

# Team Effectiveness and Performance of Philippine National Police: The Mediating Role of Unit Head's Transformational Leadership

Michelle Angela Jose Malaya<sup>1</sup>, Prof. Dr. Mr. Nestor Calis Nabe<sup>2</sup>

<sup>1</sup>Lecturer, Criminology Department, University of Mindanao - Tagum Campus

<sup>2</sup>University Professor, Criminology Department, University of Mindanao - Main Campus

## Abstract

This study examined how transformational leadership mediates the relationship between team effectiveness and the performance of Philippine National Police (PNP) personnel in Davao del Norte, using a non-experimental correlational design and a stratified sampling technique. Data were gathered from 303 officers through validated Likert-scale instruments measuring team effectiveness, transformational leadership, and work performance. Results showed that team effectiveness and transformational leadership were both rated very high, indicating that these behaviors were consistently observed among PNP units. Work performance was rated as high overall, with task, contextual, and adaptive performance falling within the very low category, while counterproductive work behavior was strongly disagreed with. Correlation and regression analyses revealed that both team effectiveness and transformational leadership significantly influenced work performance. Mediation testing confirmed that transformational leadership partially mediated the relationship, demonstrating that effective leadership strengthened the positive effect of teamwork on performance outcomes. The study concluded that strong teamwork and transformational leadership jointly enhance PNP operational performance. These findings contribute evidence-based insights for leadership development, performance improvement, and organizational reform within the PNP.

**Keywords:** criminology, team effectiveness, transformational leadership, work performance, mediation analysis, quantitative design, PNP, Philippines

## Introduction

Imagine a police force trying to fight crime but feeling powerless—not because of criminals, but because its own credibility has been worn down. This is the harsh reality facing the Philippine National Police (PNP), where ongoing accusations of corruption and human rights abuses are eroding public trust dangerously. Why does this matter? Because effective policing depends on community support, gathering intelligence, gaining witness cooperation, and voluntary compliance all fall apart when legitimacy is lost. Surveys reveal this declining trust; for example, OCTA Research (2025) found a trust rating of 71%, up from 62% earlier that year, but Pulse Asia (2022–2024) consistently ranked the PNP below the Armed Forces. This loss of faith is not just about reputation—it directly weakens the PNP's ability to do its job: without community partnership, crime prevention slows, investigations stall, and society's safety is at risk

(Ganade & Santos et al., 2023). This research tackles this vicious cycle directly, exploring how the PNP's lack of legitimacy hampers its ability to protect the communities it aims to serve.

However, even when trust is present, ongoing resource shortages and coordination issues hinder frontline efforts (PNP, 2024). Conversely, research on similar Southeast Asian forces shows that simplified case management can boost clearance rates by up to 18 percent (Dela Cruz & Santos, 2022). However, many precincts still rely on paper reports and isolated databases, resulting in redundancies that slow investigations and increase administrative costs. These inefficiencies then deepen public frustration, further eroding trust.

Therefore, the PNP needs to tackle not just traditional crimes but also modern challenges like cyber fraud, terrorism, and transnational syndicates that take advantage of technology and open borders (Asia-Pacific Center for Security Studies [APCSS], 2023). Traditional patrol methods and reactive investigations often fall short in these areas, highlighting the need for specialized digital forensics teams and intelligence-led task forces (Fernandez, 2024). Leaders who prioritize ongoing learning, teamwork across units, and strategic partnerships are more effective at catching these threats early and responding quickly when incidents occur (Mercado & Reyes, 2024).

Ultimately, tackling public trust, operational capacity, and threat adaptability as interconnected challenges offers the best path to improving PNP performance. In short, reforms that include clear accountability measures (Philippine News Agency, 2024), data-based resource distribution (Daily Tribune, 2024), and leadership development aimed at transformation (Newsline, 2024) could help turn around performance gaps and rebuild public confidence. On the other hand, overlooking any one area risks creating a cycle where institutional flaws, community disengagement, and new criminal tactics feed into each other, undermining national security.

Recently, people have been paying more attention to how the Philippine National Police (PNP) operates, especially regarding public security, governance, and accountability (Human Rights Watch, 2024). While many studies have examined broader issues such as corruption and inefficiency, this research highlights that the relationship between team effectiveness and unit performance—mediated by unit heads' transformational leadership—is a vital area that has not received sufficient attention (Institute for Solidarity in Asia, 2024). Grasping this connection is crucial for creating targeted reforms in leadership and team management within the PNP.

Primarily, effective police performance supports the rule of law, encourages economic growth, and protects civil liberties (Ganade & Santos et al., 2023). It also serves as the foundation for long-term social stability and public trust, both of which are essential for sustained national development. For example, research indicates that police units with higher performance levels tend to foster greater community cooperation and gather more intelligence, which are directly linked to lower crime rates and higher citizen satisfaction (PSA, 2024). Additionally, studies on police performance inform policy decisions, resource allocation, and institutional reforms, making their insights crucial for good governance and effective public administration.

Conversely, although existing research highlights significant challenges such as resource shortages, corruption, and structural flaws, it often fails to provide a detailed account of how internal organizational processes operate (Transparency International, 2023; COA, 2023). Meanwhile, leadership is seen as a key factor affecting unit performance (Torres, 2022), but exactly how it influences operational results remains unclear. Recent studies by Mercado and Reyes (2024) suggest a strong link between transformational leadership and higher morale, better case resolution, and greater discipline in teams. On the other hand,

units with autocratic leaders tend to have less cohesion and lower citizen engagement. While these insights are helpful, they do not fully explain how leadership interacts with team dynamics to shape outcomes, leaving an important conceptual and empirical gap.

Therefore, exploring how transformational leadership acts as a mediating factor is a natural and important step in understanding PNP performance (Fernandez, 2024). This study suggests that the success of unit teams—based on communication, trust, coordination, and shared goals—is heavily shaped by the leadership style of their commanding officers. In particular, transformational and participative leadership are believed to enhance team harmony and motivation, thereby improving responsiveness, morale, and overall performance (Asia-Pacific Center for Security Studies 2023). By understanding this mediation process, we can gain practical insights into improving leadership training, recruitment, and performance assessments within the PNP.

Ultimately, gaining a better understanding of how team effectiveness, transformational leadership, and unit performance interact opens new opportunities for strategic efforts within the PNP (Salang, 2023). While existing research has provided some foundational insights into performance issues and contributing factors, it still lacks a clear model explaining how transformational leadership impacts team behavior and results (Institute for Solidarity in Asia, 2024). This exploration aims to fill that void by highlighting the importance of evidence-based leadership development programs tailored to the PNP's unique operational context (Philippine News Agency, 2025), to improve internal operations and public service.

Lately, research on police management has highlighted that the way Philippine National Police (PNP) units turn their potential for teamwork into actual performance largely depends on the leadership styles of their unit commanders (Mendoza, 2025; ISA Center, 2014). In this context, this study combines empirical evidence with classic theories to explain the three-part connection among team effectiveness, the transformational leadership of unit heads, and the overall performance of the PNP (Romero & Cruz, 2025). Strong evidence shows that cohesive teams with shared responsibility and collective efficacy perform better than less-integrated ones. Moreover, Baird and Baard (2020) found that high factor loadings on team viability are associated with better task performance in public safety units. For example, Ganade and Santos et al. (2023) observed that precincts with better internal communication had higher community relations scores and increased crime reporting, both indicators of effectiveness. Additionally, Dela Cruz and Santos (2022) linked efficient intra-unit coordination to quicker response times and higher case clearance rates. Furthermore, Tannenbaum and Beard et al. (2023) confirmed through meta-analysis that strong team processes, like backup behavior, reliably lead to better results in high-reliability organizations such as law enforcement.

However, having strong team skills alone does not guarantee excellent performance; the way leaders behave can either boost or hinder that potential. On the other hand, Torres (2022) observed that high-performing PNP units were led by transformational leaders who encouraged creative thinking and inspired their teams. However, Chen and Li (2024) showed that autocratic leadership styles were linked to lower cohesion and collective confidence, indicating that leadership style both influences and is influenced by how the team functions. As a result, Park and Kim (2023) found, through a meta-analysis, that transformational leadership is closely associated with psychological safety and team cohesion—key ingredients for effective teams.

Leadership plays a crucial role as a mediator between what a team brings and how well it performs. For instance, research by Chen and Li (2024) found that when team leaders exhibited transformational behaviors, there were noticeable improvements in task completion and positive feedback from citizens.

Conversely, Mercado and Reyes (2024) found that autocratic leadership could lower morale and increase procedural errors. Additionally, studies by Park and Kim (2023) and Faw (2025) have consistently shown that empowering leadership styles help boost performance across various areas, including task, contextual, and adaptive skills.

Similarly, McGrath's (1964) IPO model views team effectiveness as an input, transformational leadership as a process, and PNP performance as an output. In this context, the leader's behaviors act as the crucial link that transforms the team's potential into tangible results, aligning with the mediation framework examined in this study.

#### Supporting Theory

Subsequently, Transformational Leadership Theory (Bass & Avolio, 1994) highlights how leaders inspire collective motivation, enhancing the IV → DV pathway. Similarly, Hackman's (1987) team effectiveness model emphasizes the leader's role in providing "expert coaching" as a key condition for teams to fully utilize their capabilities. Additionally, Blau's (1964) Social Exchange Theory suggests that empowering leadership fosters reciprocal commitment, connecting MV to both IV and DV through a motivational exchange.

However, previous PNP studies rarely explore the specific ways leadership influences team effectiveness and performance. In contrast, this study uniquely employs validated scales (Baird & Baard, 2020) to examine transformational, democratic, and autocratic styles simultaneously within the high-pressure environment of the PNP. As public trust and operational challenges grow, especially highlighted in recent reports (PNP, 2024; HRW, 2023), providing timely evidence becomes increasingly important.

This study examines how the transformational leadership of unit heads in the Philippine National Police (PNP) influences the connection between team effectiveness and overall PNP performance. Drawing on well-established theories of organizational behavior and leadership, the framework uses validated tools to assess three interconnected elements: team effectiveness (the independent variable), transformational leadership (the mediator), and PNP performance (the dependent variable).

The urgency of this research is heightened by the current difficulties facing the PNP. Recent reports by Transparency International (2023) reveal a troubling decline in public trust toward law enforcement. This issue is compounded by resource limitations, as detailed in the PNP's 2024 Annual Report. These challenges highlight the critical need for leadership approaches grounded in data to improve unit performance and rebuild public confidence. In this context, leadership serves as a practical and scalable solution that can be implemented even within existing institutional constraints. Most importantly, this study supports ongoing efforts to align the PNP with Sustainable Development Goal 16, which calls for building effective, accountable, and inclusive institutions.

The primary objective of this exploration is to evaluate whether Transformational Leadership mediates the relationship between Team Effectiveness and PNP Performance in Davao del Norte. Specifically, the study aims to: (1) Describe the level of Team Effectiveness among PNP units, and examine its relationship with PNP Performance; (2) Identify the dominant Transformational Leadership behaviors of unit heads, and analyze their mediating effect between Team Effectiveness and PNP Performance; (3) Assess the extent of PNP Performance, and test the leverage of both Team Effectiveness and Transformational Leadership relative to performance outcomes.

The subsequent null hypotheses will be tested at a significance threshold of 0.05: the first hypothesis assumes no relationship between team effectiveness and PNP performance. Second, there is no statistical relationship between team effectiveness and transformational leadership. Third, transformational

leadership has no significant relationship with PNP performance. Finally, transformational leadership does not substantially influence the connection between team effectiveness along with PNP performance.

Inspired by Van de Ven and Ferry (1980), team effectiveness in a police unit reflects its ability to achieve goals through intentional coordination and cooperation. This concept has two main aspects: team performance, which measures how efficiently, promptly, and high-quality the outputs are, and team viability, which indicates the cohesion, mutual support, and sustainability of the group's long-term functioning.

Transformational Leadership, adapted from Bass (1985) as cited in Korejan and Shahbazi (2016), serves as a mediating variable. It is a leadership style where unit leaders inspire, motivate, and intellectually engage their team members while providing personalized support. It includes four key indicators: Idealized Influence, in environments where leaders intervene as moral model figure earning respect and trust; Inspirational Motivation, which involves sharing a compelling vision and encouraging team members to aspire higher; Intellectual Stimulation, promoting innovation coupled with; and Individualized Consideration, across domains where leaders recognize and cater the unique necessities of each member, offering instruction and prospects for progress.

As a final point, the Dependent Variable (DV) is PNP Performance, as defined in the framework developed by Koopmans and Bernaards et al. (2011), which measures officers' ability to perform tasks effectively in dynamic, socially demanding conditions. It comprises four key dimensions. Task Performance refers to how efficiently and effectively police officers complete their assigned duties, including planning, prioritizing, and delivering outputs. Contextual Performance encompasses prosocial behaviors that enhance the team environment, such as helping others, communicating effectively, and showing initiative. Adaptive Performance involves flexibility and the ability to cope with stress, change, and complex problem-solving situations. Counterproductive Work Behavior (CWB) refers to behaviors that undermine organizational goals, such as intentional work slowdowns, negative talk, rule-breaking, or incivility in the workplace.

Much of the existing research on Philippine policing tends to treat team effectiveness and leadership outcomes as separate issues, without examining how they might influence one another. For example, Torres (2022) offers a broad overview of leadership results but does not connect these to how teams work together. Similarly, Ganade and Santos (2023) concentrate on team cohesion but do not consider how leadership could help turn teamwork into better performance. This disconnect leaves an important gap in understanding how different leadership styles might act as a link between effective teams and overall organizational success.

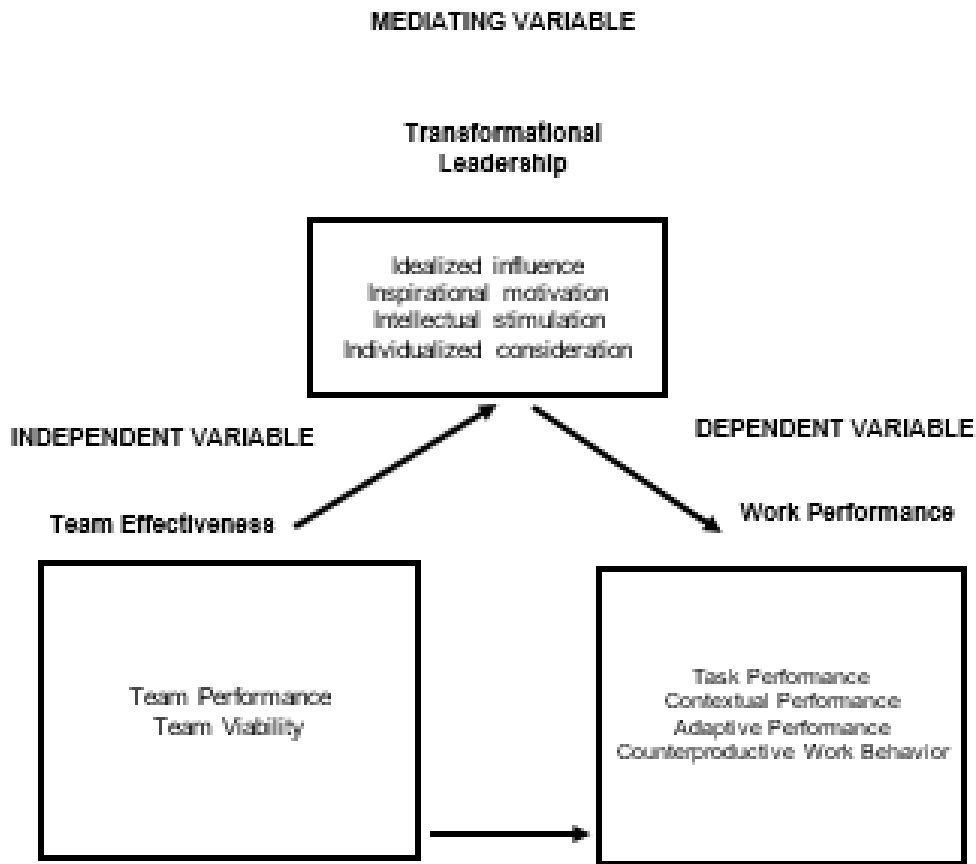


Figure 1. Conceptual Framework of the Study

This exploration makes significant contributions both theoretically and practically. It advances mediation theory in high-stakes, hierarchical settings such as policing, and validates the Input–Process–Output (IPO) model and Transformational Leadership Theory in public law enforcement. In practice, it provides evidence-based insights to improve leadership training and evaluation within the PNP. Enhancing leadership capacity boosts organizational efficiency and public trust and safety.

This research benefits policymakers, law enforcement, academics, and the public. For the PNP Command Staff, it offers evidence to improve leadership training. For agencies like NAPOLCOM and DILG, it helps refine how performance is assessed. Academics can build on this study to explore police leadership in the Global South. The findings support UN Goal 16—peace, justice, and strong institutions—by helping shape policies that enhance judicial fairness and access to justice, which are important for a peaceful society. Ultimately, everyone benefits from more ethical, effective, and responsive policing.

### Method

In this section, the study's delegates, materials, and instruments, and the design and procedure are discussed.

### Research Respondents

The cohort of 303 respondents was proportionally allocated across the three cities and eight municipalities of Davao del Norte, based on the estimated police population in each area. The allocation followed a stratified sampling approach, ensuring that each city or municipality was represented in proportion to its

police force size. Tagum City was allocated 63 respondents, Panabo City received 45 respondents, Island Garden City of Samal (IGaCoS) was allocated 36 respondents, Santo Tomas was assigned 30 respondents, Carmen received 27 respondents, Kapalong was allotted 24 respondents, Asuncion received 21 respondents, New Corella was given 18 respondents, Braulio E. Dujali received 15 respondents, and San Isidro and Talaingod each were assigned 12 respondents.

This proportional allocation ensures that each unit is adequately represented in the study relative to its operational size, which is essential for preserving the validity and generalizability of the findings. As Krejcie and Morgan (1970) note, stratified sampling enhances the precision of estimates in heterogeneous populations by ensuring subgroup representation. This approach is empirically justified for organizational studies where random sampling is impractical (Taherdoost, 2016).

Stratified sampling is a method for selecting participants from a population by dividing them into specific classes, or categories, like location, age, or organizational unit. From each subgroup, samples are chosen either proportionally or equally, depending on the study's needs. This approach helps ensure that all important groups are fairly represented, which improves the accuracy and applicability of the results (Thomas, 2020).

To participate in the study, individuals needed at least 5 years of service with the Philippine National Police (PNP), demonstrating sufficient leadership and team experience. Only those currently working at one of the eleven designated police stations were eligible. People who served only in administrative roles without field duties, or those with less than five years of experience, were excluded.

The research took place in Davao del Norte, a province in southern Mindanao with about 1.1 million residents. The area includes bustling urban centers like Tagum City, seaside communities such as the Island Garden City of Samal (IGaCoS), and several rural towns. In 2023, the province recorded 4,317 crimes, underscoring the heavy burden on local law enforcement (PNP-Davao del Norte, 2024).

### **Materials and Instruments**

The study employed three rigorously validated instruments, adapted with permission for the Philippine National Police (PNP) context in Davao del Norte, to measure the core variables. Data collection utilized a structured survey questionnaire comprising four sections: Respondent Profile, Team Effectiveness, Work Performance, and Transformational Leadership. All scales used a unified 5-point Likert rating system (5 = Very High; 4 = High; 3 = Moderate; 2 = Low; 1 = Very Low) to ensure consistent interpretation across variables. The scale was interpreted as follows: 5 – covering the range of mean from 4.20 to 5.00, the measure identified is “Very High” interpreted as always manifested/observed; 4 – covering the range of mean from 3.40 to 4.19 “High” interpreted as often manifested/observed; 3 – covering the range of mean from 2.60 to 3.39 described as “Moderate” interpreted as seldom manifested/observed; 2 – covering the range of mean from 1.80 to 2.59 observed as “Low”; and 1 – covering the range of mean from 1.00 to 1.79 described as “Very Low” interpreted as rarely manifested/observed.

Team Effectiveness (IV) was measured using the instrument created by Van de Ven & Ferry (1980). PNP Performance (DV) was assessed using the comprehensive Individual Work Performance Questionnaire (IW PQ) framework conceptualized by (Koopmans & Bernaards et al. 2011). Transformational Leadership (MV) was gauged with the Multifactor Leadership Questionnaire (MLQ) by Avolio & Bass (2004). To ensure the instrument's contextual suitability, clarity, and psychometric robustness, a pilot test was conducted with 30 active-duty police officers from non-participating stations within Davao del Norte. Pilot testing confirmed that the Team Effectiveness Scale achieved a Cronbach's alpha of .964, indicating

excellent internal consistency across its 18 items. In parallel, the Individual Work Performance Questionnaire (IWPQ) produced a Cronbach's alpha of .976 for its 47 items, further demonstrating excellent reliability. Finally, the Multifactor Leadership Questionnaire (MLQ) yielded a Cronbach's alpha of .976 across its 9 items, which is also considered excellent. These results establish that all three instruments consistently measure their intended constructs and are therefore reliable for use in the study. Expert Validation preceded pilot testing. A panel of five validators will assess content relevance and cultural alignment: Four (4) Academics: Faculty from the University of Mindanao Professional School, 1 PNP Practitioner with 15 years' field experience and advanced training in leadership development. Final revisions will incorporate pilot feedback, ensuring the instrument will be optimized for clarity, contextual relevance, and reliability before deployment across the 11 Davao del Norte stations.

### **Design and Procedure**

This work employs a non-experimental, correlational design using quantitative methods, specifically a mediation model (Hayes, 2018). This approach is optimal for examining how the mediating variable explains the association between the independent and dependent dimensions free from experimental manipulation. Its predictive perspective aligns with organizational psychology research, where field experiments are often impractical (Creswell & Creswell, 2018).

Correlational analysis in this study examined the relationships among team effectiveness, transformational leadership, and PNP performance, revealing how these variables co-vary. Mediation analysis then tested whether transformational leadership explains how team effectiveness translates into performance outcomes.

The data collection process followed a structured five-step protocol to ensure methodological rigor and ethical compliance. First, formal approvals were drawn from the University of Mindanao Ethics Review Committee with the UMERC protocol number. 2025-358 and the PNP Regional Command XI, with data collection commencing only after UMERC clearance. Subsequently, the instruments were substantiated by five specialists (four academics from the University of Mindanao Professional School and a senior PNP officer) and pilot-tested with 30 police officers from non-participating Davao del Norte stations. During recruitment, station commanders facilitated access to eligible officers (those with  $\geq 5$  years of service), who were briefed on the study objectives, voluntary participation, withdrawal rights, and anonymity protocols. Written informed consent was obtained prior to survey distribution. For administration, self-administered questionnaires were deployed in person during station roll calls, with the researcher on-site to clarify terminology (e.g., interpreting "project/task" as "operational duties"), resulting in an average completion time of 12 minutes. Finally, completed surveys were sealed in envelopes, stored in a locked cabinet, and digitized using Google Forms with IP anonymization, which restricted access to the raw data to the primary researcher to maintain confidentiality.

The findings from the validated instruments were scrutinized using descriptive statistics to determine levels of team effectiveness, transformational leadership, and PNP performance. Measures such as mean and standard deviation provided insights into the extent to which these behaviors were manifested among respondents. To examine the relationships among variables, Pearson's product-moment correlation coefficient ( $r$ ) was used to assess the strength and direction of associations among team effectiveness, leadership, and performance. Finally, to investigate the mediating effect of transformational leadership, a regression-based mediation analysis was conducted using the PROCESS macro for SPSS (Hayes, 2018). This tool decomposed the effects into direct and indirect pathways, allowing the study to determine

whether leadership served as the mechanism through which team effectiveness influenced performance outcomes.

The research respected ethical norms to protect respondents' interests and rights. Informed consent was obtained, providing participants with precise details about the research aims, potential impacts, and their right to withdraw from the study without repercussions. Confidentiality was strictly maintained, with all participant data kept confidential and accessible only to authorized researchers. Data security protocols were implemented to ensure privacy and prevent unauthorized access or disclosure. Throughout the research, researchers showed respect and dignity to all participants. These ethical practices were designed to uphold autonomy, privacy, and human rights principles within the study.

## Results and Discussion

This section highlights the investigation's findings, along with their analysis and interpretation, following the logical sequence of the research objectives. The presentation begins with descriptive statistics on the levels of the three core variables—team effectiveness, transformational leadership, and PNP performance. Next, the correlation analyses are discussed to demonstrate the robustness and the patchiness of ties among the dimensions. Following this, the regression results are presented to ascertain the leverage of team effectiveness and transformational leadership on performance outcomes. Finally, the mediation analysis is reported, highlighting whether transformational leadership serves as the mechanism through which team effectiveness impacts PNP performance. This structured sequence ensures clarity, coherence, and alignment with the study's objectives and hypotheses.

### Team Effectiveness of PNP Employees

Table 1 shows that, on average, team effectiveness among PNP employees received a mean rating of 4.58 with a standard deviation of 0.41, indicating very high team effectiveness. This indicates that the respondents consistently and strongly manifest team effectiveness. The standard deviation, which is well below 1, indicates low variance, suggesting that responses are closely clustered around the mean and that participants have relatively uniform perceptions of their team's effectiveness.

In the indicator analysis, team performance recorded the highest average of 4.61 (very high), with a standard deviation of 0.52. This implies that respondents strongly believe their teams consistently meet or exceed expected outcomes, execute tasks efficiently, and work cohesively toward shared goals. Meanwhile, team viability yielded a mean of 4.54, also interpreted as very high, with the lowest standard deviation of 0.37, indicating even more consistency among respondents. This demonstrates that employees perceive their teams as sustainable, resilient, and capable of maintaining long-term functionality and collaboration.

The consistently high descriptive levels across both indicators indicate that PNP employees strongly agree that their teams are effective in both performance outputs and their capacity to function well over time. Overall, the very high level of team effectiveness suggests a workforce with strong coordination, shared commitment, and stable team dynamics within its organizational setting.

Moreover, previous research supports these findings. According to Akinwale and Akinwale (2025), teams that exhibit strong performance and viability tend to maintain high coordination, adaptability, and efficiency, leading to superior organizational outcomes. Likewise, Sargiotis (2024) emphasized that effective teams display high levels of trust, communication, and collective efficacy, which contribute to sustainable teamwork. Additionally, Elms & Gill et al. (2023) asserted that strong team viability is

essential for long-term productivity, as it reflects members’ willingness to continue working together and their confidence in the team’s future success.

**Table 1**  
**Level of Team Effectiveness of PNP employees**

Indicators	Mean	SD	Descriptive Level
Team performance	4.61	0.52	Very High
Team viability	4.54	0.37	Very High
<b>Overall</b>	<b>4.58</b>	<b>0.41</b>	<b>Very High</b>

**Work Performance of PNP employees**

Table 2 presents the level of work performance of PNP employees, which obtained a grand mean of 3.67 alongside a standard deviation of 0.24, interpreted as agree. This indicates that work performance is generally demonstrated among the respondents. The low standard deviation suggests that the answers are tightly clustered around the mean, reflecting a consistent perception of work performance across employees.

In the item analysis, adaptive performance had the top mean of 4.54 (very high) and a standard deviation of 0.40. This reveals that PNP employees strongly believe they are highly capable of adjusting to changing work demands, unexpected situations, and operational challenges. Following closely, contextual performance had a mean of 4.52 (very high) and a standard deviation of 0.38, showing that employees consistently exhibit behaviors that support organizational functioning, such as cooperation, initiative, and commitment to organizational goals.

**Table 2**  
**Level of Work Performance of PNP employees**

Indicators	Mean	SD	Descriptive Level
Team performance	4.61	0.52	Very High
Team viability	4.54	0.37	Very High
<b>Overall</b>	<b>4.58</b>	<b>0.41</b>	<b>Very High</b>

Meanwhile, task performance obtained a mean of 4.48, also under the strongly agree category, suggesting that employees regularly meet job expectations and complete duties with competence and reliability. On the other hand, counterproductive work behavior recorded the lowest mean of 1.15, yet was still interpreted as strongly agree because of reversed scoring. This indicates that employees strongly agree that counterproductive behaviors such as absenteeism, neglect of duty, or intentional inefficiency are not present or are rarely observed within their workplace.

Furthermore, these align with prior research and academic work. (Mvuyana & Nzimakwe et al., 2025) emphasized that contextual performance significantly enhances organizational efficiency by promoting cooperation and proactive behavior. Similarly, Srivastava and Madan et al. (2025) highlighted that adaptive performance is crucial in dynamic, unpredictable work environments, enabling personnel to maintain productivity despite challenges. Research by Crosman (2021) also supports that minimal counterproductive behavior is strongly associated with higher organizational commitment, professionalism, and adherence to ethical standards.

Taken together, the current findings align with existing studies, underscoring that strong task execution, contextual cooperation, adaptability, and low levels of counterproductive behavior contribute to the overall positive work performance of PNP employees.

**Transformational Leadership of PNP employees**

Table 3 presents the level of transformational leadership among PNP employees, which had a collective mean of 4.66 and a standard deviation of 0.39, evidencing a strong agreement. This indicates that transformational leadership is highly expressed among the contributors. The standard deviation, which is well below 1, shows low variability in responses, meaning that perceptions of transformational leadership are consistent across participants.

In the item analysis, idealized influence had the paramount mean of 4.73 (very high) and a standard deviation of 0.39. This signals that PNP employees strongly believe their leaders model exemplary behavior, uphold integrity, and serve as role models worth emulating. Following this, inspirational motivation recorded a mean of 4.67 (very high) as well as standard deviation of 0.46, indicating that leaders frequently inspire employees with a clear vision, optimism, and encouragement.

**Table 3**  
**Level of Transformational Leadership of PNP employees**

Indicators	Mean	SD	Descriptive Level
Team performance	4.61	0.52	Very High
Team viability	4.54	0.37	Very High
<b>Overall</b>	<b>4.58</b>	<b>0.41</b>	<b>Very High</b>

In the interim, intellectual stimulation yielded a mean of 4.62 along with a standard deviation of 0.44, both interpreted as strongly agree. This reveals that leaders encourage creativity, promote critical thinking, and support innovative approaches to work. Last of all, individualized consideration had a mean of 4.60 (standard deviation = 0.50), indicating strong agreement and suggesting that leaders attend to employees' personal needs, provide mentoring, and recognize individual contributions.

Previous studies support these findings. (Mohammad & Vasudevan et al., 2024) emphasized that transformational leaders enhance organizational performance by influencing followers' values and motivating them beyond self-interest. Likewise, Raymond (2024) stated that transformational leadership fosters employee engagement, job fulfillment, and workplace fidelity. Additionally, Akter & Tang et al. (2025) found that transformational leadership is strongly associated with improved follower performance, psychological empowerment, and organizational effectiveness.

Taken together, the present results are consistent with existing literature, reinforcing that transformational leadership, through idealized influence, inspiration, intellectual stimulation, and individualized consideration, significantly contributes to positive workplace dynamics and enhanced performance among PNP employees.

**Relationship between Team Effectiveness and Work Performance**

Table 4 presents the value of the interplay between team effectiveness and work performance of PNP employees. The conclusions reveal that team effectiveness is significantly correlated with all dimensions of work performance, with correlation coefficients ranging from  $-.178$  to  $.556$ . All p-values are below 0.05, indicating that each relationship is statistically significant.

Specifically, team performance showed significant positive correlations with task performance ( $r = .497, p = .000$ ), contextual performance ( $r = .405, p = .000$ ), and adaptive performance ( $r = .432, p = .000$ ). This means that as team performance increases, employees tend to perform better in their assigned tasks, demonstrate supportive behaviors in the workplace, and effectively adapt to changing operational demands. However, a weak but significant negative correlation was found between team performance and counterproductive work behavior ( $r = -.117, p = .041$ ), indicating that stronger team performance is associated with lower engagement in undesirable workplace behaviors.

**Table 4**  
**Significance of the Relationship between Team Effectiveness and Work Performance**

Team Effectiveness	Work Performance				
	Dimension: Task Performance	Dimension: Contextual Performance	Dimension: Adaptive Performance	Dimension: Counterproductive Work Behavior	Overall
Team performance	.497** .000	.405** .000	.432** .000	-.117* .041	.487** .000
Team viability	.535** .000	.489** .000	.473** .000	-.228** .000	.508** .000
<b>Overall</b>	<b>.556** .000</b>	<b>.477** .000</b>	<b>.486** .000</b>	<b>-.178** .002</b>	<b>.537** .000</b>

Similarly, team viability showed positive correlations with task performance ( $r = .535, p = .000$ ), contextual performance ( $r = .489, p = .000$ ), and adaptive performance ( $r = .473, p = .000$ ). This suggests that teams perceived as sustainable, cohesive, and capable of long-term functioning tend to produce members who excel in their duties, show cooperative behavior, and exhibit adaptability. A moderate negative correlation was also observed with counterproductive work behavior ( $r = -.228, p = .000$ ), indicating that higher team viability is associated with fewer dysfunctional workplace behaviors.

These findings are supported by previous research. According to Mohammad & Vasudevan et al. (2024), highly effective teams foster environments that promote shared effort, role clarity, and performance consistency, thereby directly enhancing individual and group outcomes. (Raymond, 2024) also emphasized that effective teamwork contributes to better communication, coordination, and motivation, all of which are linked to improved work performance. Moreover, Crosman (2021) found that strong team dynamics and viability significantly predict positive performance behaviors and reduce the likelihood of counterproductive actions.

Taken together, the present results affirm that team effectiveness—through both performance and viability—is indispensable in shaping employees’ work practices and overall performance. Enhanced teamwork contributes to improved task execution, stronger contextual and adaptive behaviors, and reduced counterproductive tendencies among PNP employees.

**Relationship between Team Effectiveness and Transformational Leadership**

Table 5 presents the significance of the association between team effectiveness and transformational leadership among PNP employees. The findings reveal that all links within the team effectiveness and

transformational leadership aspects are positive and statistically significant, with correlation values ranging from .347 to .639 and p-values all equal to .000, indicating strong evidence of association. For team performance, significant positive correlations were found with idealized influence ( $r = .370$ ,  $p = .000$ ), inspirational motivation ( $r = .347$ ,  $p = .000$ ), intellectual stimulation ( $r = .425$ ,  $p = .000$ ), and individualized consideration ( $r = .423$ ,  $p = .000$ ). These observations indicate that elevated levels of perceived team performance are affiliated with stronger transformational leadership behaviors. Employees who perceive their teams as performing well also tend to view their leaders as influential role models, motivating figures, intellectually engaging, and supportive of individual needs.

**Table 5**

**Significance of the Relationship between Team Effectiveness and Transformational Leadership**

Team Effectiveness	Transformational Leadership				
	Idealized influence	Inspirational motivation	Intellectual stimulation	Individualized consideration	Overall
Team performance	.370** .000	.347** .000	.425** .000	.423** .000	.446** .000
Team viability	.639** .000	.527** .000	.578** .000	.500** .000	.635** .000
<b>Overall</b>	<b>.523**</b> <b>.000</b>	<b>.458**</b> <b>.000</b>	<b>.529**</b> <b>.000</b>	<b>.491**</b> <b>.000</b>	<b>.568**</b> <b>.000</b>

Meanwhile, team viability demonstrated even stronger correlations with the exact leadership dimensions: idealized influence ( $r = .639$ ,  $p = .000$ ), inspirational motivation ( $r = .527$ ,  $p = .000$ ), intellectual stimulation ( $r = .578$ ,  $p = .000$ ), and individualized consideration ( $r = .500$ ,  $p = .000$ ). These higher correlations suggest that teams perceived as cohesive, enduring, and capable of long-term functioning are more likely to experience transformational leadership behaviors from their supervisors. This implies that team viability is closely linked to how employees perceive the leadership style present in their organization.

These findings are supported by existing literature. (Mohammad & Vasudevan et al., 2024) emphasized that transformational leaders foster team cohesion, build trust, and inspire higher levels of collaboration and performance. (Aker & Tang et al., 2025) Similarly, it was found that transformational leadership enhances team effectiveness by increasing motivation, improving communication, and fostering a shared sense of direction. Additionally, Raymond (2024) highlighted that transformational leadership strengthens team viability by promoting collective efficacy, psychological safety, and long-term team functioning.

**Relationship between Transformational Leadership and Work Performance**

Table 6 presents the contribution of the bond between transformational leadership and PNP employees' work performance. The table shows that all correlations across dimensions are positive and statistically significant, except for counterproductive work behavior, which demonstrates significant negative correlations. Correlation coefficients range from  $-.228$  to  $.554$ , all with  $p = .000$ , indicating that transformational leadership decisively impacts work performance outcomes.

For the dimension of idealized influence, significant positive correlations were observed with task performance ( $r = .426$ ,  $p = .000$ ), contextual performance ( $r = .554$ ,  $p = .000$ ), and adaptive performance ( $r = .489$ ,  $p = .000$ ). This indicates that employees who view their leaders as ethical role models and exemplary figures tend to perform their tasks well, engage in supportive workplace behaviors, and adapt

effectively to changes. The negative correlation with counterproductive work behavior ( $r = -.228, p = .000$ ) suggests that more substantial idealized influence is associated with reduced involvement in undesirable workplace behaviors.

For inspirational motivation, the results also show positive significant relationships with task performance ( $r = .444, p = .000$ ), contextual performance ( $r = .414, p = .000$ ), and adaptive performance ( $r = .462, p = .000$ ). These findings imply that leaders who articulate a compelling vision and motivate subordinates contribute to better individual performance and supportive behaviors. A negative correlation was observed with counterproductive workplace behaviors ( $r = -.171, p = .003$ ), suggesting that inspirational leadership discourages such behaviors.

**Table 6**

**Significance of the Relationship between Transformational Leadership and Work Performance**

Transformational Leadership	Work Performance				Overall
	Dimension: Task Performance	Dimension: Contextual Performance	Dimension: Adaptive Performance	Dimension: Counterproductive Work Behavior	
Idealized influence	.426** .000	.554** .000	.489** .000	-.228** .000	.498** .000
Inspirational motivation	.444** .000	.414** .000	.462** .000	-.171** .003	.460** .000
Intellectual stimulation	.461** .000	.418** .000	.554** .000	-.204** .000	.492** .000
Individualized consideration	.447** .000	.383** .000	.440** .000	-.158** .006	.446** .000
<b>Overall</b>	<b>.506** .000</b>	<b>.498** .000</b>	<b>.551** .000</b>	<b>-.215** .000</b>	<b>.537** .000</b>

For intellectual stimulation, the correlations further emphasize strong positive relationships with task performance ( $r = .461, p = .000$ ), contextual performance ( $r = .418, p = .000$ ), and adaptive performance ( $r = .554, p = .000$ ). Leaders who encourage creativity and critical thinking therefore promote higher levels of productivity, situational flexibility, and employee engagement. The negative correlation with counterproductive behaviors ( $r = -.204, p = .000$ ) implies that intellectually stimulating leaders reduce tendencies toward unproductive or harmful actions at work.

For individualized consideration, positive correlations were also evident with task performance ( $r = .447, p = .000$ ), contextual performance ( $r = .383, p = .000$ ), and adaptive performance ( $r = .440, p = .000$ ). This reflects that leaders who provide personalized support, mentorship, and recognition foster more substantial work commitment and higher performance. Again, a negative correlation was observed with counterproductive work behavior ( $r = -.158, p = .006$ ), suggesting that when employees discern esteem, they are less likely to engage in actions that hinder organizational well-being.

These results align with established literature. (Bataneh & Alhuret al., 2025) Highlight that transformational leaders enhance followers' motivation and performance by instilling a sense of

dedication and empowerment. Similarly, Agazu & Kero et al. (2025) found strong empirical support for a tie among transformational leadership and higher task performance, organizational citizenship behaviors, and reduced deviant behavior. (Raymond, 2024) also emphasized that transformational leadership promotes adaptability, creativity, and improved employee effectiveness.

Taken together, the findings affirm that transformational leadership significantly improves work performance among PNP employees. Leaders who inspire, challenge, guide, and support their personnel positively influence their productivity, workplace behavior, and adaptability, while reducing counterproductive actions.

Influence of Team Effectiveness on Work Performance as mediated by Transformational Leadership

Table 7 portrays the regression analysis showing the sway of team effectiveness over work performance as mediated by transformational leadership. The analysis followed the four-step mediation procedure, and all regression coefficients were statistically significant ( $p = .000$ ), indicating strong predictive relationships among the determinants.

**Table 7**  
**Regression analysis showing the influence of Team Effectiveness on Work Performance as mediated by Transformational Leadership.**

Step	Path	B	S.E.	$\beta$
1	c	.313	.028	.537***
2	a	.541	.045	.568***
3	b	.210	.034	.342***
4	c'	.200	.033	.343***

Team effectiveness significantly predicted work performance ( $B = .313, \beta = .537^{***}$ ), indicating that greater team effectiveness is associated with higher work performance. This confirms that employees who function within effective teams tend to perform better in their assigned roles.

Team effectiveness significantly predicted transformational leadership ( $B = .541, \beta = .568^{***}$ ). This indicates that when team effectiveness is strong—marked by good team performance and high team viability—operatives are more likely to perceive their leaders as transformational. Effective teams appear to create climates that support or enhance transformational leadership behaviors.

In transformational leadership significantly predicted work performance ( $B = .210, \beta = .342^{***}$ ). This suggests that employees who experience transformational leadership—through idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration—seem to manifest greater intensity in work outcomes across task, contextual, and adaptive domains.

When transformational leadership was entered into the schema, the ramifications of team effectiveness on work performance remained relevant but were reduced ( $B$  dropped from .313 to .200;  $\beta$  reduced from .537 to .343\*\*\*). This indicates partial mediation, meaning that team effectiveness influences work performance both directly and indirectly through transformational leadership.

These findings are consistent with previous studies. (Hayes, 2025) explained that partial mediation occurs when the independent variable continues to predict the outcome even after the mediator is included, as seen in this model. (Yang & Dong et al., 2025) highlighted that transformational leadership enhances follower performance by increasing commitment, motivation, and shared purpose. Similarly, Agazu &

Kero et al. (2025) found that transformational leadership acts as an intermediary in team processes and performance outcomes by fostering collaboration and psychological empowerment.

Taken together, the analysis confirms that transformational leadership plays a pivotal role as a mechanism linking team effectiveness and work performance among PNP employees. While effective teams directly improve work performance, transformational leadership amplifies this effect by inspiring, motivating, and guiding personnel toward higher levels of achievement.

Statistical analysis on the presence (or absence) of a mediating effect Table 8 presents the empirical investigation of the conduit role of transformational leadership, focusing on the relationship between team effectiveness and work performance. The Sobel test yielded a z-value of 5.464737 and a p-value < 0.05, indicating a robust mediating effect.

The significant Sobel z-value indicates that transformational leadership partially mediates the association between team effectiveness and work performance. This means that while team effectiveness directly contributes to improved work performance, its influence is also transmitted through transformational leadership. In other words, effective teams are more likely to exhibit transformational leadership behaviors, which further enhance their performance.

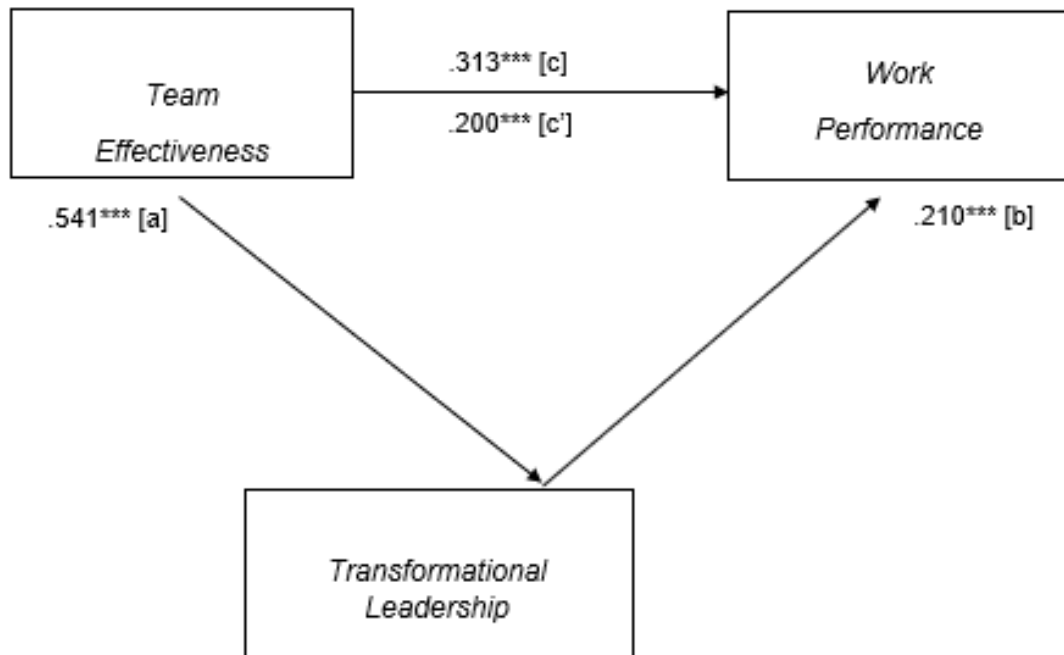
**Table 8**  
**Results of statistical analysis on the presence (or absence) of a mediating effect**

Combination of Variables	Sobel z	p-value	Mediation
<i>Team Effectiveness</i> → <i>Transformational Leadership</i> → <i>Work Performance</i>	5.464737	$p < 0.05$	Partial mediation

The insight from partial mediation is consistent with the regression analysis in Table 7, where the direct bearing of team effectiveness on work performance remained significant even after transformational leadership was included in the model. This confirms that transformational leadership strengthens—but does not entirely account for—the impact of team effectiveness on work performance.

These results align with established mediation frameworks. According to Hayes (2025), partial mediation occurs when the indirect pathway through the mediator is significant, yet the direct effect remains meaningful. The significant Sobel test reinforces that transformational leadership plays a significant role in influencing team effectiveness and improved performance. Furthermore, Harsono & Hidayat et al. (2025) noted that transformational leaders motivate followers, enhance commitment to goals, and cultivate higher performance levels, thereby explaining why transformational leadership contributes to the mechanism linking teamwork and performance outcomes.

Overall, the results confirm that transformational leadership plays a meaningful bridging role in the bond between team effectiveness and work performance. While effective team dynamics directly enhance performance, transformational leadership amplifies these outcomes by inspiring, guiding, and supporting employees within the organizational environment.



Mediation Analysis

Sobel z 5.464737, p<0.05\*\*\*  
 Percentage of the total effect that is mediated: 36.191572%  
 Ratio of the indirect to direct effect 0.567191

Effect Size Measures

Unstandardized Coefficients

Total: 0.313  
 Direct: 0.200  
 Indirect: 0.540  
 Ratio Index: 1.728

Figure 3. Medgraph showing the variables of the study

Conclusion and Recommendation

The Conclusion summarizes the study's main findings, and the Recommendation emphasizes enhancing the identified areas for improvement to further strengthen overall organizational performance.

The revelations of this inquiry indicate that team effectiveness among PNP units in Davao del Norte is interpreted as Very High. This means that officers consistently meet performance standards, maintain team cohesion, and demonstrate a united effort in their duties. To maintain this, I recommend that the PNP move beyond traditional training by institutionalizing a "Red-Teaming" Protocol to protect our Very High Team Effectiveness. While my findings show that officers are highly cohesive, there is a risk that this cohesion could lead to "groupthink," in which members avoid pointing out mistakes to maintain peace. To prevent this, I recommend that during operational briefings, one officer be officially assigned the "Red Teamer" role to respectfully challenge the plan and identify hidden risks. This practice ensures that the Intellectual Stimulation I observed in leaders is used to strengthen our tactical plans and make them safer.

Additionally, to sustain the Adaptive Performance and High Task Performance identified in my research, I recommend implementing a "Cognitive Load" Rotation System. Policing is mentally exhausting, and prolonged exposure to high-stress situations can lead to burnout and errors. My Recommendation is to proactively rotate officers between high-intensity duties and lower-stress community tasks within the same shift. By managing our personnel's mental workload in this way, we can ensure that the high levels of discipline and competence I observed in Davao del Norte remain consistent over time, protecting both officers' well-being and the quality of their work.

Furthermore, based on the research insights, the level of transformational leadership among PNP unit heads is interpreted as Very High. Among these, Idealized Influence emerged as the dominant behavior, demonstrating that unit heads consistently model ethical conduct, build trust, and create a sense of respect among personnel. Furthermore, mediation analysis uncovered that transformational leadership partially bridges the association between team effectiveness and work performance. This means that while effective teamwork already contributes to improved performance, transformational leadership enhances this effect by amplifying motivation, fostering creativity, and strengthening leader–follower relationships. In essence, transformational leaders act as the mechanism that converts strong team dynamics into higher operational performance within PNP units. It is recommended that the PNP administration strengthen and institutionalize leadership development programs that reinforce idealized influence and the other three transformational leadership dimensions. To maximize the mediating role of transformational leadership, the PNP should institutionalize an "Ethical Shadow" 360-Degree Evaluation Matrix that integrates subordinate feedback directly into the promotion and placement system. Rather than relying on top-down performance reviews, this Recommendation requires that candidates for unit leadership undergo anonymous peer and subordinate "trust audits" to verify their Idealized Influence and ethical modeling in real-world settings. By making transformational competencies—such as individualized coaching and intellectual stimulation—a weighted criterion for career advancement, the PNP ensures that the "mechanism" converting team dynamics into operational output is not left to chance. This shift from theoretical workshops to a performance-linked accountability system guarantees that only leaders who actively foster trust and creativity are placed in command, thereby hardwiring the study's mediation findings into the organization's long-term leadership culture.

Finally, based on the study's findings, the intensity of PNP work performance is interpreted as High. Task performance, contextual performance, and adaptive performance all fall within the Very High category, showing that officers consistently meet job expectations, demonstrate cooperation, and effectively adjust to operational demands. Meanwhile, counterproductive work behavior is rated Very Low, indicating a disciplined, competent, and committed workforce. Furthermore, results showed that both Team Effectiveness and Transformational Leadership exert significant effects on performance outcomes. Teams with high synchronization and cohesion tend to produce personnel who perform their tasks more effectively. Transformational leaders enhance this effect by inspiring, guiding, and intellectually stimulating their subordinates, thereby validating the Input–Process–Output (IPO) model. To bridge the gap between research and practice, the PNP should adopt an integrated strategy that moves beyond traditional seminars toward institutionalized, tech-driven systems. By leveraging the Input–Process–Output (IPO) model, the organization can sustain high performance by implementing "Squad-Lead" Mentorship Programs that transform Monday morning inspections into brief, high-impact leadership coaching sessions focused on intellectual stimulation and moral cohesion. This should be paired with High-Fidelity Scenario-Based Training (SBT)—using simulation hubs and "force-on-force" drills—to

sharpen adaptive performance in high-stress environments such as cyber investigations or conflict de-escalation. To minimize burnout and reduce counterproductive behavior, the PNP must digitize administrative workflows through a unified case-tracking dashboard to replace manual logbooks, while simultaneously establishing a Peer-Support Network (PSN) for post-operation mental health check-ins. These practical interventions ensure that transformational leadership and team effectiveness are not just theoretical concepts, but are daily operational realities that drive long-term discipline and competence.

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