

Philippine National Police (Pnp) Mimaropa Region Internal Disciplinary Mechanism and Its Effectiveness: Basis for Proposed Medium-Term Plan

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ARTICLE INFORMATION	ABSTRACT
Article history: Published: February 2026	<p>Discipline is central to organizational effectiveness and ethical governance, particularly in law enforcement institutions where authority, accountability, and public trust are closely intertwined. Despite the existence of formal internal disciplinary frameworks, recurring incidents of police misconduct continue to raise concerns regarding the effectiveness of implementation at the operational level. This study examined the status and effectiveness of the internal disciplinary mechanism of the Philippine National Police (PNP) in the MIMAROPA Region, focusing on its capacity to promote ethical conduct, accountability, and professionalism among uniformed and non-uniformed personnel. The study employed a descriptive-comparative and correlational research design. Data were collected from 553 respondents selected through simple random sampling, consisting of 363 uniformed and 190 non-uniformed personnel. A researcher-developed questionnaire was used, supported by documentary analysis of relevant PNP policies, memorandum circulars, and disciplinary records. Data were analyzed using descriptive statistics, independent samples <i>t</i>-tests, and Pearson's correlation. Ethical safeguards were strictly observed throughout the research process, including voluntary participation, informed consent, anonymity, confidentiality, and compliance with the Data Privacy Act of 2012. Results revealed that the internal disciplinary mechanism was assessed as Very Good in terms of policies, procedures, processes, and orientation. Preventive, punitive, and restorative measures were rated Good, indicating functional enforcement but limited institutionalization of psychosocial support and restorative interventions. Significant positive relationships were found between the status of the disciplinary mechanism and its effectiveness across all dimensions ($p < 0.001$), with process execution emerging as the strongest influence. Differences were observed between personnel groups, with uniformed respondents reporting higher assessments. Overall, ethical sustainability depends on inclusive orientation and restorative strengthening.</p>
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1. Introduction

Discipline is a foundational element of organizational performance, shaping employee conduct, institutional credibility, and service outcomes across both public and private sectors. In the context of public service, disciplined behavior ensures adherence to ethical standards, accountability frameworks, and organizational regulations, all of which influence job satisfaction, professional commitment, and operational effectiveness (Caballero et al., 2024). Within law enforcement organizations, discipline carries heightened significance because officers exercise authority that directly impacts citizen rights and public trust. Failures in disciplinary governance have been linked to misconduct, corruption, and erosion of community confidence, highlighting the necessity of robust systems that align individual behavior with collective organizational values (Tindoy & Magbojos, 2025; Fisher et al., 2025).

Contemporary literature on policing underscores that internal disciplinary mechanisms function most effectively when they integrate preventive, punitive, and restorative elements with transparent oversight and organizational justice principles. Studies within the Philippine National Police (PNP) reveal that structured frameworks such as the Internal Disciplinary Mechanism—embodied in policy issuances like Memorandum Circulars No. 2016-062 and No. 20-2020—aim to balance accountability with moral recovery and reintegration (Recuenco, 2025; Malonzo, 2019). Empirical findings further indicate that disciplinary systems perceived as fair and consistently implemented are positively associated with job satisfaction and professional conduct (Fisher et al., 2025; Caballero et al., 2024). However, persistent challenges such as implementation inconsistencies, case monitoring gaps, and informal norms that discourage reporting of misconduct continue to undermine the credibility of internal mechanisms (Dalizon, 2023; Philippine News Agency, 2025).

Regional disparities in resources, leadership quality, and institutional capacity further complicate disciplinary governance. Research suggests that unequal access to training, case management systems, and disciplinary orientation contributes to perceptual differences between personnel groups and uneven enforcement of standards (Caballero et al., 2024; Mabusela et al., 2024).

Despite the importance of these issues, there remains a notable empirical gap in regionally focused studies that systematically assess how internal disciplinary systems operate at the local command level, particularly in geographically diverse areas such as the MIMAROPA Region. Most existing research has centered on national policies or isolated program evaluations (Falcatan et al., 2023; Nabunat & Cawi, 2024), leaving unanswered questions about the status and effectiveness of disciplinary mechanisms in promoting ethical conduct, accountability, and job satisfaction among both uniformed and non-uniformed personnel in regional police units.

Grounded in the principles of organizational justice and ethical leadership theory, this study addresses that gap by evaluating the PNP's internal disciplinary mechanism within the MIMAROPA Region. It examines how disciplinary policies, procedures, processes, and orientation practices relate to preventive, punitive, and restorative outcomes, providing empirical evidence to inform institutional improvement. The findings are intended to support a medium-term plan designed to strengthen transparency, fairness, and ethical governance, contributing to both theoretical understanding and practical reform efforts aimed at enhancing professional integrity and public trust in law enforcement.

2. Literature Review

The Philippine National Police (PNP) functions as the principal law enforcement institution of the Philippines, mandated to preserve peace and order, enforce laws, and protect the citizenry within a civilian and democratic framework. Its institutional foundation is rooted in Republic Act No. 6975, which consolidated earlier policing bodies into a unified national organization under civilian authority, later strengthened by Republic Act No. 8551 to enhance professionalism, accountability, and ethical conduct. Contemporary literature emphasizes that these legal frameworks were established not merely to define structure but to institutionalize discipline, integrity, and responsiveness as core organizational values (Lorido, 2025; Reyes, 2025). The PNP's hierarchical command system, supported by specialized units and national support services, enables operational coordination across national, regional, and local levels while ensuring that authority and responsibility are clearly delineated (PNP, 2025). This structure is reinforced by civilian oversight through the National Police Commission, which serves as a critical accountability mechanism to maintain transparency and public trust, particularly in light of historical challenges related to police misconduct and abuse of authority.

Recent scholarship underscores that modern policing effectiveness is increasingly linked to internal governance rather than operational capacity alone. Community-oriented policing strategies, professional training, and technological modernization have expanded the PNP's functional reach, yet literature consistently argues that these initiatives are undermined when internal discipline is weak or inconsistently enforced (Reyes, 2025; Philippine News Agency, 2025). Ethical conduct, respect for human rights, and adherence to organizational standards are now viewed as central determinants of police legitimacy, making internal disciplinary systems a pivotal component of institutional reform. As such, the PNP's internal disciplinary mechanism has evolved into a structured framework that seeks to balance enforcement with rehabilitation, reflecting a broader shift toward human-centered governance in public institutions.

The institutionalization of the Internal Disciplinary Mechanism through PNP Memorandum Circular No. 20-2020 marked a significant development in organizational discipline. Recent literature describes this mechanism as an integrated system combining preventive, punitive, and restorative elements to address misconduct comprehensively (Recuenco, 2025). Preventive measures focus on values formation, psychological intervention, integrity monitoring, and mentoring, acknowledging that occupational stress, moral dilemmas, and personal vulnerabilities often precede behavioral violations. Punitive measures, on the other hand, emphasize accountability through administrative investigations, case resolution, and sanctions imposed regardless of rank, signaling the organization's commitment to rule-based discipline (Dalizon, 2023; Philippine News Agency, 2025). Restorative initiatives complement these approaches by promoting moral recovery, counseling, and reintegration for redeemable personnel, reflecting the understanding that sustainable discipline requires behavioral transformation rather than punishment alone.

Empirical evidence supports the significance of this balanced approach. Studies conducted within the Philippine context demonstrate that clearly defined and consistently enforced disciplinary mechanisms positively influence job satisfaction, ethical alignment, and adherence to organizational values among police personnel (Fisher et al., 2025; Falcatan et al., 2023). These findings suggest that discipline, when perceived as fair and purpose-driven, reinforces morale rather than eroding it. Conversely, literature also highlights persistent cultural barriers, such as reluctance to report misconduct and uneven enforcement of rules, which weaken disciplinary effectiveness and foster perceptions of impunity (Philippine News Agency, 2023; Stakeholders' Perception on Breakdown of Police Discipline, 2025). Such challenges indicate that formal policies must be supported by leadership commitment and a culture that prioritizes ethical accountability.

Broader organizational and human resource literature provides additional insight into how disciplinary systems function effectively. Progressive discipline models emphasize corrective intent, procedural justice, and documentation, reinforcing fairness and due process while minimizing arbitrary decision-making (Armstrong, 2020; Cruz, 2021). Restorative justice perspectives further argue that dialogue, accountability, and relationship repair can enhance trust and organizational cohesion, particularly in high-stress environments such as policing (Gatchalian, 2022). Technological advancements have also influenced disciplinary governance, with digital systems improving case tracking, consistency, and transparency, thereby reducing discretion-based inequities and enhancing institutional credibility (Garg et al., 2022; Manila Bulletin, 2023). These approaches collectively underscore that discipline is most effective when it integrates legal compliance, ethical considerations, and organizational support. The literature on organizational planning further reinforces the need to align disciplinary systems with structured and forward-looking strategies. Medium-term planning is widely recognized as an essential mechanism for translating institutional goals into actionable and measurable outcomes. Effective action plans emphasize clear objectives, defined responsibilities, realistic

timelines, and efficient resource allocation, ensuring that reforms are sustained rather than episodic (York, 2022; Locke et al., 2021). Project management frameworks highlight the importance of task segmentation, risk anticipation, and continuous monitoring to address implementation challenges proactively (Project Management Institute, 2021; Smith & Johnson, 2023). Iterative models such as the Plan-Do-Check-Act cycle further stress adaptability and learning as key elements of organizational improvement, particularly in dynamic and complex public-sector environments (Deming, 2021).

In the Philippine public sector, national development frameworks emphasize participatory, data-driven, and transparent planning as prerequisites for effective governance and service delivery (NEDA, 2023). Empirical studies within law enforcement contexts corroborate these principles, demonstrating that structured planning, organizational support, and leadership engagement significantly influence job satisfaction, performance, and ethical behavior among police personnel (Caballero et al., 2024; Arevalo, 2024). International research similarly highlights that perceptions of fairness, consistency, and legitimacy in disciplinary practices are closely linked to morale, trust, and professional commitment, reinforcing the universal relevance of these findings to policing institutions (Mabusela et al., 2024).

Taken together, the reviewed literature and studies converge on the view that internal disciplinary mechanisms are not merely regulatory tools but central pillars of organizational governance and legitimacy. In the context of the PNP, discipline functions at the intersection of law, ethics, leadership, and institutional culture. Preventive, punitive, and restorative approaches, when strategically aligned and consistently implemented, contribute to ethical behavior, job satisfaction, and public trust. The literature therefore provides a strong conceptual and empirical foundation for the development of a medium-term action plan aimed at strengthening the PNP's internal disciplinary system, ensuring that accountability, professionalism, and integrity are sustained as core organizational practices rather than aspirational ideals.

3. Methodology

This study employed a descriptive-comparative and correlational research design to examine the status and effectiveness of the internal disciplinary mechanism of the Philippine National Police (PNP) in the MIMAROPA Region. The design enabled a systematic description of existing disciplinary policies, procedures, processes, and orientation practices, while also allowing comparison of perceptions between uniformed and non-uniformed personnel and assessment of relationships between disciplinary mechanisms and ethical outcomes. The research was conducted across police units in Occidental Mindoro, Oriental Mindoro, Marinduque, Romblon, and Palawan to capture variations in operational context and organizational experience. A total of 553 respondents were selected through simple random sampling, consisting of 363 uniformed and 190 non-uniformed personnel, ensuring adequate representation and statistical reliability.

Data were gathered using a researcher-developed questionnaire supported by documentary analysis. The questionnaire measured the status of the internal disciplinary mechanism in terms of policies, procedures, processes, and orientation, as well as its effectiveness across preventive, punitive, and restorative dimensions. Responses were recorded using a four-point rating scale. Content validity was established through expert evaluation by senior police officers with extensive field experience, while reliability testing yielded high internal consistency coefficients, confirming the instrument's dependability. Documentary sources—including PNP memorandum circulars, administrative orders, and disciplinary records—were reviewed to triangulate survey results and provide institutional context.

Data analysis utilized descriptive statistics to determine mean assessments, independent samples t-tests to examine differences between personnel groups, and Pearson's correlation to identify relationships among variables. Ethical standards were strictly observed throughout the research process. Participation was voluntary, informed consent was obtained, and anonymity and confidentiality were ensured in compliance with the Data Privacy Act of 2012 (Republic Act No. 10173). All data were handled with integrity and used solely for academic purposes, ensuring that the findings are credible, ethically sound, and suitable for informing policy development and institutional reform.

4. Findings

This section presents the empirical findings on the status and effectiveness of the internal disciplinary mechanism of the Philippine National Police (PNP) in the MIMAROPA Region, followed by concise interpretations grounded in theory and related literature.

4.1 Status of the Internal Disciplinary Mechanism

4.1.1 Policies

Table 1 shows that both uniformed and non-uniformed personnel assessed the disciplinary policies as Very Good ($\bar{x} = 3.56$). High ratings reflect clarity, alignment with national regulations, and fairness in enforcement. Slightly lower scores on policy accessibility indicate dissemination gaps rather than policy inadequacy.

Table 1. Status of Internal Disciplinary Mechanism in Terms of Policies

Group	Mean	Descriptive Rating
Uniformed	3.58	Very Good
Non-Uniformed	3.53	Very Good
Overall	3.56	Very Good

The findings suggest that a well-defined policy framework strengthens organizational discipline and supports ethical compliance. This result is consistent with studies emphasizing that clear, standardized disciplinary policies enhance perceptions of fairness, organizational justice, and compliance among police personnel (Reynolds & Helfers, 2018; Fisher et al., 2025). However, limited access to policy documents may weaken awareness, reinforcing observations that policy effectiveness depends not only on formulation but also on dissemination and personnel familiarity (Mabusela et al., 2024; Del Rosario, 2021).

4.1.2 Procedures

As shown in Table 2, disciplinary procedures were rated Very Good overall ($\bar{x} = 3.57$). Respondents consistently affirmed adherence to due process, transparency, and proper documentation.

Table 2. Status of Internal Disciplinary Mechanism in Terms of Procedures

Group	Mean	Descriptive Rating
Uniformed	3.59	Very Good
Non-Uniformed	3.55	Very Good
Overall	3.57	Very Good

High procedural ratings indicate institutional compliance with administrative justice standards. This finding aligns with Philippine labor and administrative law principles emphasizing due process, particularly the observance of notice, documentation, and impartial investigation in disciplinary proceedings (Cruz, 2021; Philippine Labor Law Journal, 2020). Similar studies in policing contexts have shown that consistent procedural implementation reinforces trust in disciplinary outcomes and strengthens employee morale and organizational legitimacy (Mabusela et al., 2024; Basco Galangco & Chinayo, 2022).

4.1.3 Process

Table 3 presents the assessment of disciplinary processes, yielding a Very Good composite mean ($\bar{x} = 3.55$). Coordination among offices and designation of responsible units were rated highest, while case tracking received comparatively lower scores.

Table 3. Status of Internal Disciplinary Mechanism in Terms of Process

Group	Mean	Descriptive Rating
Uniformed	3.57	Very Good
Non-Uniformed	3.53	Very Good
Overall	3.55	Very Good

The results emphasize that operational execution is central to disciplinary effectiveness. This supports findings that disciplinary systems are only as effective as their implementation and monitoring mechanisms (Garg et al., 2022; Bryson, 2018). Weaknesses in case monitoring mirror observations in prior PNP-related studies noting delays, documentation gaps, and monitoring challenges that affect transparency and timely resolution of administrative cases (Dalizon, 2023; Nabunat & Cawi, 2024). The need for digital case-tracking tools is consistent with literature advocating technology-enabled disciplinary management systems to improve efficiency and accountability (Manila Bulletin, 2023).

4.1.4 Orientation

Orientation activities were also rated Very Good ($\bar{x} = 3.50$), as shown in Table 4, though feedback mechanisms and availability of materials obtained lower scores.

Table 4. Status of Internal Disciplinary Mechanism in Terms of Orientation

Group	Mean	Descriptive Rating
Uniformed	3.52	Very Good
Non-Uniformed	3.48	Good
Overall	3.50	Very Good

While orientation programs are generally effective, uneven participation—particularly among non-uniformed personnel—may limit shared understanding. This finding echo research indicating that continuous orientation and training play a critical role in reinforcing ethical behavior and disciplinary awareness, especially in geographically dispersed police units (Pastrana & Martir, 2024; Reyes, 2025). The lack of structured feedback mechanisms aligns with studies recommending systematic evaluation to ensure training relevance and effectiveness (Caballero et al., 2024; Bryson, 2018).

4.2 Effectiveness in Promoting Ethical Conduct

4.2.1 Preventive Measures

Preventive mechanisms were rated Good overall ($\bar{x} = 3.48$), as shown in Table 5. High scores were noted for inspections and fitness evaluations, while stress management and values formation programs received lower ratings.

Table 5. Effectiveness of Preventive Measures

Group	Mean	Descriptive Rating
Uniformed	3.50	Very Good
Non-Uniformed	3.46	Good
Overall	3.48	Good

The findings indicate that compliance-oriented prevention is strong, but psychosocial and moral interventions require further institutionalization. This result is consistent with studies showing that preventive discipline focused solely on compliance is insufficient without parallel support for stress management, moral resilience, and mental health (Espartero, 2023; Besagas & Branzuela, 2024). Literature on PNP internal cleansing initiatives highlights the importance of integrating values formation and wellness programs to prevent misconduct proactively (Caliwan, 2019; Falcatan et al., 2023).

4.2.2 Punitive Measures

Punitive measures were also rated Good ($\bar{x} = 3.44$), as reflected in Table 6, demonstrating effective enforcement and accountability.

Table 6. Effectiveness of Punitive Measures

Group	Mean	Descriptive Rating
Uniformed	3.46	Good
Non-Uniformed	3.43	Good
Overall	3.44	Good

The proportional application of sanctions supports deterrence and organizational order, consistent with findings that structured punitive mechanisms reinforce compliance and job satisfaction when applied fairly (Fisher et al., 2025; Lopez, 2025). However, limitations in case monitoring systems may affect efficiency and perceived transparency, supporting concerns raised in national reports on administrative backlogs and the need for stronger tracking mechanisms (Dalizon, 2023; Philippine News Agency, 2025).

4.2.3 Restorative Measures

Restorative interventions received a Good overall rating ($\bar{x} = 3.45$), as shown in Table 7, though reconciliation and restitution activities were less emphasized.

Table 7. Effectiveness of Restorative Measures

Group	Mean	Descriptive Rating
Uniformed	3.47	Good
Non-Uniformed	3.43	Good
Overall	3.45	Good

The lower emphasis on restorative practices suggests that discipline remains predominantly corrective and punitive. This finding aligns with both local and international literature indicating that restorative approaches in policing are often underutilized despite their potential to support rehabilitation and ethical reform (Marder, 2020; Recuenco, 2025). Studies on the My Brother's Keeper Program further demonstrate that mentoring, counseling, and values-based interventions can enhance self-awareness and reintegration when systematically implemented (Falcatan et al., 2023; Malonzo, 2019).

4.3 Relationship Between Disciplinary Status and Effectiveness

Correlation analysis revealed significant positive relationships between the status of the internal disciplinary mechanism and its effectiveness across preventive, punitive, and restorative dimensions for both personnel groups ($p < 0.001$). The strongest associations were observed in the process dimension.

These results confirm that effective implementation—rather than policy existence alone—is critical to achieving ethical outcomes.

Table 8. Relationship Between the Status of Internal Disciplinary Mechanism and its Effectiveness in Addressing Internal Corruption and Promoting Ethical Conduct Among PNP Uniformed Personnel

IDM vs Effectiveness	r	r ²	p-value	Significance
Policies vs Preventive	0.72	0.52	<0.001	Significant
Policies vs Punitive	0.68	0.46	<0.001	Significant
Policies vs Restorative	0.70	0.49	<0.001	Significant
Procedures vs Preventive	0.75	0.56	<0.001	Significant

IDM vs Effectiveness	r	r ²	p-value	Significance
Procedures vs Punitive	0.70	0.49	<0.001	Significant
Procedures vs Restorative	0.73	0.53	<0.001	Significant
Process vs Preventive	0.77	0.59	<0.001	Significant
Process vs Punitive	0.71	0.50	<0.001	Significant
Process vs Restorative	0.74	0.55	<0.001	Significant
Orientation vs Preventive	0.70	0.49	<0.001	Significant
Orientation vs Punitive	0.66	0.44	<0.001	Significant
Orientation vs Restorative	0.69	0.48	<0.001	Significant

These results confirm that effective implementation—rather than policy existence alone—is critical to achieving ethical outcomes. This supports organizational justice and governance literature emphasizing that consistency, monitoring, and execution are decisive factors in translating disciplinary policies into ethical behavior (Reynolds & Helfers, 2018; Garg et al., 2022).

Table 9 Relationship Between the Status of Internal Disciplinary Mechanism and its Effectiveness in Addressing Internal Corruption and Promoting Ethical Conduct Among PNP Non-Uniformed Personnel

IDM vs Effectiveness	r	r ²	p-value	Significance
Policies vs Preventive	0.66	0.44	<0.001	Significant
Policies vs Punitive	0.61	0.37	<0.001	Significant
Policies vs Restorative	0.64	0.41	<0.001	Significant
Procedures vs Preventive	0.68	0.46	<0.001	Significant
Procedures vs Punitive	0.63	0.40	<0.001	Significant
Procedures vs Restorative	0.66	0.44	<0.001	Significant
Process vs Preventive	0.70	0.49	<0.001	Significant
Process vs Punitive	0.65	0.42	<0.001	Significant
Process vs Restorative	0.68	0.46	<0.001	Significant
Orientation vs Preventive	0.64	0.41	<0.001	Significant
Orientation vs Punitive	0.60	0.36	<0.001	Significant
Orientation vs Restorative	0.62	0.38	<0.001	Significant

4.4 Difference Between Uniformed and Non-Uniformed Personnel

Independent t-test results show significant differences in assessments, with uniformed personnel rating both status and effectiveness slightly higher than non-uniformed personnel.

Table 10. Difference in Assessment Between Personnel Groups

Variable	Group	Mean	p-value	Result
Status of IDM	Uniformed	3.57	0.03	Significant
	Non-Uniformed	3.53		
Effectiveness	Uniformed	3.50	0.02	Significant
	Non-Uniformed	3.46		

Differences may be attributed to varying exposure to disciplinary processes and orientation activities. Enhancing transparency and joint training may help harmonize perceptions across personnel categories.

The findings demonstrate that the PNP MIMAROPA has a credible and functional internal disciplinary mechanism characterized by strong policies, procedures, and processes. However, long-term ethical sustainability requires improvements in orientation inclusivity, case monitoring systems, and restorative interventions. Strengthening these areas will help balance enforcement with rehabilitation and reinforce organizational integrity.

Differences may be attributed to varying exposure to disciplinary processes, training, and orientation activities. Similar disparities have been noted in prior studies where unequal access to information and institutional programs influenced perceptions of fairness and effectiveness (Mabusela et al., 2024; Caballero et al., 2024). Enhancing transparency, joint orientation, and integrated training may help harmonize disciplinary understanding across personnel categories.

The findings demonstrate that the PNP MIMAROPA has a credible and functional internal disciplinary mechanism characterized by strong policies, procedures, and processes. However, consistent with prior research, long-term ethical sustainability requires improvements in orientation inclusivity, case monitoring systems, and restorative interventions (Fisher et al., 2025; Marder, 2020;

Dalizon, 2023). Strengthening these areas will help balance enforcement with rehabilitation and reinforce organizational integrity and public trust.

4.5 Proposed Medium-Term Plan that can be Developed to Strengthen the Internal Disciplinary System of the PNP in the MIMAROPA Region

The proposed medium-term plan is designed to strengthen the internal disciplinary system of the Philippine National Police (PNP) in the MIMAROPA Region by enhancing accountability, professionalism, and ethical conduct among personnel. Anchored on empirical findings from survey results and documentary analysis, the plan responds to persistent challenges in policy consistency, orientation delivery, preventive and restorative interventions, and disciplinary case management. This approach is consistent with national reforms emphasizing professionalism, civilian oversight, and ethical policing under Republic Act No. 6975 and Republic Act No. 8551, which highlight discipline and accountability as core pillars of police legitimacy (Lorido, 2025; Reyes, 2025; PNP, 2025).

A key strategic focus of the plan is policy reinforcement and harmonization. While formal disciplinary policies are well established, studies have shown that inconsistent enforcement and uneven awareness weaken their effectiveness and credibility (Mabusela et al., 2024; Nabunat & Cawi, 2024). The proposed establishment of a Regional Policy Audit and Harmonization Committee aligns with findings that standardized and transparent disciplinary frameworks enhance organizational justice, trust, and compliance (Reynolds & Helfers, 2018; Fisher et al., 2025). By improving dissemination and ensuring uniform interpretation of disciplinary rules across personnel categories, the plan addresses documented concerns on procedural inconsistency and perceived inequity within police organizations (Mabusela et al., 2024).

The plan further emphasizes orientation, preventive, and restorative interventions as complementary mechanisms to punitive discipline. Research on PNP internal cleansing initiatives demonstrates that values-based programs, mentoring systems, and moral recovery interventions—such as the My Brother's Keeper Program—contribute positively to professionalism, self-awareness, and ethical behavior among personnel (Falcatan et al., 2023; Malonzo, 2019; Caliwan, 2019). Likewise, studies on stress, quality of work life, and organizational support underscore that preventive measures addressing psychosocial and moral dimensions reduce misconduct risks and strengthen job satisfaction (Besagas & Branzuela, 2024; Caballero et al., 2024; Espartero, 2023). These findings support the plan's inclusion of structured orientation, stress management, counseling, and peer mentoring as integral components of ethical discipline.

Finally, the plan advances process efficiency, transparency, and sustainability through improved monitoring systems and structured implementation. Literature on disciplinary effectiveness consistently emphasizes that discipline succeeds not merely through policy existence but through efficient execution, monitoring, and feedback mechanisms (Del Rosario, 2021; Garg et al., 2022). The proposed digital case-tracking system reflects global and local evidence that technology-supported monitoring enhances transparency, reduces delays, and strengthens accountability (Garg et al., 2022; Manila Bulletin, 2023). Grounded in established action-planning and governance frameworks that stress clarity of objectives, resource alignment, and continuous evaluation (Bryson, 2018; Project Management Institute, 2021; NEDA, 2023), the medium-term plan positions the PNP MIMAROPA toward a balanced disciplinary system—one that enforces accountability while fostering rehabilitation, organizational trust, and sustained ethical professionalism.

5. Conclusion and Recommendations

5.1 Conclusion

Based on the findings of the study, it is concluded that the internal disciplinary mechanism of the Philippine National Police (PNP) in the MIMAROPA Region is credible, functional, and firmly institutionalized. Disciplinary policies, procedures, processes, and orientation activities were generally rated at a very satisfactory level, indicating that formal regulatory structures are in place and reasonably well understood by personnel. These components collectively uphold administrative justice, procedural fairness, and organizational order within the regional police organization.

The study further establishes that the effectiveness of the disciplinary mechanism in promoting ethical conduct is moderate and uneven across its dimensions. While preventive and punitive measures are operational and contribute to accountability and deterrence, restorative mechanisms remain comparatively underdeveloped. This imbalance suggests that the disciplinary system continues to be largely corrective in orientation, with limited emphasis on rehabilitation, moral recovery, and psychosocial support. Such a condition may restrict the long-term development of ethical behavior and sustainable professionalism among police personnel.

The presence of significant relationships between the status of the disciplinary mechanism and its effectiveness confirms that implementation quality is as critical as policy existence. The process dimension emerged as the strongest predictor of effectiveness, highlighting the importance of coordination, monitoring, and timely resolution of administrative cases. Differences in assessment between uniformed and non-uniformed personnel further indicate disparities in exposure to disciplinary procedures and orientation activities, underscoring the need for more inclusive and harmonized implementation. Overall, while the PNP MIMAROPA Region demonstrates a sound disciplinary foundation, strengthening restorative practices, monitoring systems, and inclusive orientation remains necessary to sustain ethical governance and reinforce public trust.

5.2 Recommendations

In light of these conclusions, future initiatives within the PNP MIMAROPA may prioritize the institutionalization of restorative and preventive interventions by integrating mental health support, values formation, peer mentoring, and moral recovery programs into the disciplinary framework. Leadership development initiatives grounded in ethical and servant leadership principles may

further enhance discipline through role modeling and organizational justice. Operational improvements, such as the adoption of digital case-tracking and monitoring systems, may also enhance transparency, reduce delays, and support evidence-based decision-making in administrative case management. Orientation and training programs should be standardized and made accessible to both uniformed and non-uniformed personnel to promote consistency and shared understanding of disciplinary processes.

For future research, similar studies may be undertaken in other police regions to enable comparative analysis and support national-level generalization. Longitudinal research designs may be used to assess the sustained impact of disciplinary reforms on ethical behavior, job satisfaction, and organizational culture, while qualitative approaches may provide deeper insight into personnel experiences within disciplinary processes. Collectively, these directions may contribute to continuous institutional learning and the advancement of ethical and professional policing practices.

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