



TRANSFORMATIONAL LEADERSHIP AND ORGANIZATIONAL EFFECTIVENESS OF THE PNP MANEUVER FORCES

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Abstract

This study determined the relationship between transformational leadership and organizational effectiveness of the Philippine National Police (PNP) First Provincial Mobile Force Company in Apayao using a descriptive-correlational research design involving 172 operatives and officers. Data were gathered through a structured questionnaire and analyzed using frequency counts, percentages, weighted mean, standard deviation, Pearson r , and t -test. The findings revealed that profile variables had very weak and insignificant relationships with transformational leadership and organizational effectiveness. However, transformational leadership showed a strong positive relationship with organizational effectiveness, indicating that effective leadership significantly contributes to organizational performance. The study further found no significant differences in the perception of transformational leadership when respondents were grouped according to their profile variables. The study concludes that transformational leadership is a key factor in achieving high organizational effectiveness and recommends strengthening leadership practices, continuous training, mentorship, and operational capability enhancement within the PNP Maneuver Forces in Apayao.

Key words: *Transformational Leadership, Organizational Effectiveness, PNP Maneuver Forces, Law Enforcement Leadership*

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INTRODUCTION



Leadership plays a vital role in shaping organizational performance, particularly in public sector institutions where discipline, accountability, and service delivery are critical. In law enforcement organizations, effective leadership is essential in ensuring operational readiness, personnel morale, and the successful accomplishment of mandated duties. Among the various leadership approaches, transformational leadership has gained considerable scholarly attention due to its capacity to inspire, motivate, and influence followers toward higher levels of performance and commitment (Bass, 1985; Northouse, 2021)]. Transformational leadership is characterized by four key dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Leaders who demonstrate these qualities foster trust, encourage innovation, and promote shared organizational goals (Bass & Avolio, 1994). In high-risk and hierarchical organizations such as police institutions, transformational leadership has been found to enhance job satisfaction, organizational commitment, and overall effectiveness (Wright & Pandey, 2010; Vito, Higgins, & Denney, 2014).

Organizational effectiveness refers to the extent to which an organization achieves its goals through efficient use of resources, adaptive capacity, and sustain performance (Carmerson & Whetten, 1983). In policing organizations effectiveness is often reflected in operational efficiency, discipline, teamwork, public trust, and ability to respond to compels security challenges. The dynamic nature of peace and order concerns demands leadership styles that not only emphasize authority and control but also empowerment, ethical conduct and continuous improvement (Yukl, 2013).

The Philippine National Police (PNP) as the country's primary law enforcement agency, plays a crucial role in maintaining public safety and internal security. Within the PNP, maneuver forces are tasked with highly specialized operations, such as internal security operation, disaster response, counter-insurgency-operation, civil disturbance management and community safety missions. These operatives often work under high stress, demanding conditions, making leadership a significant determinant of organizational effectiveness and personnel performance.

Research on the mediating role of organizational culture on the leadership skills of commissioned officers and service quality of PNP personnel involving 330 PNP personnel in Davao City found that leadership skills and organizational culture were very high, and that leadership skills were significantly correlated with service quality- with organizational culture acting as a mediator in this relationship (Abellana & Nabe, 2025). This highlights the importance of leadership competence and cultural values in police effectiveness. Another study involving 348 police officer showed transformational leadership of commission officers is significantly correlated with service engagement among non-commission



personnel, with personal ethics mediating this effect-suggesting ethical leadership strengthens engagement and performance within the force (Gempesao et.al, 2023).

Similar research conducted to 400 police commissioned officers in region 11 indicated that leadership factors, personality traits, and organizational commitment jointly predicted high work engagement, explaining 61.2% of variance in engagement. Leadership here included intellectual stimulation and individualized consideration components (Manuel & Bandiola, 2022). Another research in Angeles City documented very high employee engagement (especially vigor) among police officers-and indicator that factor tied to leadership (like clear goals and meaningful work) strongly influence engagement behaviors and result. Implementation of PNP P.A.T.R.O.L. Plan 2030 a study evaluating the PNP PATROL Plan 2030 in Batangas reported high levels of implementation but also shared common operational problems-indicating that strategic plans must be supported by resources and continuous evaluation to improve police performance and rule-of-law outcomes (Abique, 2024).

In the province of Apayao, The PNP Maneuver Forces face unique challenges due to geographic isolation, limited logistical resources, and complex socio-cultural environments. These factors demand not only operational readiness, but also a high degree of organizational effectiveness, defined as the ability of the unit to achieve its mission efficiently and adopt to changing operational context. The leadership style of commanding officers and team leaders therefore has a direct impact on the morale, discipline, and performance of personnel on the field. Despite the recognized important of leadership in the police organizations, few empirical studies have focused on how transformational leadership influences organizational effectiveness in maneuver units at the provincial level, like the province of Apayao. Understanding this relationship can provide valuable insights for leadership development programs, performance management, and organizational reforms within the PNP.

A documented case illustrating the operational challenges encountered by police units in Apayao occurred on December 6, 2024, three police officers from the Provincial Mobile Force company of Philippine National Police drowned after their boat capsized while crossing the Apayao River in Calanasan. The officers were on their way to Barangay Langnao to conduct a follow-up investigation and possible arrest of a suspect involved in a shooting incident. Due to the absence of road access to the area, the police operatives had to rely on a small motorized boat to cross the river. However, heavy rainfall caused strong currents that overturned the boat, resulting in the deaths of three officers while five others survived. The tragedy demonstrated how limited logistical resources, transportation infrastructure and geographical isolation can directly affect the safety and effectiveness of police operations in remote areas of Apayao.



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These incidents illustrate the operational realities faced by maneuver forces assigned in Apayao. The province's mountainous terrain, limited logistical resources, road infrastructure and isolated communities create significant challenges for security operations. Police and military units often rely on alternative transportation such as riverboats or long foot patrols to reach remote barangays. Such condition may delay response time, increase operational risks, and allow insurgent groups to exploit terrain advantages. Consequently, effective leadership and coordination among maneuver units become critical factors in ensuring organizational effectiveness in maintaining peace and order in geographically isolated province.

Hence, this study seeks to examine the relationship between transformational leadership practices and organizational effectiveness among the PNP Maneuver Forces in Apayao, with the aim of identifying leadership dimensions that most significantly contribute to the unit's operational success and institutional excellence.

METHODOLOGY



This study employs descriptive-correlational research design. Descriptive research provides a detailed account of current leadership practices and organizational outcomes, while correlational analysis establishes whether and to what extent transformational leadership influences organizational effectiveness.

The study was conducted within the 2nd district of Apayao comprising the municipality of Calanasan, Flora, Luna, Pudtol and Sta Marcella with an estimated land area of 2,872.91, and among PNP Maneuver Forces operating within the Province of Apayao, specifically within the Provincial Mobile Force Company under the police regional Office-Cordillera. These units perform internal security operations, low enforcement support, rapid deployment, disaster response, and community safety missions, covering the period of December 2025 to June 2026.

The respondents of the study consisted of 172 operatives and officers of PNP Maneuver Forces in Apayao, specifically the 1st Provincial Mobile Force Company. The respondents were identified through the following inclusion criteria: (1) Active PNP members of Maneuver Forces; Minimum of 6 months of service in the Unit; and willingness to participate in the study. Complete/total enumeration was utilized as the sampling method as the population is small.

A structured survey questionnaire was employed to collect data on the demographic profile, transformational leadership, and organizational effectiveness among operatives of the Philippine National Police (PNP) maneuver forces in Apayao. The instrument is adapted from the Transformational Leadership Theory by Bass & Avolio (1994) and from the Organizational Effectiveness Model developed by Cameron and Whetten (1983) for evaluating organizational effectiveness.

Part I of the questionnaire focuses on gathering the characteristics of the PNP Maneuver Forces operatives in Apayao such as age, sex, present rank and designation, length of service in the PNP, number of years in the maneuver force, educational attainment, and relevant tactical/leadership training attended.

Part II examines transformational leadership. While the study adopts the theoretical framework of Bernard M. Bass and Bruce J. Avolio, the specific questionnaire items are researcher-developed and contextualized to align with the perceived leadership practices within the PNP institution. This section measures four key dimensions of transformational leadership: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Responses are recorded using a 5-point Likert scale ranging from "strongly disagree" to "strongly agree."

Part III assesses organizational effectiveness using the framework proposed by Kim Cameron and David Whetten (1983), as presented in *Organizational Effectiveness: A Comparison of Multiple Models*. This framework posits that organizational effectiveness is



multidimensional and should be evaluated using multiple criteria depending on the organizational context (e.g., military, public sector, or corporate settings). In line with this, the present study measures organizational effectiveness across four dimensions: operational readiness, mission accomplishment, unit discipline and morale, and adaptability. Similar to Part II, the questionnaire items in this section are researcher-developed and tailored for applicability to police research. Responses are measured using a 5-point Likert scale to capture respondents' perceptions across the identified dimensions.

The data collection process followed a systematic set of steps to ensure accuracy and reliability. First, permission and coordination were secured from the PNP Provincial Office in Apayao as well as the unit commanders of the 1st Provincial Mobile Force Company. Following this, the researcher personally administered the questionnaires to the respondents during scheduled briefing sessions and provided guidance on how to complete the instrument. Upon completion, the questionnaires were collected immediately, and the responses were carefully checked for completeness and accuracy. Finally, the collected data were systematically coded and entered into statistical software for subsequent analysis, ensuring that the dataset was organized and ready for examination of the study variables.

The study utilized both descriptive and inferential statistical tools to analyze the collected data. Descriptive statistics were employed to summarize and present the respondents' demographic profiles using frequency counts and percentage distributions for categorical variables such as age, rank, length of service, educational attainment, and training background. To determine the level of transformational leadership and organizational effectiveness, the weighted mean and standard deviation were used. The weighted mean described the general perception of the respondents regarding each indicator, while the standard deviation measured the consistency or variability of their responses.

To facilitate the interpretation of the respondents' perceptions, a five-point Likert Scale was utilized. The scale provided the descriptive value and corresponding interpretation of the computed mean scores for the study variables. The following table presents the Likert Scale interpretation used in the study:

Scale	Mean Range	Descriptive Value	Interpretation
5	4.20-5.00	Strongly Agree	Very High
4	3.40-4.19	Agree	High
3	2.60-3.39	Neutral	Moderate
2	1.80-2.59	Disagree	Low
1	1.00-1.79	Strongly Disagree	Very Low

The table served as the basis for interpreting the computed mean scores of the indicators under transformational leadership and organizational effectiveness. Mean scores falling within the range of 4.20–5.00 were interpreted as “Strongly Agree” with a “Very High”



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level, while lower mean ranges corresponded to lower levels of agreement and interpretation. This scale enabled the researchers to objectively determine the extent to which the respondents perceived the presence and effectiveness of transformational leadership practices and organizational effectiveness within the PNP maneuver forces in Apayao.

For inferential analysis, the Pearson Product-Moment Correlation Coefficient (Pearson r) was applied to determine the strength and direction of the relationship between transformational leadership and organizational effectiveness. The computed correlation coefficients (r -values) were interpreted to assess the degree of association between the variables. Furthermore, significance testing using the t -test for correlation was conducted at the 0.05 level of significance to test the null hypothesis and determine whether the observed relationships were statistically significant. This ensured that the findings of the study were valid, reliable, and suitable for drawing conclusions regarding the relationship between transformational leadership and organizational effectiveness.



RESULTS AND DISCUSSION

Table 1. Profile of the Respondents

a. Age	f	%
23–27 years old	65	37.79
28–32 years old	75	43.60
33–37 years old	20	11.63
38–42 years old	10	5.81
43–47 years old	2	1.17
b. Sex		
Male	140	81.40
Female	32	18.60
c. Present Rank and Designation		
Patrolman	106	61.63
Police Chief Master Sergeant	4	2.33
Police Corporal	14	8.14
Police Master Sergeant	4	2.33
Police Senior Master Sergeant	4	2.33
Police Staff Sergeant	8	4.64
Policewoman	28	16.27
Staff Sergeant	4	2.33
d. Length of Service		
1 – 3 years	94	54.65
4 – 6 years	45	26.16
7 – 10 years	15	8.72
11 – 15 years	8	4.65
16 years and above	10	5.82
e. Number of Years in the Maneuver Force		
1 – 3 years	104	60.46
4 – 6 years	39	22.67
7 – 10 years	22	12.79
11 – 15 years	6	3.49
16 years and above	1	0.59



f. Educational Attainment		
College graduate	172	100
Masters graduate	0	0

Table 1 shows the demographic and professional profile of the PNP Maneuver Forces in Apayao which characterizes a workforce predominantly comprised of young, male, and entry-level personnel. The age distribution is heavily skewed toward the 23–32 age bracket (81.39%), a trend corroborated by Campbell et al. (2011) which associates this demographic with the physical stamina, mobility, and adaptability required for frontline tactical and maneuver operations.

Sex representation remains consistent with historical patterns in law enforcement, with 81.40% of the respondents being male. While this reflects traditional organizational culture (Loren & Misláng, 2021), the presence of female personnel, albeit at 18.60%, signifies a gradual shift toward gender inclusivity within the service.

Regarding professional standing, the unit is characterized by a "bottom-heavy" hierarchical structure: 77.90% hold entry-level ranks, and more than half of the personnel (54.65%) have between 1–3 years of service. This finding is consistent with organizational trends where continuous recruitment necessitates the assignment of junior officers to demanding field roles (Ablanido & Lopez, 2024). However, the minimal representation of senior personnel—evidenced by the very small percentage of individuals with over 16 years of service—presents a potential challenge to organizational continuity. As noted by Gempesao et al. (2024), a lack of seasoned officers may constrain institutional memory, mentoring capacity, and the development of high-level strategic leadership.

Finally, while 100% of the respondents possess the mandatory bachelor's degree, the absence of postgraduate qualifications (0%) suggests a professional landscape that meets basic entry standards but remains underdeveloped in terms of advanced academic preparation. Consequently, while the force is well-positioned for immediate operational duties, there is a clear strategic imperative to incentivize graduate studies and specialized professional development to enhance the managerial and analytical competencies necessary for complex law enforcement environments.

Table 2. Perceived Level of Transformational Leadership of the Philippine National Police First Provincial Mobile Force Company

A. Idealized Influence



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My Leader...	Mean	Descriptive Value	Interpretation
1. demonstrates high ethical standards and integrity.	4.56	Strongly Agree	Very High
2. serves as a role model for subordinates.	4.62	Strongly Agree	Very High
3. earns the trust and respect of the unit.	4.58	Strongly Agree	Very High
4. shows consistency between words and actions.	4.50	Strongly Agree	Very High
5. promotes discipline through personal example.	4.74	Strongly Agree	Very High
6. acts as a role model that I want to emulate.	4.50	Strongly Agree	Very High
7. inspires confidence in achieving the organization's goals.	4.63	Strongly Agree	Very High
8. emphasizes the important of mission goals over personal interest	4.66	Strongly Agree	Very High
Category Mean	4.65	Strongly Agree	Very High
B. Inspirational Motivation			
My leader...			
1. communicates a clear and compelling vision.	4.58	Strongly Agree	Very High
2. motivates me to exceed expectations.	4.58	Strongly Agree	Very High
3. boosts the morale of the team during challenges.	4.68	Strongly Agree	Very High
4. shows enthusiasm and optimism in daily operations.	4.64	Strongly Agree	Very High
5. motivates us to accomplish tasks with commitment.	4.66	Strongly Agree	Very High
6. expresses optimism about the future of our organization.	4.58	Strongly Agree	Very High
Category Mean	4.62	Strongly Agree	Very High
C. Intellectual Stimulation			
My leader...			
1. encourages innovative thinking and problem-solving.	4.54	Strongly Agree	Very High
2. welcomes suggestions for improving procedures.	4.55	Strongly Agree	Very High
3. helps us think critically during difficult tasks.	4.55	Strongly Agree	Very High
4. promotes independent decision-making when needed.	4.56	Strongly Agree	Very High
5. allows us to question traditional methods constructively.	4.49	Strongly Agree	Very High
6. welcomes new ideas and alternative approaches.	4.61	Strongly Agree	Very High



Category Mean	4.55	Strongly Agree	Very High
D. Individualized Consideration			
My leader...			
1. shows genuine concern for my personal development.	4.61	Strongly Agree	Very High
2. recognizes the individual needs of team members.	4.58	Strongly Agree	Very High
3. provides coaching and constructive feedback.	4.60	Strongly Agree	Very High
4. helps develop our skills and competencies.	4.64	Strongly Agree	Very High
5. listens to personal concerns that affect work.	4.64	Strongly Agree	Very High
6. supports our career development goals.	4.64	Strongly Agree	Very High
7. recognizes and appreciates my contributions.	4.51	Strongly Agree	Very High
Category Mean	4.62	Strongly Agree	Very High

The table presents the respondents' assessment of the perceived level of transformational leadership among the PNP 1st Mobile Forces Commanders in terms of Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration. The results reveal an overall mean of 4.61, verbally interpreted as "Strongly Agree" with an interpretation of "Very High." This indicates that the respondents highly perceive their commanders as transformational leaders who demonstrate ethical behavior, inspire personnel, encourage innovation, and provide individualized support and guidance.

Among the four dimensions, Idealized Influence obtained the highest category mean of 4.65, interpreted as "Strongly Agree" and "Very High." This suggests that respondents strongly recognize their leaders as role models who demonstrate integrity, professionalism, discipline, and commitment to organizational goals. The highest-rated indicator under this dimension was "promotes discipline through personal example" with a mean of 4.74, indicating that leaders effectively influence personnel through exemplary conduct and ethical behavior.

Inspirational Motivation and Individualized Consideration both obtained a category mean of 4.62, interpreted as "Strongly Agree" and "Very High." These findings imply that commanders effectively motivate personnel, maintain morale, communicate organizational vision, and provide support for professional growth and development. In particular, the indicators related to boosting morale, supporting career development, and helping personnel develop skills and competencies received notably high ratings, reflecting the leaders' ability to inspire commitment and foster personnel well-being.

Meanwhile, Intellectual Stimulation obtained the lowest category mean of 4.55, although still interpreted as "Strongly Agree" and "Very High." This indicates that respondents perceive their leaders as encouraging innovation, critical thinking, and problem-solving within the organization. The highest-rated indicator under this dimension



was “welcomes new ideas and alternative approaches” with a mean of 4.61, suggesting that leaders are generally open to innovation and participative decision-making. However, the indicator “allows us to question traditional methods constructively” obtained the lowest mean of 4.49, implying that there may still be slight limitations in encouraging personnel to challenge conventional procedures due to the structured nature of police organizations.

Overall, the consistently very high ratings across all dimensions demonstrate that transformational leadership is strongly manifested among the commanders of the PNP Maneuver Forces in Apayao. The findings suggest that the leaders effectively serve as role models, inspire personnel toward organizational goals, encourage innovative thinking, and provide individualized support to subordinates. These leadership practices contribute positively to personnel morale, organizational commitment, discipline, teamwork, and operational effectiveness.

The findings support the transformational leadership theory, which emphasizes that transformational leaders influence followers through idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Bass, 1985). Similar studies in police leadership also affirm that transformational leadership enhances morale, organizational commitment, operational performance, and adaptability among law enforcement personnel.

Table 3. Level of Organizational Effectiveness of the Philippine National Police First Provincial Mobile Force Company

A. Operational Readiness			
Statements	Mean	Descriptive Value	Interpretation
1. Our unit is always prepared to respond to emergencies and critical situations.	4.75	Strongly Agree	Very High
2. The unit leadership ensures that personnel are properly trained for assigned operations.	4.70	Strongly Agree	Very High
3. Equipment and resources necessary for operations are adequately maintained.	4.59	Strongly Agree	Very High
4. Leaders provide clear direction that enhances operational preparedness.	4.74	Strongly Agree	Very High
5. Our unit can mobilize quickly when tasked with missions.	4.75	Strongly Agree	Very High
Category Mean	4.70	Strongly Agree	Very High
B. Mission Accomplishment			



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Statements			
1. Our unit consistently achieves its assigned missions successfully.	4.66	Strongly Agree	Very High
2. Leadership clearly communicates mission objectives and expectations.	4.63	Strongly Agree	Very High
3. Personnel understand their roles in accomplishing unit missions.	4.63	Strongly Agree	Very High
4. The unit leadership motivates members to perform beyond minimum requirements.	4.62	Strongly Agree	Very High
5. After-action reviews conducted by leaders help improve future mission performance.	4.70	Strongly Agree	Very High
Category Mean	4.65	Strongly Agree	Very High
C. Unit Discipline and Morale			
Statements			
1. Discipline is consistently enforced in a fair and professional manner.	4.68	Strongly Agree	Very High
2. Unit leaders serve as good role models of integrity and professionalism.	4.72	Strongly Agree	Very High
3. Personnel feel motivated and committed to their duties.	4.52	Strongly Agree	Very High
4. There is a strong sense of teamwork and unity within the unit.	4.64	Strongly Agree	Very High
5. Leadership recognizes and appreciates good performance and service.	4.72	Strongly Agree	Very High
Category Mean	4.66	Strongly Agree	Very High
D. Adaptability			
Statements			
1. Our unit can adjust effectively to changes in operational requirements.	4.69	Strongly Agree	Very High
2. Leadership encourages flexibility and innovation in problem-solving.	4.67	Strongly Agree	Very High
3. The unit responds well to new policies, strategies, or directives.	4.62	Strongly Agree	Very High
4. Leaders support learning from mistakes and operational challenges.	4.68	Strongly Agree	Very High
5. Our unit remains effective even in unpredictable or high-pressure situations.	4.72	Strongly Agree	Very High



Category Mean	4.68	Strongly Agree	Very High
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The table presents the respondents' assessment of the level of organizational effectiveness of the PNP Maneuver Forces in Apayao in terms of Operational Readiness, Mission Accomplishment, Unit Discipline and Morale, and Adaptability. The results reveal an overall mean of 4.67, verbally interpreted as "Strongly Agree" with an interpretation of "Very High." This indicates that the respondents perceive the organization as highly effective in carrying out its mandates, maintaining discipline and morale, adapting to operational demands, and responding efficiently to critical situations.

Among the four dimensions, Operational Readiness obtained the highest category mean of 4.70, interpreted as "Strongly Agree" and "Very High." This finding suggests that the respondents strongly perceive the unit as highly prepared and capable of responding effectively to emergencies and operational tasks. The indicators "Our unit is always prepared to respond to emergencies and critical situations" and "Our unit can mobilize quickly when tasked with missions" both obtained the highest mean of 4.75, indicating strong confidence in the organization's readiness and rapid deployment capability. These findings imply that leadership, training systems, and operational coordination significantly contribute to the unit's preparedness and responsiveness.

Adaptability ranked second with a category mean of 4.68, interpreted as "Strongly Agree" and "Very High." This indicates that respondents perceive the organization as highly capable of adjusting to operational changes, new directives, and unpredictable situations. The highest-rated indicator under this dimension, "Our unit remains effective even in unpredictable or high-pressure situations," obtained a mean of 4.72, suggesting that the organization demonstrates resilience and sustained effectiveness even under stressful operational conditions. The findings further imply that leadership encourages flexibility, innovation, and continuous learning within the organization.

Unit Discipline and Morale obtained a category mean of 4.66, also interpreted as "Strongly Agree" and "Very High." The indicators "Unit leaders serve as good role models of integrity and professionalism" and "Leadership recognizes and appreciates good performance and service" both received the highest mean of 4.72. These results indicate that respondents strongly perceive their leaders as ethical, professional, and supportive of personnel recognition and morale. Such leadership behaviors contribute positively to discipline, teamwork, unity, and organizational commitment within the unit.

Meanwhile, Mission Accomplishment obtained the lowest category mean of 4.65, although still interpreted as "Strongly Agree" and "Very High." This finding indicates that respondents still perceive the organization as highly effective in achieving assigned missions and operational objectives. The indicator "After-action reviews conducted by leaders help



improve future mission performance” obtained the highest mean of 4.70, highlighting the importance of evaluation and feedback mechanisms in improving organizational performance. However, the indicator “The unit leadership motivates members to perform beyond minimum requirements” obtained the lowest mean of 4.62, suggesting that there may still be opportunities to further strengthen motivational practices that encourage personnel to exceed expected performance standards.

Overall, the consistently very high ratings across all dimensions demonstrate that organizational effectiveness is strongly evident within the PNP Maneuver Forces in Apayao. The findings suggest that the organization is highly prepared, mission-oriented, disciplined, adaptive, and capable of maintaining operational effectiveness under varying conditions. Strong leadership practices, clear communication, teamwork, training systems, and organizational support contribute significantly to the high level of effectiveness observed within the unit.

The findings are consistent with the transformational leadership theory which emphasize that effective leadership enhances organizational performance, preparedness, adaptability, morale, and mission accomplishment through inspiration, motivation, role modeling, and continuous development of personnel (Bass & Avolio, 1994).

Table 4. Relationship Between Profile Variables and Transformational Leadership

Profile Variable	r	Interpretation	Decision
Age	-0.07	Very Weak	Not Significant
Sex	-0.12	Very Weak	Not Significant
Present Rank	-0.15	Very Weak	Not Significant
Length of Service	-0.17	Very Weak	Not Significant
Number of Years in Maneuver Force	-0.18	Very Weak	Not Significant
Educational Attainment	0.12	Very Weak	Not Significant

The correlation analysis presented in Table 4 reveals that all profile variables exhibit very weak relationships with transformational leadership and are all interpreted as not significant. Age ($r = -0.07$), Sex ($r = -0.12$), Present Rank ($r = -0.15$), Length of Service ($r = -0.17$), and Number of Years in Maneuver Force ($r = -0.18$) all show very weak negative relationships, while Educational Attainment ($r = 0.12$) demonstrates a very weak positive relationship. These findings indicate that the respondents’ demographic and professional characteristics have minimal influence on their perceptions of transformational leadership within the organization.



Specifically, the non-significant relationships of age and sex imply that transformational leadership is perceived similarly regardless of respondents' age or gender. This suggests that leadership behaviors such as inspirational motivation, intellectual stimulation, individualized consideration, and idealized influence are recognized across different demographic groups. Bass emphasized that transformational leadership is more dependent on leader behavior and interaction with followers rather than on the demographic characteristics of personnel (Bass & Riggio, 2006).

Similarly, the very weak negative relationships observed in present rank, length of service, and number of years in the maneuver force indicate that increases in rank and experience do not substantially affect perceptions of transformational leadership. Although the relationships are negative, their weak magnitude and non-significant interpretation suggest that more experienced or higher-ranking personnel do not necessarily perceive leadership differently from less experienced personnel. This implies that transformational leadership practices are generally experienced consistently across various levels of service and organizational tenure.

On the other hand, educational attainment registered a very weak positive relationship ($r = 0.12$) with transformational leadership, but the relationship remains not significant. This indicates that higher educational attainment may slightly contribute to a more favorable perception of transformational leadership; however, the effect is too minimal to establish a meaningful relationship. The findings therefore suggest that educational background alone does not strongly influence how transformational leadership is perceived among personnel.

The findings of the study are supported by several related studies in leadership and policing literature. The non-significant relationships of age, sex, rank, and years of service with transformational leadership corroborate the study of Can et al. (2017), who found that transformational leadership dimensions among police officers were not significantly associated with demographic variables such as age, gender, rank, and years of service. Their study emphasized that transformational leadership is generally perceived similarly across demographic groups within police organizations.

Likewise, the findings support the study conducted by Álvarez et al. (2012), which found no significant differences in transformational leadership perceptions based on demographic characteristics among police personnel. Their research highlighted that transformational leadership behaviors are broadly recognized regardless of gender and organizational position.

Furthermore, the present findings partially align with the study of Álvarez et al. (2014) which reported that leadership perceptions may vary slightly according to organizational rank and leader-follower distance. This supports the present study's observation that personnel with greater rank and experience may exhibit slightly lower perceptions of



transformational leadership, although the relationships remain very weak and not significant.

In contrast, the study of Girodo (1998) found that transformational leadership tendencies increased with years of managerial experience and exposure. This partially contradicts the present findings because the current study revealed slightly decreasing perceptions of transformational leadership as years of service and maneuver force experience increase. Nevertheless, both studies acknowledge that experience may influence leadership perceptions, although the degree of influence remains limited.

The findings regarding educational attainment are also supported by previous leadership studies suggesting that higher educational exposure may contribute to openness toward transformational leadership behaviors. However, Can et al. (2017) similarly found that transformational leadership dimensions were not significantly associated with educational attainment among police officers, which supports the present finding of a very weak and non-significant relationship.

Moreover, studies on transformational leadership in police organizations consistently emphasize that leadership effectiveness is more strongly shaped by leadership behavior and organizational culture than by demographic characteristics. Murphy & Drodge (2004) concluded that transformational leadership behaviors improve commitment, motivation, and job satisfaction among police personnel regardless of demographic profile.

Overall, the findings imply that demographic and professional variables have minimal influence on transformational leadership perceptions among PNP Maneuver Force personnel. The results support the broader literature asserting that transformational leadership is primarily shaped by leadership practices, interpersonal relationships, and organizational culture rather than by the personal characteristics of personnel.

Table 5. Relationship Between Profile Variables and Organizational Effectiveness

Profile Variable	r	Interpretation	Decision
Age	-0.04	Very Weak	Not Significant
Sex	-0.14	Very Weak	Not Significant
Present Rank	-0.01	Very Weak	Not Significant
Length of Service	-0.10	Very Weak	Not Significant
Number of Years in Maneuver Force	-0.13	Very Weak	Not Significant
Educational Attainment	0.15	Very Weak	Not Significant

The correlation analysis presented in Table 5 reveals that all profile variables exhibit very weak relationships with organizational effectiveness and are interpreted as not significant. Age ($r = -0.04$), Sex ($r = -0.14$), Present Rank ($r = -0.01$), Length of Service ($r = -$



0.10), and Number of Years in Maneuver Force ($r = -0.13$) all show very weak negative relationships, while Educational Attainment ($r = 0.15$) demonstrates a very weak positive relationship. These findings indicate that the demographic and professional characteristics of the respondents have minimal influence on perceptions of organizational effectiveness within the organization.

Specifically, the non-significant relationships of age, present rank, and length of service suggest that these variables do not meaningfully affect how personnel perceive organizational effectiveness. This implies that effectiveness within the organization is experienced similarly regardless of age, rank, or years of service. The findings support the systems perspective of organizational effectiveness proposed by Katz & Kahn (1996), who emphasized that organizational effectiveness is primarily determined by organizational structure, leadership processes, coordination, and role clarity rather than by individual demographic characteristics.

Similarly, the very weak negative relationship between sex and organizational effectiveness indicates only minimal variation in perceptions across gender. Although the relationship is negative, its weak magnitude and non-significant interpretation suggest that male and female personnel perceive organizational effectiveness in relatively similar ways. This finding is consistent with studies in policing organizations which indicate that institutional systems, organizational culture, and standardized procedures minimize gender-based differences in evaluating organizational performance (Campbell & Kodz, 2011).

The very weak negative relationship between number of years in the maneuver force and organizational effectiveness further indicates that tenure within the unit has little influence on perceptions of effectiveness. This suggests that personnel, regardless of the length of their assignment in the maneuver force, tend to evaluate organizational effectiveness based on shared institutional experiences rather than on personal tenure or exposure.

On the other hand, educational attainment registered a very weak positive relationship ($r = 0.15$) with organizational effectiveness, although the relationship remains not significant. This finding implies that personnel with higher educational attainment may slightly perceive organizational effectiveness more positively due to increased understanding of organizational systems, communication processes, and institutional goals. However, the weak magnitude of the relationship indicates that educational attainment alone is not a strong determinant of organizational effectiveness perceptions.

The findings are supported by several studies in organizational and leadership literature. The non-significant relationships of demographic and professional variables with organizational effectiveness corroborate the theory of Katz and Kahn (1996), which views



effectiveness as a function of organizational systems, leadership coordination, and institutional processes rather than individual personnel characteristics.

Likewise, Northouse (2022) explained that organizational effectiveness in formal institutions is more strongly influenced by leadership behavior, communication systems, and goal alignment than by demographic composition. This supports the present findings that profile variables exert only minimal influence on perceptions of effectiveness within the organization.

Similarly, Avolio & Yammarino (2002) argued that leadership systems and transformational leadership practices are more central in shaping organizational effectiveness than individual differences among personnel. According to their view, strong leadership structures establish shared standards, expectations, and organizational commitment that influence effectiveness across all ranks and demographic groups.

The findings regarding educational attainment are also partially supported by literature suggesting that higher educational exposure may contribute to better understanding of organizational goals and systems, thereby slightly improving perceptions of effectiveness (Sarver & Miller, 2004; Schafer, 2010). However, other studies maintain that education has limited influence compared to leadership quality, organizational culture, and institutional structure, which aligns with the present finding of only a very weak positive relationship.

Overall, the findings imply that demographic and professional variables have minimal influence on organizational effectiveness among PNP Maneuver Force personnel in Apayao. Most variables demonstrated very weak and non-significant relationships, indicating that organizational effectiveness is not substantially shaped by personal profile characteristics. Instead, the findings reinforce the view that effectiveness in police organizations is primarily influenced by leadership practices, organizational systems, institutional coordination, and organizational culture rather than demographic factors.

Table 6. Relationship Between Transformational Leadership and Organizational Effectiveness

Variables	r	Interpretation	Decision
Transformational Leadership vs Organizational Effectiveness	0.86	Very Strong Positive Correlation	Highly Significant

Table 6 indicates a strong alignment between leadership practices and organizational performance within the PNP Maneuver Forces, as reflected in the very high levels of both transformational leadership and organizational effectiveness. This finding is consistent with leadership theory which posits that effective leadership behavior is a key driver of organizational performance regardless of individual differences among personnel.



The strong presence of transformational leadership aligns with the framework of Bass Avolio, who argued that transformational leaders enhance organizational outcomes by inspiring followers, fostering commitment, and improving collective performance through idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Their model emphasizes that leadership behavior, rather than demographic characteristics of personnel, is the primary determinant of organizational effectiveness (Bass & Riggio, 2006).

The weak and mostly insignificant relationships between profile variables and both leadership and organizational effectiveness further support the systems-based view of organizations. According to Katz & Kahn (1996), organizational performance is largely shaped by institutional structure, role expectations, and system processes rather than individual attributes such as age, sex, rank, or tenure . This explains why demographic factors in the present study do not significantly influence leadership perceptions or effectiveness outcomes.

Similarly, Northouse (2022) emphasizes that transformational leadership operates through behavioral influence and relational dynamics rather than static personal characteristics of followers or subordinates. This suggests that when leadership systems are well-established, organizational outcomes tend to be consistent across different demographic groups.

Campbell and Kodz (2011) also support this finding by highlighting that in police organizations, leadership culture, training systems, and operational protocols are stronger predictors of performance than individual officer characteristics. They argue that institutional practices and leadership consistency play a more central role in shaping effectiveness in law enforcement environments.

Overall, the findings imply that leadership effectiveness and organizational performance in the PNP Maneuver Forces are primarily shaped by institutional practices, leadership culture, and operational systems rather than individual demographic characteristics. This reinforces the idea that strengthening leadership systems is more critical than focusing on personnel profile differences in improving organizational outcomes.

Conclusion

Based from the findings, it is concluded that there is a highly significant relationship between transformational leadership practices and organizational effectiveness among the PNP Maneuver Forces in Apayao. This result underscores that leadership dimensions such as inspirational motivation, intellectual stimulation, individualized consideration, and idealized influence are strongly associated with enhanced operational performance and institutional effectiveness. The evidence suggests that strengthening transformational



leadership practices can substantially improve unit cohesion, efficiency, and mission accomplishment, thereby reinforcing the overall operational success and institutional excellence of the organization.

Recommendations

Based on the findings of the study, the following recommendations are proposed:

1. PNP Regional and Provincial Directors, Unit Commanders, and Training Units should strengthen mentorship, leadership development, and advanced training programs to enhance the competencies, professional growth, and critical thinking skills of personnel, particularly junior operatives.
2. Commanders, Supervisors, and Training Directors should sustain and strengthen transformational leadership practices, particularly Idealized Influence, Inspirational Motivation, and Intellectual Stimulation, through leadership training, coaching, mentoring, and participative decision-making activities.
3. The leadership of the PNP Maneuver Forces in Apayao should continuously implement training exercises, operational simulations, welfare programs, and recognition systems to sustain high levels of operational readiness, mission accomplishment, discipline, morale, adaptability, and organizational commitment.
4. PNP policy makers and organizational planners should prioritize transformational leadership practices, training systems, and operational structures in improving organizational performance rather than focusing on demographic or profile-based characteristics of personnel.
5. Future researchers should conduct related studies in other PNP units or regions and include additional variables related to organizational effectiveness and leadership in law enforcement organizations.

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