LIFE OUTCOMES OF POLICE OFFICERS INVOLVED IN THE KILLING OF FELLOW OFFICERS: A PHENOMENOLOGICAL STUDY IN IFUGAO, PHILIPPINES

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ABSTRACT

The loss of a colleague, a family member or even a friend is a devastating experience that gives incomprehensible feeling to those involved and to their families. In this study, the contributory factors that influenced the participants in committing crimes against other police officers and the life outcomes of these experiences to the families of the police officers involved were underscored with the intention of a theory-based intervention program to be proposed to the Ifugao Police Provincial Office. In the study, it was found out that the factors are attributed to personal and organizational issues. These issues are too obvious but it becomes a tradition that the PNP cannot simply eradicate. Organizational Change is needed for the PNP to be resilient in terms of these issues. Further, it is clear that the police officer involved is not the only one affected but has some serious repercussions to the family and community of the person involved. It is concluded that working as a police officer provides various challenges and situations which may lead to the formation of moral risk that increase the likelihood that officers will engage in misconduct. The involvement of a police officer whether as offender or victim in similar incidents provide an unspeakable loss in terms of financial and psychological well-being to their families. The impact is much more felt by their families as they are the ones who will suffer the loss or humiliation as a result of the incident.

Keywords: life outcomes, police, police officer, death, death dealings

THE PROBLEM

Background of the study

Police organizations across the world implement rigorous recruitment procedures and training programs to ensure that individuals entering the profession possess the necessary competence, discipline, and ethical standards required for law enforcement. Despite these institutional safeguards, policing remains one of the most dangerous occupations due to the high level of exposure to violence, occupational stress, and unpredictable operational environments.Research has consistently shown that police officers face numerous occupational hazards, including assaults, injuries, and fatalities while performing their duties (Kachurik et al., 2013). Although policing is widely perceived as a dangerous profession, much of the public attention has focused on incidents involving police use of force against civilians. Comparatively little attention has been given to violence occurring within police organizations themselves, particularly incidents where police officers kill fellow officers.The death of a police officer has significant consequences not only for the victim's family but also for colleagues, the police organization, and the broader community. Such incidents can create psychological trauma among officers, disrupt organizational cohesion, and impose financial burdens on law enforcement institutions (Hine & Carey, 2020). These events challenge the fundamental expectation that police personnel maintain discipline, mutual trust, and professionalism within the organization.Policing is also characterized by a distinct occupational culture that may discourage open discussions about mental health and personal conflicts among officers. Bell and Eski (2016) noted that officers often avoid seeking psychological support due to concerns about stigma and potential career consequences. As a result, unresolved stress, interpersonal conflicts, and organizational pressures may escalate into more serious disputes among personnel.Occupational stress and burnout are also well-documented issues in policing. Burnout refers to a prolonged psychological response to chronic workplace stress characterized by emotional exhaustion, cynicism, and reduced professional efficacy (Maslach et al., 2001). These stressors may influence decision-making, emotional regulation, and interpersonal relationships among officers, potentially increasing the likelihood of aggressive or deviant behavior.

International statistics illustrate the vulnerability of police personnel to violence. In the United States, more than one million police officers have reportedly been assaulted since the 1960s, resulting in thousands of injuries and deaths (Kachurik et al., 2013). Similar trends have been reported in other countries, including South Africa, where numerous police fatalities have been recorded in recent years (Mkhize & Madumi, 2016). However, most existing studies focus on violence perpetrated by civilians or criminal offenders rather than incidents involving violence among police officers themselves.In the Philippines, several incidents involving violence among law enforcement personnel have drawn public attention. One widely reported incident involved an encounter between members of the Philippine National Police (PNP) and the Philippine Drug Enforcement Agency (PDEA) in Quezon City, highlighting issues related to coordination and operational conflict. Other incidents involving police and military personnel have also raised concerns regarding internal conflicts within security institutions.

At the provincial level, cases involving killings between police officers have been reported in the Province of Ifugao. According to records from the Ifugao Police Provincial Office, multiple incidents involving police officers killing fellow officers were documented between 2017 and 2021. These incidents often involved interpersonal disputes, operational misunderstandings, or other situational factors that escalated into violent outcomes.Despite these occurrences, there remains limited scholarly literature examining the causes and consequences of killings between police officers, particularly within local contexts in the Philippines. Most criminological research focuses on police brutality, use of force, or civilian victimization. As a result, the phenomenon of intra-organizational violence within police institutions remains understudied.

Understanding the factors that contribute to killings between police officers is essential for improving internal organizational policies and preventing similar incidents in the future. Examining the experiences of officers involved in such incidents may also provide valuable insights into how occupational stress, leadership practices, and organizational culture influence behavior within police institutions.

This study therefore aims to explore the contributory factors and life outcomes associated with killings between police officers in the Province of Ifugao.

Specifically, the study seeks to:

1. Identify the contributory factors that influence police officers to commit violent acts against fellow officers.
2. Examine the life outcomes experienced by police officers involved in such incidents.
3. Propose an intervention program to help prevent similar incidents within police organizations.

DESIGN AND METHODOLOGY

This chapter presents the design, population, locale, data gathering tools, data gathering procedure, and data treatment.

Research design

The researcher employed Qualitative Method using Hermeneutic Phenomenology as a research design. This research design was chosen since the intention of this paper was to obtain deeper meaning to the experiences shared through spoken language by the participants. Green, Solomon and Spence (2021) in citing the work of Brady (2005) looked at hermeneutic phenomenology as starting from the premise that our most basic experience of the world is already full of meaning, it seeks 'to touch the mystery of this place', looking for 'a glimpse of deeper meanings sequestered in time and cultural distance'. In the context of this research, the purpose of hermeneutic phenomenology can be thought about as bringing to light the meaning of that lived experience, allowing us to reflect on it. It attempts to describe phenomena before theory and abstraction.

Thus, hermeneutic research design involves the art of reading a text so that the intention and meaning behind appearances are fully understood (Moustakas, 1994). van Manen (1990) as cited by Creswell and Poth (2018) describes hermeneutical phenomenology as oriented toward lived experience and interpreting the "texts" of life.

Population and locale of the study

This study focuses on the life outcomes of police officers involved in the killing of fellow police officers in the Province of Ifugao. The participants consisted of seven police officers and former police officers who were involved in such incidents. They were selected using purposive sampling, as the study specifically targeted individuals who had direct involvement in the killing of another police officer. The respondents were chosen from among the most recent cases recorded in the province.

Participants met the inclusion criteria of being current or former PNP personnel involved in the most recent killings of other police officers. They were asked to provide information regarding the contributory factors that influenced the commission of the crime and the life outcomes resulting from these experiences.Purposive sampling was employed to ensure that only individuals who met the inclusion criteria were included in the study. According to Campbell (2020), purposive sampling is appropriate when specific individuals possess unique experiences or perspectives relevant to the research objectives. Similarly, Etikan (2016) explains that purposive sampling, also known as judgment sampling, involves the deliberate selection of participants based on their knowledge, experience, or characteristics relevant to the study.

The research was conducted in Ifugao, a landlocked province in the Cordillera Administrative Region (CAR), Luzon, composed of eleven municipalities. The province was selected as the research locale because records from the Ifugao Police Provincial Office (IPPO) indicate that from 2016 to 2020, Ifugao ranked among the top three provinces in CAR with the highest number of police officers involved in killings, alongside Abra and Kalinga.

Data Gathering Tools

This study utilized a validated interview guide as the primary data collection instrument. The guide was reviewed and validated by the panel members during the proposal defense and subsequently submitted to the UB Research and Development Center (RDC) for further evaluation and approval.The interview guide consisted of two main sections corresponding to the research objectives. The first section elicited information on the contributory factors leading to killings between police officers in the Province of Ifugao. The second section examined the life outcomes of the involved officers, focusing on personal development, professional career, peer acceptance, and social acceptance.

Interviews were conducted informally to encourage open responses from participants. Data collection continued until sufficiently rich and comprehensive information was obtained rather than being limited by a predetermined schedule. The researcher-developed interview guide is appended to this study.

Data Gathering Procedure

Upon endorsement from the Dean of the University of Baguio Graduate School, a request letter was forwarded to the Provincial Director of the Ifugao Police Provincial Office (IPPO) seeking permission to conduct the study. Separate request letters were also prepared by the researcher for the prospective participants.

Primary data were collected through face-to-face interviews using the approved interview guide to ensure that all relevant information was obtained. Participants selected the location of the interviews for their convenience. The interviews were conducted informally to encourage open responses.Prior to the interviews, each participant signed an informed consent form after the researcher explained the purpose, scope, and procedures of the study. Participants were informed that their participation was voluntary and that they could withdraw or decline to answer any question at any time. No coercion or promise of remuneration was provided.To ensure confidentiality, participants' identities were anonymized using labels such as Participant 1, Participant 2, and so on. Participants were also allowed to respond in their vernacular language to better express their perspectives. All interviews were audio-recorded using a mobile device and subsequently transcribed, encoded, and translated when necessary.All collected data, whether in digital or printed form, were securely stored by the researcher in a locked cabinet. To protect participants' confidentiality, all files and documents were deleted or destroyed after the researcher's final defense.

Treatment of Data

The thematic analysis was used in line with qualitative research approaches in treating the data. This means that once the data is collected, the data are read and scrutinized to reveal their structure, meaning configuration, coherence, and the circumstances of their occurrence and clustering. Emphasis is on the study of configuration of meaning involving both the structure of meaning and how it is created. It its application, the data collected in the interviews underwent thorough familiarization after audio recordings are transcribed verbatim and were translated to English. After familiarizing the responses, the coding process followed, highlighting phrases and sentences from the responses. The codes were formulated based on the highlighted responses. Right after, themes were generated from the formulated codes and reviewed based on the objectives.

Ethical Considerations

In the conduct of the study, permission was asked from the Provincial Director, Ifugao Police Provincial Office, through a request letter. Once permitted, the respondents were identified and located to gather the needed data for the study.Data collected were treated with the utmost confidentiality. The identity of the respondents were safeguarded and ever kept confidential. In answering the interview questions, writing the names of the respondents was be optional, and the key informants were instructed that they may stop at any point they do not anymore wish to proceed. To avoid psychological or emotional harm to the participants, they must be prepared to recount the past prior to the interview and ascertain that they are willing to be interviewed.Informed consent was obtained from the respondents, and in no case, they were forced to answer questions against their voluntariness. In the cognitive interview, the respondents were free to stop answering at any point. This means that the research participants are allowed to narrate his/her experiences after each question is asked. The participant can also be asked with question followed by the his/her answer, depending on the capability of the informant in giving his/her answer. Cultural rights were respected by skipping some answers of the participants that may destroy their reputation or cultural identity. Moreover, the authors of the various literatures used in this study was duly recognized. The challenges that may be encountered by the researcher includes the distance of the participants and the effects of bringing-up again the experiences they had. All these shall be addressed by using a psychologist during the briefing and debriefing stages of the participants. The study findings shall be disseminated through an informal meeting with the participants to distribute the findings. The electronic copy of the study findings shall be sent to their respective emails and/or social media accounts as may be requested.

Presentation, Analysis and Interpretation of Data

This chapter presents the analysis and interpretation of the findings concerning the contributory factors that influenced police officers to commit crimes against fellow officers, as well as the life outcomes of these incidents on the families of the police personnel involved.

Contributory Factors That Influenced the Participants in Committing Crimes Against Other Police Officers

The primary mission of the police institution is the control and prevention of crime. This fundamental role is widely recognized and supported by the public, as professional crime control reflects a strong commitment to maintaining peace and order in society (Moore, Trojanowicz, & Kelling, 1988). However, a critical concern arises when both the offender and the victim belong to the same law enforcement

organization. Such incidents challenge the integrity of the institution and raise questions about internal organizational dynamics. The following discussions presents the themes generated that focuses on understanding the contributory factors that influences officers to commit a crime against a police officer.

Internal Discipline Issues

The ideal situation for a police department and the community is to establish an environment where formal disciplinary processes addressing officers' mistakes and misconduct are used only as a last resort. Achieving this requires police leadership to focus on essential organizational elements that promote effective management and accountability (Stephens, 2011). Nevertheless, internal discipline issues among police officers must still be addressed decisively to prevent harm to fellow officers and protect the organization from humiliation.

Findings from this study revealed that several incidents leading to crimes against fellow police officers stemmed from internal discipline problems that could have been corrected earlier. In this study, internal discipline refers to organizational guidelines that define acceptable conduct for members. It is understood in the context of positive discipline, where members willingly adhere to rules to protect the welfare and interests of the group.Participant 1 explained that the killing of a police officer was influenced by "drunkenness of suspect, lack of respect, boastful personnel, and non-observance of the police operational procedure (POP)." These factors are alarming because such incidents could have been prevented if officers followed established rules, particularly those related to alcohol consumption and operational procedures.

Similarly, Participant 4 identified "lack of respect of senior PNCO to their juniors" as a factor that contributed to the killing of an officer. Participant 6 also emphasized that "drunkenness and the high ego and pride of some police officers" contributed to the incident. Alcohol intoxication emerged as a recurring factor in the narratives. Participant 7 directly attributed the incident to "misunderstanding due to alcohol intoxication and mental blackout caused by drunkenness," which led to him killing another police officer.Empirical studies support these observations. Research by Amsterdam et al. (2019) indicates that acute alcohol intoxication plays a decisive role in about half of all violent crimes by increasing the likelihood and intensity of aggressive behavior. Likewise, Dearden and Payne (2009) found that alcohol consumption significantly increases the number of homicides and that alcohol-related homicides differ substantially from those not involving alcohol.

Bisons and basins

"Bison and basins" refers to jokes that escalate into conflict. Narratives from the participants indicate that actions intended as humor were sometimes interpreted as offensive, resulting in violent consequences. For instance, Participant 3 narrated that while they were drinking and eating, someone hid the suspect's firearm and asked about the long firearm. When the inspector claimed he did not know its whereabouts, the suspect retrieved his caliber .38 and shot the inspector five times, after which Participant 3 was also shot.

A similar account was shared by Participant 5, who stated that the reason he shot his fellow police officer was because **"tinago nila yung baril ko"** (they hid my firearm). Although such acts may appear humorous to some, they can provoke anger and retaliation from the person involved.These findings suggest that workplace joking may contribute to aggressive behavior, particularly when perceived as disrespectful or humiliating. This is a concern for police leadership since seemingly harmless jokes can escalate into serious conflict. Supporting this observation, Ghosh, Jacobs, and Reio (2011) argue that subtle uncivil behaviors, such as instigating jokes, can evolve into patterns of incivility and even physical violence. Such behaviors negatively affect both individual outcomes (e.g., job performance) and organizational outcomes (e.g., operational costs), highlighting the need for effective human resource development strategies to address workplace incivility.

Police Subculture

Police practices and traditions differ significantly from those of civilian organizations. Subcultural norms such as seniority systems shape internal interactions and organizational behavior. According to Crank (2015), police culture is deeply embedded in shared values, beliefs, rituals, habits, and historical prescriptions that guide action. These cultural frameworks shape how officers interpret information and reinforce collective identity within the organization.Because of this, police culture is often difficult for outsiders to fully understand. New members must adapt to these cultural expectations, and failure to do so may generate conflict within the organization. Participant 4 highlighted the negative side of seniority traditions, stating that "senior PNCOs often abuse their junior PNCOs especially when they are under the influence of liquor, including beating to the extent of boxing and kicking." Similarly, Participant 6 emphasized that while seniority and respect for rank should be practiced, they should not lead to the abuse of lower-ranking personnel.

These accounts suggest that some internal practices may be normalized within the organization but appear problematic to external observers. As Mladek (2017) notes, such dynamics often lead the public to judge police officers in simplistic terms of good or evil, overlooking the complex pressures that shape police behavior.As discussed in Chapter 1, such experiences can create strain and stressors that generate negative emotions such as frustration and anger, which may lead to aggressive behavior. Moon and Johnson (2012) and Bishopp et al. (2020) similarly argue that occupational strains associated with policing influence job satisfaction, work–family conflict, marital dissatisfaction, stress, alcohol use, and organizational turnover. Agnew (2006), as cited by Moon and Johnson (2012), further suggests that negative emotional states mediate the relationship between strain and negative outcomes, potentially resulting in reduced organizational commitment and violent behavior.

Inadequate Management

Inadequate management by police commanders emerged as a recurring theme in the participants' narratives. Effective leadership and accountability are essential for maintaining discipline within police organizations. Organizational values must be clearly demonstrated and communicated from the top down, and internal accountability mechanisms should function effectively. This includes senior officers accepting responsibility for poor performance, taking firm action against misconduct, and supporting whistleblowers who expose deficiencies in police operations (Goldsmith, 2005).However, commanders sometimes allow personnel a degree of flexibility to relieve the monotony of police work. While such allowances may be well-intentioned, they may lead to abuse and the normalization of prohibited behavior. Participant 4 identified the failure of unit commanders to regulate the consumption of intoxicating liquor within their respective units as a major contributory factor to the incident involving the killing of a police officer by another officer.Although organizational policies exist, commanders bear the responsibility of enforcing them as part of effective leadership. Colwell and Huth (n.d.) emphasize that leaders must cultivate accountability and professional competence to guide personnel behavior and maintain public trust. Leadership development is therefore a critical concern in modern policing (Moriarty, 2009). Similarly, Huberts, Kaptein, and Lasthuizen (2007) found that leadership qualities—particularly role modeling, strictness, and openness—significantly influence police behavior. Role modeling helps limit unethical conduct in interpersonal interactions, while strict leadership is effective in controlling corruption, fraud, and misuse of resources.These findings highlight the strong influence of leadership on subordinate conduct. Inadequate management may encourage personnel to challenge organizational norms or authority, potentially resulting in serious consequences within hierarchical institutions such as police organizations.

Performance of Official Function.

Not all incidents involving the killing of a police officer by another officer arise from malicious intent. Some occur during the lawful performance of official duties. Participant 6 explained that their unit responded to a report of an armed and unruly individual. During the operation, a shoot-out occurred in which one officer and a patrol vehicle were hit, prompting other officers to retaliate. The suspect—who was later identified as an intelligence officer—was killed in the exchange.

Similarly, Participant 4 described an incident in which the first victim was killed in self-defense, while the second death was accidental. These accounts reflect situations where officers respond to threats during law enforcement operations, although they also raise concerns about the possibility of civilians or unintended victims being caught in crossfire.

Fatal police shootings remain controversial due to their implications for police legitimacy and accountability. Investigations of such incidents are often criticized for lacking impartiality, transparency, and rigor (McFarlane & Amin, 2021). These concerns may be heightened when both the victim and the offender are police officers, as issues such as potential cover-ups or institutional bias may arise, particularly when rank differences exist between those involved.Overall, these narratives highlight both personal and organizational factors contributing to such incidents. While these issues may persist within policing traditions, they underscore the need for organizational change within the PNP to strengthen accountability, leadership, and institutional resilience.

Life Outcomes of These Experiences to the Police Officers Involved

Police officers are often criticized due to the killing of a civilian caught in a crossfire. Too often, the police are exonerated on grounds of official police function or legitimate operation. How-ever, the landscape changes because the victim is also a police officer, they can experience the effect of a cancel culture where the organization can disown them. The following discussions presents the themes outlining the life experiences of police officers involved in the killing of another officer that includes, personal development, professional career, peer acceptance and social acceptance.

Personal Development

The incident also produced notable effects on the participants' personal development, with both positive and negative implications. Participant 1 stated that the experience made him "more cautious in all my activity," while Participant 3 reported becoming "more cautious and not drinking much anymore." These responses indicate increased self-awareness and behavioral restraint following the incident.

Several participants also reported strengthened religious beliefs and spiritual engagement. Participant 2 shared that he "became religious because of the spiritual program of the PNP." Similarly, Participant 4 expressed personal enlightenment, stating that he learned to seek God in his life and recognized the negative effects of alcohol and disrespect toward others. Participant 6 reported becoming "more active in religious activities" and developing leadership skills while serving as an overall coordinator within the BJMP. Participant 7 likewise noted that he became "more disciplined," learned important life lessons, and grew closer to God through daily guidance.

These narratives reflect personal growth resulting from the participants' experiences. Although many already possessed prior beliefs or religious orientations, the incident appears to have deepened their perspectives on life and personal conduct. This aligns with **Situational Action Theory**, which posits that individuals evaluate different courses of action—including criminal behavior—based on their moral perceptions within specific contexts (Worae, 2020). Thus, behavioral and attitudinal changes among the participants may be understood as responses to their experiences and circumstances.Supporting this view, Wikström (2009) argues that broader social conditions and life experiences shape individuals' propensities and exposure to environments conducive to criminal behavior. In the context of this study, participants' decisions to adopt personal changes—such as abstaining from alcohol or strengthening religious practices—appear to be directly influenced by their past experiences and current circumstances.Research on incarcerated individuals also supports these findings. Dammer (2002) found that inmates often develop stronger religious commitments, with religion providing motivation, meaning, hope, and positive lifestyle changes. Similarly, Adler, Burnside, Loucks, and Viki (2008) observed that inmates practice religion for varied reasons depending on the sincerity of their intentions. These insights suggest that religious engagement can serve as a coping mechanism and a source of personal transformation following traumatic or life-altering experiences.

Impact on Professional Career

The professional careers of the participants were significantly affected by their involvement in incidents that resulted in the killing of fellow police officers. Participant 1 explained that the presence of an administrative case hindered professional advancement, noting that "having an administrative case will hinder professional growth since personnel must wait for case termination before being allowed to attend schooling." Participant 3 similarly stated that the experience made him more cautious and motivated him to "perform my task responsibly."

Other participants experienced more severe consequences. Participant 2 reported being dismissed from service, while Participant 4 stated that the incident "destroyed my career as a PNP officer and my ambitions in life, especially since I was young in the unit and my promotion was progressing well." Participant 6 had a distinct experience: although detained for five years, he was eventually acquitted. However, the incarceration affected his career progression, as he explained that he became "two ranks behind compared to my batch mates since I served five years in jail before returning to service." In contrast, Participant 7 described a renewed focus on professional development, stating that he is now more committed to attending trainings and seminars for promotion, particularly after becoming a family man.

These accounts indicate varied professional outcomes among the participants. While some were acquitted and able to continue their service, others faced dismissal or prolonged detention pending case resolution. Such differences may be attributed to the specific circumstances and evidence surrounding each incident.Although limited literature directly addresses the professional consequences for police officers involved in killings of fellow officers or civilians, involvement in crimes carrying penalties of imprisonment often results in dismissal from service and accompanying criminal liability. This position is supported by the provisions of Republic Act No. 3815 (Revised Penal Code), particularly Article 30, paragraphs 3 and 4, which provide for disqualification from holding public office and the loss of rights to retirement pay or pension associated with previously held positions.

Peer Acceptance

Participants generally reported strong peer support following their involvement in incidents. Participant 1 noted that "no peer unwanted reaction was observed with my peer group knowing that I was involved in killing while in the lawful performance of duty." Participant 2 similarly stated that "we are still accepted since they know that it is service-connected and peer supported while I was in jail." Participants 3 and 4 also reported peer acceptance, although Participant 4 acknowledged that support often depended on whether colleagues understood the full context of the incident, explaining that "those who know the real story understand and accept me, but those who do not criticize me."

Participants 6 and 7 further shared that their peers visited them during hospitalization and incarceration. Participant 6 added that because the incident occurred during legitimate operations, the Provincial Police Office even extended financial support.

These narratives highlight the critical role of peer support following traumatic or critical incidents. Morgan (2021) emphasized that peer support programs should provide timely and thorough debriefing to help officers manage post-incident stress and access resources necessary for recovery. Similarly, Snow (2021) and Scherer (2020) argue that as law enforcement practices evolve, agencies must also adapt by prioritizing officers' mental health. While police training traditionally focuses on physical readiness, legal knowledge, and operational skills, comparable attention should be given to mental well-being.Peer support programs provide an additional network of assistance through confidential discussions among colleagues. According to Milliard (2020), such programs help address personal and workplace issues before they escalate into crises, thereby improving employee functioning and performance. In policing, where officers regularly face traumatic situations, peer support can be particularly valuable in mitigating stress and psychological strain.

Scherer (2020) further notes that cumulative stress from repeated exposure to trauma can significantly affect officers throughout their careers. Formal peer support programs therefore play a vital role in assisting officers in coping with occupational stress and maintaining psychological resilience.

Overall, these findings demonstrate that peer support is a critical mechanism within police organizations. Institutionalizing peer support programs can help prevent the escalation of stress-related problems and provide essential assistance to officers involved in critical incidents, thereby reducing trauma and supporting their recovery.

Social acceptance.

While peers within the organization may appear supportive, community and societal reactions toward police officers involved in violent incidents can differ significantly. Participant 1 shared that "I cannot please everybody and not all know my story. People in the society who do not know the reason why I killed someone are sometimes judgmental and hesitant to interact with me." Similarly, Participant 4 noted that the public often views the incident negatively, stating that "people see it as a bad movie—the victims are pitied and I am hated—but those who understand deeper realize that we are all victims; I am only alive but suffering in jail."

In contrast, Participant 6 experienced a shift in community perception from negative to sympathetic, explaining that "some people were aloof at first, but when they knew that I was acquitted they pitied me because they realized I did not participate." Participants 2 and 3 also reported community support, noting that some people believed they were simply performing their duties. Participant 6 further added that "there is no problem socially. I was a victim and nobody wants such things to happen. They advised me to always be careful."

These narratives indicate that society lacks a consistent mechanism for providing social support to police officers involved in criminal incidents, particularly when such incidents involve fellow officers. Consequently, affected officers often rely on their immediate families as their primary source of support. Sadulski (2017) emphasized that spouses can play a crucial role by understanding the challenges faced by officers and allowing them to share—or refrain from sharing—traumatic experiences at their own pace.

These experiences demonstrate that the consequences of such incidents extend beyond the officer involved, affecting their families and community relationships. Overall, involvement in the killing of another police officer represents a life-altering event that can transform a previously stable life into one marked by hardship and significantly alter an officer's perception of the organization, particularly when they believe they were simply performing their duty.

Life Before the Incident

Happy and Contented. Prior to the incident involving the police officers in the tragedy, they all claimed to have a happy and fulfilling lives and it seems to have no problem at all. For participant 1 "I'm doing well before the incident happen. My salary goes or spend to the need of my family". Participant 2 said "I was financially stable and have happy family". Participant 3 added that "I was living a happy peaceful life". Participant 4 also lamented that "I just got married with a plan to love and care for my family especially that I have a son newly born. We are happy and I do not have any reason to destroy my life until circumstances have driven me to do what I have never wanted to do".

Being happy and contented is the embodiment of being accomplished in life but all could be lost with an incident that is usually unwanted. These could be lessons that lead a person to change his lifestyle. In the case of participant 7, he stressed that "before the incident I was doing well and go along with my Friends when I'm invited for some drinks or go to party, but at present I minimize such practice to avoid unwanted incidents".

Proposed Intervention Program to the Ifugao PPO

In response to the statement of the problem no. 3 and based on the findings of the first two problems, the intervention program is hereby offered.

Objectives	Strategies/ Actions	Persons Involved	Target Date	Monitoring/ Evaluation
1. To prevent entry of alcoholic beverages inside the Camp	Bag and vehicle inspections in the entry points of the camps.Initiate legal actions to those involved	Sentry Guards Pre-charge	Continuing	Daily report submitted the Personnel unit
2. To regulate unnecessary physical contact between personnel of the PMFC	Formulate and implement policies on hazing within the camp and delineating limitations on the observance of seniority among PMFC personnel	Regional Personnel and Records Management Division	3rd Quarter, CY 2022	Reportorial requirements for the Coy Commander of PMFC on compliance on new policies re:hazing and implementation of seniority policies.
3. To implement Moral Values Upskilling among IPPO Personnel	Conduct regular values upskilling through webinars, squadding and similar activities on alternating schedules	Unit chief and other heads of offices	immediately	Reportorial requirements for unit chiefs and heads of offices

Basis for the Intervention Program

Legal Measures. Memoranda, operational procedures, and camp rules serve as regulatory mechanisms that define the limits of acceptable conduct for police officers, whether on or off duty and within or outside the camp. These measures delineate the do's and don'ts of police behavior and guide officers throughout their careers in law enforcement. Despite the presence of such regulations, police misconduct—including violations of administrative rules and criminal acts—continues to occur and is typically investigated and sanctioned internally within police organizations (Stinson, 2015).

Participants in this study suggested several measures to prevent incidents where police officers commit criminal acts against fellow officers. Participant 1 recommended the total prohibition of intoxicating beverages during tour of duty and the strict implementation of liquor bans within all PNP camps, even for off-duty personnel. Similarly, Participant 4 emphasized that unit commanders should strictly minimize the consumption of intoxicating liquor within their areas of responsibility.

Police organizations must remain vigilant regarding factors that may undermine accountability among officers, particularly in relation to their colleagues' behavior. Nixon, Wooden, and Crehan (2012) note that the hierarchical rank structure within police organizations can influence how officers exercise accountability. Consequently, the clear establishment and enforcement of policies governing individual conduct are essential for guiding both officers and commanders regarding acceptable and prohibited actions within the organization.

Moral Values Upskilling. Morality and values among PNP personnel are fundamental to the effective performance of police duties. Commitment to the profession requires officers to practice their work with integrity, guided by strong moral principles. Ideally, senior officers should lead by example; however, some leadership practices demonstrate the need for moral and values enhancement within the organization. Sherman (1982) observed that new police officers often develop their values from field experiences and interactions with more experienced officers.Such experiences may expose officers to moral risks that can distort their understanding of ethical conduct and gradually weaken their commitment to professional principles. Blumberg, Papazoglou, and Schlosser (2020) emphasized that law enforcement organizations must address these moral risks through cultural change initiated by leadership. This requires a comprehensive approach that integrates both prevention and intervention strategies while recognizing the impact of moral challenges on officers' health and well-being.

Participants in this study also highlighted the importance of moral recovery programs as preventive measures against misconduct. Participant 1 suggested that "moral recovery and religious activity be implemented to improve the spiritual well-being of PNP personnel." Participants 6 and 7 similarly recommended the establishment of a moral recovery program to prevent incidents detrimental to both the organization and individual officers. Participant 4 further proposed that police leadership conduct seminars or workshops on moral upliftment to strengthen respect and discipline among PNP members.

These narratives indicate concerns regarding the gradual decline of moral values among some officers, reinforcing the need for structured programs on moral recovery and values formation. Such interventions become particularly important when incidents of misconduct begin to emerge within the organization, as they signal underlying issues that require immediate attention. This aligns with the Broken Windows Theory, which suggests that minor violations left unchecked can escalate into more serious problems. When misconduct becomes normalized within an organization, it risks becoming institutionalized despite negative perceptions from the public.

Self-Discipline. Another theme that emerged as a prescriptive measure to prevent incidents involving police officers harming fellow officers is self-discipline. In this study, self-discipline refers to the ability of a police officer to remain within moral boundaries when making decisions and responding to situations.

Self-discipline is fundamental in police organizations where discipline is traditionally guided by rules and regulations. While these rules are essential, they alone are insufficient to ensure sound discipline. Within the PNP, the Code of Ethics serves as a guiding framework for conduct; however, some provisions lack corresponding enforcement policies for violations, limiting its full implementation.

Participant 6 emphasized the importance of practicing humility and maximum tolerance, stating that officers should remain low profile and observe the PNP core values of Makadiyos, Makabayan, Makatao, at Makakalikasan (For God, Country, People, and Nature). This highlights the need for officers to return to the fundamental principles emphasized during their training. Self-control and maximum tolerance are not only necessary when dealing with civilians but also when interacting with fellow officers. Issues related to seniority may trigger overreaction among junior personnel or overaction among senior officers, potentially escalating conflicts. Demonstrating tolerance in such situations can prevent further escalation.Participant 7 similarly suggested that self-discipline and refresher training courses could help address the problem. Self-discipline discourages intoxication and promotes respect among officers, while refresher training reinforces professional duties toward the organization, the community, and colleagues. Blumberg, Papazoglou, and Schlosser (2020) support this view, noting that officers must be trained to cope with occupational stress and provided with resources that enable them to function effectively. Such proactive wellness strategies help prevent stress-related problems, including lapses in ethical decision-making.Therefore, maintaining officer wellness and reinforcing self-discipline are critical in preventing misconduct within police organizations.

CONCLUSIONS AND RECOMMENDATIONS

The following presents the conclusion and recommendations as an offshoot of this study.

Conclusions

Occupational stressors, negative Interpersonal and intrapersonal relationships are the common reasons for police officers to be involved in crimes against another police officer.

As to the life outcomes of these experiences to the police officers involved, these brought about enlightenment that drew them closer to their spiritual beliefs and their families.

Recommendations

1. The Regional Personnel and Records Management Division of Police Regional Office Cordillera may conduct series of upskilling seminars/training on areas of morals and values for all personnel and leadership for unit and section chiefs to boost their capabilities both on interpersonal and social skills.

2. The Regional Plans and Strategy Management Division may establish a proactive approach to wellness that will include a dedicated Wellness Unit, which should be staffed with at least one commissioned officer two non-commissioned officers to monitor mental and health wellness of its personnel especially those under constant stressors.

3. The PNP Cordillera may adopt the intervention program to preempt the possibilities of similar issues arising in the future to avoid staining the reputation of Cordillera as home to the most disciplined COPS in the country.

4. The Regional Logistics and Research Development Division of PRO-Cordillera may prioritize researches police culture to understand further why certain factor emerged as a reason for law violation inside the organization.

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