

Public Image and Job Performance of Police Personnel as Mediated by Perception of Neighborhood Crime

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Abstract: The main purpose of this study was to determine the public image and job performance of police personnel as mediated by perception of neighborhood crime using a mediation model of Baron and Kenny. The research was done through non-experimental quantitative research design utilizing descriptive-correlational technique. Mean, Pearson r, multiple regression, and Medgraph with Sobel z-test were the statistical tools used. The research also used adapted questionnaires that were modified to suit the current study. Data was generated through stratified random sampling technique with 300 adult residents in Davao City as the respondents. The research was conducted through e-survey using Google form to gather the data. Based on the findings of the study, there is no significant relationship between public image and job performance of police personnel, nor between perception of neighborhood crime and job performance, but there is a significant relationship between perception of neighborhood crime and public image of the police. It was also revealed that there is a partial mediating effect of perception of neighborhood crime on the relationship between public image and job performance of police personnel. The result implies that part of the independent variable is intervened by the mediating variable, but other parts are either direct or mediated by other variables that are not included in the model.

Keywords: Perception of Neighborhood Crime, Public Image, Job Performance, Correlational Design, Mediating Effect, Criminal Justice, Philippines

1. Introduction

The public's attitude toward the police, in particular, has a strong influence on the decisions and policies of the Criminal Justice Institution [142]. From the residents' perspective, inefficient police job performance would lead to adverse effects on the police organization and their trustworthiness concerning the challenges that are related to securing life and property. Certainly, such a poor condition would result in national disappointment of the police in the performance of their duty [133]. Further, [94] identified that monetary and non-monetary motivation factors are influencing poor police job performance. These factors prove that overload and co-worker support, at least, should be seen as ways to

improve police job performance.

Job performance of the police is important because it encourages continuity of a professional and organized police force that functions together, pursues appropriate procedure and policy, and gives services that the public needs [124]. It also plays a vital part in the achievement of a police organization's objectives [147]. Furthermore, if police officers exhibit high levels of awareness, effectiveness, and attentiveness in their job performance, these will benefit the police organization and lead to an improvement in the country's economic system and general public [133].

This study is anchored on the Theory of Justification of [76] and supported by the Cognitive Trust Theory of [26], Broken Windows Theory of [149], and the Proposition of [54]. These theories and propositions discussed and

supported the mediating effect of perception of neighborhood crime on the relationship between public image and job performance of the police.

Moreover, there have been many existing studies about the job performance of police in different countries. Still, the researcher has not come across a study in the local setting, particularly in Davao City. In this context, the researcher is encouraged to explore and determine the public image and job performance of police as mediated by the perception of neighborhood crime. The researcher is concerned about the police public image here in Davao City and has to expand the observation through this research. The lack and limited information about the public image and job performance of police as mediated by perception of neighborhood crime led the researcher to investigate and explore this area of study.

1.1. Research Objective

The research aimed to determine the mediating effect of neighborhood crime on the relationship between public image and job performance of police personnel. This study sought to answer the following objectives:

- 1) To assess the level of public image of police in terms of:
 - a) corruption;
 - b) quality of service;
 - c) crime prevention;
 - d) police community relationship;
- 2) To ascertain the level of job performance of police in terms of:
 - a) fairness;
 - b) manner;
 - c) responsiveness;
 - d) competence;
 - e) attentiveness;
 - f) reliability.
- 3) To describe the level of perception of neighborhood crime.
- 4) To determine the significant relationship between;
 - a) public image and job performance of police;
 - b) Public image of police and perception of neighborhood crime;
 - c) perception of neighborhood crime and job performance of police.
- 5) To find out the significance of the mediating effect of perception of neighborhood crime on the relationship between public image and job performance of police personnel.

1.2. Hypothesis

The null hypotheses in this study were tested at α 0.05 levels of significance.

- a) There is no significant relationship between public image and job performance of police personnel.
- b) There is no significant relationship between public image of police and perception of neighborhood crime.
- c) There is no relationship between neighborhood crime

and job performance of police.

- d) The mediating effect of neighborhood crime on the relationship between public image and job performance of police personnel is not significant.

1.3. Review of Related Literature

This section presented the readings from related literature, various books, journals, and online articles written by different authors relevant to the study of perception of neighborhood crime on the relationship between public image and job performance of police personnel and how these variables are associated with one another.

Perception of neighborhood crime is a mediating variable with the following indicators: crime problem, decay problem, social disorder problem, neighborhood fear, and unsafe characteristics [18]. While the independent variable is the police, public image has the following indicators: corruption, quality of service, crime prevention, and police community relationship [141]. On the other hand, the dependent variable is job performance with the following indicators: fairness, manner, responsiveness and competence [92].

1.3.1. Perception of Neighborhood Crime

Public perceptions of crimes in the 52 Santiago metropolitan municipalities were examined by [117]. Results indicate that women have higher perceptions of crime, while residents who lived in rural areas, inactive, and with higher educational attainment and income typically have low perceptions. Moreover, when it comes to race, even when people monitor the true crime rates, physical signs of disruption, and the neighborhood's socio-economic context, white Americans living in Hispanic or Black neighborhoods tend to become less contented with public security, while a racial minority in minority or White neighborhoods are not equally inflated with fear [32]. Therefore, the strength of perceived security and neighborhood crime reported vary and the sex and duration of residence are important factors which determine safety perceptions [101].

In another context, [72] crime reports are more likely to be published if they attract the interest of potential media buyers, encourage them to purchase newspapers, watch newscasts, or click a link to a news story. It shows several weak but positive links between media influence and crime fear [61]. However, [10] argue to expand the lens of media building studies on crime, from one-dimensional reactions to criminality to an integrated set of frames on crime and justice, and consider possible effects of a variety of media forms and content.

Furthermore, according to [61], official crime registered by the city has an impact on safety feelings and crime and raises the feeling of the city's official monitoring of criminal rates, the feeling that one's own neighborhood is safer than that of others across the city. On the other hand, [21], fear of crime is something that officers and departments need to monitor and reduce to increase the police's individual opinions that will help gain support, cooperation, and confidence. This will help the police achieve their targets and work within the

communities on a daily basis. Moreover, as calculated by the actions of community committees, semi-public monitoring has a major impact on all types of perceived disorder, but the direction of the effect is positive [156].

In addition, [61] investigated the media and crime relationship and the citizen's sense of fear of crime. The findings revealed that the media has an impact on people's feelings about crime, protection, and crime, which impact their quality of life. As the media reports on violent abuse, it influences the likelihood that other offenders may commit similar crimes, although it has little effect on overall crime rates [112]. Similarly, when the media reports terrorist attacks, terrorist groups are more likely to carry out more attacks [71].

The first indicator of neighborhood crime perception is crime problem, which is an assessment of the prevalence of crime in the community. Since crime is part of an everyday aspect of life, it can put victims into life or death situations [22, 76] and it is regarded as one of the most disturbing social problems for many, if not most people [40]. Meanwhile, the perception of higher rates of violent crimes and greater disturbance was positively correlated with feeling unsafe [107].

In contrast, [126] found that despite the fact that the number of crimes is relatively high and contrary to the perception of police officers in the city, most members of the community are not overly concerned about crime. Maybe this is so because the public tends to have a very narrow understanding of crime, restricted to acts of "straw crimes" predatory, such as physical attacks and public robbery [40]. However, older citizens were more scared of crime, but did not feel that they would be the target of burglary [33].

The second indicator is the decay problem, which includes elements such as empty and unexpected gardens and lawns, uncharted homes and closed houses, neglect of open spaces and play areas for children, bad or broken street lights, graffiti and vandalism of public properties, damaged routes and signs on sidewalks and road signposts, and public or open area dumping or littering [1]. Similarly, physical disorder and serious crimes, citizen concerns about physical disorder, specifically abandoned buildings, sanitation problems, and graffiti vandalism are greatly connected to crime [25].

In another context, moderate exercise is improved by perceptual reductions in graffiti [146]. Results indicate that the more days in a week respondents participate in moderate exercise, the safer they view their area. On the other hand, the constant lack of car parks has contributed to illegal parking, considerable road obstacles, vandalism, all of which cause people difficulty [9]. Meanwhile, physical disruption gives visual indications of the possibility of illegal activity in the environment created. The lack of treatment, the environmental deterioration of urban space and the consequent degradation contribute to the perceived vulnerability of the environment and the fear of crime victimization [1].

Moreover, the third indicator is a social disorder problem

[148]. Criminality is one of the country's most serious social disorder issues, affecting public safety, child development, and adult socioeconomic status. Accordingly, [156] perceived social disorder problem as a means of informal control has a significant impact. Public control has a major contextual impact on all aspects of perceived disorder as assessed by the actions of neighborhood police stations, whereas the role of market-based control as defined by contracted community services is restricted to perceived physical disorder. The magnitude and direction of the impact of physical environmental changes on violent crime often changed significantly for neighborhoods with varying levels of social disorder, particularly socioeconomic status and the composition of a neighboring race [98].

Furthermore, [146] states that neighborhood disorder, including physical activity, affects a variety of health problems and habits. Disorder diminishes the expectations of community protection of individuals, which then theoretically decreases exercise activity. Similarly, [126], pointed out that the degree of social and physical disorder and the design of the building environment influence the fear of crime, while real crime events are affected by patterns of land use and the existence of particular buildings, such as the railways. Moreover, neighborhoods that have increasing disorder frequencies can benefit from strengthened partnerships among law enforcement officials, community members and other local stakeholders to dissuade offenses at all levels and thus decrease disorder and crime indicators [77].

The fourth indicator is neighborhood fear. In general, fear of crime has been conceptualized as an affective emotional condition of anxiety about victimization or as a perceived risk of victimization in a cognitive state. Results [19] found that women and minorities are more likely to be afraid of violence. However, [126] contradicted the belief in the neighborhood of most of the local law enforcement officers that assumed that most members of the community were afraid of crime. Further, [33] stated that at the general level, national poverty rates have been positively linked to fear of crime, but are not viewed as a risk of vulnerability to robbery and are the same for the individual age of residents.

In the United States, fear of criminal victimization remains a major public concern, and most Americans assume that crime is getting worse [35, 121], despite the gradual decrease in violent crime rates since the early 1990s [34]. For example, some social and visible neighborhood characteristics have strong and negative effects on a person's safety [87]. Because of concentrated poverty concerns, lack of economic opportunity, and inadequate access to social services, and community decay, it is currently true that more crimes occur in minority communities [144]. On the other hand, [111] concluded that fear of being killed, robbed and aggressed is important to males and that fears of being sexually attacked and murdered are equally feared by women.

The last indicator in perception of neighborhood crime is the unsafe characteristic. Regardless of its nature, a park, a mall, a train station, and a street corner are places where people go to meet, socialize, and occasionally become

victims of crime [27]. One of the primary concerns in public places is safety. Indeed, safety has a major bearing on the use and accessibility of a public place. Along with several environmental characteristics, safety is a significant part of ensuring that places are safe or safe for people [37]. As a result, women must stay close and secure, avoiding urban streets, parks, squares, and public transit vehicles and areas, especially at night; feeling insecure while walking on the streets and even in their homes; limiting their rights to freedom of movement in town; and taking public space measures due to anxiety [130].

Similarly, fear of sexual harassment while traveling seems to be a universal concern for women, because incidents of sexual harassment are noted by buses and trains in cities worldwide [28]. In the absence of reliable or safe public transport, women's mobility is impaired. While women are the target of such behavior most often, they are not the only victims. Evidence shows that homosexuals and transgendered people often suffer sexual harassment and violence [29]. Consequently, while the community members were not afraid of violence, they demonstrated avoidance to certain parks and open space structures because of potential illegal activity, homeless people, not enough lighting conditions and the preserve of overgrown lots [126].

However, [53] indicate that while there is a lower perception of crime in gated communities, gated neighborhood residents participate in less physical activity, including walking. Despite a greater perception of crime in non-gated communities, the residents of those communities have registered higher levels of walking. In addition, the link between housing type and fear of crime has been explored in a research study produced by [114]. Findings show that residing in a multi-unit living space may not have a substantial effect on crime fear. However, people living in high-rises or low-rise living areas were less vulnerable to crime during the night at home. However, [117], multidimensional poverty is positively connected to a high perception of crime and local health and/or education budgets are not related to crime perceptions. The findings show that the municipalities in high-development neighborhoods have the lowest perceptions of crime, which supports the perceptibility difference and community favors hypotheses.

The above-mentioned literature illustrates the perception of neighborhood crime as a reflection on how crime and disorder affect the residents in the community. Crime is believed to be the most disturbing social problem experienced by the residents in the community. Crime and disorder awareness should be the foremost concerns of the police organization with the aid of the residents to have a crime free environment.

1.3.2. Police Public Image

Police officers are usually perceived more positively by the citizens when wearing police uniform than in civilian clothes. When viewed from a bicycle or on foot, police officers are usually more favorable than when viewed from a car. Pursuing this further, [125] findings indicate that the

participants share generally favorable views of the police; however, their views differ based on socio-demographic, anti-truancy and patrol strategy. Moreover, the police should have adequate control and balance during harassment. Police, in order to boost their public image, should obtain more and more rewards, better training and better education [141]. In addition, as an agency, the police, due to their controversial position in society, are especially sensitive and vulnerable to public opinion. Nevertheless, people have traditionally had optimistic attitudes toward the police [39].

On the other hand, [51] proposed that negative interactions with the police result in lower levels of trust. Moreover, it is noted that some studies have found no association between perceptions of victimization and public police ratings. Further, [42] believed this mind-set was partially due to increasingly militaristic police, not just in their weapons, but also in their training. Although the militarization of the police in the US has led to mistrust, lack of faith in law enforcement is a worldwide issue, from developing to developed nations. In addition, the citizens' views of the police procedural justice system appear to impact on citizens' cooperation both directly and indirectly and the latter through the beliefs of police legitimacy. Improving citizens' view on police fairness is an important measure of police effectiveness, but it also seems to play a part in the ability of the police to control crime [20].

However, social trust, if created, nourished and safeguarded can generate many social benefits, including enhanced cooperation with law enforcement, greater willingness to respect legal requirements, and greater inclination for civilians to have positive health feelings with their respective communities, which [69] have demonstrated effectively. Moreover, [122] revealed that when people trust the police effectively and procedurally fair, their neighborhoods are more likely to be collectively effective. Certainly, the image of a police organization affects the attitudes of stakeholders, including support and agreement or disapproval in the field of work performed. The image quality of police officers also affects the sense of safety of citizens [81].

The first indicator of the police's public image is corruption. Police corruption in Kenya is a serious "crime problem," perhaps not surprisingly, due to their reputation as one of the world's most corrupt nations [65]. Similarly, in the police force, corruption is widespread and is one of the greatest barriers to the prevention or prosecution of criminals in Pakistan [79]. However, according to [11], people perceive women to be more effective in the fight against corruption, and this perception is greatly enhanced by providing information on women's outsider status and risk aversion.

Furthermore, any action or omission, promise or attempt at action or omission by a police officer or by a group of police, characterized by their misuse of their official role, is defined as police corruption. It applied for this work and is motivated, in substantial measure, by the achievement of personal/private or organizational gain or profit [63, 97]. Moreover, police corruption is ongoing and systemic

governance failure is endangering and may infect main police governance authorities, observance of the ethics and integrity standards and enforcement of the rule of law [64].

In countries where police corruption exists, the systemically fraught governance of police transparency, ethics and honesty and the application of the rule of law is undermined by the key agencies responsible for ensuring that corrupt individuals and labor unions are infested [65]. The public's opinion of the police is very indifferent because of unethical activities in police forces and the public view the police force as unable to discharge its tasks [79]. However, [62] identifies factors driving corruption in the police. These include insufficient salaries, court frustration, opportunity, envy (of rich criminals), and simple greed.

Similarly, the police are responsible for upholding society's rules and order and the apprehension of criminals. But then again, Pakistan's police force has a bad reputation for its corrupt society, its inept organizational structure, and its bad success in shielding criminals. People rarely visit the police stations due to their violent and merciless conduct. In addition, the Pakistani police force is renowned for its arrogant conduct, the slang language of police with popular masses and complainants [46, 58, 70].

The second indicator of police public image is the quality of service. Because of their inefficiency, corruption culture, lack of transparency, lack of training, and low pay, the public's perception of the police has shifted [141], and [120] declared that the public no longer trusts the functions of the police. Similarly, [67] claims that the police often served influential people would possibly abuse the police for their political and personal benefits. Because of these factors, in Pakistani society, people's view of the police has significantly shaken.

Certainly, [140] reiterate that policing should provide public services of all kinds that are important to public security and improve its image in society. Since, the police can influence the relationship between the police and the community by affecting the level and quality of service provision and/or the behavior of police officers [59]. However, people with poor personal encounters with police officers, such as unequal treatment, have respective negative views of the police. By comparison, those who have positive meetings, such as being handled with dignity or listening, would have positive expectations from the police. The ultimate result of the meeting, for example with an indictment, is unacceptable even though this relationship persists [150].

Further, as citizens see police acts as equal and fair, people appear to give the police more respect and confidence. In addition, people are working stronger with the police and are more likely to recognize the consequences of their acts [49; 57, 153]. In addition, [105] has described the numerous factors that influence citizens' attitudes, confidence and support for police officials in police brutality, public perceptions of the police, and community police. Also, citizens demand fair and equal treatment in meetings with the police. However, often citizens believe that these standards

have not been met [83].

The third indicator of police public image is crime prevention. [49] found the police stopped at least once for 78% of their participants, and that the majority of participants believed that stops were justified because they were engaging in criminal activity. Similarly, the public sees that law enforcers will manage crime effectively. If the police are able to target their resources on risky people, locations and times, they will reduce crime in their jurisdictions more effectively [23]. In addition, the citizens felt that police control of crime was efficient [68].

On the contrary, [139] has found that police have been badly trained and that effective police action is essential in crime prevention. The study proposes reforming and equipping police images with advanced technologies, improved training, incentives and good performance rewards for every police staff. Meanwhile, [8] propounded that crime prevention is one of the world's most highlighted and key issues. There is a devil in almost all of society who makes mistakes or commits crimes. Therefore, one way of controlling crime is to simply lock up as many bad guys or deport them when they are immigrants [80].

The last indicator of police public image is police community relationship. The public perception of the police regarding community relationships would most certainly also be linked to real participation in the realm of law enforcement [17]. Furthermore, trust among people and the police is the foundation of working successfully together to improve (feelings of) health. Trust is important to the willingness to recognize police authority and to citizens' willingness to cooperate with the police [142]. In addition, community relationships are often considered essential to maintain order and to strengthen agreed neighborhood standards and behavior rules [60].

Certainly, the perceptible tension is important to understanding how police acts impact the people of the communities they patrol, and vice versa. Researchers demonstrate that personal interacting with the police can greatly influence a person's understanding of police activity and can impact the overall impression of police brutality [90, 138]. Hence, this negative view also clouds the relationship between police and civilians and generates a cycle of mistrust between law enforcement and the community. Every neighborhood has a unique identification that can cause serious problems for residents and officers, as a subjective multidimensional image can be taken from the public perception of the police, before some form of positive view can be created [129].

The above-mentioned literature discusses the police public image as a reflection on how the residents perceived the police based on their actions shown in the community. A positive police image builds trust and is a sign of strong policing. Conversely, a negative police image results in lower levels of trust and problems in policing. To have a better community relationship, the police must improve their image.

1.3.3. Job Performance of Police

Job performance is a very important part of the achievement of organizational objectives of the police [75, 124]. Moreover, [7] propounded that police job performance is of great importance for the lives of people, teamwork and good integration of public representatives of every group in an efficient neighborhood crime reduction. Hence, police job performance has a strong impact on police confidence perceptions. However, the decision made by citizens to take part in the community watch programme, whether positive or negative by the police, is more complex [106]. A performance metric is a measurable value that shows how effectively an organization achieves its main goals. Contemporary police cover a wide range of responsibilities, from enforcement, emergency response to crime, support for victims and collaboration with external agencies [93].

Moreover, [133] finds that factors that promote and influence the hygiene of police officers have a positive connection with the effectiveness of their work. The Police also strongly believed that adequate equipment facilitated an improvement in working efficiency, while the disparity in the workforce and lack of modern equipment were factors which hindered efficiency. While, [2] discuss predictive job performance, stress, social support and emotional intelligence factors. The results indicate a clear correlation between working stress, social support and emotional intelligence and police performance. In addition, the findings of [136] suggest that following police contact control or demographic variables testing, police response under or over-police are the most important forecasters of perceived police performance.

The first indicator of job performance is fairness, which indicates the equality of service of the police given to people regardless of their social status. The public judges police performance to be satisfactory to people regardless of age, sex, socio-economic status, race, etc. The citizens, on the other hand, achieve their fairness to the general public in a satisfactory way. It means only that the police are treating people equally. Furthermore, the way they handle cases is not biased [92]. Further, a policeman who behaves equally and acts appropriately results in greater overall satisfaction for the citizen [83]. By increasing their perceived legality and fairness [131] it will improve residents' compliance, encourage increased communication and support among the residents and officers.

Many studies have been conducted on police officer behaviors regarding their conduct and interactions with the public using surveys and interviews [108]. Certainly, it is important to consider which components of procedural justice contribute to a public perception of fair treatment through the police and legitimate police action in order that police use procedural fairness effectively and gain legitimacy [127]. In addition, [16] and [131] concluded that the rate of domestic violence of suspects who were fairly treated by police was subsequently lower, even comparable to suspects who had a more favorable outcome.

Likewise, the main reason for face-to-face meetings between police officers and citizens is traffic interruptions.

Police contact can impact the behavior of citizens towards the police, especially when people are unfairly handled by officers during these meetings [30]. However, the police were less favorably assessed by the black respondents when examined by race than those who did not. Moreover, when the driver is white, the positive effect of procedural law is greater [73]. However, the performance, trust and fairness of [110] among black citizens increased when the main police force was black. The effects of greater black representation in the police, however, are largely negative for white citizens.

The second indicator is manner, which indicates the police reaction towards the occurrence of a problem in the community which is acceptable and justifiable on the part of the citizen. Citizens judge the police's performance in dealing with their problems to be satisfactory. It also said the police manners are in an acceptable way. The citizens, on the other hand, perform satisfactorily on how the police maintain good relations with them. That means that, without including their behavior, police officers know how to deal with problems [92]. In contrast, with the increasing police use of force incidents, community outcry for policing and surveillance is continuing to grow, forcing national and international police departments to use body-worn camera technology to address the societal concern regarding policing and police behavior [52].

However, a relatively recently published spate of killings by white police officers of unarmed persons has reinforced the public as well as the wisdom of race and racial prejudice in the system of criminal justice [45, 56, 66, 91, 115, 116]. Other research has suggested that when the target looks stereotypically black, the police are more likely to use force (lethal and otherwise), and less likely when it is white stereotypically [74]. This improper treatment of the police by a citizen made them feel defrauded and oppressed [135].

Certainly, when a citizen meets a police officer, regardless of how the interaction is initiated, if the person believes that the meeting was constructive and handled with respect and integrity, he or she will be more likely to see the officers favorably. When the understanding of subjectivity is treated under the principle of fair and equal treatment as a basis for procedure justice, the fundamental level of the bifurcation is generated by supplying the overall infrastructure with an additional aspect of legitimacy [138].

The third indicator is responsiveness, which indicates the reaction of the police to the call of emergency in the community. [92] found out that police officers have been able to provide immediate solutions to citizens' problems and have been able to respond quickly to citizens' needs. The police officers were able to respond quickly to the needs of citizens and to act immediately to resolve the citizens' problems. As response time increases, the likelihood of an immediate detention and the likelihood of a suspect being appointed by the victim or a witness both increase [15]. Certainly, the importance of proper deployment of policemen to implement proper control measures for crime was underlined by [31].

Conversely, the time for police responses depends on the

type of serviceable requests. Social media platforms gained significant police interest in connecting with residents. In doing so, people have been encouraged to report ongoing legal and order concerns like traffic congestion, missing persons and cop harassment on these platforms [119]. However, some research has shown that police reactions to violent crimes, for example shooting incidents, have diminished and officers seem to come to the scene faster, increasing the chance of involvement on the scene of an armed suspect [84].

The fourth indicator of job performance is competence, which indicates the police capability in solving problems in the community. [92] propounded that police are competent because it is possible for police officers to do their job efficiently and efficiently resolving disagreements between citizens. Certainly, police competence is demonstrated in the prism of their actions, which is also the basis of the evaluation of the activities of officials, which reflects their social image [81]. When it comes to crime prevention, residents think that police act with competence [68].

Correspondingly, if the only barrier between the criminal element in society and the respect of the law is the implementation of the law, it becomes obvious that more needs to be done to provide officers with a safer work environment, and better working relations between the public and the agencies that protect them [89]. It was also agreed to provide training and proper equipment to local agencies, including municipal police and sheriff's offices, to work alongside federal law enforcement agencies in the fight against terrorism in the US [44]. Furthermore, [132] discovered that the expertise and abilities of police officers are significantly affected by right skills, which have a direct effect on job performance, that job protection is the most important environmental working necessity, and that compensation helps officers meet their social well-being, which improves employment performance.

In another context, [153] stressed that when police strive to build a constructive relationship with the community, credibility starts to come into shape. The public's view of the police can be affected in this way. While local and national governments invest a lot of money in tactical training and equipment for the police, building resilience is not an essential component of training for the police [6]. On the other hand, [132] Police expertise shows that the contributions of police training to developed skills are in general clearly less than they are considered to be of importance for police work.

The fourth indicator of job performance is attentiveness. In terms of their problems, police officers were able to provide the citizens with enough information. The police officers also were able, especially in times of need, to respond to calls by the public [92]. In addition, calls by the public, crime rates, and traffic offences are usually used to measure police attentiveness. Public perceptions of the police, as well as trust and faith in the police, have also been identified as important factors in achieving police goals [50]. To make this possible, physical health as well as

mental alertness are needed for police officers, as is the ability to make correct split-second decisions that can be ethically and legally difficult and require specialized tactics and coordination [109].

In another context, [78] developed a path model that predicts procedural justice perceptions, the likelihood of contact with police in order to report crimes, and the likelihood of social interaction with police other than in the context of crime. Similarly, [82] established a "participatory police force" where citizens are encouraged to report suspicious activities to the police, similar to the "If you see something, say something" actions promoted by various Security Agencies.

Residents seem progressively willing to join forces with the police to build safer neighborhoods. The organization and participation in the neighborhood surveillance patrol teams was a main way to do this. In the Netherlands, a body of literature, including the reports produced by municipal authorities, local government and the police, has been published about these groups. The reports explore how to ensure more vigilance among our neighbors in order to prevent burglary and other minor criminal activities [14, 145, 86].

Moreover, residents contact the police in the Netherlands using communication apps on smartphones. The proliferation of mobile devices, reliable and affordable moving data, high infiltration rates of certain messaging services such as WhatsApp, a social tendency to "open," and a long history of cooperation in combating so-called minor crimes seems to have come together in order to make both the desired and the acceptable mobile monitoring [143] for neighborhoods. As a result, WhatsApp neighborhood crime prevention groups in certain neighborhoods, in the Netherlands of Tilburg, have led to a substantial and long-term decline in burglary [3]. This continued neighborly contact can also lead to improved social monitoring, ethnic profiling, alertness, increased anxiety, overload of communication and tensions among participants [86].

The last indicator of job performance is reliability. Citizens evaluate police performance to be satisfactory with regard to the way in which they resolve the problems of citizens. The citizens, on the other hand, show how confident police officers are to perform successfully. The police are confident in providing solutions to the citizens' problems [92]. Further, [55] police legitimacy is founded on the assumption that authorities are trustworthy, truthful, and concerned about the well-being of those with whom they associate. In addition, in life-threatening circumstances, police officers make various decisions based on their experience, intelligence, and bravery [43].

Hence, residents tended to admire and trust cops, and they were eager to work with them on numerous crime-prevention and community-policing initiatives. Police officers' impressions of residents' ability to comply with the police, on the other hand, rank lower than residents' reflections on these issues [96]. [104], on the other hand, stated that the perceived indifference shown to them by police officers with whom they had worked was one of the reasons residents did not

trust the police. Despite their lack of confidence in the police, they were able to cooperate with them.

In another context, a study revealed that officers' views of the public have an impact on how they communicate with people and how they evaluate their effectiveness [85]. In the case of China, scholars discovered that police officers' perceptions of public contempt were a major source of resentment within the force, resulting in increased police corruption and misuse of power [123].

Taking everything into account, a highly committed police officer identifies their performance, which allegedly enhances the willingness of the police to demonstrate the course of action. Colloquially, police manner, responsiveness, competence, reliability, attentiveness and fairness are indeed important in police organization because they show professionalism in the performance of their service. In addition, if police show professionalism in their performance, it would affect the police organization positively and improve their relationship with the community.

1.3.4. Correlation Between Measures

For the efficient job performance of the police, the positive public image of the police is important. In order to do their job effectively, the police need public compliance, support, and empowerment [99]. In contrast, police public image can also be impacted by their performance. [41] propounded that it is important to study the residents' view on the success of police job performance in pre-emptive, preventive, and oppressive police functions to construct a police picture without corruption, collusion and nepotism. The evolution of a constructive relationship with residents is crucial in order for a police force to affirm its organizational intentions with honesty and integrity in order to carry out its duties [49].

Similarly, a study investigates how the police think the residents perceive them and how the perceived image affects the job performance of the police force. It has been found that police officers in general believe that the residents perceive them less favorably. It was also found that the perceived image of officers was significantly related to their job performance in most non-enforcement situations [51, 155]. Despite the fact that these images are unlikely to have an impact on police performance, they must be considered.

Undoubtedly, procedural justice is the organizational role of fair and even execution of justice in the street. This increases police officers' criteria and standards for the correct procedure framework and for fair and judicial discussions between the communities [128, 134, 153]. This raises public opinion. When fairness improves and acts are deemed legitimate, people become more cooperative and support decisions by the police to minimize the overall rate of crime.

Definitely, if people see police acts as equal and reasonable, residents appear to give the police more respect and confidence. Residents are also seeking to boost their cooperation with the police and may be more likely to recognize their actions [57, 49, 153]. Moreover, residents' opinion of the effectiveness of the police is closely related to

their perception of justice, discipline, credibility and satisfaction. However, the relationship between a person who has immediate family members having indirect police contact and an individual's perception of professionalism and satisfaction was substantially negative for police contact [152].

Nevertheless, researchers are still showing how the extent of police interaction, perceptions of police efficacy, the desire to work in collaboration with the police and public participation influences the residents' perceptions of police equity, police professionalism, police credibility, and satisfaction. However, there is a lack of literature about how the level of police contact, policing attitudes, a willingness to work with the police and community participation affect the citizen's view of police equity, discipline, credibility and satisfaction [105, 118]. In order to find out their thoughts regarding criminal activities of the police, [49] reported that people with lower incomes and higher crime areas sometimes believe they have disproportionate or underserved police job performance encounters. They also found out that participants believed that they frequently faced individual abuse from the police. That led to groups for the participants, leading to even more unpleasant encounters between the police.

Meanwhile, the police may feel the residents' citizens are hostile, but the citizens feel that the police show good job performance. Public awareness of the scale of the problem of crime does not affect the support, but it is of great concern that victims may be victims. The effort between the police and the community is targeted in areas with highly unfavorable images and the police themselves are trying to make their relations with the public less defensive. With a positive attitude towards itself, the police can make a significant difference to current public perceptions [48, 113]. In addition, important research evidence shows that any form of police contact seemed to reduce the police performance rating. The interaction of high expectations from the public and poor police performance appears to have caused this [105, 154].

In another context, study of police agencies reveals that efficient methods of job performance management are effective instruments to minimize neighborhood crime in almost all categories. However, best job performance practices for residents and the discretion of the officers do not impact substantially on crime prevention, and the target-setting method of consulting officers adversely affects the performance of the police [102]. Understanding how the expectations of police performance impact neighborhood crime fear is critical to implementing strategies which will reduce the discomfort and unwillingness of people in their communities to practice informal social controls. Such lack of engagement gives rise to more crime and disorder and raises fears of crime [5].

Furthermore, [36] analyzed the correlation between police performance cynism and neighborhood crime and whether police cynism corresponded significantly to persistent abuse. The findings show that perceived unequal coping is the

strongest predictor of cynicism among police services and that overall cynicism and aggression, in addition to social disorder and previous levels of violence, are predictive of homicides. Furthermore, [4] exogenous efficiency factors suggest that income inequality, the youth cohort size, population density, unemployment, and organized crime intensity significantly impact effectiveness. The findings indicate that there are positive performance spillover effects. Importantly, a collaboration between police and community agencies and neighborhoods to deter crime and disorder is needed in law enforcement [36].

On the other hand, [151] explores the correlation between public expectations in a neighborhood of the police, social capital and fear of crime. He believes there would be higher levels of apprehension in neighborhoods where police believe that they are partial or unsuccessful in solving district issues. Similarly, the [21] study showed that the higher an individual's fear of crime is, the more likely they are to take a more negative view of police professionalism and efficiency. Moreover, [5] findings show that police trust plays an important part and part of the mediation role in the explanation of fear of crime and that the characteristics of the community and the individual affect trust, as well as fear of crime.

Certainly, it also demonstrates that the lower the fear of crime a person has, the more likely they are to favorably perceive police professionalism and effectiveness. However, few community members were victims of crime but were not afraid of crime [126]. Further study shows that an increase in Hispanic fear of crime lowered local police evaluations. Similarly, the assessment of local police, the county sheriff, and law enforcement agencies was reduced through victimization. Hispanics also perceived the "black attitude" of the officers, the need for the police to patrol more and investigate more, the time to respond and less discrimination against Hispanics [105, 154].

However, public perception of the image of the police was mediated by whether or not the police themselves had felt safe. Had they been victimized, the police image would be negative. On the contrary, they thought more about the police when they felt safe. In order to assess better the mediating effects of these variables, the Author noted the need to develop ratio level measures or, in the case of safety satisfaction, better measure those concepts. The author also argued that more reliable measures of police contact are needed, which would allow for a better understanding of how police contact is to determine citizen attitudes to the police and distinguish between positive and negative contact with the police [13, 88, 100].

In addition, [95] have stated that fair decision-making and good interaction with the public are not only important for themselves but also critical for reducing crime over the long term. The research suggests that police behavior, which promotes more lawful respect and social responsibility, is central to the policy. As the impact on crime is precautionary and relies on voluntary public cooperation, enhanced public encounters may help the police prevent the cost of law

enforcement, the detection of crimes and the processing of offenders. Furthermore, higher fear of crime was associated with less favorable perceptions of local police, more physical disorder, and more social disorder, and accounted for a much larger proportion of the variance explaining fear of crime [19]. The role of community contextual variables in predicting perceptions of crime issues, including the opinions of police, physical, and social disorder, was strongly supported by additional findings.

The above readings from various authors have discussed the perception of neighborhood crime, police public image, and job performance. Furthermore, this study can raise the level of awareness and ample knowledge on which domain of police public image and job performance has a mediating effect on perception of neighborhood crime and how they can adjust and cope with it.

1.4. Theoretical Framework

This study is mainly anchored on the Theory of Justification to support the mediating effect of perception of neighborhood crime on the relationship of police public image and job performance, which suggests that residents will recognize the threat of crimes and the need for police to perform their duties in providing residents security, and this dependence encourages residents to support and respect police authority [76]. This can be done in neighborhoods with a lot of crime and/or low collective efficacy (often co-occurring); crime is a danger and collective efficacy deficiencies indicate the inability of residents to provide security.

In the same manner, Cognitive trust theory supports the ideological relationship between police public image and job performance. An assumption was that the cognitive trust theory is aligned with this study because of the socially assigned role that the theory carries as related to the proposed variables of police fairness, police professionalism, police legitimacy, and satisfaction with the police. Cognitive trust becomes the major factor in manipulating social operations and behavioral responses [26]. Furthermore, an assumption was that the research builds upon the current understanding of cognitive trust theory by providing insight into variables that have not been previously discussed within the extant literature. By doing so, the study potentially added to the body of knowledge pertaining to both the topic as well as cognitive trust theory itself.

To enhance the study, Broken Windows theory supports the relationship of perception of neighborhood crime and police job performance. Broken window theory offers the following explain-based mechanism: Police involvement decreases mental and physical disorders, reducing the citizens' concerns regarding illegal activity, thus improving the mental regulation of the community and eventually reducing crime. The following mechanism is developed by [149].

To support the relationship between neighborhood perception of crime and police public image, a proposition of [54] were taken. The feeling of trust and confidence in the

neighborhood of the police is as important as reducing neighborhood crime and increasing public security. In addition, increasing the public's confidence and confidence in them is as important as effective in dealing with neighborhood crime and disorder.

1.5. Conceptual Framework

Presented in Figure 1 is the conceptual framework of the study. The mediating variable which is the perception of neighborhood crime was taken from the study of [18] and has the following indicators: crime problem, an assessment used to determine the prevalence of crime in the community, decay problem, an assessment used to determine the problem of vandalism, illegal parking, graffiti, and rundown buildings, social disorder problem, an assessment used to determine the problem of homeless, begging, public drinking, loud music, and truancy, neighborhood fear, an assessment used to determine how fearful the neighborhood is.

While, the independent variable which is police public image were taken from the study of [141] and has the following indicators: corruption, an assessment to measures police integrity in the performance of their duty, quality of service, an assessment used to determine police fairness in the performance of their duty crime prevention, an assessment used to determine the police efficiency and crime prevention, an assessment used to determine the police efficiency and capability in preventing and suppressing crimes, and community relationship, an assessment used to

determine police cooperation, friendliness, and way approach to the community.

On the other hand, the dependent variable is the job performance which was also taken in the study of [92] and has the following indicators namely: fairness, the equality of service of the police given to the people regardless of their social status, manner, the police reaction towards the occurrence of a problem in the community which is acceptable and justifiable on the part of the citizen, responsiveness, the reaction of the police in the call of emergencies in the community, competence, the police capability in solving problems in the community, attentiveness, the action of to listen to citizens' problems, calls, and providing contacts, and reliability, the police a capability to enforce laws, trustworthy, and resolve citizens conflict.

Mediation is a hypothesized causal chain in which one variable affects a second variable that, in turn, affects a third variable. The intervening of perception of neighborhood crime (MV) to the relationship between a predictor, Police public image (IV), and Job performance as the outcome (DV). Graphically, mediation can be depicted in the following way: Paths a and b are called direct effects. The mediational effect, in which independent variable leads to dependent variable through mediating variable, is called the indirect effect. The indirect effect represents the portion of the relationship between police public image and job performance that is mediated by perception of neighborhood crime.

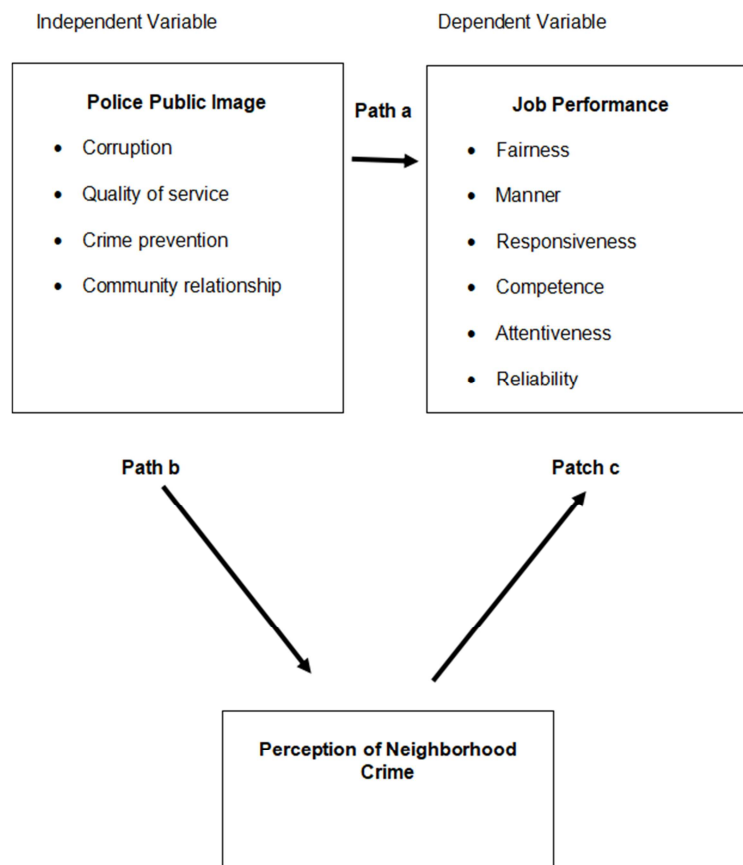


Figure 1. The relationship of the independent, dependent, and mediating variables.

1.6. Significance of the Study

The global importance of this study is that when there is a positive police public image, it means that the members of the police are doing their job well. The higher the frequency of police public image, the more citizens will get involved in the policing system and the higher the frequency of police job performance in crime prevention, the lower the level of neighborhood crime.

On the other hand, the social value of the study is that this gives light in understanding how the police public image and job performance mediates the perception of neighborhood crime in Davao City and show that working together effectively increases safety and builds trust between citizens and police officers. Likewise, the willingness to accept police authority and the willingness of citizens to cooperate with the police is an added positive value.

In addition, this study provides insights to the police administration to provide programs that will allow the citizens to get involved with the police in terms of crime prevention. Thus, they may be able to design appropriate programs to improve further community policing by strengthening the police and citizen relationship. Similarly, the study's methodology will assist the police in reaping the benefits of the study's findings because it will enable them to be aware of and identify the mediating effect of perception of neighborhood crimes on the relationship between police public image and job performance. They may contribute to the further improvement of community policing that can be used in the neighborhood and for the police to have a more positive neighborhood perception towards them. Further, this will also showcase the fairness, manner, responsiveness and competence of the police public image that significantly affect the job performance of the police and the mediating effect of perception of neighborhood crime. Also, the results will provide them with a fresh perspective on how to interpret job performance and their perception of the police public image. Consequently, the findings of this study will also help to improve the police community relationship. This will also allow them to develop positive learning and insights that will help them open up to more positive thoughts and actions about the police.

Finally, this study will also serve future researchers as a valuable reference that will help them conduct their own related studies concerning the mediating effect of perception of neighborhood crime on the relationship between police public image and job performance in another setting. Due to their weaknesses and other limitations, they will be forced to either reciprocate or conduct the study using alternative research methodologies.

1.7. Definition of Terms

In order to have a common frame of reference of the terms used in this study, the conceptual and operational definitions are provided herein:

1.7.1. Police Public Image

As used in this study, it refers to an examination of public opinion about the character of the police which is observed based on the police involvement in corruption, quality of service, crime prevention, and community relationship.

1.7.2. Job Performance

In this study, it refers to an assessment whether the police officers are doing their duties well. Job performance of the member of the police will be assessed as to their fairness, manners, responsiveness, and competence of the police personnel by the community.

1.7.3. Perception of Neighborhood Crime

As used in this study, it refers to the citizen's observation towards crime problem, decay problem, social disorder problem, neighborhood fear and unsafe characteristic which may relate to perception of crime and disorder in the community.

2. Method

Presented in this chapter is the discussion on the research design used in the study, the research locale, the population and sample, the research instrument, the data collection and the statistical tools.

2.1. Research Design

This study used a non-experimental, quantitative research design employing descriptive-correlation technique since it is intended to determine the relationship between the variables. Correlational technique is a non-experimental design, where researchers examine the relationship between two or more variables in a natural setting without manipulation or control [38]. In correlational studies, the researchers examine the strength of associations between variables by looking at how change in one variable is correlated with change in the other variable [103].

A mediation model was also used in this study. The mediation model is one that seeks to identify and explicate the mechanism or process that underlies an observed relationship between an independent variable which is the police public image and a dependent variable which is the job performance of police personnel via the inclusion of a third explanatory variable, known as a mediator variable which is the perception of neighborhood crime. Rather than hypothesizing a direct causal relationship between the independent variable and the dependent variable, a mediational model hypothesizes that the independent variable influences the mediator variable, which in turn influences the dependent variable [12].

2.2. Research Locale

The study was conducted among residents in Davao City. Bonafide residents of different barangays were surveyed for this study. Figure 2 shows the Philippine map, which depicts

the Davao Region as one of its regions that situates the residents' environment of the participants. It is considered as one of the major cities in the Philippines. In addition, it is Southern Mindanao's center of trade, commerce, and education.

Davao city is considered the world's largest city in terms of land area. It is also known as one of the safest cities in the world with its slogan, Life is here. In the northern part of the said city, major barangays such as Lasang, Bunawan, Tibungco are situated and some of the residents, including the southern part of barangays such as Toril, Puan, Ulas, Talomo, and Bangkal are also situated and the western part of Calinan and Marilog district respectively.

2.3. Population and Sample

The respondents in this study were adult residents in Davao city. The researcher selected 300 adult residents in Davao city as the subjects. The researchers believed that the sample size was enough to represent the population as a whole. Thus, the adult residents were categorized according to years of residency. Because they had been with their respective barangays for more than a year, researchers decided to include only residents who had been in Davao City for more than a year as subjects of this study.

Stratified random sampling was used in determining the total population and selection of the respondents. Stratified sampling is a population sample method by dividing the population into subgroups and by randomly selecting units from those subgroups. Stratified sampling methods are often used when designing business, government and social science surveys [47]. To put it bluntly, larger sample sizes reduce sampling error but at a decreasing rate. It is in this context, that the researcher resorts to using stratified random sampling, which means that every case of the population has an equal probability of inclusion in the sample.

The researcher believed that the adult residents or those in the age of majority are the suitable respondents wherein they can fully express themselves and can answer the general and specific research objectives of the study. Minors and those with mentally challenged people were excluded from this study because they might not be suitable to test the study's hypothesis and answer the research questionnaire, resulting in an incorrect interpretation. Correspondingly, no individual subject should be excluded without proper justification or requirement to do so. Furthermore, all the respondents have the prerogative for voluntary participation and have the right to withdraw from the research study.



Figure 2. Map of the Philippines highlighting Davao City Police Office.

2.4. Research Instrument

A survey questionnaire was used in the information gathering that this study desired to achieve. This study had three instruments, one for police public image, one for job performance, and one for perception of the neighborhood. The questionnaires in this study were modified and submitted for validation. The said instrument consists of three parts.

The first part of the questionnaire in this study is the questionnaire on police public image. This questionnaire was adapted from the study titled "Factors Influencing Police Image in Public" by [141] and was modified to fit into the needs of this study. The overall result of Cronbach alpha on police public image was .812, advocating that the items have relatively good internal stability, which denotes the reliability coefficient of .07 or higher was considered conventional in social science research situations. Part 1 of the questionnaire dealt with police public image and emphasized the following indicators: (1) corruption, (2) quality of service, (3) crime prevention, and (4) community relationship. The Likert scales were used for the two sets of questionnaires. The 5-point Likert scales were interpreted as follows:

The scale for police public image are as follows:

Table 1. Scale for Police Public Image.

Range of Means	Descriptive Level	Interpretation
4.20 – 5.00	Very High	The item on police public image is always observed.
3.40 – 4.19	High	The item on police public image is oftentimes observed.
2.60 – 3.39	Moderate	The item on police public image is sometimes observed.
1.80 – 2.59	Low	The item on police public image is seldom observed.
1.00 – 1.79	Very Low	The item on the police public image is never observed.

While the questionnaire on job performance was adapted from the study entitled "Public Perception on Job

Performance of PNP Personnel” by [92] and was modified to fit into the needs of this study. The overall result of Cronbach alpha on job performance was .950, which advocates that the items has relatively excellent internal stability and denotes the reliability coefficient of .07 or higher was considered conventional in social science research situations. Part 2 of

the questionnaire dealt with job performance that emphasized on the following indicators: (1) fairness, (2) manner, (3) responsiveness, (4) competence. The Likert scale was used for the two sets of questionnaires. The 5-point Likert scales were interpreted as follows:

The scale for the police job performance are as follows:

Table 2. Scale for Police Job Performance.

Range of Means	Descriptive Level	Interpretation
4.20 – 5.00	Very High	The item on police job performance is always observed.
3.40 – 4.19	High	The item on police job performance is oftentimes observed.
2.60 – 3.39	Moderate	The item on police job performance is sometimes observed.
1.80 – 2.59	Low	The item on police job performance is seldom observed.
1.00 – 1.79	Very Low	The item on police job performance is never observed.

The questionnaire on the mediating effect of perception of neighborhood crime was adapted from the study titled “Perceptions of Neighborhood Crime and Resident Satisfaction with the Police” by [18] and was modified to fit into the needs of this study. The overall result of Cronbach alpha on perception of neighborhood crime was .935, which advocates that the items are relatively excellent in terms of internal stability and denotes the reliability coefficient of .07 or higher considered

conventional in social science research situations. Part 3 dealt with perception of neighborhood crime that emphasized on these indicators: (1) crime problem, (2) decay problem, (3) social disorder problem, (4) neighborhood fear and (5) unsafe characteristic. The Likert scale was used for the two sets of questionnaires. The 5-point Likert scales were interpreted as follows:

The scale for perception of neighborhood crime are as follows:

Table 3. Scale for Perception of Neighborhood Crime.

Range of Means	Descriptive Level	Interpretation
4.20 – 5.00	Very High	The item on perception of neighborhood crime is always observed.
3.40 – 4.19	High	The item on perception of neighborhood crime is oftentimes observed.
2.60 – 3.39	Moderate	The item on perception of neighborhood crime is sometimes observed.
1.80 – 2.59	Low	The item on perception of neighborhood crime is seldom observed.
1.00 – 1.79	Very Low	The item on perception of neighborhood crime is never observed.

This instrument was presented to the panel of examiners then to the group of experts for validation of the items. The comments of experts were properly taken and incorporated in the finalization of the said instrument. The questionnaires used in the study was validated by the experts for approval. The overall mean score of experts’ validations is 4.5 or excellence was considered conventional in social science research situations. The questionnaire was contextualized and modified to suit the level of the respondents.

2.5. Data Collection

The researcher followed proceedings in order to find the pertinent data necessary for the study. Initially, a letter addressed to the validators was written by the researchers to analyze and review the questionnaires as a study tool. Also, it was subjected to comments, recommendations, and suggestions by the expert, and pilot tests were applied to ensure the validity of the items. Subsequent to the Cronbach Alpha validation, pre-testing, and computation, the data collection procedures were as follows:

First, the researcher prepared a formal written communication to be addressed to the validators for the perusal and review of the questionnaires as instruments to be used in the research study. The said tools were also subjected

to comments, recommendations, and suggestions. The pilot test was conducted after the validation and pilot testing. Second, the researcher secured permission from the Office of the Association of the Barangay Captains to conduct the study through a written letter signed by the researcher, by the researcher’s adviser, and duly noted by the dean of the graduate school to conduct a study. Third, upon approval, the researcher distributed the research instrument to the respondents through an e-survey using Google forms and requested them to answer all questions with honest-to-goodness assessment. Fourth, all of the data obtained using Microsoft Excel was collected and tabulated by the researchers. Lastly, the organized information was presented to the statistician for computation after the said process. The survey was administered in the second semester of the school year 2019-2020 and during the implementation of Enhance Community Quarantine. Since face to face data gathering was then restricted, the researcher was forced to change its mode of collecting data online.

2.6. Statistical Tools

The following were the statistical tools used for data analysis and interpretation with the level of significance using two-tailed test at α 0.05 will be:

2.6.1. Mean

This was used to characterize the level of public image, job performance of police and perception on neighborhood crime.

2.6.2. Pearson *r*

This was employed to determine the significant relationship between public image and job performance of police; police public image and perception of neighborhood crime; and perception of neighborhood crime and job performance of police.

2.6.3. Multiple Regression Analysis

This was applied to measure the influence police public image and perception of neighborhood crime on the job performance of police.

2.6.4. Medgraph Using Sobel *z*-test

This was used to determine the mediating effect of perception on neighborhood crime on the relationship between public image and job performance of police.

2.7. Ethical Consideration

With the faithfulness to ethical guidelines set by the institution, the University of Mindanao Ethics Review Committee (UMERC) was strictly observed in the conduct of the present study. The researcher asked the consent of the involved administrators before gathering data from the respondents. Proper permission was obtained from the sample study in which they were guaranteed that all their rights would be fully protected, mainly in, handling the records such as, but not limited to:

1) Voluntary Participation:

Residents in Davao City have the option to participate in voluntary activities. They were approached one by one by the researcher and, in a way, recruited. They were free to participate without any conditions given to them except their willingness to participate without being coerced to given compensation.

2) Privacy and Confidentiality:

Indicated in the questionnaire was the option of the respondents not to write their names for the purpose of anonymity so as not to disclose their identity and preserve their privacy and confidentiality. As a result, any personal and/or professional information required for the study was kept private and confidential.

3) Informed Consent Process:

The questionnaire, although adapted, was validated and was revised to conceptualize the terms and situations appropriate for the residents in Davao City. The questionnaire was used provided that it would not be used to earn money, which should be agreeable for the respondents to answer. In addition, the questionnaires were administered with the consent and support of the authorities.

4) Recruitment:

The resident respondents were courteously approached to volunteer in the study as participants by answering the

questionnaire. The study would be elaborately explained to the respondents and once they gave their consent, they were given the questionnaire and were guided by the researcher in answering it.

5) Risks:

No physical, psychological, or socio-economic risks would befall the respondents or the society in the conduct of this research study.

6) Benefits:

PNP Region XI as well as the community would benefit from this study by being able to formulate a program to enhance the perceived performance of the police, strengthen the police community relation campaign and to have a crime free environment in Davao City. Moreover, it was noted that no monetary compensation had been given to participants, whether in a material form or other creative benefits.

7) Plagiarism:

Another significant ethical consideration was that this study must be subjected to plagiarism checks in order to prevent a similarity index exceeding the appropriate percentage. Furthermore, the researcher gives credit where credit is due, especially to the writers of some books from which some of the relevant statements were gathered in order to avoid plagiarism. In addition, the American Psychological Association (APA) format was utilized by the researchers wherein proper citation and referencing was utilized and paraphrasing of ideas would be employed.

8) Fabrication:

Only the actual result of the study was incorporated into the study. There was no manipulation of data or tampering of data to make sure the study was accurate and reliable.

9) Falsification:

Documents that were attached to the manuscript, particularly in the appendices, will all be original and forgery has no room in this research study so to produce a true and authentic document worth exploring by future researchers.

10) Conflict of Interest:

As an instructor in one of the Criminology institutions in Davao City, there was no conflict of interest on the part of the researchers except to become a competent Criminology instructor that would impart knowledge, know-how, skills and appropriate behavior as future law enforcers. The study is never influenced by any secondary interest. It only focuses on the primary interest, such as the participant's welfare and validity of research trends.

11) Deceit:

The respondents were persuaded without the use of any deceptive ploys or words. The study was explained fully well and the intention of the researcher in accomplishing this research work was fully explained.

12) Permission from Organization/ Location:

All the needed documents, correspondents and necessary letters were forwarded to the proper authorities to secure permission to conduct the study.

13) Authorship:

The author and the contributions listed in the final revision of the approved research ensure the accuracy of this work and hold themselves accountable for it. It also includes the faithfulness and fairness of the authorship. Thus, the researcher was careful to guarantee the proper acknowledgement of the input of the contributors towards the study, which reflects the quantity and the quality of the research.

3. Results

This section revealed the public image and job performance of police personnel as mediated by perception of neighborhood crime which were presented, discussed and interpreted based on the research objectives of the study. Accordingly, the order of discussion on the above-mentioned subjects was as follows: level of perception of neighborhood crime; police public image; job performance of police; correlation between public image and job performance of police; perception of neighborhood crime and job performance of police; and regression analysis of the public image and job performance of police as mediated by perception of neighborhood crime.

3.1. Level of Perception of Neighborhood Crime

Table 4. Level of Perception of Neighborhood Crime.

Indicators	Mean	SD	Descriptive Level
Decay Problem	3.46	.653	High
Social Disorder	3.26	.886	Moderate
Neighborhood Fear	3.20	.705	Moderate
Crime Problem	3.19	.705	Moderate
Unsafe Characteristic	3.15	.719	Moderate
Overall	3.25	.586	Moderate

Presented in Table 4 are the responses on the level of perception of neighborhood crime which registered a mean score that ranges from 3.46 to 3.15 with an overall mean score of 3.25, described as moderate level. This means that the item in the questionnaire is sometimes observed. The generated overall mean score was based on the highest to lowest individual mean scores of 3.46 or high for decay problem, 3.26 or moderate in social disorder, 3.20 or moderate for neighborhood fear, 3.19 or moderate for crime problem, unsafe characteristic with the mean score of 3.15 or moderate, respectively.

3.2. Level of Public Image of Police

Illustrated in Table 5 are the responses of respondents on their level of police public image indicated a mean score that ranges from 3.70 to 3.03 with an overall mean score of 3.38, describe as moderate level. This means that the item in the questionnaire is sometimes observed. The generated overall mean score was the result obtained from the highest to lowest mean scores of 3.70 or high for community relationship, 3.56 or high for corruption, and 3.25 or moderate for crime prevention, and 3.03 or moderate for quality of service, respectively.

Table 5. Level of Police Public Image.

Indicators	Mean	SD	Descriptive Level
Community Relationship	3.70	.590	High
Corruption	3.56	.708	High
Crime Prevention	3.25	.732	Moderate
Quality of Service	3.03	.798	Moderate
Overall	3.38	.487	Moderate

3.3. Level of Job Performance of Police Personnel

Reflected in table 6 are the responses of respondents on the level of job performance of police personnel indicated a mean score that ranges from 3.81 to 3.57 with an overall mean score of 3.75, describe as high level. This means that the item in the questionnaire is oftentimes manifested. The generated overall mean score was the result obtained from the highest to lowest mean scores of 3.81 or high for reliability, 3.81 or high for manner, 3.79 or high for competence, 3.77 or high for responsiveness, 3.77 or high for attentiveness, and 3.57 or high for fairness, respectively.

Table 6. Level of Police Job Performance.

Indicators	Mean	SD	Descriptive Level
Reliability	3.81	.727	High
Manner	3.81	.705	High
Competence	3.79	.711	High
Responsiveness	3.77	.718	High
Attentiveness	3.77	.716	High
Fairness	3.57	.747	High
Overall	3.75	.617	High

3.4. Significance on the Relationship Between Measures

Shown in Table 7 is the correlation between variables. As describe in the table, the public image and job performance of police presented an overall r-value of 0.088 with a $p > 0.05$. This suggests that there is no significant relationship between public image and job performance of police. Therefore, the null hypothesis of no significant relationship between public image and job performance of police was accepted. This implies that the image of police does not affects their job performance.

However, the public image of police and perception of neighborhood crime presented an overall r-value of 0.527 with a $p < 0.05$. This means that there is a significant relationship between public image of police and perception of neighborhood crime. Therefore, the null hypothesis of no significant relationship between public image and job performance of police was rejected. This indicates that the image of police can affect the presence of crime in the neighborhood.

Moreover, the perception of neighborhood crime and job performance of police showed an overall r-value of 0.056 with a $p > 0.05$. This signifies that there is no significant relationship between perception of neighborhood crime and job performance of police. Therefore, the null hypothesis of no significant relationship between perception of neighborhood crime and job performance of police was accepted. This implies that every perceived crime in the neighborhood has no or little effect to police job performance.

Table 7. Correlation matrix showing the relationship of the variables.

Pair	Variables	Correlation Coefficient	p-value	Decision on Ho
IV and DV	public image and job performance of police	-0.088	0.128	Fail to reject
IV and MV	police public image and perception of neighborhood crime	0.527	0.000	Reject
MV and DV	perception of neighborhood crime and job performance of police	0.056	0.332	Fail to reject

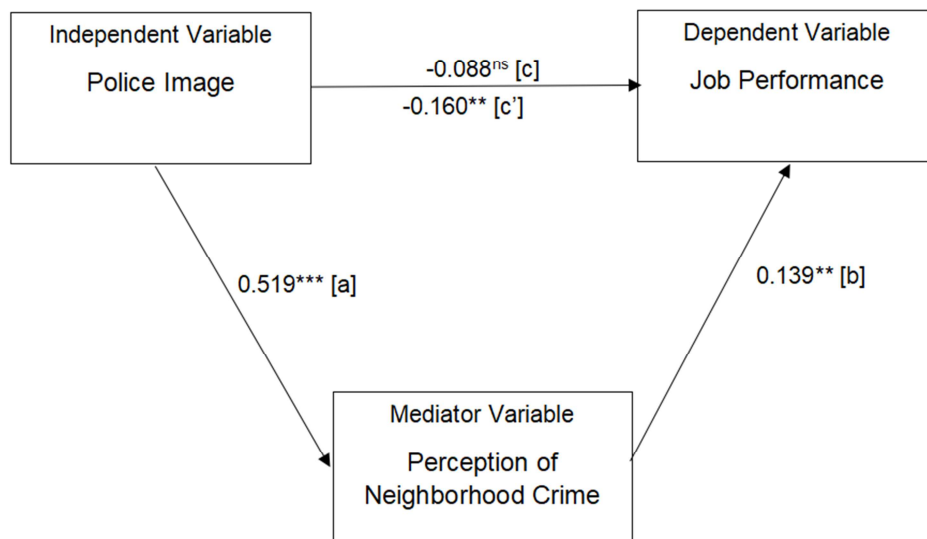
3.5. The Mediating Effect of Perception of Neighborhood Crime on the Relationship Between Police Public Image and Job Performance

Data was analyzed with a linear regression method as input to the Medgraph. Mediation analysis is the mediating effect of a third variable in the relationship between two variables. There are four steps to be met for a third variable to act as a mediator. In Table 8, these are categorized as Steps 1 to 4. In Step 1, police public image as the independent variable (IV) does not significantly predict job performance, which is this study's dependent variable (DV). In step 2, police public image significantly predicts neighborhood perception of crime, the mediator (M). In step 3, neighborhood perception of crime response significantly predicts job performance.

If the three steps (paths a, b and c) are significant, further mediation analysis through Medgraph is warranted, involving the Sobel z test to assess the significance of mediation effect. If the effect of the independent variable on the dependent variable becomes non-significant at the final step of the analysis, full mediation will be achieved. It means all the effects are mediated by the mediator variable. In addition, if

the regression coefficient is substantially reduced at the final step but remains significant, only partial mediation is obtained, which implies that part of the independent variable (police public image) is mediated by the mediator (perception of neighborhood crime) but other parts are either direct or mediated by other variables that are not included in the model. In this case, as gleaned in step 4 (denoted as c'), the effect of police public image on job performance was even found to increase after being mediated by perception of neighborhood crime.

Since path a showed a non-significant, it means that there is only a partial mediating effect of perception of neighborhood crime on the relationship between police public image and job performance. With this, the null hypothesis of no significant mediating effect is rejected. However, the police public image and perception of neighborhood crime are both predictors of police job performance and that the addition of perception of neighborhood crime made the non-significant police public image a significant predictor. However, the effect of police public image on job performance was found to be significant at $p < 0.05$ level after being mediated by perception of neighborhood crime.

Standardized Coefficients**Figure 3.** Medgraph Showing the Variables of the Study.

Furthermore, the result of the computation of mediating effects is shown in Figure 3. The Sobel test yielded a z-value of 2.03, which is significant at the 0.05 level. This means that there is only a partial mediating effect, such that the original direct effect of police public image on job performance improved upon the addition of perception of neighborhood crime. The value of Sobel z indicates that the addition of

perception of neighborhood crime does not reduce, but rather improves the effect of police public image on job performance.

The figure also shows the results of the computation of the effect size in the mediation test conducted between the three variables. The effect size measures how much of the effect of police public image on job performance can be attributed to the indirect path. The total effect value of -0.088 is the beta

of police public image towards job performance. The direct effect value of 0.160 is the beta of police public image towards police job performance with perception of neighborhood crime included in the regression. The indirect effect value of .519 is the amount of the original beta between the police public image and job performance that now goes through perception of neighborhood crime to job performance ($a * b$, where “a” refers to the path between PPI \rightarrow JP and “b” refers to the path between PNC \rightarrow JP).

The ratio index is computed by dividing the indirect effect by the total effect; in this case, 0.519 by -0.088 equals -5.898. It seems that about 5.90 percent of the total effect of police public image on job performance goes through the perception of neighborhood crime, and about 94.10 percent of the total effect is either direct or mediated by other variables not included in the model.

Table 8. Regression results of the variables in the four criteria of the presence of mediating effect.

Step	Path	Beta (Unstandardized)	Standard Error	Beta (Standardized)
Step 1	c	-0.112	0.073	-0.088
Step 2	a	0.625	0.060	0.519
Step 3	b	0.146	0.071	0.139
Step 4	c'	-0.203	0.085	-0.160

Mediation Analysis

Sobelz-value 2.026963, $p < 0.05$

Percentage of the total effect that is mediated -81.866386

Ratio of the indirect to the direct effect -0.450146

Effect Size Measures

Unstandardized Coefficients

Total: -0.088

Direct: -0.160

Indirect: 0.519

Ratio Index: -5.898

4. Discussion

Presented in this chapter is the discussion on the data gathered and collated on the mediating effect of perception of neighborhood crime on the relationship between public image and job performance of police personnel. The discussion starts on indicators of perception of neighborhood crime, police public image, and job performance. The results of the correlation between measures and regression analysis of the perception of neighborhood crime, police public image, and job performance are thoroughly discussed. Additionally, the result of the public image and job performance of police personnel is mediated by the perception of neighborhood crime.

4.1. Perception of Neighborhood Crime

The moderate level of perception of neighborhood crime is due to the moderate rating given by the respondents on crime problem, social disorder, neighborhood fear, unsafe characteristics, and high for decay problem. The residents perceive crime in general is creating a public fear and neighborhood crime such as criminal gangs, drug addicts, pushers, carnapping, burglary, etc., are moderately present in

their neighborhood. Social disorders like vagrancy and truancy are observed, drinking in public places violating the liquor ban. Rundown buildings and overgrown lots are present, which makes the neighborhood unsafe from criminals. Poor lighting conditions, the presence of criminals nearby, lack of police presence and police-community relationship in their neighborhood. In addition, decay problems like vandalism, graffiti, illegal parking, and abandoned buildings that serve as a criminal hideout are also present.

The result substantiates the study of [40] that crime is the most disturbing social problem [35, 121] that will cause the public fear of crime to severity, with the majority of people perceiving that crime is worsening. Moreover, [107] also reaffirms that neighborhood crime rates among citizens are poor except for violent crime. This suggests that other factors are contributing to security perceptions. Also, Gul et al. (2018) stated in the literature that community crime expectations inversely influence individuals' behavior.

4.2. Public Image of Police

The overall result of a moderate level of police public image is due to the moderate rating given by the respondents on quality of service and crime prevention but high on corruption and community relations. The data implies that citizens believe that lack of transparency and resources are the reason for police involvement in corruption and it affects its role in crime prevention. Moreover, citizens perceive the police quality of service as biased, poor, and misuse of power providing injustice to offenders. Furthermore, they also noted that the police do not play their proper role, existing rules and regulations, and less advanced technology creating many problems in crime prevention. Also, the role of the police in crime prevention is weakened due to political influence. However, they believed that the police behavior is friendly, cooperative, and helpful towards the community.

The findings are supported by [141] who propounded that the police image was skewed in the public because of inefficiency, corruption culture, lack of transparency and low wages. Correspondingly, [67] also says that the police have always served influential and undoubtedly misused police for their own personal as well as political benefits. Likewise, [79] said that the citizens' views of the police are totally indifferent and that the citizens see policemen as incapable of discharging their duties, because of unethical police behavior. Moreover, [105] also found that police malpractice, police and community police attitudes are numerous factors which can influence citizens' standards, confidence and police support.

4.3. Job Performance of Police Personnel

The overall result of a high level of police job performance is due to the high rating given by the respondents on fairness, manner, responsiveness, competence, attentiveness and reliability. This implies that, in terms of job performance, the citizens believe that the police are fair, approachable, and

responsive towards the citizens in the neighborhood. Police manners address citizens in an appropriate tone, approach citizens' problems in an acceptable behavior, and maintain a good interpersonal relationship with the citizens. Furthermore, they perceive that the police follow up the concerns of the citizens, are responsive towards citizens, and render immediate solutions to citizens' problems. Moreover, police are doing their jobs, well trained, are skilled at handling citizen disputes or compliant and quickly responding to an emergency call. In addition, they also believe that the police are trustworthy, reliable and knowledgeable about the existing laws, rules and regulations.

The findings correspond to the opinion of [92] that the police have been able to provide citizens with adequate information about their problems and are equal and not truly partial in dealing with incidents, that they can cope without knowing their actions in dealing with citizens' problems and quickly address the problems of people. They were also able to react rapidly to citizens' needs and to act instantly to solve the problems of the people. Similarly, the police legitimacy of [55] rests on the assumption that authorities are confident, true and concerned about their well-being. Moreover, police competence is shown by the prism of their actions. That is also the basis for the appraisal of officials' activities that reflect their social image [81]. Residents believe that policing is competent with respect to crime prevention [68]. Correspondingly, [83] also gives an officer a higher degree of individual satisfaction through a fair and competent working process.

4.4. Significance on the Relationship Between Perception of Neighborhood Crime and Job Performance of Police Personnel

The overall test of the relationship between variables revealed that there is no significant relationship between perception of neighborhood crime and job performance. Thus, the null hypothesis is accepted. The data implied that the perception of neighborhood crime is not correlated with job performance and the perceived neighborhood crime does not affect the job performance of the police.

The revealed result is disputed by the study of [5] which states that perception of police performance affects the field of neighborhood fear of crime in the community and that policies that decrease citizen isolation and unwillingness to exercise informal social control within their neighborhoods are important for the growth. Consequently, [102] indicates that police performance are efficient tools to help minimize neighborhood crimes in nearly all crime categories. Likewise, [36] also contradicted the result, stating that police job performance is correlated with neighborhood crime and affirms the relationship between police performance cynicism and neighborhood crime, as well as whether policing cynicism was significantly related to persistent violence. Furthermore, [7] noted that police job performance is of great importance for the lives of people, teamwork and good integration of public representatives of every group in an efficient neighborhood crime reduction.

4.5. Significance on the Relationship Between Perception of Neighborhood Crime and Public Image of Police Personnel

The overall test of the relationship between variables revealed that there is a significant relationship between perception of neighborhood crime and the public image of the police. Thus, the null hypothesis is rejected. The data implied that the perception of neighborhood crime is correlated with the public image of the police and that the image of the police can affect the presence of crime in the neighborhood.

The result substantiates the analysis [19] who noted that a much greater proportion of the variation that is expounded by fear of crime is often correlated with a much more favorable perception of the police, more physical disorder and more social disorder. Similarly, [21] propounded that the higher the fear of crime of anyone is, the more likely they will take a more negative view of police professionalism and effectiveness. In addition, the lack of participation of the residents leads to more crime and disorder and creates anxieties about crime [5].

4.6. Significance on the Relationship Between Public Image and Job Performance of Police Personnel

The overall test of the relationship between variables revealed that there is no significant relationship between police public image and job performance. Thus, the null hypothesis is accepted. The data implied that the police public image is not correlated with job performance. This means that the police public image does not affect the job performance of the police.

The revealed result is contradicted by [99] whose assertion reveals that for effective police performance, a positive public image of the police is required. Furthermore, [41] also contradicted, stating that police public perception may also be influenced by police performance. Citizens are subject to an assessment by themselves as recipients of services provided by the Police. Moreover, [49] have stated that developing a positive partnership with a community resident is essential in order for the police department to verify their operational intentions in order to fulfil their duties with fairness and legitimacy. On the other hand, the public image of the police shows a substantial domain equality of job performance relationships. When people see police actions as fair, people tend to give the police more respect and trust [57, 49, 153].

4.7. The Mediating Effect of Perception of Neighborhood Crime on the Relationship Between Public Image and Job Performance of Police Personnel

For mediation analysis to be carried out, a series of regression procedures were conducted. The result shows that there is a partial mediating effect of perception of neighborhood crime on the relationship between police public image and job performance. Thus, the null hypothesis is rejected. Furthermore, the police public image and

perception of neighborhood crime are both predictors of police job performance and that the addition of perception of neighborhood crime made the non-significant police public image a significant predictor. However, the police public image of job performance was even found to increase after being mediated by perception of neighborhood crime.

The result is inimical to the findings of [4] who claimed that in police forces, there are considerable levels of inefficiency. Input inequality, youth size, population density, unemployment, and intensity of neighborhood crime have negative effects on police performance, according to efficiency factors. The result showed negligible effects on the police confidence of citizens and their perception of the effectiveness of the police. Moreover, [13, 88, 100] claims that a more reliable level of police contact needs to be developed to distinguish between positive and negative political contacts so that the role of police contacts in determining citizen-like attitudes towards the police can be better grasped.

Further, the police may feel that a community citizen is hostile, but the citizens feel that the police have been doing an acceptable or extremely good job. The public perception of the scale of the problem of crime does not affect the support, but possible violence is a serious concern [48, 113]. In addition, important research evidence shows that any form of police contact seemed to reduce the police performance rating. The interaction of high expectations from the public and poor police performance appears to have caused this. Further research shows that an increase in crime fear has reduced police image and performance evaluations [24, 105, 154].

The findings were in contradiction with the anchored theory of cognitive trust of [26], and broken window of [149]. However, the proposition of [54] was accepted. In addition, the Theory of justification of [76], supported the present investigation. The theory cited above discussed the association among the variables used in the study.

5. Conclusion

With consideration of the findings of the study, conclusions are drawn in this section. The level of perception of neighborhood crime and police public image was moderate and a high level of job performance of the police as perceived by the citizens. The results also confirm that there was no significant relationship between public image and job performance of the police, and the perception of neighborhood crime and job performance of the police. However, the perception of neighborhood crime and the public image of the police showed a significant relationship. In addition, the result of the study suggests that there was a partial mediating effect of perception of neighborhood crime on the relationship between public image and job performance of police personnel.

The findings were in contradiction with the anchored theory of cognitive trust of [26], and broken window of [149]. For this reason, the police public image and job performance,

and the perception of neighborhood crime and job performance showed no significant relationship. However, the proposition of [54] supported the relationship between perception of neighborhood crime and the public image of the police. In addition, the Theory of justification of [76], supported the present investigation since there is a partial mediating effect of perception of neighborhood crime on the relationship between police public image and job performance. The theory cited above discussed the association among the variables used in the study.

6. Recommendation

In light of the foregoing findings and conclusions, the following recommendations are offered:

The researcher recommend to the police administration to strengthen their campaign against crime and criminality through intensive patrolling in the abandoned or ruined areas that serve as a criminal's hideout. Strict implementation of City ordinance no.0227-04 and apprehend computer shop owner for violating the said ordinance by allowing children to enter the store during class hours is also recommended. In addition, police administration should develop programs that discourage youth from engaging in any illegal drug activities.

Moreover, the researcher recommends that the police must prohibit themselves from being involved in corruption and must not be influenced politically as it can affect its role in crime prevention. Use police power in an appropriate way in dealing with criminal offenders and be helpful towards drug addicts.

Furthermore, the researcher recommends that the police should always treat the residents fairly and address them in an appropriate manner to gain their trust and confidence. Police must listen, render immediate solutions, and resolve residents' conflicts and be skilled at handling concerns and disputes of the residents. In addition, workshops and trainings should be held for police officers to address the latest developments in police surveillance, interpretation of laws and in relating to the constituents so that their performances will be enhanced. Likewise, policemen should intensify their tasks on tracking public places continuously, especially at night, to guarantee the safety and security of their residents.

Other studies may use this study as a model for conducting large-scale studies on the perception of neighborhood crimes and the relationship between police public image and job performance. It is also suggested that future researchers may explore other variables that will provide strong and influential factors to capitalize perception of neighborhood crimes and job performance.

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