



TEAM MANAGEMENT SKILLS AND STYLES OF RESOLVING CONFLICTS AMONG THE 1ST SARANGANI PROVINCIAL MOBILE FORCE COMPANY: IMPLICATIONS FOR COMMAND EFFECTIVENESS

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ABSTRACT

This study assessed the team management competencies, preferred approaches, and conflict resolution practices of personnel assigned to the 1st Sarangani Provincial Mobile Force Company, and determined how these influence overall command effectiveness. A sequential explanatory mixed-methods design was applied, with 60 uniformed personnel participating in the survey and 8 team leaders serving as key informants. Data were collected using validated questionnaires and interview guides, and analyzed via weighted mean, Likert scale interpretation, and thematic analysis. Results showed that team management skills—specifically problem-solving, decision-making, and delegation—were practiced to a high extent. Among conflict-management styles, collaborating and accommodating were used to a high extent, while competing was applied moderately. Strategies such as compromising, communicating, and trust-building were also exercised to a high degree. Common sources of conflict included inconsistent management practices, equipment shortages, excessive overtime, frequent shift rotations, and sudden changes in operational assignments. Qualitative findings indicated that open communication and strong professional commitment are the primary channels through which these practices improve command effectiveness. The study concludes that personnel demonstrate solid team management capabilities that support operational performance, though logistical and scheduling concerns require further attention. Recommendations are offered for unit leaders, law-enforcement agencies, and future researchers.

Keywords: *team management skills, conflict resolution styles, command effectiveness, law enforcement personnel, provincial mobile force company*

INTRODUCTION

Team management comprises practices that unite members toward shared goals, requiring alignment of interests, coordinated effort, and mutual assistance. In law enforcement, effective leadership is essential because poor management leads to burnout, low morale, reduced productivity, high turnover, and compromised service delivery (DiStefano, 2022). Police leaders must combine technical expertise with interpersonal skill to address disagreements arising from diverse personalities, work habits, roles, or resource limitations. When handled constructively, conflict can stimulate innovation and better decisions; when ignored, it erodes cohesion and performance (Amaresan, 2023).

Units such as the Provincial Mobile Force Company operate in high-pressure, culturally diverse settings that demand coordinated responses to security threats, emergencies, and public-safety incidents. The 1st Sarangani Provincial Mobile Force Company covers Alabel, Glan, Malapatan, and Malungon, serving a population with varied ethnic and religious affiliations. Although the unit performs well in operations, observable challenges in team dynamics and conflict handling warrant systematic study.

Existing literature examines team management and conflict resolution separately, but few studies explore how specific skills, styles, and strategies together shape command effectiveness in specialized police units. This gap is especially evident in the Philippines, where personnel face unique operational and institutional demands. Accordingly, this research aims to measure the extent of team-management practice, identify preferred conflict-management styles and strategies, document recurring conflicts, and explain how these practices contribute to command effectiveness.

RESEARCH QUESTIONS

This study addresses the following specific questions:

1. To what extent do personnel demonstrate team management skills in resolving conflicts in terms of problem-solving, decision-making, and delegation?
2. What conflict-management styles are employed in terms of collaborating, competing, and accommodating?
3. To what extent do personnel apply conflict-resolution strategies in terms of compromising, communicating, and trust-building?
4. What are the most frequent conflicts encountered by the personnel?
5. How do team management skills, styles, and strategies contribute to command effectiveness?

Review of Related Literature

Team Management Skills

Effective team management is vital for police leadership, where coordination, communication, and conflict handling directly affect public safety (Chron Contributor, 2021). Problem-solving involves diagnosing issues, generating alternatives, and evaluating outcomes systematically (Doyle, 2020). Decision-making requires weighing risks and priorities, particularly when officers must act quickly under pressure (Verhulst & Rutkowski, 2018). Delegation connects leadership direction with operational

execution, empowering subordinates while freeing leaders to focus on strategic tasks (Landry, 2020).

Conflict-Management Styles

Andreev (2021) identified three relevant approaches: collaborating (assertive yet cooperative, seeking mutually acceptable outcomes), competing (assertive and less cooperative, prioritizing immediate results), and accommodating (less assertive but cooperative, emphasizing harmony and compliance). These styles are applied selectively according to operational context and organizational culture (Galman et al., 2021).

Conflict-Resolution Strategies

Key strategies include compromising (seeking balanced agreements), communicating (active listening and clear exchange), and trust-building (upholding commitments and transparency) (Cote, 2023; Craig, 2019). These practices strengthen internal cohesion and public confidence, both essential for effective policing (Oxholm & Glaser, 2023).

Command Effectiveness

Command effectiveness results from sound authority, concern for personnel, and purposeful planning—analogous to coordinated action of “hand, heart, and head” (Herrity, 2023). This inquiry is grounded in Participative Leadership Theory, which emphasizes inclusion, shared decision-making, and collective ownership of results (Myers, 2024).

METHODOLOGY

Research Design

A sequential explanatory mixed-methods design was used, integrating survey data and interview findings to provide a comprehensive understanding of the variables (Creswell & Clark, 2017).

Research Locale

The study was conducted at the headquarters of the 1st Sarangani Provincial Mobile Force Company, Barangay Kawas, Alabel, Sarangani Province.

Respondents

The quantitative sample comprised 60 personnel selected via stratified random sampling regardless of rank or gender. Eight team leaders were purposively chosen as key informants for the qualitative phase.

Research Instruments

Validated tools included a 5-point Likert-type checklist for skills, styles, and strategies; an enumeration sheet for common conflicts; and a semi-structured interview guide. Subject-matter experts confirmed the content-validity of all instruments.

Data Gathering Procedure

The researcher secured official clearance from the unit commander and the institutional ethics review body. All participants provided informed consent and were assured of confidentiality and voluntary participation. Surveys were administered personally, and interviews were recorded with permission and transcribed verbatim.

Data Analysis

Quantitative data were analyzed using weighted mean with the following descriptors: 4.50–5.00 = Very High Extent; 3.50–4.49 = High Extent; 2.50–3.49 = Moderate Extent; 1.50–2.49 = Less Extent; 1.00–1.49 = Least Extent. Qualitative data were treated using descriptive analysis and thematic analysis.

RESULTS

Table 1
Extent of Team Management Skills in Resolving Conflicts

Indicator	Weighted Mean	Description
Problem-Solving	4.25	High Extent
Decision-Making	4.17	High Extent
Delegation	4.24	High Extent
Overall Mean	4.22	High Extent

Respondents most frequently formulated alternative interventions and monitored delegated tasks, while assessing risks and uncertainties scored lowest but still within the high-extent range.

Table 2
Extent of Conflict-Management Styles

Indicator	Weighted Mean	Description
Collaborating	4.37	High Extent
Competing	3.47	Moderate Extent
Accommodating	4.40	High Extent
Overall Mean	4.08	High Extent

Accommodating ranked highest, particularly in showing reasonableness and compliance, while competing was used moderately, mainly to assert positions rather than enforce authority arbitrarily.

Table 3
Extent of Conflict-Resolution Strategies

Indicator	Weighted Mean	Description
Compromising	4.27	High Extent
Communicating	4.25	High Extent
Trust-Building	4.43	High Extent
Overall Mean	4.32	High Extent

Trust-building was most evident through reliability and transparency, while communication was characterized by active listening and inclusive dialogue.

Common Conflicts Encountered

Analysis revealed five recurring issues: inconsistent management and training; inadequate equipment and supplies; excessive overtime leading to fatigue; frequent shift changes disrupting rest and family life; and repeated adjustments in deployment and duties.

Implications for Command Effectiveness

Two central themes emerged: communication (open exchange and attentive listening as the foundation of resolution) and commitment (dedication, planning, fairness, and patience sustaining operational readiness).

DISCUSSION

The high ratings on team-management skills reflect adherence to protocols and operational preparedness, consistent with research noting that officers must analyze and respond rapidly to dynamic situations (Tucker, 2018). Decision-making under pressure remains a priority for continued training, while effective delegation boosts both efficiency and staff development (Landry, 2020).

Predominance of accommodating and collaborating aligns with institutional values of discipline and teamwork, while limited use of competing indicates restraint in asserting authority (Galman et al., 2021). Trust-building and communication reinforce internal unity and public trust, consistent with community-oriented policing principles (Community Oriented Policing Services, 2022).

Identified conflicts largely stem from systemic constraints that affect both well-being and operational consistency (Caudell, 2021). The findings support Participative Leadership Theory, where inclusion and shared purpose strengthen command performance (Myers, 2024).

Conclusions

1. Personnel apply team management skills—problem-solving, decision-making, and delegation—to a high extent.
2. Collaborating and accommodating are the dominant styles, while competing is used moderately, indicating a balanced approach to authority and cooperation.
3. Conflict-resolution strategies, especially trust-building, are practiced to a high extent.
4. Recurring conflicts relate to management, resources, scheduling, and deployment adjustments.
5. Open communication and professional commitment are the key mechanisms through which management practices enhance command effectiveness.

Recommendations

1. Unit administrators may design targeted training on risk assessment and balanced assertiveness in conflict situations.
2. Provincial and national authorities should review resource allocation, staffing levels, and scheduling to address operational constraints.
3. Personnel should continue integrating trust-building and transparent communication into daily operations.
4. Similar units may adopt the assessment tools used here for benchmarking and improvement.
5. Future investigations may expand coverage to other Provincial Mobile Force Companies or compare results across operational environments.

Compliance with Ethical Standards

All procedures involving human participants followed the ethical guidelines of the institutional review board and the revised 1975 Declaration of Helsinki. Voluntary informed consent was secured from every participant prior to data collection. Privacy and anonymity were strictly maintained, and all information gathered was treated as confidential and used solely for academic purposes. No financial or personal conflict of interest exists. All sources referenced are properly acknowledged, and the study upholds professional integrity and respect for all participants.

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APA Citation:

Estrella, R. J. T. (2026). TEAM MANAGEMENT SKILLS AND STYLES OF RESOLVING CONFLICTS AMONG THE 1ST SARANGANI PROVINCIAL MOBILE FORCE COMPANY: IMPLICATIONS FOR COMMAND EFFECTIVENESS. Ignatian International Journal for Multidisciplinary Research, 4(8), 1–7. <https://doi.org/10.5281/zenodo.21758568>

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