respect is

experienced consistently across demographic and hierarchical groups within Camp Crame. Skogan (2006) and Paoline and Terrill (2002) explained that shared professional norms, ethical conduct, and organizational culture promote consistent perceptions of respect. Mazerolle et al. (2013) further emphasized that fairness, neutrality, and respectful treatment reduce demographic differences. Similarly, Mendoza et al. (2020) highlighted the influence of PNP leadership and organizational culture on professional conduct. Overall, respect is shaped more by institutional standards and leadership practices than by individual characteristics.

Table 4.1c
Results of the Significant Relationship Between the Demographic Characteristics of the Uniformed Personnel and Their Perception of Trust

Variables	P – value	Analysis	Decision	Remarks
Age and Perception of Trust	0.988	$P > 0.05$	Accept H_0	Not significant
Sex and Perception of Trust	0.872	$P > 0.05$	Accept H_0	Not significant
Civil Status and Perception of Trust	0.717	$P > 0.05$	Accept H_0	Not significant
Length of Service and Perception of Trust	0.237	$P > 0.05$	Accept H_0	Not significant
Position and Perception of Trust	0.998	$P > 0.05$	Accept H_0	Not significant

Table 4.1c presents the results of the test of significant relationship between the demographic characteristics of uniformed personnel and their perception of trust in Camp Crame, Quezon City, using the chi-square test at the 0.05 level of significance.

As shown in the table, all computed p-values for age ($p = 0.988$), sex ($p = 0.872$), civil status ($p = 0.717$), length of service ($p = 0.237$), and position ($p = 0.998$) are greater than the 0.05 level of significance. This means, the null hypothesis for all variables is accepted. This indicates that there is no significant relationship between the demographic characteristics of uniformed personnel and their perception of trust.

This finding implies that age, gender, marital status, years of service, and rank do not significantly influence how uniformed personnel perceive trust within Camp Crame. Trust appears to be consistently experienced across different demographic groups and hierarchical levels, suggesting that it is deeply embedded in the organizational structure and culture rather than shaped by individual characteristics.

The similarity of responses indicates that trust within the organization may be reinforced through standardized policies, transparent leadership practices, and consistent implementation of procedures, which collectively foster a stable and predictable working environment. This suggests that personnel, regardless of background or position, share a common perception of institutional reliability, fairness, and integrity.

These findings are supported by previous studies emphasizing that trust in law enforcement organizations is primarily influenced by organizational factors rather than demographic differences. According to Sunshine and Tyler (2003), trust in the police is largely driven by perceptions of procedural justice, fairness, and legitimacy, which tend to be experienced similarly across different groups when consistently applied.

Similarly, Tankebe (2010) noted that institutional trust is shaped more by organizational practices such as transparency, accountability, and ethical leadership than by personal or demographic characteristics of individuals.

Furthermore, Mazerolle et al. (2010) highlighted that procedural justice mechanisms create a shared sense of fairness and trust among personnel, thereby minimizing differences in perception across demographic and hierarchical categories.

Local studies also reinforce these findings, Cariño (1994) emphasized that clear communication, participatory governance, and consistent implementation of policies in public organizations foster trust and confidence among personnel regardless of rank or tenure.

The results indicate that perception of trust among uniformed personnel is not significantly influenced by demographic characteristics, but rather by the organizational systems and leadership practices that promote fairness, transparency, and accountability. This underscores trust as a collective and institutionalized value within Camp Crame.

b. Non-Uniformed Personnel

Table 4.2a
Results of the Significant Relationship Between the Demographic Characteristics of the Non-Uniformed Personnel and Their Perception of Safety and Security

Variables	P – value	Analysis	Decision	Remarks
Age and Perception of Safety and Security	0.995	$P > 0.05$	Accept H_0	Not significant
Sex and Perception of Safety and Security	0.453	$P > 0.05$	Accept H_0	Not significant
Civil Status and Perception of Safety and Security	0.942	$P > 0.05$	Accept H_0	Not significant
Length of Service and Perception of Safety and Security	0.041	$P < 0.05$	Reject H_0	Significant
Position and Perception of Safety and Security	1.000	$P > 0.05$	Accept H_0	Not significant

Table 4.2a presents the results of the test of significant relationship between the demographic characteristics of non-uniformed personnel and their perception of safety and security in Camp Crame, Quezon City, using the chi-square test of association at the 0.05 level of significance.

As shown in the table, the computed p-values for age ($p = 0.995$), sex ($p = 0.453$), civil status ($p = 0.942$), and position ($p = 1.000$) are all greater than the 0.05 level of significance. Therefore, the null hypothesis for these variables is accepted. This indicates that there is no significant relationship between these demographic characteristics and the perception of safety and security among non-uniformed personnel. In other words, differences in age, gender, marital status, and job position do not significantly influence how non-uniformed personnel perceive safety and security within Camp Crame. This consistency in perception may be attributed to the uniform implementation of security measures and organizational policies, which tend to create a shared sense of safety across diverse employee groups.

In contrast, length of service obtained a p-value of 0.041, which is less than the 0.05 level of significance. Hence, the null hypothesis for this variable is rejected, indicating a statistically significant relationship between length of service and perception of safety and security. This finding suggests that the number of years an individual has served influences how they assess safety conditions in the camp. According to Robbins and Judge (2017) personnel with longer tenure are likely to have accumulated more experience, exposure to various situations, and familiarity with security protocols, which can shape a more informed and possibly more critical perception of safety. Conversely, employees with shorter service may have limited exposure, resulting in different levels of awareness or confidence regarding security conditions.

Overall, the results indicate that most demographic characteristics do not significantly influence perceptions of safety and security among non-uniformed personnel; however, length of service emerges as a key determinant. This suggests that employees' perceptions are shaped not merely by static personal attributes but by the depth of their experience within the organization. In particular, longer tenure enables individuals to develop greater experiential knowledge and organizational familiarity, which in turn influence how they assess workplace safety conditions. This interpretation is supported by Ashkanasy et al. (2000), who emphasize that employees' perceptions of safety climate are formed through their ongoing experiences, interactions, and understanding of organizational practices and procedures.

Table 4.2b
Results of the Significant Relationship Between the Demographic Characteristics of the Non-Uniformed Personnel and Their Perception of Respect

Variables	P – value	Analysis	Decision	Remarks
Age and Perception of Respect	0.625	$P > 0.05$	Accept H_0	Not significant
Sex and Perception of Respect	0.105	$P > 0.05$	Accept H_0	Not significant
Civil Status and Perception of Respect	0.796	$P > 0.05$	Accept H_0	Not significant
Length of Service and Perception of Respect	0.075	$P > 0.05$	Accept H_0	Not significant
Position and Perception of Respect	0.610	$P > 0.05$	Accept H_0	Not significant

Table 4.2b presents the results of the chi-square test of association examining the relationship between the demographic characteristics of non-uniformed personnel and their perception of respect in Camp Crame, Quezon City, at the 0.05 level of significance.

As shown in the table, all computed p-values for age ($p = 0.625$), sex ($p = 0.105$), civil status ($p = 0.796$), length of service ($p = 0.075$), and position ($p = 0.610$) are greater than the 0.05 level of significance. Therefore, the null hypothesis for all variables is accepted. This indicates that there is no significant relationship between the identified demographic characteristics and the perception of respect among civilian employees. In effect, variations in age, gender, marital status, years of service, and job position do not significantly influence how respect is perceived within the organization.

This finding suggests that perceptions of respect are consistent across different demographic groups, which may reflect a well-established organizational culture that promotes professionalism, fairness, and equitable treatment among employees. Such uniformity implies that respect is institutionalized as a shared value rather than being dependent on individual characteristics. Previous studies support this observation, noting that organizations with strong ethical standards and clearly defined codes of conduct tend to exhibit minimal variation in perceptions of respect across demographic categories (Robbins and Judge, 2017). Moreover, research in public sector organizations indicates that formalized policies on workplace behavior, inclusivity, and communication contribute to consistent interpersonal experiences among employees, regardless of their background (Denhardt and Denhardt, 2015).

Overall, the results reinforce the idea that respect within Camp Crame is shaped more by organizational norms and practices than by demographic differences, highlighting the effectiveness of institutional mechanisms in fostering a respectful work environment.

Table 4.2c
Results of the Significant Relationship Between the Demographic Characteristics of the Non-Uniformed Personnel and Their Perception of Trust

Variables	P – value	Analysis	Decision	Remarks
Age and Perception of Trust	0.697	$P > 0.05$	Accept H_0	Not significant
Sex and Perception of Trust	0.615	$P > 0.05$	Accept H_0	Not significant
Civil Status and Perception of Trust	0.784	$P > 0.05$	Accept H_0	Not significant
Length of Service and Perception of Trust	0.094	$P > 0.05$	Accept H_0	Not significant
Position and Perception of Trust	0.196	$P > 0.05$	Accept H_0	Not significant

Table 4.2c presents the results of the chi-square test of association examining the relationship between the demographic characteristics of non-uniformed personnel and their perception of trust in Camp Crame, Quezon City, at the 0.05 level of significance.

As shown in the table, all computed p-values for age ($p = 0.697$), sex ($p = 0.615$), civil status ($p = 0.784$), length of service ($p = 0.094$), and position ($p = 0.196$) are greater than the 0.05 level of significance. Therefore, the null hypothesis for all variables is accepted. This indicates that there is no significant relationship between the identified demographic characteristics and the perception of trust among non-uniformed personnel. In other words, age, gender, marital status, years of service, and job position do not significantly influence how trust is perceived within the organization.

This finding suggests that trust is consistently experienced across different demographic groups, reflecting a stable organizational climate within Camp Crame. Such uniformity may indicate that trust is embedded in institutional practices, including transparency, accountability, and fair treatment, which are applied equally to all personnel. Previous studies support this observation, emphasizing that in organizations with strong governance and ethical standards, trust tends to be shaped more by leadership behavior and organizational systems rather than by individual demographic characteristics (Mayer et al., 1995). Furthermore, research in organizational behavior highlights that consistent policy implementation and fairness in decision-making contribute to uniform perceptions of trust across employee groups (Robbins and Judge, 2017).

Overall, the results imply that trust within Camp Crame is not influenced by demographic differences but is instead a product of organizational culture and leadership practices. This underscores the importance of maintaining transparent, accountable, and fair systems to sustain high levels of trust among personnel.

4. What are the factors that influence perceptions of safety, security, respect and trust among the three respondent groups?

The findings of the study indicate that perceptions of safety and security, respect, and trust among the three respondent groups are influenced not primarily by demographic characteristics, but by organizational and operational factors within Camp Crame. Based on the qualitative responses of the respondents to the open -ended questions, the following factors affecting their perceptions of safety and security, respect and trust were revealed:

First, the **visibility and effectiveness of security measures** significantly influence perceptions of safety and security. The consistently high ratings across all groups suggest that the presence of security personnel, well-established checkpoints, functional surveillance systems, and clearly implemented safety protocols contribute to a strong sense of protection and confidence within the camp. When security systems are visible, reliable, and consistently enforced, they create a shared perception of safety regardless of individual differences. According to Zohar (2010), visible and well-enforced safety systems enhance employees' safety climate perceptions and strengthen their sense of security.

Second, **clarity and consistency of policies and procedures** play a crucial role. The findings show that respondents perceive safety protocols, emergency responses, and inspection procedures as well-coordinated and clearly communicated. This

consistency in implementation fosters predictability and reduces uncertainty, which in turn strengthens perceptions of safety and organizational stability. Neal and Griffin (2006) emphasized that clearly communicated and consistently implemented safety procedures improve employees' confidence in organizational safety systems.

Third, **leadership practices and management approach** are key factors influencing perceptions of respect and trust. The uniformly high ratings in these areas suggest that leadership within Camp Crame demonstrates fairness, transparency, accountability, and professionalism. When leaders communicate effectively, make impartial decisions, and uphold ethical standards, they cultivate an environment where personnel and stakeholders feel respected and are more likely to develop trust in the organization. Tyler (2006) explained that fair and transparent leadership enhances legitimacy and promotes trust and cooperation within organizations.

Fourth, the **organizational climate and culture** significantly shape perceptions across all respondent groups. A work environment characterized by mutual respect, professionalism, and cooperation promotes positive interpersonal relationships. The absence of significant differences in perceptions of respect and trust suggests that these values are embedded in the organizational culture and are consistently experienced by both internal personnel and external stakeholders. Schneider et al., (2013) noted that organizational climate strongly influences employee attitudes and shared perceptions across groups.

Fifth, **training, preparedness, and competence of personnel** influence perceptions of safety and security. Regular drills, safety orientations, and capability-building programs enhance the readiness of personnel to respond to emergencies and security threats. This preparedness reinforces confidence among respondents that the organization is capable of managing risks effectively. Burke et al. (2006) found that effective safety training programs significantly improve preparedness and positively influence perceptions of safety in the workplace.

Lastly, **efficiency in service delivery and interaction with stakeholders** contributes to perceptions of respect and trust. The ability of personnel to handle transactions promptly, communicate courteously, and address concerns fairly strengthens positive experiences, particularly among external stakeholders, thereby reinforcing trust in the institution. Parasuraman et al. (1988) highlighted that service quality particularly responsiveness, reliability, and assurance play a critical role in shaping trust and satisfaction among clients.

Overall, the study reveals that perceptions of safety and security, respect, and trust are largely shaped by institutional practices rather than personal characteristics. Factors such as effective security systems, consistent policy implementation, strong leadership, a positive organizational climate, personnel competence, and quality of service delivery collectively contribute to the uniformly high perceptions observed among the three respondent groups.

5. Based on the findings, what measures can be implemented to enhance safety and security, respect and trust in Camp Crame?

Based on the quantitative and qualitative findings of the study, enhancing safety and security, respect, and trust in Camp Crame requires more than isolated interventions. It demands a coherent, system-wide strategy that aligns personnel capability, organizational values, and operational systems. The results clearly show that public confidence and internal cohesion are built not through policy statements alone, but through consistent, visible, and sustained actions.

Institutionalization of professionalism, integrity, transparency, and respect. At the core of this effort is the need to institutionalize professionalism, integrity, transparency, and respect in all aspects of police operations. Trust is not automatically conferred; it is earned through fairness in decision-making, consistency in enforcement, and dignity in every interaction, regardless of rank or social status. According to Tyler (2006), public trust in institutions is largely shaped by procedural justice - fairness, respect, and transparency in processes, rather than outcomes alone. This underscores the importance of embedding these values into daily practices.

Strengthening of personnel discipline and professionalism. A critical operational priority is the strengthening of personnel discipline and professionalism. Respondents identified these as central to both safety and trust, emphasizing the need for stricter compliance with protocols, reinforced through regular supervision, performance evaluation, and leadership by example. Research by Ingram et al. (2013) highlights that disciplined and ethically guided personnel significantly enhance organizational effectiveness and legitimacy, reinforcing both internal order and public confidence.

Modernization of security systems and infrastructure. Equally important is the modernization of security systems and infrastructure. Upgrading access control, surveillance systems, and detection equipment - paired with regular maintenance - ensures that security measures remain reliable and responsive to emerging threats. According to Welsh, visible and technologically advanced security measures contribute to both crime prevention and increased perception of safety, strengthening deterrence and reassurance simultaneously (Welsh and Farrington, 2009).

Enhanced training and personnel preparedness. The study also underscores the urgent need to enhance training and personnel preparedness, particularly in vital installation security, crisis response, and emergency management. Training must go beyond technical skills to include stress management, emotional intelligence, and ethical decision-making, ensuring that personnel remain effective even under pressure. As emphasized by Salas, continuous and structured training improves performance, coordination, and decision-making in high-risk environments (Salas et al., 2012).

Manpower allocation and workload management. At the same time, manpower allocation and workload management must be addressed to mitigate fatigue and burnout factors identified as directly affecting alertness and performance. Strategic deployment,

rotation systems, and adequate staffing in high-risk areas are essential. According to Reason, human error in high-reliability organizations is often linked to fatigue and systemic workload pressures, making workforce management a critical component of safety systems (Reason, 2000).

Strengthening transparency, accountability, and communication mechanisms. Beyond operational improvements, fostering a culture of respect and trust requires strengthening transparency, accountability, and communication mechanisms. Clear dissemination of policies, accessible reporting systems, and consistent handling of complaints ensure that both personnel and stakeholders feel heard, valued, and treated fairly. According to Rawlins, transparency directly enhances organizational credibility and stakeholder trust, particularly when supported by responsive feedback systems (Rawlins, 2008).

Upholding ethical standards. Moreover, leadership plays a decisive role in shaping organizational culture. Respect is reinforced when leaders demonstrate fairness, uphold ethical standards, and apply policies consistently. Studies by Colquitt indicate that perceptions of fairness and justice within organizations significantly influence employee respect, cooperation, and trust (Colquitt et al., 2001).

Strengthening community engagement and stakeholder collaboration. It is imperative to intensify efforts toward community engagement and stakeholder collaboration. Establishing and sustaining partnerships with local government units, advisory councils, and community organizations fosters a culture of shared responsibility in ensuring safety and security. Such collaborative mechanisms not only enhance institutional resilience but also reinforce accountability across sectors.

As emphasized by Skogan (2006), community engagement initiatives significantly strengthen public trust and cooperation, both of which are indispensable for effective policing and governance. Therefore, institutionalizing structured programs that encourage active participation from stakeholders is recommended to build sustainable partnerships, improve transparency, and cultivate long-term community support.

Improving service delivery. Improving service delivery and public interaction is essential to reinforcing trust at every point of contact. The provision of efficient, courteous, and respectful service communicates institutional competence and genuine care for stakeholders. As emphasized by Parasuraman et al., (1988), dimensions of service quality—particularly responsiveness, assurance, and courtesy—play a pivotal role in shaping users' perceptions of satisfaction and trust. Although the SERVQUAL framework was originally conceptualized for private sector applications, it has been widely adopted in public service contexts, where the quality of service delivery similarly influences public confidence and institutional credibility. Strengthening these dimensions within public institutions ensures that every interaction contributes to building trust, enhancing satisfaction, and sustaining organizational legitimacy.

Conclusions

This study affirms that Camp BGen Rafael T. Crame is widely perceived as a safe, secure, and well-managed institutional environment, where professionalism, respect, and trust consistently shape daily interactions. The uniformly high ratings across respondent groups reflect confidence in the Camp's capacity to maintain order, enforce effective security measures, and uphold elevated standards of conduct. These positive perceptions are primarily anchored in personnel competence, the reliability of security systems, and the discipline evident in routine operations. Moreover, respect and trust are shown to be deliberately cultivated through accountability, transparency, and open communication, reinforcing both internal cohesion and public confidence. Ultimately, the findings underscore that safety, respect, and trust are interdependent dimensions of institutional legitimacy, essential to sustaining organizational effectiveness and strengthening public confidence in the Philippine National Police.

The study underscores that perceptions of safety, respect, and trust within Camp Crame are shaped less by demographic distinctions than by the quality of organizational practices and the prevailing work environment. These dimensions are strengthened through effective functioning, transparent communication, and consistent adherence to institutional standards. While the organization demonstrates a strong foundation in these areas, sustaining and advancing this foundation necessitates deliberate and continuous effort. Reinforcing training and preparedness, ensuring consistent implementation of security protocols, cultivating discipline and professionalism, and promoting transparency alongside meaningful stakeholder engagement remain indispensable. By upholding these commitments, Camp Crame can preserve its strengths, deepen public confidence, and consolidate its role as a trusted institution in safeguarding public safety and security.

Recommendations

Based on the findings of the study, particularly the consistently high but varying mean ratings in safety and security, respect, and trust, the following recommendations are proposed to further strengthen and sustain these key dimensions within Camp BGen Rafael T. Crame:

1. Strengthen Personnel Training and Preparedness. Continuous and specialized training programs should be institutionalized, particularly in vital installation security, emergency response, and crisis management. Training should also include stress management and fatigue mitigation to address human factors affecting performance. This ensures that personnel remain competent, responsive, and resilient in high-pressure situations.

2. Enhance Discipline and Professionalism. Strict adherence to organizational rules, protocols, and ethical standards must be consistently enforced. Leadership should model professionalism and accountability, while regular monitoring, evaluation, and recognition systems should be implemented to reinforce positive behavior and correct deviations.

3. Upgrade Security Systems and Infrastructure. Modernization of security equipment, surveillance systems, and access control mechanisms should be prioritized. Regular maintenance and periodic assessment of these systems are necessary to ensure reliability and effectiveness in preventing and responding to potential threats.

4. Improve Manpower Allocation and Workload Management. To address concerns related to fatigue and stress, there should be strategic deployment of personnel, adequate staffing in critical areas, and implementation of rotation schedules. This will help maintain alertness, efficiency, and overall operational effectiveness.

5. Strengthen Transparency and Accountability Mechanisms. Clear and accessible systems for reporting, monitoring, and addressing concerns should be reinforced. Policies, procedures, and operational updates must be communicated openly to both internal and external stakeholders to promote trust and organizational credibility.

6. Institutionalize Effective Feedback Mechanisms. Establish and maintain structured feedback channels, such as suggestion systems, hotlines, and regular consultations with stakeholders. Prompt and appropriate responses to concerns will ensure that stakeholders feel heard, valued, and respected.

7. Promote a Culture of Respect and Fairness. Develop and enforce policies that ensure equal treatment, inclusivity, and professionalism regardless of rank or status. Conduct regular seminars and workshops on communication skills, emotional intelligence, and conflict resolution to strengthen interpersonal relationships within the organization.

8. Enhance Internal Communication and Coordination. Strengthen coordination among units through regular meetings, clear communication channels, and joint operational planning. Improved communication will reduce misunderstandings, enhance efficiency, and promote a unified approach to safety and service delivery.

9. Expand Community Engagement and Stakeholder Collaboration. Sustain and expand partnerships with external stakeholders, local government units, and community organizations through outreach programs, advisory councils, and joint initiatives. These fosters shared responsibility and strengthens public trust and cooperation.

10. Improve Service Delivery and Public Interaction. Ensure that all personnel consistently provide efficient, courteous, and respectful service. Streamlining processes and improving frontline interactions will enhance public satisfaction and reinforce positive perceptions of the organization.

11. Sustain and Monitor Continuous Improvement Efforts. Establish a system for regular assessment and evaluation of safety, respect, and trust indicators. Periodic surveys and feedback analysis should be conducted to monitor progress and guide policy refinement.

To effectively enhance safety and security, respect, and trust in Camp Crame, the organization must adopt a holistic and integrated approach that combines personnel development, system improvement, leadership accountability, and stakeholder engagement. Sustaining high levels of perception requires continuous commitment, adaptability, and proactive governance to ensure long-term organizational effectiveness and public confidence.

Compliance with Ethical Standards

This study strictly complied with established ethical research standards by securing authorization from the appropriate Philippine National Police offices before data collection and ensuring that all participants were adequately informed of the study's purpose, scope, procedures, and intended academic use. Participation was entirely voluntary, and respondents retained the right to decline or withdraw at any stage without penalty, coercion, or adverse consequences. Informed consent was obtained before administering the questionnaire. To protect anonymity and professional identity, the research instrument did not collect names, badge numbers, or other personally identifying information; responses were coded, aggregated, and reported in a manner that prevented the identification of any individual, office, or unit. All electronic and printed data were securely stored, accessed only by the researcher, and used exclusively for academic purposes. Considering the hierarchical nature of the organization, safeguards were implemented to ensure that participation and responses would not affect the respondents' employment status, performance evaluation, workplace relationships, or professional standing. Academic integrity was also maintained through accurate data analysis, objective reporting of findings, and proper acknowledgment of all sources. These measures protected the participants' rights, dignity, privacy, welfare, and confidentiality throughout the research process.

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Corresponding author: alkevinguiang1925@gmail.com