



THE MEDIATING EFFECT OF INVESTIGATORS' COMPETENCE ON THE RELATIONSHIP BETWEEN EFFICIENCY AND ACCOMPLISHMENTS OF POLICE INVESTIGATORS

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Abstract:

The main thrust of this study was to find out the mediating effect of competence on the relationship between efficiency and accomplishments of police investigators' who are graduates of the Criminal Investigation Course (CIC) in their respective areas of jurisdiction within the General Santos City Police Office (GSCPO), Police Regional Office XII. This study employed a non-experimental quantitative design utilizing the descriptive correlation technique of research. The respondents of this study were 200 police investigators. It was found out the level of efficiency of police investigators was very high in access to information and access to support and resources, while high in access to opportunity. On the other hand, the level of accomplishment of police investigators was very high in striving, while high in participation, willingness to work, maintaining good work, and leadership. Additionally, the level of competence of police investigators was very high in technical and moral competence, while high in behavioral competence. Moreover, there was a significant relationship between efficiency and accomplishment, efficiency and competence, and competence and accomplishments. Lastly, on the mediating effect of transformational leadership practices there was a direct effect of efficiency and accomplishments, efficiency and competence, and competence and accomplishments.

Keywords: criminology, police investigators, competence, efficiency, accomplishments, mediation, Philippines

1. Introduction

1.1 Background

The performance of public institutions has been increasingly measured over the past ten years. More frequently than not, public policies are designed, maintained, created, or discarded, utilizing data from actual or supposed systematic evaluations. Police agencies,

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like other public institutions, are frequently asked to defend their spending, policies, procedures, and long-term goals. However, the performance assessment initiatives used by most departments only partially satisfy these demands. Numerous police agencies employ computers and generate endless amounts of printouts. The quality and extent of these statistics as measures of police performance, however, are rarely evaluated by most departments, other government officials, or the general public, even though police reports are replete with statistical tables and charts (Ponomarenko, 2019; Zafarullah & Haque, 2021).

On the other hand, recognizing and highlighting exemplary achievements inspires and motivates other officers, fostering a culture of excellence and continuous improvement within law enforcement agencies. Also, showcasing successful strategies, innovative approaches, and effective policing methods through citations and authors allows for the global exchange of knowledge and best practices, enabling police forces to learn from each other and enhance their capabilities. Additionally, between law enforcement agencies and the communities they serve, trust and confidence can be increased by publicly recognizing police officers' successes, reinforcing the positive perception of police work and promoting transparency. Finally, by spotlighting these achievements, society gains insight into the tireless efforts of police officers and their contributions to maintaining safety and security worldwide (Jekiel, 2020).

Furthermore, aware of the importance of studies on accomplishment, the researcher extensively reviewed the literature for possible variables associated with it. Efficiency in the work of police investigators is the first variable considered relevant. Police service is one of the most high-profile activities provided by municipalities. It accounts for a large percentage of local budgets, and citizens typically place a high value on police services. Furthermore, police/citizen tensions occasionally become political flash-points, particularly in minority communities. Because of the importance of police services to a well-functioning city, substantial literature evaluating these services has emerged. An important branch of this literature uses survey data to identify variables associated with citizen satisfaction with police. Satisfaction surveys measure perceptions of actual performance against expectations about what performance should be. When expectations and perceptions align, satisfaction is likely to be high. To the extent that policymakers seek to satisfy citizens, the results of citizen surveys provide important evaluative insight (Jackson et al., 2021).

Another variable that caught the attention of the researcher is competence. Competence depends on the situation and the organizational setting. It is also unique to a person and flexible enough to adjust to shifting circumstances. The author considers both domestic and foreign research on the topic, its objectives and methodology, the nature of police work, and individual professional experience while determining the abilities of the police officer. Competence is the ability to change course when necessary and to apply one's knowledge, experience, skills, personality, attitude, and behavior as a police officer in order to perform as well as possible (O'Brien et al., 2020; Nguyen, 2019). While prior research has examined the individual factors of efficiency and investigators' competence separately about the accomplishments of police investigators, studies need

to investigate the mediating role of competence in the efficiency-accomplishments relationship. Furthermore, understanding how investigators' competence influences the relationship between efficiency and accomplishments could provide valuable insights into the underlying mechanisms contributing to successful police investigations. Therefore, further empirical investigation is needed to fill this research gap and advance our understanding of the complex dynamics involved in police investigators' accomplishments.

Hence, it is in the above context that the researcher took an interest in examining if competence will mediate the relationship between efficiency and accomplishments; hence, this study generates new knowledge that can give a specific contribution to the field of criminal justice education. Anent, the sample is limited to the pool of investigators who were graduates of Criminal Investigation Courses (CIC) duly administered by the Directorate for Investigation and Detective Management (DIDM) thru the Regional Investigation and Detection Management Division (RIDMD 12). In addition, the researcher prefers a pool of investigators who were graduates of CIC who have shown remarkable and outstanding accomplishments from Police Precincts 1-8 of the General Santos City Police Office (GSCPO).

2. Literature Review

Several approaches, points of view, theories, findings from research and publications, and valuable insights from different authors relevant to related topics of the study are presented in this section that, provides substantive proof to support the research objectives, which is essential for the manifestation of understanding in the study. The independent variable is efficiency with indicators such as access to opportunity, access to information, support, and resources. The dependent variable is accomplishments with the indicators such as striving, participation, willingness to work and maintaining the work. Finally, the mediating variable is competence, with behavioral, technical, and moral indicators (Cohen, 2021; Chen, 2018; Nascimento et al., 2018).

Furthermore, the Criminal Investigation Course (CIC) was created under Philippine National Police Manual PNPM-DIDM-TS-9-2-2017 in September 2017. Training and development have always been the foundation of quality investigative service. The directorate believes that service excellence results from an excellent investigative education. (Philippine National Police Manual PNPM-DIDM-TS-9-2-2017 in September 2017). This was made possible by RA 6975 as amended by RA 8551, "*a law revising certain sections of Republic Act 6975 in order to restructure and reorganize the Philippine National Police as well as serve other goals,*" which was "*an act creating the Philippine National Police under a reorganized interior and local government department, as well as for other objectives*". The sole mandate and purpose are to have the speedy disposition of criminal cases and to attain as much possible 100% Crime Solution Efficiency (CSE), as CSE is the barometer of how efficient police investigators are (Mendoza et al., 2021; Nanes, 2020; van Steden & Mehlbaum, 2019)

The populace demand and expect their police to prevent and solve crimes to ensure public safety effectively. Given the current social environment and the growing sophistication of criminals, there is an urgent need to develop investigative skills and criminalistic further. Modern techniques in criminal investigation will undoubtedly upgrade the investigator's capability and ability to combat crimes. Hence, it will greatly bolster the competence of the investigators who are graduates of the Criminal Investigation Course (CIC) and likewise boost the anti-crime performance of the Philippine National Police. This sustained performance will elicit more respect and credibility for the PNP (Chu, 2018; Gumani, 2019; Towler et al., 2019).

Moreover, in line with our policy of attaining the highest degree of professionalism among graduates of the Criminal Investigation Course (CIC) in the Philippine National Police (PNP), the public, in general, shall have an expectation of the highest quality investigative output and a high rate of conviction in cases brought before the criminal courts. One of the most important factors to increase the Crime Solution Efficiency (CSE) in the fight against all forms of criminality is the ability of the investigators who handle the case. Foremost, to become an investigator, one is required to undergo various investigation training to prepare them for the arduous but challenging job of investigators (Dio et al., 2019; Hess et al., 2022; Kim & Song, 2021).

Furthermore, to be a total pledge criminal investigator, one must undergo various training and schooling here and abroad and be acquainted with all the changing methods of investigation to keep abreast with the changing times and evolving times. According to the Father of Criminal Investigation, Alphonse Bertillon, a French Criminologist regarded as the creator of Forensic Science, he categorically and boldly encourages the development of scientific methods in all areas of criminal investigation. The purpose is to fast-track and to have a speedy disposition of all criminal cases pending in different courts around the globe (Bakhtiar et al., 2022; Duxbury et al., 2021; Joh, 2019).

2.1 Efficiency

These days, it's possible to observe an upside-down interaction between employees and bosses. Since then, an expanding global economy has led to an increase in the number of job openings for workers; employees and employers need to readjust themselves to cope with business life dynamics. Therefore, Human Resource executives must consider new strategies for recruiting and retaining the best-fit talents for their organizations. Higher salaries and compensation benefits are the most likely way to attract employees (Duran et al., 2019; Lee & Huh, 2021; Park et al., 2022).

However, the quality of the physical workplace environment may also strongly influence a company's ability to recruit and retain talented people. Some factors in the workplace environment may be key to affecting employee engagement, productivity, morale, comfort level, etc., both positively and negatively. Although convenient workplace conditions are requirements for improving productivity and quality of outcomes, working conditions in many organizations may present a lack of safety, health, and comfort issues, such as improper lighting and ventilation, excessive noise, and emergency excess (Cohen, 2021; Said et al., 2018; van Hulst & Tsoukas, 2021).

Additionally, working in uncomfortable circumstances can lead to low performance and occupational illnesses that increase absenteeism and turnover. Employees in various organizations deal with issues with their working circumstances that are related to physical and environmental elements. As employee disengagement rises, it is more crucial than ever to create environments that have a positive impact on the workforce. The symptoms of disengagement are a distraction, lack of interest, poor decisions, and high absence, rather than the root causes. The working environment has a critical role in determining whether employees are engaged or disengaged. According to additional studies, enhancing the workplace can lower complaints and absenteeism while boosting productivity. Workplace satisfaction has also been linked to job satisfaction. (Joh, 2019; Kapuria et al., 2020; Villeda et al., 2019).

Thus, an efficient job at work is one of the essential elements of people's life. Their living style and their social lives depend on their jobs. Therefore, every organization must have a satisfied workforce. Nowadays, the improvement of Pakistan's economy is mostly due to the private sector. In addition to offering excellent services, they also give a significant number of people job chances. Keeping in view the contribution of the private sector to society and the significant role of job satisfaction in order to improve employees' performance, the present study aims to know the job satisfaction of employees and its relationship with performance level (Astola et al., 2022; Lum et al., 2020; Nwokeoma et al., 2019).

Likewise, there is a general understanding that an organization's overall productivity and success depend on employees' effective and efficient performance and that better performance depends on the employees' job satisfaction. Researchers have found several facets of job satisfaction, its relative significance, and its connection to productivity and performance (Humayon et al., 2018; Maile et al., 2022; Peterson et al., 2019).

Additionally, job satisfaction refers to the positive or negative emotions an employee has towards their job and the degree of happiness associated with it. This topic has been widely researched in the field of organizational psychology. Job satisfaction is the positive feeling that comes from evaluating one's job or work experience. Previous studies have shown that satisfied employees tend to perform better, be more committed, punctual, productive, and satisfied with their lives. To enhance job satisfaction and improve performance, employers can provide opportunities for advancement, and fair pay scales, involve employees in policymaking, and take steps to increase organizational commitment (Chen, 2018; van Steden & Mehlbaum, 2019; Gumani, 2019).

On the other hand, safety and good relationships with supervisors and coworkers are the biggest satisfiers; the nature of the job, way of supervision, job security, recognition, and advancement are essential for employees' organizational commitment. Likewise, participation of employees in pension, profit-sharing plans, and job security is positively correlated with job satisfaction, whereas many studies have recommended opportunity for professional development as the most significant determinant of job satisfaction (Chu, 2018; Nisar et al., 2018; Park et al., 2022).

Furthermore, more than being effective or efficient in law enforcement or the economy is needed for the police to be considered efficient. The fundamental distinction between the two ideas is brought about by a specific normative dependence inside the legal system. It is provided by the complex interaction between the elements with similar and dissimilar goals, but it is also elusive. However, the environment—the people—that integrates police as quantitative indicators at the scene of the outcome may not be covered by the organization's standard output results. The output products of the organization may have little impact on community efficiency and exhibit little interaction with social utility in the environment (Lambert et al., 2019; Marciano et al., 2019; Shjarback et al., 2018).

Moreover, efficiency is the balance of a system and its environment, where a police officer's position inside their police organization determines how open or closed a system is and looks to be integrated into society. If their organization and society are on the edge, having the chance to cross over is good. However, if their organization is locked off, burdened by poor communication, secrecy, and antagonism, trying to homogenize the entire organization won't work. Therefore, the effectiveness of the police as a system cannot be interpreted independently of its social surroundings by the functional system theory notion. The context of a police criminal investigation is the entire society (Bakhtiar et al., 2022; Kapuria et al., 2020; Valieiev et al., 2019).

2.2 Accomplishments

The attainment of work goals is of critical importance for individual and organizational success. Goals are believed to direct attention, energize behavior, increase employee persistence, and stimulate strategy development. Providing a dynamic view of goal regulation, the roles of discrepancy detection, and discrepancy reduction in striving to accomplish tasks. Individuals manage their behavior regarding their goals by comparing their current performance level against the desired performance level to determine if a discrepancy exists due to performance being below the goal (Duran et al., 2019; Lambert et al., 2019; Towler et al., 2019).

Additionally, if a discrepancy is sensed, individuals are expected to engage in behaviors aimed at reducing the discrepancy. For instance, a negative discrepancy, indicating that one's current performance is below the goal, should increase efforts to reduce the discrepancy and align future performance with the goal. In contrast, a positive discrepancy, indicating that one's current performance is above the goal, should result in reduced effort and the allocation of resources to other pertinent activities (Marciano et al., 2019; Nguyen, 2019; Peterson et al., 2019).

Moreover, research on self-regulation has demonstrated a link between goal attainment and affect. The idea that daily task accomplishment should impact daily effect is consistent with the Affective Events Theory. Discrete work events provoke emotional reactions, influencing subsequent employee behavior and other outcomes. According to AET, fluctuations in work events result in fluctuations in effect. A key contribution of this theory is that it describes in detail the importance of taking a more dynamic, process-based view of work phenomena (Dio et al., 2019; Duxbury et al., 2021; Nanes, 2020).

Furthermore, people contend that the experience of task accomplishment or failure represents an affective event that has predictable effects on employee emotions. It is stated that the end route to achieving a goal would end in either accomplishment or failure; individuals often encounter a variety of frustrations or successes, which can shape affective responses. From an AET perspective, attaining a goal can be viewed as a positive event that elicits a positive effect, whereas not attaining a goal can be viewed as an adverse event that elicits a negative effect (Bloksgaard et al., 2020; Bondarenko et al., 2020; Koedijk et al., 2021).

Likewise, people focus on direct perceptions of task accomplishment in a given work shift, akin to direct assessments of goal-performance discrepancies found in the literature. This direct assessment of task accomplishment is more likely to impact subsequent effect and action than a measure of accomplishment calculated as the difference between performance and goals. As articulated above, various theories of motivation and view affect a result of such discrepancy perceptions (Astola et al., 2022; Hauke-Forman et al., 2021; Nascimento et al., 2018).

Thus, positive affect typically stems from perceptions that one is performing better than expected, whereas negative affect stems from perceptions that one is performing worse than expected. While these affective reactions are believed to be functional in guiding subsequent action, adverse effects cue the person that more effort is needed; positive effect suggests that less effort is needed, and positive and negative effects are not equally beneficial for well-being. In particular, high negative affect has been linked to a variety of detrimental outcomes such as somatic complaints, job dissatisfaction, burnout, and self-reported stress, whereas high positive affect has been linked to more beneficial outcomes such as life satisfaction, job satisfaction, and engagement (Fukuzaki & Iwata, 2022; Gong et al., 2021; Wray & Jarrett, 2019).

In addition, supporting the idea that task accomplishment is related to effect, it is found that positive affect was associated with achieving important goals. However, they did not find a consistent link between unattained goals and negative affect. More recently, goal success or failure affects affective outcomes in a laboratory setting. Utilizing a brainstorming task for generating uses for a common object, the authors assigned participants to either a condition requiring them to set their complex, specific goal or a condition in which participants were assigned a goal. While success-failure was not directly manipulated in the study, it is believed that, through this manipulation, roughly half of the participants would experience success and half would experience failure (which subsequent analyses confirmed). Overall, results indicated that individuals who attained their goals experienced more positive and less adverse effects than those who did not (Bhowmick & Mulla, 2021; Hess et al., 2022; Mens et al., 2020).

2.3 Competence

According to the definition of competency, it is "*the capacity to effectively mobilize psychosocial prerequisites (including both cognitive and noncognitive aspects) in a specific situation to meet complicated demands*". This definition appears to take into account the contributions made by earlier studies, which portrayed competence as people's

autonomous and active involvement in dealing with environments and as a fundamental quality of a person that is causally related to criterion-reference and superior performance in the workplace (Martinez-Casanovas et al., 2022; Nisar et al., 2018; Said et al., 2018).

Thus, the possibility of voluntary citizen cooperation with law enforcement agencies largely depends on developing the civil and legal culture, which is the foundation of social responsibility. A global study of legal culture, including police ethics, over the past 25 years. Some studies evaluate the psychological and communication competence of police officers so highly that they compare it to that of doctors. However, other studies ask whether it is worth emphasizing ethics and thus further complicating the already complicated professional activity of police officers. Most modern literature that concerns the professional and communication ethics of police officers emphasize the theory of ethics, which is incapable of benefiting investigative operations without previous psychological training of police officers and training of skills of cooperation with citizens (Haake et al., 2022; Lee & Huh, 2021; Meine & Dunn, 2018).

For instance, professionalism, including that of police officers, is a sphere of constant compromises, which faces several problems due to its ethical content, regardless of the sphere of its application. These include the rapidly changing knowledge caused by the postindustrial information-based environment), partnerships, social media that aim to inform society even at the cost of disclosing investigative information, and the existence in the professional sphere associated with the benefit of the doubt, which leaves police officers no margin for error. Social responsibility predetermines a set of unconditional obligations that police officers have to observe regardless of the difficulty of their professional actions related to voluntary cooperation (Gong et al., 2021; Huberts & van Montfort, 2021; Wary & Jarrett, 2019).

Moreover, it is noted that the modeled situation of psychological communication with citizens who voluntarily agreed to cooperate with police officers develops moral motivation in police officer trainees, which becomes the foundation of their worldview and thus best fits the framework of the communication competence of police officers. However, understanding the essence of moral influence can be very useful. This aspect was studied in business administration but is also an integral part of police management (Bhowmick & Mulla, 2021; Lum et al., 2020; Maile et al., 2022).

Furthermore, another significant part of sources competent in the issues of professional ethics of police officers refers to virtue ethics. It looks at dispositional characteristics like personality traits, values, or attitudes. For example, officers' activities, such as fabricating evidence to get search warrants, indicate their dishonesty. This viewpoint contends that regardless of the circumstance, an officer's character predisposes them to behave in a particular manner. While a dishonest cop feels compelled to steal, an honest one feels forced to speak the truth. Similar to how a brave officer tries to behave bravely, a coward shrinks from danger. In each situation, officers behave very predictably and have long-term, stable dispositions (Bloksgaard et al., 2020; Fukuzaki & Iwata, 2022; Koedijk et al., 2021).

Additionally, many people hold virtue abstractly, and most support a similar set of high moral values. For instance, despite their disruptive behavior, delinquent juveniles, according to studies, share the same set of conceptual values as their fewer problematic peers. This finding shows that high moral standards are frequently considerably less important than one might assume. Unfortunately, decades of research contradict the theory that people differ strongly in their basic character. For instance, the effect of police officer socialization and their subsequent employment is extremely undervalued. Nowadays, police recruits barely pay attention to communication competence, which may hurt further investigative operations and harm the investigation (Shjarback et al., 2018; Villeda et al., 2019; Zafarullah & Haque, 2021).

The researchers mentioned above argue that even if police academies train skills of psychological competence, these skills are barely used due to the flawed practical aspect of psychological training: modeling in police educational institutions rarely includes natural obstacles to communication. Thus, there is a problem with the differentiated artificial communication situation, in which the prospective police officer should train skills of psychological competence (that were studied theoretically beforehand) in an actual situation as part of investigative operations (Humayon et al., 2018; Jackson et al., 2021; Kim et al., 2021).

On the other hand, the convictions of a police officer during his or her development as a personality form his or her worldview values that can help solve moral and ethical dilemmas in communication with citizens that agreed to cooperate with the police. Furthermore, police officers should also develop professional qualities during work. However, the flaw of studies on this subject is that they need to cover the transitional stage of personality development in a police officer concerning professional ethics, which includes the time of internship of a police officer or his or her first job. Communication competence about citizens (who agreed to cooperate on a confidential basis) is a factor that can "*set the moral and ethical compass*" of a police officer including in communication with citizens who agreed to cooperate on a confidential basis (Haake et al., 2022; Meine & Dunn, 2019; Mens et al., 2020).

2.4 Relationship between Efficiency and Accomplishments

Investigators who used an open and supportive interviewing style and accurate and relevant supporting information were more efficient in obtaining accurate information and making accurate judgments. The literature on geographic profiling is a technique used to identify the most likely location of a criminal based on patterns of crime in a particular area. The study found that effective use of geographic profiling requires a combination of experience, knowledge, and technical expertise in analyzing and interpreting crime data (García-Rivera et al., 2020; Purba & Demou, 2019; Sembiring et al., 2020).

The relationship between investigative experience, evidence quality, and investigator judgment also exists. The study found that investigators with more experience were more efficient and successful in making accurate judgments, mainly when presented with high-quality evidence. Also, the literature on the cognitive science

of law focuses on how investigators use evidence, expertise, and reasoning to solve criminal cases. The study found that effective use of evidence, combined with expertise in investigative techniques and reasoning skills, is critical in achieving investigative efficiency and success Relationship between procedural justice. Investigative outcomes found that investigators who followed fair and transparent procedures, communicated effectively with witnesses and suspects and treated them with respect and dignity were more successful in achieving positive investigative outcomes. Additionally, the study found that procedural justice also impacted the efficiency of investigations, improving the quality of information and evidence obtained (Eck & Rossmo, 2019; Valieiev et al., 2019; Weyermann & Roux, 2021).

Moreover, a randomized controlled trial to examine the impact of training on the efficiency and accomplishments of police investigators found that investigators who received specialized training on investigative techniques and procedures performed better than those who did not receive such training. Additionally, investigators who received ongoing training on emerging issues, such as cybercrime, were more efficient and successful. Also, the impact of training on the efficiency of police investigators in obtaining accurate information from suspects and witnesses during interrogations. The study found that investigators who received comprehensive training on interview techniques were more successful in obtaining accurate information. Moreover, the study found that training on the use of technology and analytical tools improved the efficiency of investigators in analyzing data and evidence (Bondarenko et al., 2020; Chitra & Karunanidhi, 2021; Engel et al., 2020).

Furthermore, the study investigated how experience affects investigative outcomes and found that investigators with more excellent experience had higher clearance rates and were more efficient in closing cases. The study also found that experienced investigators were better at identifying relevant evidence, interviewing witnesses, and developing leads. Furthermore, the study explored the role of leadership in achieving investigative efficiency and positive outcomes, concluding that leaders who provided clear guidance, communicated expectations effectively and supported their investigators were more successful in achieving investigative efficiency and positive outcomes. The study also found that leaders with knowledge and experience in investigative work were better equipped to provide practical guidance and support to their team (Clauss et al., 2019; Manzoor et al., 2019; Rogers et al., 2019).

2.5 Relationship between Efficiency and Competence

A study to investigate the relationship between efficiency and competence in citizen journalism. Found that efficient citizen journalists demonstrated a high level of competence, such as in identifying relevant sources, analyzing data, and producing accurate and reliable news stories. Also, the relationship between work experience and job performance among police officers found that officers who had more work experience tended to be more efficient and competent in their work, as they had developed a greater level of knowledge, skills, and expertise (Clauss et al., 2019; Eck & Rossmo, 2019; Li et al., 2019).

Additionally, training on the efficiency and competence of police officers in developing empathy skills. The study found that officers who received training on empathy skills demonstrated greater efficiency and competence in interacting with suspects and victims, as they better understood their perspectives and needs. Also, officers who used effective cognitive and metacognitive strategies, such as attentional control, critical thinking, and self-reflection, were more efficient and competent in making sound decisions. In addition, officers who had higher emotional intelligence scores tended to be more efficient and competent in solving problems, as they were better able to manage their emotions, communicate effectively with others, and adapt to changing situations (Bolger & Walters, 2019; Bull, 2019; Sembiring et al., 2020).

As such, it is essential to research to improve the effectiveness of evidence collection, identification, and prioritization of potential suspects, investigative interviews, and, ultimately, the charging and conviction of perpetrators. It has been noted decades ago that criminal investigation is one of the least examined areas of police studies. Unfortunately, not much has changed in this regard since then. In truth, rather than presenting empirical and ground-breaking discoveries, knowledge about police investigation typically originates from "how to" books (sometimes of a more scholarly type) or publications that present the state of knowledge on particular areas of investigations or tactics (García-Rivera et al., 2020; Rogers et al., 2019; Manzoor et al., 2019).

Additionally, its forensic component, as well as the analysis and submission of physical evidence, are stressed in the majority of books or collaborative workspaces. However, police forces must also employ alternative techniques when there is little or no physical proof. The effectiveness of these strategies and methodologies is being measured and improved scientifically by a small number of researchers, though. A thorough examination of the scientific literature reveals that it is really relatively rare for studies to have a real and beneficial influence on police practices. Therefore, applied research that moves police practices beyond common sense, tradition, experience, and flair to evidence-based practices remains challenging (Crane et al., 2019; Koster et al., 2020; Valieiev et al., 2019).

In recent years, a growing number of empirical studies are being conducted with the intention of assisting law enforcement agencies and specialized investigation teams and enhancing the effectiveness of their operations through a pro-active and evidence-based strategy. This is particularly true for sexual crimes and homicides. In the last decade, partnerships between academia and police agencies have emerged, and detailed information on offender behaviors has been analyzed to facilitate police investigations and suspect prioritization and identification efforts. Despite this, there is currently a shortage of evidence-based research in criminal investigation. On this subject, excellent and cutting-edge research is being done and published, but there aren't many compilations that highlight it internationally (Binder, 2019; Bondarenko et al., 2020; Engel et al., 2020).

2.6 Relationship between Competence and Accomplishments

An empirical study on the relationship between investigative competence and accomplishments of police investigators found that investigators who demonstrated higher levels of investigative competence were more successful in solving crimes, as they were better able to identify relevant evidence, analyze data, and develop leads. It also investigated the relationship between police officer competence and eyewitness identification accuracy. The study found that officers who had higher levels of training and experience were more competent in conducting eyewitness identification procedures and were, therefore, more successful in obtaining accurate identifications (Bhowmick & Mulla, 2021; Wray & Jarrett, 2019; Shvets et al., 2020).

In addition, the relationship between investigative skills, experience, and characteristics and the perceived competence of police investigators. The study found that investigators who demonstrated more effective investigative skills, such as analytical thinking and communication, had higher levels of perceived competence. Additionally, investigators with more experience and higher levels of education also demonstrated more significant levels of perceived competence. Also, exploring the relationship between investigative interviewing expertise and eliciting information about intent from suspects. The study found that investigators with more significant expertise in investigative interviewing were more successful in eliciting accurate and relevant information about intent from suspects. It was also found that investigators who had higher levels of forensic science competence were more successful in analyzing and interpreting latent print evidence and more successful in obtaining accurate and reliable information from crime scenes (Akca & Eastwood, 2021; Brimbal et al., 2021; King, 2020).

In September 2017, the Criminal Investigation Course (CIC) was established under the Philippine National Police Manual PNPM-DIDM-TS-9-2-2017. Training and development have always been the cornerstones of providing high-quality investigative services. The physical work environment can also significantly impact a company's ability to recruit and retain talented employees. Some workplace environment factors may be considered keys affecting employee engagement, productivity, morale, comfort level, and so on, both positively and negatively. Achieving work goals is critical for individual and organizational success. Goals are thought to focus attention, energize behavior, increase employee perseverance, and stimulate strategy development. Providing a dynamic view of goal regulation and the roles of discrepancy detection and reduction in task completion.

3. Material and Methods

3.1 Research Design

This study employed a non-experimental quantitative design utilizing the descriptive correlation technique of research to gather data, ideas, facts, and information related to the study. In non-experimental research, researchers collect data without making changes or introducing it. In this study, the variables were not manipulated, and the setting was not controlled. Descriptive-correlation research design describes and interprets what is

and reveals conditions and relationships that exist and do not exist. Further, it is a fact-finding study that allows the researcher to examine study participants' characteristics, behaviors, and experiences (Calmorin, 2007).

In addition, quantitative research design describes a quantitative research approach. The design is impacted by the method, such as telephone interviews, in-person interviews, online surveys, or surveys sent by mail. A quantitative research design aims to determine how many people have a specific belief, behavior, or emotion. Quantitative projects frequently use large sample sizes because they emphasize the quantity of responses more than the more complex or emotional understanding that qualitative research aims to elicit. In a quantitative research design, the same questions are typically posed to each respondent, ensuring that the entire data sample can be pretty analyzed. In addition, the information is presented in numerical form, allowing for quantitative statistical analysis (Rahman, 2020).

The descriptive study assessed the competence, efficiency, and accomplishments of Police Investigators in General Santos City Police Precincts 1 - 8 in Region XII. This is correlational since it investigated the relationship between variables such as competence, efficiency, and accomplishments, using the survey questionnaire to gather the primary data. The interest of the study is to investigate the relationship between efficiency and accomplishments; efficiency and competence; and competence and accomplishments; and the mediating effect of competence on the relationship between efficiency and accomplishments. Path Analysis was employed in determining the mediation.

A correlational study is a research design that examines the relationships between two or more variables. Correlational research is a non-experimental research method in which a researcher measures two variables and understands and evaluates the statistical relationship between them without interference from any other variable. Since correlational studies are non-experimental, no variables are changed or under the experimenter's control (Seeram, 2019).

3.2 Population and Sample

The respondents of the study were the graduates of Criminal Investigation Courses (CIC), a Special Course given to police officers who are designated as investigators in Police Precincts 1 – 8 in General Santos City Police Office in Region XII. To give everyone a chance to be included in the study, a stratified random sampling procedure with proportional allocation was used to obtain a sampling frame, as shown in the summary of the distribution of respondents. There were 865 total police officers in General Santos City Police Office (GSCPO), Region XII. Out of 865 personnel, 398 were deployed in 8 different police precincts. In every police precinct, the researcher's desired sample is 25 police investigators. The right number of samples to choose at random was determined using Slovin's Formula. The area covered in this study was the whole city of General Santos.

3.3 Research Instrument

Three sets of questionnaires were adopted from different authors, which experts on questionnaire construction validated. The expert's comments were taken correctly and incorporated in the instrument's finalization, and the overall mean validation of experts is 4.52 and described as excellent. The adopted standardized questionnaire is valid in contents, for they were already tested and proven by the author as it underwent modification to classify the questions. The questionnaire was designed in a very comprehensive form with the help of expert validators to provide the respondents with ease and comfort in answering each question and in understanding the objective of the study.

The first part of the questionnaire deals with the efficiency of police investigators, which was adopted and modified from the study of Laschinger (2012). This instrument has 4 indicators. The first indicator, access to opportunity, has three statements, the second indicator, access to information, has two statements, and the third indicator, access to support and resources, has two statements.

The second set of instruments employed is to ascertain the level of accomplishments of police investigators, which was adapted and modified from the study of Afrifa (2016). This instrument has five indicators. The first indicator, strives, has four statements; the second indicator, participation, has three. The third indicator, willingness to work, has five statements; the fourth indicator maintaining the work, has five statements; and the fifth indicator, leadership, has four statements.

The third set of questionnaires to measure the level of competence of police investigators was adapted and modified from the study of Nascimento, de Souza & Adaid-Castro (2018). This instrument has three indicators. The first indicator is the behavioral competence of police investigators, which has five statements; the second indicator, technical competence to the profession, has four statements. The third indicator, moral competence to the PNP organization, has three statements; the fourth indicator, I talk up this job to my friend as a great organization to work for, especially in the field of investigation, has 1 statement.

3.4 Data Collection

The necessary data were gathered in a systematic procedure. Firstly, the researcher sent a letter of permission to conduct the study to the ERC, Dean, then Philippine National Police Region XII Regional Director PBGEN Alexander Camelon Tagum. Moreover, the researcher made another letter addressed to the Police Precinct Commander of the different precincts covered in this study to allow the researcher to conduct the study on the Criminal Investigation Course (CIC) graduates assigned in their respective precincts. Upon approval, survey questionnaires were administered to the 25 investigators per precinct from Police Precincts 1-8 in General Santos City Police Office, Region XII on June 1, 2022. The researcher personally administered to the different police precincts to distribute questionnaires to the respondents.

The researcher personally gathers the questionnaires one week after the distribution so the respondents would have enough time to answer the questions. One

hundred percent of the distributed questionnaires were retrieved successfully. The accomplished results were then checked and tallied. Finally, after all the results were tallied, these were analyzed and interpreted based on the purpose of the study.

3.5 Statistical Tools

Mean was used to determine the level of efficiency, accomplishments, and competence to answer research objectives 1, 2, and 3. Additionally, Pearson r was utilized to determine if the relationship between efficiency and accomplishments, efficiency and competence, and competence and accomplishments are really significant in answer to research objective 4. Moreover, path analysis was employed to prove the mediation and to strengthen the obtained result in answer to research objective 5.

4. Results and Discussion

4.1 Results

This chapter discusses the results derived from the data gathered. The presentation is arranged according to the objectives raised in Chapter 1.

4.2 The Level of Efficiency of Police Investigators

Table 2 presents the level of efficiency of police investigators in terms of access to opportunity, access to information, and access to support and resources. Again, the mean was utilized to treat the data gathered.

The data indicates that police investigators have a high level of efficiency, as shown by the overall mean score of 4.1. This suggests that the Philippine National Police has recognized and developed their investigators' methods and techniques, resulting in high proficiency in their work. However, it is essential to note that a high mean score does not imply that every individual investigator is equally efficient and that ongoing evaluation and training are crucial to maintaining this level of efficiency. The PNP should continue to support and provide resources to investigators to ensure they stay up-to-date with the latest technologies and techniques in their field. By doing so, they can identify areas for improvement and sustain high efficiency in their investigations.

The data presented suggests that access to opportunity, support, and resources was observed to have a significant impact on the efficiency of police investigators, as indicated by their high mean scores of 4.3 and 4.1, respectively. This suggests that the PNP has recognized the importance of providing access to opportunities and resources to its personnel and that they have been successful in doing so, resulting in a high level of efficiency in police investigations. However, access to opportunity had a slightly lower total mean score of 3.9, indicating that there may still be room for improvement.

Table 2: The Level of Efficiency of Police Investigators

	Mean	Interpretation
Access to Opportunity		
1. Besides being designated as an investigator, being efficient in other police assignments.	4.1	High
2. Giving due opportunities to the new Criminal Investigation Course (CIC) Graduates for proper motivation.	3.6	High
3. Being well prepared when I come for an investigation.	4.1	High
Total	3.9	High
Access to Information		
1. Keeping friendly and brotherly relationships with my colleagues and co-investigator by allowing them to access the right information regarding the case.	3.8	High
2. Coordinating with the victim and witnesses to acquire vital information to efficiently solve a case.	4.7	Very High
Total	4.3	High
Access to Support and Resources		
1. If doubtful, usually ask for support from a co-investigator.	4.1	High
2. Asking the superior officer or the COP for support and additional resources for the speedy resolution of the case being investigated	4.0	High
Total	4.1	High

4.3 The Level of Accomplishments of Police Investigators

Table 3 presents the level of accomplishments of police investigators in terms of strive, participation, willingness to work, maintaining the work, and leadership. Again, the mean was utilized to treat the data gathered.

The presented data indicate that the level of accomplishments of police investigators had an overall high mean score of 3.88. This score suggests that the Philippine National Police had recognized and agreed upon the level of accomplishments of its investigators, which indicates that they have successfully achieved their goals and objectives. However, it is essential to note that a high mean score does not necessarily mean that every investigator had achieved the same level of accomplishment or that there was no room for improvement. Therefore, it was crucial for the PNP to continuously evaluate and support the investigators in their work to maintain and improve their accomplishments over time. By doing so, the PNP can ensure that its investigators achieve their goals and objectives, ultimately contributing to the organization's success.

On the other hand, the PNP personnel have highly observed the accomplishments of police investigators, with striving and maintaining the work having the highest mean scores of 4.1 and 4.0, respectively. This suggests that the PNP has recognized the importance of striving and maintaining work to achieve their goals and objectives and that they have been successful in doing so, leading to a high level of accomplishment among police investigators. However, it is essential to note that leadership and willingness to work also had high mean scores of 3.8 and 3.6, respectively, indicating that these factors also contribute significantly to the accomplishment of police investigators. On the other hand, participation had the lowest total mean score of 3.3, suggesting there may be room for improvement in this area.

Table 3: The Level of Accomplishment of Police Investigators

	Mean	Description
Strive		
1. Full authority over the cases I am investigating with.	4.2	High
2. Ability to teach law subjects and other subjects related to an investigation.	3.9	High
3. Well prepared when I come to investigate.	4.2	High
4. Giving due opportunities to the police investigators for proper motivation.	4.3	High
Total	4.1	High
Participation		
1. Using a reward system like giving medals to encourage police investigators to do their job well and to participate.	4.4	High
2. Respect for the rights of both parties without considering their social and economic status.	4.6	Very High
3. Keeping a friendly and brotherly relationship with my colleagues.	4.0	High
Total	3.3	Moderately High
Willingness to Work		
1. Coordinates with the complainant and his witnesses for constant updates on the case.	4.3	High
2. Communicating with the complainant for the speedy resolution of the case.	4.3	High
3. Preparing mentally and physically for the tedious investigation job.	4.0	High
4. Being aware and conversant with the objectives of the criminal investigation.	4.5	Very High
5. Selecting proper investigation techniques before the conduct of an investigation.	4.1	High
Total	3.6	High
Maintaining the Work		
1. Having a good rapport with my client.	4.3	High
2. I Give utmost attention to the details of the crime under investigation.	4.9	High
3. Using all possible remedies under the law to solve criminal cases at hand without violating human rights.	4.8	High
4. Controlling criminal investigations confidently.	4.2	High
5. Having complete knowledge of criminal cases investigated.	4.7	Very High
Total	4.0	High
Leadership		
1. Always take the lead and use contemporary, relevant, and updated investigation techniques in the conduct of an investigation.	4.5	High
2. While investigating, as designated, using brief, clear, and concise (BCC) words.	4.1	High
3. Being a good and disciplined leader in my job as an investigator.	4.9	Very High
4. As a leader, ensuring that the criminal cases I am investigating have a strong conviction rate.	4.8	Very High
Total	3.8	High

4.4 The Level of Competence of Police Investigators

Table 4 presents the level of competence of police investigators in terms of behavioral competence, technical competence, and moral competence. Again, the mean was utilized to treat the data gathered.

The data presented in the table shows that the level of competence of police investigators had an overall high mean score of 3.7, indicating that the PNP personnel have agreed upon the level of competence of its investigators. This suggests that the investigators have the necessary skills and knowledge to carry out their duties effectively and efficiently. However, it was necessary to note that a high mean score does not necessarily mean that every individual investigator was equally competent and that ongoing evaluation and training were crucial to maintaining this level of competence. The PNP should continue to provide its investigators with the necessary resources and training to keep up with the latest technologies and techniques in their field. This would ensure that they remain competent and effective in their work, ultimately contributing to the PNP's success and the community's safety.

Likewise, data indicated that PNP personnel had observed the competence of police investigators with high mean scores in moral and behavioral competence, with scores of 4.1 and 3.9, respectively. This implies that the investigators have exhibited high moral and ethical standards in their work and the necessary behavioral competencies to carry out their duties effectively. However, it is essential to note that the mean score for technical competence was relatively lower, at 3.1, indicating that PNP personnel only moderately agreed on the competence of police investigators in the technical aspects of their work. Therefore, it was crucial for the PNP to recognize the importance of technical competence and provide the necessary training and resources to enhance this aspect of police investigators' skills.

Table 4: The Level of Competence of Police Investigators

	Mean	Description
Behavioral Competence		
1. Achieving success in every mission.	3.5	High
2. Knowledge of specialized courses related to investigation.	4.1	High
3. Having good social relationships with the populace.	3.9	High
4. To mediate if the views of the two investigators don't dwell well or have opposite views.	3.5	High
5. Ensuring competent instructors to mold future police investigators.	4.4	High
Total	3.9	High
Technical Competence		
1. I enjoy being a police investigator because I am technically competent.	4.7	Very High
2. If I could do it all over again, I would choose to work in the police profession.	4.6	Very High
3. I am not disappointed that I entered the police profession.	4.0	High
4. The best decision that I have ever made was to become a police investigator.	4.0	High
Total	3.1	Moderately High
Moral Competence		

1. I morally appreciate the PNP organization for the timely conduct of relevant investigation courses like the Criminal Investigation Course (CIC) for PNCOs and the Investigation Officer Basic Course (IOBC) for officers.	4.6	Very High
2. I am thankful that the PNP organization looks for the benefit and welfare of the investigators on the ground.	4.4	High
3. I frequently find it not difficult to agree with the organization's policies on important investigation-related issues.	4.6	High
4. I talk up this job to my friend as a great organization to work for, especially in the field of investigation.	3.0	Moderately High
5. My values and the values of my organization are strikingly similar, in my opinion.	4.1	High
Total	4.1	High

4.5 Significant Relationship between Efficiency and Accomplishment of Police Investigators

The data for this sub-problem is presented in Table 5 on page 40. Pearson's Product Moment Coefficient of Correlation was used to treat the data gathered.

It was found that when the level of efficiency and accomplishments of police investigators was tested at the Alpha level of .05 with a pdf of 198, the table shows that the computed Pearson's Product Moment Coefficient of Correlation value was 0.99. It was more significant than the tabular value of 0.138. Which led to the rejection of the null hypothesis. The level of efficiency significantly influenced the accomplishments of police investigators.

Table 5: Significant Relationship between Efficiency and Accomplishment of Police Investigators

Variables	Df	rxy value n=200		Decision a= 0.05	Analysis
		Computed	Tabular		
Efficiency vs Accomplishment	198	0.99	0.138	Reject null hypothesis	There is a significant relationship

4.6 Significant Relationship between Efficiency and Competence of Police Investigators

The data for this sub-problem is presented in Table 6 on page 41. Pearson's Product Moment Coefficient of Correlation was used to treat the data gathered.

It was found that when the level of efficiency and competence of police investigators was tested at the Alpha level of .05 with a pdf of 198. The table shows that the computed Pearson's Product Moment Coefficient of Correlation value was 0.99. It was more significant than the tabular value of 0.138. Which led to the rejection of the null hypothesis. The level of efficiency significantly influenced the competence of police investigators.

Table 6: Significant Relationship between Efficiency and Competence of Police Investigators

Variables	Df	rxy value n=200		Decision a=0.05	Analysis
		Computed	Tabular		
Efficiency Vs Competence	198	0.99	0.138	Reject null hypothesis	There is a significant relationship

4.7 Significant Relationship between Competence and Accomplishments of Police Investigators

The data for this sub-problem is presented in Table 7 on page 42. Pearson's Product Moment Coefficient of Correlation was used to treat the data gathered.

It was found that when the level of competence and accomplishments of police investigators was tested at the Alpha level of .05 with a pdf of 198. The table shows that the computed Pearson's Product Moment Coefficient of Correlation value was 0.55. It was more significant than the tabular value of 0.138. Which led to the rejection of the null hypothesis. The level of competence significantly influenced the accomplishments of police investigators.

Table 7: Significant Relationship between Competence and Accomplishments of Police Investigators

Variables	Df	rxy value n=200		Decision a= 0.05	Analysis
		Computed	Tabular		
Competence vs Accomplishments	198	0.55	0.138	Reject null hypothesis	There is a significant relationship

4.8 The Significance of Mediation of Competence on the Relationship Between Efficiency and Accomplishments

Shown in Table 8 is the path analysis of the mediating effect of competence on the relationship between the efficiency and accomplishments of police investigators.

The data revealed the direct effect of efficiency and accomplishments, efficiency and competence, and competence and accomplishments. competence and efficiency are the paths with an unstandardized regression coefficient of .972, standardized regression coefficient of .851, S.E. of .034, and a probability value of less than 0.05. Below the significance level of 0.05 implies that these two variables have a significant relationship, and a low or small standard error means that the estimate is more precise. The effect size or the impact of efficiency is 97%, which is large enough to reject the null hypothesis altogether. Moreover, the path b coefficient, which accomplishments and competence, has an unstandardized regression coefficient of .097, standardized regression coefficient of .118, S.E. of .041, and a p-value of .018, which is smaller than the significance alpha level of 0.05. Thus, the relationship between efficiency and accomplishments is significant. The effect size of accomplishments and competence is 10%.

Lastly, the path c coefficient shows the effect size of efficiency and competence. The data result has an unstandardized regression coefficient of .735 or 74% efficiency, a standardized regression coefficient of .785; the computed standard error is .047, and a p-value smaller than 0.05. It means that the two variables have a significant relationship. Mathematically, this supports the assumption that efficiency is associated with accomplishments.

Table 8: Mediating Effect: Path Analysis (Partial Mediation)

Path	Estimates		SE	C.R.	P
	Unstandardized	Standardized			
Efficiency → Competence	.972	.851	.034	28.343	***
Competence → Accomplishments	.097	.118	.041	2.360	.018
Efficiency → Accomplishments	.735	.785	.047	15.700	***

X = Efficiency
Y = Accomplishments
M = Competence

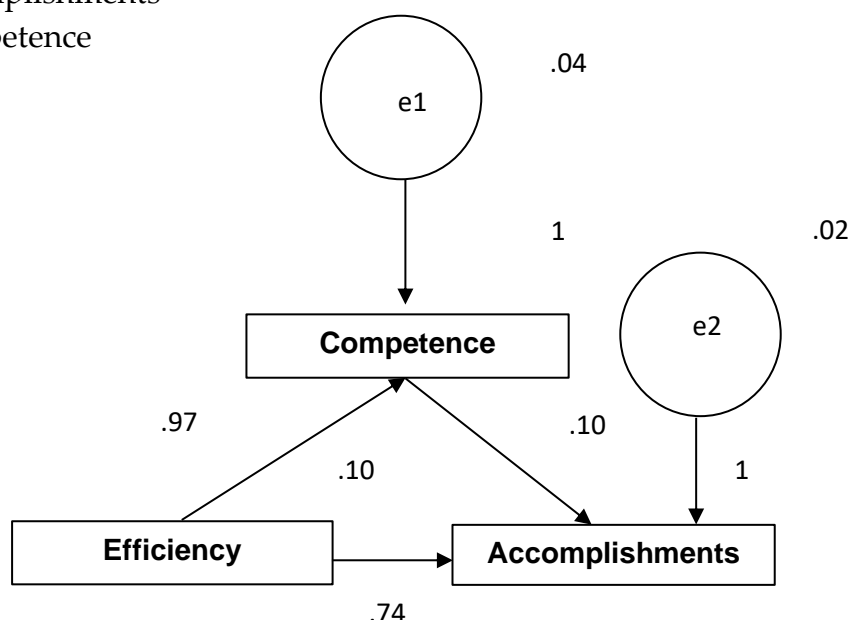


Figure 3: Regression Weights on the Mediating Effect of Competence on the Relationship between Efficiency and Accomplishments

In addition, Figure 3 depicts the result of the mediating effect computation. It shows the effect size of path correlation coefficients of the three variables used in this study. At the 0.05 level, the route analysis gave a p-value of less than 0.05, which is significant. It suggests that work values have a substantial role in the relationship between efficiency and competence of police investigators. Furthermore, after efficiency, the mediator variable, the causal association between competence and accomplishments was lowered from a significant beta coefficient value of .885 to .74, which is still substantial. The raw correlation between efficiency has a total impact of .885. The extent of the association between school culture with transitional leadership practices included in the regression is represented by the direct effect value of .74. The indirect value of 0.097

means the amount of original link between efficiency and accomplishments that has been transferred to competence. The formula is $(a*b)$, where "a" is the path between the independent and mediator variables, and "b" denotes the way between the mediator and dependent variables. Divide the indirect effect by the total impact to get the ratio index; in this case, 0.097 divided by .885 equals 0.110. 11% of the independent variable's overall influence on the dependent variable appears to be mediated by the mediator variable. In comparison, the remaining 89% seem to be either direct or mediated by factors not included in the model.

Moreover, three steps must be met for a third variable to act as a mediator (Baron & Kenny, 1986). In Table 7, these are categorized as Steps 1 to 3. Step 4 is the final step. In Step 1 (Path c), efficiency as the independent variable (IV) significantly predicts accomplishments, the dependent variable (DV). In step 2 (Path a), efficiency (IV) mainly indicates competence, the mediator (MV). In step 3 (Path b), competence (MV) significantly affects accomplishments. In like manner, steps 1 to 3 aim to establish that zero-order relationships exist among variables.

Moreover, we can automatically conclude that mediation is not probable with no relationship variables based on estimating the relationship. Furthermore, if there is a significant relationship between steps 1 to 3, one must proceed to step 4. Then in step 4, the combined effect of competence and accomplishments is significant.

As a matter of triangulation, further path analysis of the mediation effect using AMOS is warranted to assess the significance of the intervening variable. Moreover, if the impact of the IV on the DV becomes non-significant at the final step in the analysis, complete mediation will be achieved. It means all of the effects are mediated by the mediating variable. Only partial mediation is obtained if the regression coefficient is substantially reduced at the final step but remains significant. It means the MV mediates part of the IV, but other factors are either direct or mediated by other variables not included in the model. In this particular case, the effect of the IV (efficiency) on DV (accomplishments) is significantly lessened after controlling MV (competence). Therefore, only partial mediation took place since the effect is still significant.

5. Recommendations

The following recommendations were drawn based on the study's conclusion: First, Criminal Justice Education may provide opportunities for police investigators to maintain their excellent accomplishments by providing merits and incentives for those police officers doing their job efficiently and excellently.

The Police City Director may provide benchmarking of the Philippine National Police programs, needs, and problems regarding the quality of police performance from different police stations in the region. The study's results will provide some insights and information in the course of carrying out the functions of leaders as key players in the operation of the police station. It would help them understand the impact of efficiency and accomplishment to make the institution competent.

The study's collected data served as a foundation for comprehending the caliber of police investigators. The study's results stimulated and encouraged police officers to provide services that encourage cooperative and interactive community services to achieve superior performance. Furthermore, the knowledge obtained from this research benefited other officers as they are the primary beneficiaries of any educational efforts and the focus of change. They benefitted from efficient and competent authorities as resources to enhance their work, specifically as police investigators.

Moreover, the study's findings were beneficial because they would strengthen the relationship between the stations and the community, where the community supports the challenges of the stations. This motivated everyone to finally, the outcome of this study served as a reference for deeper and wider research to explore variables not included in this study.

6. Conclusion

Based on the data gathered, the following conclusions were established:

According to the given data, the level of efficiency of police investigators was found to be high in terms of access to opportunity, access to information, and access to support and resources. This suggests that police investigators utilize various resources, support, and information to solve cases effectively.

Additionally, the level of accomplishments of police investigators was found to be high in terms of their strive, willingness to work, maintaining the work, and leadership, while moderately in their participation. This implies that investigators were motivated, hardworking, and capable of leadership but could benefit from improved participation. Moreover, the level of competence of police officers was found to be high in terms of behavioral and moral competence while moderately high in their technical competence. This suggests that investigators have good moral and behavioral competencies but could improve their technical competencies.

Furthermore, the data showed significant relationships between the efficiency and accomplishments, efficiency and competence, and accomplishments and competence of police investigators. This implies that higher levels of efficiency, accomplishments, and competence are interrelated and can lead to improved overall performance of police investigators.

On the other hand, data directly affected efficiency and accomplishments, efficiency and competence, and competence and accomplishments.

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Conflict of Interest Statement

The authors state that they have no conflicts of interest in relation to this research. They conducted the study independently, ensuring that their interpretation and reporting of the results were not influenced by any financial or personal affiliations. Importantly, no harm was caused to any of the participants involved in the study. It is worth noting that the respondents willingly chose to participate and were not coerced or influenced by the researcher. There is no evidence to suggest that the study misled participants about potential harm. Safeguarding the rights of all study participants is of paramount importance.

About the Author(s)

The author of this study holds a diverse educational background, having obtained a Bachelor of Science degree in Computer Engineering, a Juris Doctor degree in Law, and a Bachelor of Science degree in Criminology. Currently, the author serves as a Deputy Chief Community Affairs Development at the Philippine National Police (PNP) in General Santos City. Their professional development includes participation in several seminars and training programs such as the Public Safety Officer Basic Course (PSOBC) at the Philippine National Training Institute, the Public Safety Senior Leadership Course (PSSLC), the Division 5-Day Public Safety Junior Leadership Course (PSJLC), Crime Scene Investigation and Forensic Training (CSI-FTO), and the Field Training Officer Development Program (FTODP).

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