

Operational Effectiveness and Organizational Performance in the Philippine National Police Following the Implementation of the Revised Basic Internal Security Operations Course Training (BISOC)

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Abstract: This study examined the operational effectiveness and organizational performance of the Philippine National Police following the implementation of the revised Basic Internal Security Operations Course (BISOC). It aimed to assess the level of operational effectiveness in terms of community awareness, incident reduction, mission accomplishment, and operational readiness, as well as organizational performance in terms of compliance with rules and protocols, ethical standards, transparency and accountability, and leadership effectiveness. It also determined the relationship between operational effectiveness and organizational performance and tested differences when respondents were grouped according to selected profile variables. A quantitative research design was used, involving BISOC Batch within Class MAGSARIG 2022 graduates assigned in the MIMAROPA Region. Data were gathered through a structured questionnaire and analyzed using frequency, percentage, weighted mean, standard deviation, Kendall's tau-b correlation, and Analysis of Variance (ANOVA) at a 0.05 level of significance. The findings revealed that the operational effectiveness of the PNP was perceived to be very high, while organizational performance and governance practices were rated very good. A strong and significant relationship was found between operational effectiveness and organizational performance, which means that improvements in operational capability are associated with better governance outcomes. Furthermore, no significant differences were observed when respondents were grouped according to age, sex, rank, BISOC batch, and nature of deployment, which reflects consistent outcomes of the training program across different groups. The study concludes that the revised BISOC contributes to improved operational capability and strengthens organizational performance of the PNP. It also shows that the program provides uniform benefits across personnel, reinforcing its role as an effective and inclusive training intervention.

Keywords: Operational Effectiveness, Organizational Performance, BISOC, Governance Practices, Police Training.

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I. INTRODUCTION

The Philippine National Police (PNP) was established under Republic Act No. 6975, also known as the "Department of the Interior and Local Government Act of 1990," to serve as the primary law enforcement agency of the Philippines. Its mandate encompasses maintaining peace and order, enforcing laws, preventing and investigating crimes, and ensuring public safety and internal security. Emerging from the reorganization of previous police and military structures, the PNP embodies the vision of a civilian, national, and professional police force under the Department of the Interior and Local Government (DILG).

Guided by the principles of service, honor, and justice, the PNP plays a vital role in safeguarding communities, protecting lives and property, and supporting democratic governance. It is also instrumental in implementing development programs, disaster response, and counterinsurgency initiatives. As the country faces evolving security challenges, including terrorism, cybercrime, and socio-political unrest, the PNP remains a critical pillar of national stability, resilience, and community-centered peacebuilding.

To address persistent internal security threats and improve public service delivery, the PNP revised its Basic Internal Security Operations Course (BISOC), incorporating updated doctrines and strategies aimed at enhancing both operational effectiveness and organizational performance. Implemented on February 23, 2021, the revised BISOC emphasizes community-centric policing, multi-sectoral collaboration, and data-driven decision-making, representing a shift from purely tactical operations toward responsive, community-based strategies. This aligns with the government's whole-of-nation approach under Executive Order No. 70 and the National Task Force to End Local Communist Armed Conflict (NTF-ELCAC), integrating ethical standards, transparency, and community responsiveness into police training.

The original BISOC had notable limitations, including minimal focus on community engagement, socio-political education, ethical and legal responsibilities, and real-world community immersion. These gaps constrained trainees' readiness to implement civilian-oriented peacebuilding and governance practices (Gatchalian, 2019; Santos, 2020; Medina, 2021).

This study evaluated the PNP's operational effectiveness in implementing a community-centric approach under the revised BISOC, with key indicators including community awareness, incident reduction, mission performance, and operational readiness, as perceived and experienced by BISOC Batch within Class MAGSARIG 2022 graduates in the performance of their duties. In addition, it assesses the organizational performance and governance of the PNP following the implementation of the revised BISOC, focusing on rule compliance, ethics and standards, transparency and accountability, and leadership and discipline, likewise based on the perceptions of the same 2022 graduates. Finally, the research examined the relationship between operational effectiveness and organizational performance, highlighting how tactical readiness and institutional governance reinforce one another in fostering a responsive and trustworthy police force.

The study was conducted at the Regional Special Training Unit (RSTU) of the Philippine National Police in Bansud, Oriental Mindoro, which plays a pivotal role in shaping future law enforcement personnel. The RSTU provides comprehensive training programs that balance tactical proficiency with community-oriented policing, including the Public Safety Basic Recruit Course (PSBRC) and a six-month Field Training Program designed to prepare officers for modern, multifaceted policing challenges.

Through a review of literature, program structures, and field outcomes, this research aims to provide a comprehensive understanding of how doctrinal reforms like the revised BISOC contribute to the transformation of police practices in the Philippines. The findings may serve as a reference for policy formulation, training enhancement, and strategies to strengthen community partnerships, public trust, and overall organizational effectiveness.

This study was conducted to examine the operational effectiveness and organizational performance of the Philippine National Police (PNP) following the implementation of the revised Basic Internal Security Operations Course (BISOC). Specifically, it aimed to:

- Identify the demographic profile of BISOC Batch within Class MAGSARIG 2022 graduates in terms of:
 - age;
 - sex;
 - highest educational attainment;
 - length of service in the PNP;
 - current rank;
 - assignment/unit;
 - BISOC Batch within Class MAGSARIG 2022 (Batch 1, Batch 2, Batch 3); and
 - nature of post-BISOC deployment.
- Evaluate the operational effectiveness of the PNP in implementing the revised BISOC, as perceived by the graduates, particularly in terms of:
 - enhanced community awareness of local threats;
 - reduced security-related incidents;
 - increased mission accomplishment rate; and
 - operational readiness.
- Assess the organizational performance and governance practices of the PNP following the implementation of the revised BISOC, specifically in terms of:
 - organizational compliance with established rules and protocols;
 - organizational adherence to ethical and professional standards;
 - operational transparency and accountability; and
 - leadership effectiveness.
- Determine the relationship between the operational effectiveness and organizational performance of the Philippine National Police following the implementation of the revised BISOC.
- Determine whether there are significant differences in the perceived operational effectiveness and organizational performance of the PNP following the implementation of the revised BISOC when BISOC Batch within Class MAGSARIG 2022 graduates are grouped according to profile variables.

II. MATERIALS AND METHOD

➤ *Research Design*

This study employed a quantitative approach using a descriptive–correlational–comparative research design. The descriptive component was used to determine the profile of the respondents and to describe their perceptions of the operational effectiveness and organizational performance of the Philippine National Police (PNP) following the implementation of the revised Basic Internal Security Operations Course (BISOC).

The correlational design examined the relationship between operational effectiveness and organizational performance. Meanwhile, the comparative design was used to determine differences in these variables when respondents were grouped according to selected profile characteristics, including BISOC batch, age, sex, highest educational attainment, length of service, rank, and assignment.

➤ *Participants and Sampling*

The respondents of the study were graduates of the revised BISOC under Class MAGSARIG 2022, deployed as active PNP personnel in various units within the MIMAROPA Region. The total population consisted of 183 graduates across three batches. Using simple random sampling, 131 respondents were selected to participate in the study. This approach ensured that each member of the population had an equal chance of inclusion, allowing for a more representative set of responses.

➤ *Research Locale and Time Frame*

The study involved BISOC graduates trained at the Regional Special Training Unit (RSTU) MIMAROPA located in Bansud, Oriental Mindoro, who are currently assigned in different areas within the region. Data collection was conducted during the second semester of Academic Year 2024–2025 until the summer term of the same academic year.

➤ *Research Instrument*

Data were collected using a self-administered questionnaire composed of three parts. The first part gathered demographic information such as age, sex, educational attainment, length of service, rank, assignment, BISOC batch, and nature of deployment.

The second part measured operational effectiveness in terms of community awareness, incident reduction, mission accomplishment, and operational readiness. The third part assessed organizational performance in terms of compliance with rules and protocols, adherence to ethical standards, transparency and accountability, and leadership effectiveness. A four-point Likert scale was used for Parts II and III, ranging from 1 (Strongly Disagree) to 4 (Strongly Agree).

➤ *Validity and Reliability*

The instrument underwent expert validation by the research adviser and faculty members from the Graduate School of Occidental Mindoro State College to ensure content relevance and clarity.

Reliability testing was conducted through a pilot study involving 15 respondents. Internal consistency was measured using Cronbach's alpha, with values exceeding 0.70 considered acceptable, indicating that the instrument was reliable for data collection.

➤ *Data Gathering Procedure*

Prior to data collection, permission was secured from the Graduate School and the research adviser. A formal request was then submitted to the Regional Special Training Unit (RSTU) MIMAROPA. Upon approval, the

questionnaires were distributed to the respondents either in person or through online platforms. Participants were given sufficient time to complete the survey. The collected data were then organized, coded, and prepared for analysis using Microsoft Excel and SPSS.

➤ *Data Analysis*

Descriptive statistics, including frequency and percentage, were used to summarize the respondents' profile. Weighted mean and standard deviation were employed to describe perceptions of operational effectiveness and organizational performance.

Kendall's tau-b correlation was used to determine the relationship between the two main variables. Differences across groups were tested using independent samples t-test for variables with two categories and one-way analysis of variance (ANOVA) for variables with more than two groups. When significant differences were found, post hoc analysis was conducted to identify specific group differences. All tests were evaluated at a 0.05 level of significance.

➤ *Ethical Considerations*

Ethical standards were observed throughout the study. Participation was voluntary, and informed consent was obtained from all respondents. Confidentiality and anonymity were ensured by coding the data and presenting results in aggregate form. Data were securely stored and accessed only by authorized individuals. The study avoided any form of harm to participants and complied with institutional policies of the Philippine National Police.

➤ *Scope and Limitations*

This study focused on examining the relationship between operational effectiveness and organizational performance of the PNP following the implementation of the revised BISOC. The respondents were limited to Class MAGSARIG 2022 graduates assigned within the MIMAROPA Region. Data were collected using a self-report questionnaire, which may be subject to response bias. Despite this limitation, measures were taken to ensure confidentiality and encourage honest responses.

III. RESULTS

➤ *Demographic Profile of the Respondents*

The demographic profile of the respondents provides the distribution and groupings of the Class MAGSARIG 2022 BISOC Batch graduates. With the different profiles, the respondents are better described and understood as to their characteristics.

As seen on Table 1, majority of the BISOC Batch within Class MAGSARIG 2022 graduates who participated in this study age lower than 30 years category. A total of 82 or 62.6% are at this age range, and the rest are 30 years old and above. The respondents are dominated by females (54.2%) and are all college degree holder without any advanced education. They are all in service in PNP for 4 years and 5 months, with rank of patrol man or patrol woman. Moreover, the respondents are almost equally represented by their batch

with 35.1% from Batch 1 (Alpha), 33.6% from Batch 2 (Bravo), and 31.3% from Batch 3 (Charlie). Lastly, majority

of 73.3% are deployed in operational function, while 19.1% are in administrative works, and 7.6% are supervisors.

Table 1. Demographic Profile of BISOC Batch within Class MAGSARIG 2022 Graduates.

Profile	Frequency	Percentage
Age		
Below 30 years old	82	62.6
30 years old and above	49	37.4
Sex		
Female	71	54.2
Male	60	45.8
Highest Educational Attainment		
College Graduate	131	100.0
Length of Service in the PNP		
4 years and 5 months	131	100.0
Current Rank		
Patrolman	60	45.8
Patrolwoman	71	54.2
BISOC Batch within CL MAGSARIG 2022		
Batch 1 (Alpha)	46	35.1
Batch 2 (Bravo)	44	33.6
Batch 3 (Charlie)	41	31.3
Nature of Post BISOC Deployment		
Administrative	25	19.1
Operational	96	73.3
Supervisory	10	7.6

➤ *Operational Effectiveness in Implementing the Revised BISOC*

Operational effectiveness is the extent to which the PNP is able to maintain community peace and order following the implementation of the revised BISOC, particularly in terms of enhanced community awareness of local threats, reduced security-related incidents, increased mission accomplishment rate, and operational readiness, as measured by the respondents responses.

➤ *Enhanced Community Awareness of Local Threats*

Enhanced community awareness of local threats contributes to operational effectiveness. The PNP personnel has to be personally aware and is familiar with the conditions and situations in the community.

Awareness of local threats is very high (mean = 4.65; SD = 0.45) in the community (Table 2). This is viewed by the BISOC graduates regarding the operational effectiveness in implementing the revised BISOC. For them, they can now explain security-related information to the community, hence enhancing community awareness. This registered the highest mean score of 4.73, which supports the effectiveness of training. With such training, they can actively engage with the community and conduct regular activities. They believe that the community is more aware of local security threats compared before BISOC training.

Table 2. Perceived Operational Effectiveness in Implementing the Revised BISOC in Terms of Enhanced Community Awareness of Local Threats.

Indicators	Mean	SD	Description
My BISOC training helped me explain security-related information clearly to the community.	4.73	.48	Very High
I actively engage with community members to share information on how they can help prevent crime and security threats.	4.69	.50	Very High
There are regular activities or mechanisms that promote community awareness of local threats.	4.61	.51	Very High
The community in my area of assignment is more aware of local security threats compared to before my BISOC training.	4.60	.56	Very High
Community members proactively report suspicious activities or persons to the police.	4.57	.57	Very High
Overall Mean	4.65	.45	Very High

Scale: 1.00-1.50 Very Low; 1.51-2.50 Low; 2.51-3.50 Moderate; 3.51-4.50 High; 4.51-5.00 Very High

➤ *Reduced Security-Related Incidents*

Reduced security-related incidents is essential to determine the Operational Effectiveness in implementing the Revised BISOC. This may mean that the program was able to address the key components of peace and order.

Table 3 reveals that operational effectiveness is also perceived as very high in reducing security-related incidents (mean = 4.57; SD = 0.49). It is believed that proper coordination with other units or agencies has helped reduce the security-related incidents. In addition, the proactive patrol and operation and the mere presence of BISOC-trained personnel are factors that contributed to the safer community environment. They claimed that their unit responds faster and more effectively to incidents after the BISOC training.

Table 3. Perceived Operational Effectiveness in Implementing the Revised BISOC in Terms of Reduced Security-Related Incidents.

Indicators	Mean	SD	Description
Coordinated operations with other units or agencies have helped reduce security-related incidents in my area.	4.64	.51	Very High
Preventive patrols and operations in my area help reduce the likelihood of security-related incidents.	4.63	.53	Very High
The presence of BISOC-trained personnel has contributed to a safer environment in my area of responsibility.	4.62	.53	Very High
Our unit responds faster and more effectively to incidents than before.	4.58	.54	Very High
Security-related incidents (e.g., theft, robbery, physical injuries) in my area have decreased after the BISOC training.	4.40	.63	High
Overall Mean	4.57	.49	Very High

Scale: 1.00-1.50 Very Low; 1.51-2.50 Low; 2.51-3.50 Moderate; 3.51-4.50 High; 4.51-5.00 Very High

➤ *Increased Mission Accomplishment Rate*

Increased mission accomplishment rate means the upward percentage of tasks and assignment completed by the graduates. The PNP personnel have performed the orders assigned to them. This may also mean that the PNP are active and vigilant in completing their job assignments and are effectively performing their duties.

As summarized in Table 4, operational effectiveness is likewise very high as evidenced by the increased mission accomplishment rate (mean = 4.60; SD = 0.52). The BISOC graduates have performed orders assigned to them and they are active and vigilant and effectively performed their duties. Specifically, the BISOC made them more competent (mean = 4.61; SD = 0.53) and consistently met their targets and objectives. Effective carrying out of operation plans and directives is also perceived as very high (mean = 4.60; SD = 0.54).

Table 4. Perceived Operational Effectiveness in Implementing the Revised BISOC in Terms of Increased Mission Accomplishment Rate.

Indicators	Mean	SD	Description
The competencies I acquired from BISOC help me accomplish assigned missions successfully.	4.61	.53	Very High
Targets and objectives in our operations are now met more consistently.	4.60	.54	Very High
I feel more confident in handling complex missions because of the training I received from BISOC.	4.60	.54	Very High
Operational plans and directives in my unit are carried out more effectively.	4.60	.54	Very High
Our unit's mission accomplishment rate has improved after the implementation of the revised BISOC.	4.57	.54	Very High
Overall Mean	4.60	.52	Very High

Scale: 1.00-1.50 Very Low; 1.51-2.50 Low; 2.51-3.50 Moderate; 3.51-4.50 High; 4.51-5.00 Very High

➤ *Operational Readiness*

Operational readiness is the state of preparedness and alertness of the graduates when called for mission orders and operations. This means that the program has developed the graduates to become always available whenever called for duty.

Table 5 shows that operational readiness is very high with mean of 4.63 ± 0.51. These may mean that the BISOC program was able to inculcate preparedness and availability of the graduates. The low standard deviation of 0.51 indicates that responses are similar among the respondents.

Operational readiness is highest in the personnel in the unit are mentally and physically ready for deployment at any given time with mean of 4.65 ± 0.53 . Operational readiness is lowest in the skills acquired from the BISOC are regularly applied in current duties with mean of 4.58 ± 0.59 .

Table 5. Perceived Operational Effectiveness in Implementing the Revised BISOC in Terms of Operational Readiness.

Indicators	Mean	SD	Description
Personnel in my unit are mentally and physically ready for deployment at any given time.	4.65	.53	Very High
Our unit is adequately prepared to respond to emergencies and critical incidents.	4.64	.53	Very High
We have clear procedures and preparations in place for different types of operational scenarios.	4.64	.53	Very High
There is effective coordination and teamwork in my unit during operations.	4.63	.53	Very High
The skills I acquired from the BISOC are regularly applied in my current duties.	4.58	.59	Very High
Overall Mean	4.63	.51	Very High

Scale: 1.00-1.50 Very Low; 1.51-2.50 Low; 2.51-3.50 Moderate; 3.51-4.50 High; 4.51-5.00 Very High

➤ *Overall Perceived Operational Effectiveness in Implementing the Revised BISOC*

The summary in Table 6 shows that perceived operational effectiveness in implementing the Revised BISOC is highest in enhanced community awareness of local threats and operational readiness with mean of 4.65 ± 0.45 , seconded by operational readiness with mean of 4.63 ± 0.51 , followed by increased mission accomplishment rate with mean of 4.60 ± 0.52 , and last is reduced security-related incidents with mean of 4.57 ± 0.49 .

Table 6. Summary of Perceived Operational Effectiveness in Implementing the Revised BISOC.

Indicators	Mean	SD	Description
Enhanced community awareness of local threats	4.65	.45	Very High
Operational readiness	4.63	.51	Very High
Increased mission accomplishment rate	4.60	.52	Very High
Reduced security-related incidents	4.57	.49	Very High
Grand Mean	4.61	.45	Very High

Scale: 1.00-1.50 Very Low; 1.51-2.50 Low; 2.51-3.50 Moderate; 3.51-4.50 High; 4.51-5.00 Very High

➤ *Perceived Organizational Performance and Governance Practices of the PNP Following the Implementation of the Revised BISOC*

Organizational performance is the perceived performance of the Philippine National Police as an organization following the implementation of the revised BISOC, specifically in terms of organizational compliance with established rules and protocols, adherence to ethical and professional standards, operational transparency and accountability, and leadership effectiveness.

➤ *Organizational Compliance with Established Rules and Protocols*

The PNP is highly compliant to the established rules and protocols. This is indicated by the overall mean of 4.68 (SD = 0.47) suggesting that the chain of command and procedures are observed during the operation. This is strictly followed as the BISOC training reinforce the discussion of proper procedures and compliance. The PNP operations are conducted strictly following the official guidelines and procedures. Any deviations are reported and violations are dealt properly and fairly.

Table 7. Perceived Organizational Performance and Governance Practices of the PNP Following the Implementation of the Revised BISOC in Terms of Organizational Compliance with Established Rules and Protocols.

Indicators	Mean	SD	Description
Our station/unit strictly follows established PNP rules, regulations, and protocols.	4.69	.48	Very Good
Operations are conducted in accordance with official guidelines and procedures.	4.69	.46	Very Good
BISOC training reinforced my understanding of proper procedures and compliance.	4.67	.49	Very Good
I am encouraged to report any deviations from standard procedures in my unit.	4.67	.49	Very Good
Violations of rules and protocols are dealt with promptly and fairly.	4.65	.53	Very Good
Overall Mean	4.68	.47	Very Good

Scale: 1.00-1.50 Very Poor; 1.51-2.50 Poor; 2.51-3.50 Fair; 3.51-4.50 Good; 4.51-5.00 Very Good

➤ *Organizational Adherence to Ethical and Professional Standards*

Organizational adherence to ethical and professional standards means conforming to acceptable norms and professional requirements and processes.

Table 8 presents that organizational performance in terms of organizational adherence to ethical and professional standards is very good with mean of 4.68 ± 0.49 . These may mean that the PNP is operating ethically and always observe professionalism in their actions. The low standard deviation of 0.48 indicates that responses are homogenous among the respondents.

Organizational adherence to ethical and professional standards is highest in BISOC training strengthened my commitment to ethical and professional conduct and police officers treat all individuals in the community fairly and without discrimination both with mean of 4.69. Organizational adherence to ethical and professional standards is lowest in personnel in my unit demonstrate integrity in the performance of their duties with mean of 4.66 ± 0.51 .

Table 8. Perceived Organizational Performance and Governance Practices of the PNP Following the Implementation of the Revised BISOC in Terms of Organizational Adherence to Ethical and Professional Standards.

Indicators	Mean	SD	Description
BISOC training strengthened my commitment to ethical and professional conduct.	4.69	.48	Very Good
We treat all individuals in the community fairly and without discrimination.	4.69	.50	Very Good
Unethical or unprofessional behavior is not tolerated in my station/unit.	4.68	.48	Very Good
I feel safe to raise concerns about unethical behavior in my unit without fear of retaliation.	4.67	.50	Very Good
Personnel in my unit demonstrate integrity in the performance of their duties.	4.66	.51	Very Good
Overall Mean	4.68	.48	Very Good

Scale: 1.00-1.50 Very Poor; 1.51-2.50 Poor; 2.51-3.50 Fair; 3.51-4.50 Good; 4.51-5.00 Very Good

➤ *Operational Transparency and Accountability*

Operational transparency and accountability mean that the PNP makes visible and reports its performance to the public and takes responsibility on its shortcomings.

Table 9 presents that organizational performance in terms of operational transparency and accountability is very good with mean of 4.68 ± 0.47 . These mean that the PNP is reports the status of the organization and its achievements and accepts criticism from the public. The low standard deviation of 0.47 indicates that responses are similar among the respondents.

Operational transparency and accountability is highest in members of the unit are held accountable for their actions and decisions and important decisions and actions in our unit are properly documented and explained to those concerned both with mean of 4.69 ± 0.48 . Operational transparency and accountability is lowest in reports and documentation are prepared accurately and submitted on time with mean of 4.65 ± 0.49 .

Table 9. Perceived Organizational Performance and Governance Practices of the PNP Following the Implementation of the Revised BISOC in Terms of Operational Transparency and Accountability.

Indicators	Mean	SD	Description
Members of our unit are held accountable for their actions and decisions.	4.69	.48	Very Good
Important decisions and actions in our unit are properly documented and explained to those concerned.	4.69	.48	Very Good
Feedback from supervisors is used to improve individual and unit performance.	4.68	.48	Very Good
Operations in my unit are carried out in a transparent manner.	4.68	.48	Very Good
Reports and documentation are prepared accurately and submitted on time.	4.65	.49	Very Good
Overall Mean	4.68	.47	Very Good

Scale: 1.00-1.50 Very Poor; 1.51-2.50 Poor; 2.51-3.50 Fair; 3.51-4.50 Good; 4.51-5.00 Very Good

➤ *Leadership Effectiveness*

Leadership effectiveness means that the PNP administrators and officers can properly guide and supervise its personnel in achieving its goals and objectives.

Table 10 presents that organizational performance in terms of leadership effectiveness is very good with mean of 4.67 ± 0.47 . These mean that the PNP administrative and operational heads are properly doing its tasks with its people and are performing very well. The low standard deviation of 0.47 indicates that responses are clustered to the center and perceptions are similar among the respondents.

Leadership effectiveness is highest in leadership in my station/unit supports the proper application of BISOC-acquired skills and competencies with mean of 4.68 ± 0.47 . Leadership effectiveness is lowest in leaders in my unit provide clear guidance and direction in the performance of our duties and recognize and appreciate good performance and achievements and supervisors serve as good role models in terms of discipline and professionalism all with mean of 4.66.

Table 10. Perceived Organizational Performance and Governance Practices of the PNP Following the Implementation of the Revised BISOC in Terms of Leadership Effectiveness.

Indicators	Mean	SD	Description
Leadership in my station/unit supports the proper application of BISOC-acquired skills and competencies.	4.68	.47	Very Good
Communication between leaders and subordinates in my unit is open, respectful, and constructive.	4.67	.47	Very Good
Leaders in my unit provide clear guidance and direction in the performance of our duties.	4.66	.47	Very Good
Supervisors serve as good role models in terms of discipline and professionalism.	4.66	.49	Very Good
Leaders in my unit recognize and appreciate good performance and achievements.	4.66	.49	Very Good
Overall Mean	4.67	.47	Very Good

Scale: 1.00-1.50 Very Poor; 1.51-2.50 Poor; 2.51-3.50 Fair; 3.51-4.50 Good; 4.51-5.00 Very Good

➤ *Perceived Organizational Performance and Governance Practices of the PNP Following the Implementation of the Revised BISOC*

The summary in Table 11 shows that perceived organizational performance and governance practices of the PNP following the implementation of the revised BISOC is highest in organizational compliance with established rules and protocols, organizational adherence to ethical and professional standards, and operational transparency and accountability all with mean of 4.6. Last is leadership effectiveness with mean of 4.67 ± 0.47 .

Table 11. Summary of the Perceived Organizational Performance and Governance Practices of the PNP Following the Implementation of the Revised BISOC.

Indicators	Mean	SD	Description
Organizational compliance with established rules and protocols	4.68	.47	Very Good
Organizational adherence to ethical and professional standards	4.68	.48	Very Good
Operational transparency and accountability	4.68	.47	Very Good
Leadership effectiveness	4.67	.47	Very Good
Grand Mean	4.68	.46	Very Good

Scale: 1.00-1.50 Very Poor; 1.51-2.50 Poor; 2.51-3.50 Fair; 3.51-4.50 Good; 4.51-5.00 Very Good

➤ *Relationship Between the Operational Effectiveness and Organizational Performance of the Philippine National Police Following the Implementation of the Revised BISOC*

Operational effectiveness is strongly and positively related with organizational performance (Table 12). This is supported by a correlation coefficient of .713 and p-value of .000. This means that as operational effectiveness improves, organizational performance of the PNP tends to increase, and vice versa.

Table 12. Relationship Between the Operational Effectiveness and Organizational Performance of the Philippine National Police Following the Implementation of the Revised BISOC.

1 st Variable	2 nd Variable	Correlation Coefficient	p-value	Relationship
Operational Effectiveness	Organizational Performance	.713	.000	Positive Strong

Scale: .000-.150 Negligible; .151-.400 Weak; .401-.650 Moderate; .651-.900 Strong; .901-1.00 Perfect

➤ *Significant Differences in the Perceived Operational Effectiveness and Organizational Performance of the PNP Following the Implementation of the Revised BISOC Based on Profile Variables*

The comparison between respondents who are below 30 years old and those who are 30 years old and above reveals no significant difference as indicated by the p-value greater than .05. This means that both group of respondents have similar view on the operational effectiveness of the graduates and the organizational performance of the PNP.

Table 13. Differences in the Perceived Operational Effectiveness and Organizational Performance of the PNP Following the Implementation of the Revised BISOC Based on Age.

Variables	Below 30 years old		30 years old and above		F-value	p-value	Difference
	Mean	SD	Mean	SD			
Operational Effectiveness	4.63	.46	4.58	.45	.523	.471	Not Significant

Organizational Performance	4.70	.45	4.63	.47	.608	.437	Not Significant
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Male and female respondents manifest no significant difference in perception of operational effectiveness and organizational performance (Table 14). The p-values are greater than the allowable limit of 0.05. Both sexes perceived similarly the effectiveness and performance after the implementation of the revised BISOC.

Table 14. Differences in the Perceived Operational Effectiveness and Organizational Performance of the PNP Following the Implementation of the Revised BISOC Based on Sex.

Variables	Male		Female		F-value	p-value	Difference
	Mean	SD	Mean	SD			
Operational Effectiveness	4.64	.49	4.59	.43	.536	.466	Not Significant
Organizational Performance	4.68	.46	4.67	.46	.000	.988	Not Significant

Table 15 presents that the comparison between Patrolman and Patrolwomen indicates no significant difference as indicated by the p-value greater than .05. This means that similarly both groups of respondents have similar perceptions on the operational effectiveness of the graduates and the organizational performance of the PNP.

Table 15. Differences in the Perceived Operational Effectiveness and Organizational Performance of the PNP Following the Implementation of the Revised BISOC Based on Current Rank.

Variables	Patrolman		Patrolwoman		F-value	p-value	Difference
	Mean	SD	Mean	SD			
Operational Effectiveness	4.64	.49	4.59	.43	.536	.466	Not Significant
Organizational Performance	4.68	.46	4.67	.46	.000	.988	Not Significant

Table 16 shows that the comparison among Batch 1, Batch 2, and Batch 3 of graduates reveals no significant difference as indicated by the p-value greater than .05. This means that all three groups of respondents have similar views on the operational effectiveness of the graduates and the organizational performance of the PNP.

Table 16. Differences in the Perceived Operational Effectiveness and Organizational Performance of the PNP Following the Implementation of the Revised BISOC Based on BISOC Batch.

Variables	Batch 1		Batch 2		Batch 3		F-value	p-value	Difference
	Mean	SD	Mean	SD	Mean	SD			
Operational Effectiveness	4.55	.49	4.61	.45	4.68	.42	.883	.416	Not Significant
Organizational Performance	4.65	.45	4.63	.49	4.75	.43	.826	.440	Not Significant

Table 17 shows that the comparison among graduate deployed in administrative, operational, and supervisory units reveal no significant difference as indicated by the p-value greater than .05. This means that all three groups of respondents have similar views on the operational effectiveness of the graduates and the organizational performance of the PNP.

Table 17. Differences in the Perceived Operational Effectiveness and Organizational Performance of the PNP Following the Implementation of the Revised BISOC Based on Nature of Deployment.

Variables	Administrative		Operational		Supervisory		F-value	p-value	Interpretation
	Mean	SD	Mean	SD	Mean	SD			
Operational Effectiveness	4.58	.44	4.63	.46	4.58	.42	.133	.876	Not Significant
Organizational Performance	4.61	.48	4.70	.46	4.65	.46	.393	.676	Not Significant

IV. DISCUSSION

➤ *Demographic Profile of BISOC Batch within Class MAGSARIG 2022 Graduates*

The demographic profile of the respondents provides the distribution and groupings of the Class MAGSARIG 2022 BISOC Batch graduates, allowing a clearer understanding of their characteristics. Results show that majority of respondents are below 30 years old, which aligns with existing reports that BISOC participants are typically within the early 20s to late 30s age range, balancing physical demands and operational maturity (Severino et al., 2025). The respondents are predominantly female, reflecting recent efforts to increase gender inclusivity in police training and operations (Ramirez & Pascual, 2025). All respondents are college graduates, consistent with PNP entry and advancement requirements. Their uniform length of service and rank as patrol officers indicate early-career personnel positioned for operational deployment (PNA, 2019; NPC, 2019). The distribution across BISOC batches and deployment types, with a majority assigned to operational roles, supports prior findings that graduates are primarily deployed in internal security and field operations.

➤ *Operational Effectiveness in Implementing the Revised BISOC*

Operational effectiveness, measured through community awareness, incident reduction, mission accomplishment, and readiness, was rated very high, consistent with the intended outcomes of BISOC to enhance tactical proficiency and mission success (Abenir & Manzano, 2021; PNP Training Service, 2022).

Enhanced community awareness of local threats was rated very high, indicating that BISOC training strengthens officers' ability to engage communities and communicate security concerns. This supports the integration of community immersion and community-oriented policing approaches within the revised BISOC (Alehegn et al., 2025).

Reduced security-related incidents were also rated very high, reflecting improved coordination, proactive patrols, and operational responsiveness. These findings are consistent with evidence that BISOC-trained personnel demonstrate improved tactical efficiency and faster response in joint operations (Lopez, 2018).

Increased mission accomplishment rate was likewise very high, indicating improved competence, confidence, and execution of operational plans. This supports claims that BISOC enhances operational capability and readiness for high-risk missions (Abenir & Manzano, 2021).

Operational readiness was rated very high, indicating preparedness for deployment and effective teamwork. This aligns with BISOC's focus on physical, mental, and tactical readiness for internal security assignments (PNA, 2019).

Overall, the high ratings across all indicators affirm that BISOC contributes significantly to operational effectiveness,

consistent with its design as a comprehensive internal security training program (PNP DHRDD, 2021).

➤ *Perceived Organizational Performance and Governance Practices of the PNP Following the Implementation of the Revised BISOC*

Organizational performance was rated very good across all dimensions, indicating strong institutional functioning following BISOC implementation.

Organizational compliance with rules and protocols was very high, reflecting adherence to established procedures reinforced during training. This aligns with findings that BISOC promotes discipline and adherence to rules of engagement (Santos & Del Mundo, 2020).

Adherence to ethical and professional standards was also very high, supporting the role of BISOC in strengthening professionalism and ethical conduct among personnel (Santos & Del Mundo, 2020).

Operational transparency and accountability were rated very high, indicating strong reporting practices and accountability mechanisms. This is consistent with organizational frameworks that emphasize feedback, documentation, and responsible governance (Severino et al., 2025).

Leadership effectiveness was rated very high, suggesting that BISOC contributes to leadership development and supervisory capability. This supports literature indicating that the program enhances leadership skills and decision-making among officers (Severino et al., 2025).

Overall, the findings confirm that BISOC contributes not only to operational outcomes but also to improved governance practices within the organization.

➤ *Relationship Between Operational Effectiveness and Organizational Performance*

Operational effectiveness was found to have a strong and significant positive relationship with organizational performance. This supports the view that improvements in training and operational capability directly influence organizational outcomes, consistent with Organizational Effectiveness Theory and prior studies linking training to performance improvements (Abenir & Manzano, 2021; PNP Training Service, 2022).

This relationship supports systems theory, which posits that the performance of individual components within an organization such as personnel competence and operational capability directly influences overall organizational outcomes. When police personnel perform their duties effectively, the organization as a whole becomes more efficient, accountable, and ethically grounded.

The results are also consistent with Tyler's (2006) theory of procedural justice, which emphasizes that fair and effective police operations strengthen organizational legitimacy and governance. Similarly, Goldstein (1990)

emphasized that operational competence serves as a foundation for institutional effectiveness in law enforcement agencies.

Furthermore, the strong correlation highlights the strategic importance of training programs such as BISOC. By enhancing operational effectiveness at both individual and unit levels, the organization benefits through improved compliance, leadership performance, and governance practices. This underscores the need for sustained investment in professional training as a means of strengthening frontline operations and organizational systems.

➤ *Perceived Organizational Performance and Governance Practices of the PNP Following the Implementation of the Revised BISOC*

The findings reveal no significant differences in perceived operational effectiveness and organizational performance when respondents are grouped according to age, sex, current rank, BISOC batch, and nature of deployment. This indicates that the positive outcomes of the revised BISOC are consistently experienced across different demographic and professional categories. Such uniformity supports the standardized nature of BISOC training and its broad applicability across units and assignments (PRO8, 2023; Severino et al., 2025).

The absence of significant differences suggests that the revised BISOC operates as a standardized and inclusive training program, providing comparable learning experiences and outcomes regardless of personal characteristics or assignment type. This observation supports the findings of Bennett and Checkel (2015), who noted that well-designed training programs tend to produce uniform competencies among diverse participant groups.

It is also important to note that no test of difference was conducted for highest educational attainment and length of service, as these variables had only one category among the respondents. In addition, assignment was excluded from further comparative analysis due to the presence of multiple categories, which could compromise statistical reliability.

V. CONCLUSIONS

The study establishes that the revised BISOC is associated with very high operational effectiveness and very good organizational performance among PNP personnel. Graduates demonstrate strong capability in community engagement, operational readiness, and mission accomplishment, while also maintaining high standards in compliance, ethics, transparency, and leadership. The significant positive relationship between operational effectiveness and organizational performance leads to the rejection of the null hypothesis, confirming that improvements in field operations correspond to better organizational outcomes. In contrast, the absence of significant differences across age, sex, rank, BISOC batch, and deployment indicates that the effects of the training are consistent across groups.

These findings point to the revised BISOC as a stable and uniformly effective training intervention. Continued implementation is warranted, with attention to sustaining community-oriented practices and operational preparedness. Reinforcement through follow-up training, as well as sustained focus on governance and leadership development, may further support performance. Future work may extend the analysis to other cohorts and include qualitative approaches to capture field-level experiences more fully.

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