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Crime Prevention Campaign and Leadership Styles of General Santos City Police Precinct Chiefs: Their Effects to Crime Rate, Crime Solution Efficiency and Community Support and Involvement

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CRIME PREVENTION CAMPAIGN AND LEADERSHIP STYLES OF GENERAL SANTOS CITY POLICE PRECINCT CHIEFS: THEIR EFFECTS TO CRIME RATE, CRIME SOLUTION EFFICIENCY AND COMMUNITY SUPPORT AND INVOLVEMENT

by
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ABSTRACT

This study describes the effects of crime prevention campaign and leadership styles of the eight police precinct chiefs of General Santos City Police Office on crime rate, crime solution efficiency and community support and involvement in crime prevention and control in General Santos City for 2000- 2002. The study used descriptive and inferential statistics. Both commissioned and non-commissioned police officers as well as public officials were the respondents of the study.

Introduction

The government is faced with various formidable social problems and concerns. One of these problems is criminality, which affects all parts of the country and every aspect of community life.

It is imperative to recognize criminality as a complex matter. Its causations are numerous and its trends are difficult to ascertain. It proliferates with the acceleration of change and development and is magnified when this process is accompanied with the negative impact of population growth, unemployment and rapid urbanization.

The problem of criminality is aggravated by the popular perception that crime is a very narrow sphere of behavior. In reality, there is no single formula and theory that can explain the vast range of criminal behavior. A criminal could be a shoplifter stealing goods from a grocery store, a pleasant young man who suddenly and inexplicably murders his family or a gun-for-hire who brutally assassinate a government official.

Internally generated conditions attendant to a developing nation with a heterogeneous and expanding population have been cited as the primary contributors to crime trends. The crime problem is further magnified by the negative impact of unemployment and related difficulties, the weakening of the traditional social control processes as well as the constant change in moral standards, the alienation from family and social groups and the rising affluence enjoyed by some sectors of society. Other contributory factors are the level of

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efficiency of the crime reporting system and the willingness of the public to report crimes.

Another factor which also adversely affects the problem is the public perception of the prevention and control of crime itself. The general notion that controlling crime is solely the task of the police, the courts and the correctional institutions is apparently erroneous. While it is true that the law enforcers' primary task is to prevent, suppress and control crimes by all possible means, it must be emphasized that crime cannot be controlled without the genuine interest and participation of other government agencies, the schools, business and social organizations, and the family.

Criminality is a global experience which affects all nations economically, socially and politically. The United States has not been spared with the daily occurrence of crimes particularly in several big cities.

In the Philippines, kidnappings, bank heists, robbery and insurgency in the countryside have remained the biggest threat to achieve the long-dreamt peace particularly in the South. The rising tide of criminality has disrupted the normal functions of government entities in the region.

General Santos City - a metropolis of 53,606 hectares and 453,840 people (General Santos City Police Office record) – has not been spared of the rash of crimes. Crimes have imperiled socio-economic activities in the city.

Like all police organizations, the General Santos City Police Office is expected to perform its mandated tasks within the bounds of law, to uphold the rights of the citizens, to protect the lives and properties of the members of society and promote and keep civil order. As the people's servants and protectors, the members of the police force are expected to satisfy the security needs of the constituents of General Santos City.

One of the most formidable problems facing a contemporary police organization is the issue on what leadership style a police leader should use. A leadership style is the way a police officer handles the problem situation through a decision that benefits the organization. It must be suitable to the prevailing situation. According to Hale (1994), it is important to recognize that leaders are not all cut from the same cloth but are of widely different types. Some leaders are very colorful and dynamic, while others are quiet and unassuming. Some lead by words while others lead by action and example. A number of studies have been conducted on the subject of leadership styles, and a variety of styles has been identified.

In General Santos City Police Office, the eight police precinct chiefs have their own respective styles of leadership. This could be a factor in the reduction of crimes in certain areas while creating an increase in others. The way a chief of precinct conducts himself in dealing with his subordinates will affect the effectiveness of the unit in the performance of the task in preventing, controlling and solving crimes, the enforcement of laws, maintaining peace and order and the preservation of internal security within the city and in the neighboring areas.

With the above premises in mind, the researchers conducted this study to determine the relationship of crime prevention campaign, leadership styles of precinct chiefs, crime rates for the year 2000-2002, crime solution efficiency and community support and involvement in crime prevention and control.

This study describes the effects of crime prevention campaign and the leadership styles of the eight police precincts of General Santos City Police Office on crime rate, crime solution efficiency and community support and involvement in crime prevention and control in General Santos City for 2000-2002 as implemented by the different police precincts.

Two sets of respondents were considered in the study: the General Santos City Police Office personnel composed of Police Commissioned Officers (PCO) and Police Non-commissioned Officers (PNCO) and elected government officials from the city level down to the barangays. There were a total of 180 Police respondents chosen through random sampling and 222 elected public officials. The latter comprises the entire population of elected government officials.

Correspondingly, two sets of questionnaires were distributed to the two sets of respondents.

The means were computed to determine the status of the crime prevention campaign and the leadership styles of the precinct chiefs. Percentages and ratios were used to determine the status of crime rate, crime solution efficiency and community support and involvement in crime prevention and control. The Spearman-Rank Correlation was used to determine the effects of the crime prevention campaign and the leadership styles of the precinct chiefs to crime rate, crime solution efficiency and community support and involvement.

Conceptual Framework

Figure 1 presents a schematic diagram of the variables of the study. Two independent or cause variables are presented, one is the crime prevention campaign as indicated by the programs, projects, and activities and the other is the leadership styles of the precinct chiefs. The dependent or effect variables are (1) crime rate, (2) crime solution efficiency, and (3) community support and involvement in crime prevention and control.

The arrows show the cause-effect relationship of the mentioned variables. Crime prevention campaign and leadership styles of the precinct chiefs are the causes and the resulting crime rate, crime solution efficiency and community support and involvement are the effects.

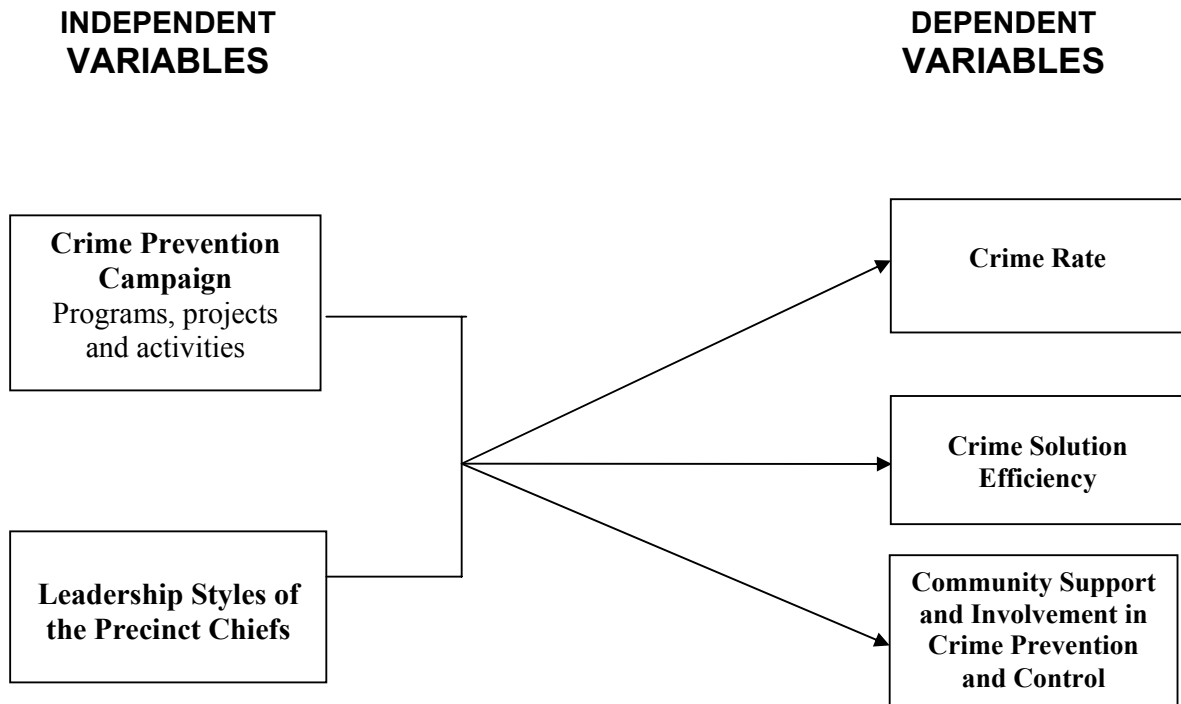


Figure 1

Schematic Diagram of the Conceptual Framework

On the basis of the data herein presented the significant findings are as follows:

1. The crime prevention campaign of GSC Police Office is composed of six key programs with corresponding projects and activities. The two groups of respondents differ in their perceptions on the six key programs, projects and activities. (See Table 1 in the Appendix)

2. All the chiefs of precincts use consultative style of leadership as perceived by police respondents. (See Table 2)

3. The average crime rate for the period 2000-2002 showed a decreasing trend from 11.4 incidents / 100,000 populations to 9.4 incidents / 100,000 populations. Precinct no. 1 has the highest average value with 22.1 while precinct no. 3 has the lowest average value of 5.0. (See Table 3).

On the average, there is an increase of crime solution efficiency from year 2000 to year 2001, 93.5% to 95.3%, and a decrease from year 2001 to 2002, 95.3% to 94.5%. Precinct no. 7 has the largest percentage of 100% 2000 to 2001; the smallest percentage is from precinct no. 6 with an average of 90%. This means that all the precincts are very efficient in solving crimes. (See Table 4).

The status of community support and involvement is categorized into three: creation and maintenance of CVO, establishment of BIN and crimewatch organization. In terms of the creation and maintenance of CVO, the trend of the ratio is increasing in all precincts. It shows that civilians are getting more interested to volunteer with the CVOs. In terms of establishing BIN, the trends in general are increasing, showing that the civilians are getting interested in establishing BIN. In terms of crimewatch organization, Precinct no. 1 has a decreasing and increasing trend, while the other precincts have an increasing trend, showing that most of the precincts have civilians who are interested to organize crimewatch organization. (See Tables 5, 6 and 7).

As perceived by police respondents, the crime prevention campaign has been **oftentimes** conducted while public officials perceive it as **sometimes** conducted. However, the overall perception of the combined responses of police officers and public officials indicate that the police **sometimes** conducted the campaign.

4. The following programs of the Crime Prevention Campaign of the General Santos City Police Office have been correlated with the three dependent variables on crime rate, crime solution efficiency and community support and involvement, thus the following findings: (See Table 8).

Crime prevention and control program is positively and significantly related to CVO and BIN, but significantly and negatively related to crimewatch.

Order maintenance, peacekeeping, and internal security program is not significantly related to crime rate, crime solution efficiency, CVO and BIN. It is significantly and negatively correlated with crimewatch.

Law enforcement with out fear or favor program is significantly and positively related to crime rate, CVO, BIN and crimewatch. It is negatively correlated with crime solution efficiency.

Image credibility and community enhancement program is significantly and positively related to crime rate, CVO, BIN and crimewatch.

Coordination with other government agencies, NGOs and international police community is significantly and positively correlated with crime solution efficiency, CVO and BIN.

Efficiency and effectiveness in the development and management of human and material resources is significantly and positively correlated with crime rate, CVO, BIN and crimewatch.

Overall, the crime prevention campaign is significantly and positively correlated with crime rate, CVO, BIN and crimewatch. However, it is not significantly correlated with the crime solution efficiency.

Leadership style is significantly and negatively correlated with crimewatch. It is not significantly correlated with crime rate, crime solution efficiency, CVO and BIN. (See Table 9).

Conclusions

In the light of the findings of the study, the following conclusions could be made:

1. Generally, the status of the crime prevention campaign of the GSC Police Office is perceived by the police officers as oftentimes conducted. On the other hand, public officials perceive that it is conducted sometimes. The two types of respondents differ in their perception on the frequency of conducting crime prevention campaign. The combined response of both respondents indicates that the GSC police conduct crime prevention campaign sometimes.

2. All the chiefs of precincts employ consultative style of leadership. This shows that the chief of precincts should show consideration, if not total confidence on their subordinate officers. The leader must set goals and issue general orders after discussing these with his subordinates.

3. The crime rate for the given period shows a decreasing trend while the crime solution efficiency has an increasing trend. The support and involvement of the civilian sectors toward the police has apparently contributed to the decrease of crime incidents.

4. The crime prevention campaign of GSC Police Office has minimal accomplishment for 2000 – 2002 because some programs have not totally prevented and controlled crimes. The campaign has not reduced the crime rate. Crimes still occurred despite the strong support and involvement of the community. Moreover, the campaign has only a minimal effect in the solution of crimes that were reported to the police. In other words it has not been properly implemented to produce a significant accomplishment in terms of preventing and reducing crimes.

The chiefs of precincts have failed to make use of the crime watch volunteers in their respective areas of responsibility.

Implications

From the findings and conclusions, the following implications are derived:

1. Public officials and even the public believe that the GSC Police Office has to exert more efforts in its crime prevention campaign. The city police still failed in some aspects of crime prevention and control, maintenance of peace and order, law enforcement, image credibility, coordination with other government agencies and NGOs and the effectiveness and efficiency in the management of human and material resources.

2. The consultative style of leadership of precinct chiefs is preferred by the subordinates. This implies that in dealing with the daily activities of various police functions, consultation among the stakeholders of policing shall be considered – that chiefs of precincts shall consult his peers, subordinates and even local officials before making with their decisions.

3. The police has done their part in performing their sworn duties and responsibilities in the prevention and control of crimes. Though the police lack human and material resources, they still feel that they have served the public better. On the other hand public officials feel that the said program is not being properly implemented, thus causing the occurrence of crimes and increasing crime volume. They feel that what the police are doing is not enough to prevent and control crimes. Their thinking is understandable though because they are the recipients and victims of crimes.

Recommendations

From the foregoing findings and conclusions, the researcher makes the following recommendations:

1. Recruitment of young and qualified applicants into the police force to increase the strength of the GSC Police Office thereby enhancing police visibility.

2. Effective implementation of crime prevention campaign in terms of the six crime prevention programs and the corresponding projects and activities conducted by the GSC Police Office in order to decrease crime rate, thereby increasing crime solution efficiency.

3. Chief of precincts should adopt a leadership style depending on the situation that they deal with. However, they should be strict enough with their subordinates so that the crime prevention campaign could be implemented effectively and efficiently.

4. Public officials and the community should be encouraged to support the police in its crime prevention campaign. Specifically, the community shall report immediately to the police the presence of criminal elements in their respective barangay. This is called Community Oriented Policing System (COPS). In this system, the community is encouraged to assist in maintaining peace and order in the community because crime prevention and control will not be successful without the concerted efforts of the community. The police can never solve crimes and deter their occurrence without the help of the community.

5. On police visibility, the police should continue mobile and foot patrols during day/night time and in crime prone areas.

6. Police officers acting as bodyguards of businessmen and politicians should be recalled to their respective police precincts.

7. Conduct of regular multisectoral consultations and dialogues in the community. Representatives or leaders from various sectors, like the academe will be invited to these consultations.

8. GSCPO should conduct regular symposium and dialogue in the barangays to ensure awareness of police programs and activities related to crime prevention and control.

9. Provision of adequate intelligence network and improvement of coordination with other law enforcement agencies.

10. Values formation seminars that incorporate responsible parenthood should be conducted regularly. Such seminars can pave the way for a more dynamic police force – one in which each member will strive toward the improvement of police services.

11. GSCPO members shall be guided by the code of professional conduct and ethical standards at all times. Moreover, chiefs of precincts should ensure that police officers maintain good deportment and appropriate conduct together with the proper wearing of uniforms.

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APPENDIX
Table 1
Status of Crime Prevention Campaign

Program	Police Officers' Response			Public Officials' Response			Police officers and Public Officials Combined Response		
	Mean	Standard Deviation	Status	Mean	Standard Deviation	Status	Mean	Standard Deviation	Status
1	3.8163	0.6844	Often times	3.2967	0.6726	Sometimes	3.5293	0.7248	Often times
2	3.9130	0.7059	Often times	3.5270	0.7437	Often times	3.6998	0.7511	Often times
3	3.6185	0.7757	Often times	3.3431	0.7904	Sometimes	3.4664	0.7948	Sometimes
4	3.9228	0.7028	Often times	3.2843	0.7431	Sometimes	3.5702	0.7911	Often times
5	3.8861	0.7452	Often times	3.5968	0.8216	Often times	3.7264	0.8004	Often times
6	3.6741	0.7441	Often times	3.2913	0.6606	Sometimes	3.4627	0.7239	Sometimes
Crime Prevention Campaign	3.8028	0.6455	Often times	3.3529	0.6213	Sometimes	3.1496	0.4993	Sometimes
1	Crime Prevention and control Program								
2	Order Maintenance, Peacekeeping and Internal Security								
3	Law Enforcement Without Fear or Favor								
4	Image Credibility and Community Support Enhancement								
5	Coordination with Other Government Agencies, NGOs and Internal Police Community								
6	Efficiency and Effectiveness in the Development and Management of Human and Material Resources								

Table 2
Leadership Style of the Precinct Chiefs

Precinct Nr.	Mean	Standard Deviation	Style
1	2.47	0.61	Consultative
2	2.96	0.82	Consultative
3	2.75	0.74	Consultative
4	3.11	0.83	Consultative
5	2.78	0.81	Consultative
6	3.08	0.91	Consultative
7	2.48	0.87	Consultative
8	2.47	1.01	Consultative
Overall	2.75	0.84	Consultative

Table 3
Status of Crime Rate (Crime Incident / 100,000 population)

Precinct No.	Year 2000	Year 2001	Year 2002	Average
1	28.3	22.9	15.0	22.1
2	4.9	5.5	7.1	5.8
3	2.2	6.8	5.9	5.0
4	6.9	4.6	5.8	5.8
5	10.5	7.7	6.9	8.4
6	22.9	14.0	9.3	15.4
7	6.1	5.1	4.5	5.2
8	9.7	8.8	12.2	10.2
Average	11.4	9.4	8.3	9.7

Table 4
Status of Crime Solution Efficiency

Precinct No.	Year 2000 (%)	Year 2001 (%)	Year 2002 (%)	Average (%)
1	93	93	81	89.0
2	94	92	97	94.3
3	98	100	97	98.3
4	96	95	100	97.0
5	86	98	98	94.0
6	81	89	100	90.0
7	100	100	100	100.0
8	100	95	83	92.7
Average	93.5	95.3	94.5	94.4

Table 5
Creation and Maintenance of CVO

Precinct No.	Population	Number of Persons Volunteered To join CVO			Ratio of Volunteer/Population (%)			Average
		2000	2001	2002	2000	2001	2002	
1	20,610	387	401	455	1.88	1.95	2.21	2.01
2	32,682	422	453	490	1.29	1.39	1.50	1.39
3	26,931	411	441	465	1.53	1.64	1.73	1.63
4	30,521	423	449	487	1.39	1.47	1.60	1.48
5	26,390	450	494	516	1.71	1.87	1.96	1.84
6	22,050	436	463	478	1.98	2.10	2.17	2.08
7	22,207	400	421	457	1.80	1.90	2.06	1.92
8	7,805	393	414	439	5.04	5.30	5.62	5.32
Total	189,196	3,322	3,536	3,787	1.76	1.87	2.00	1.88

Table 6
Establishment of Barangay Information Network

Precinct No.	Population	Number of Persons Volunteered to join BIN			Ratio of Volunteer/Population (%)			Average
		2000	2001	2002	2000	2001	2002	
1	20,610	250	285	305	1.21	1.38	1.48	1.36
2	32,682	435	456	473	1.33	1.40	1.45	1.39
3	26,931	423	437	446	1.57	1.62	1.66	1.62
4	30,521	432	458	473	1.42	1.50	1.55	1.49
5	26,390	423	427	433	1.60	1.62	1.64	1.62
6	22,050	410	425	436	1.86	1.93	1.98	1.92
7	22,207	418	429	434	1.88	1.93	1.95	1.92
8	7,805	273	285	305	3.50	3.65	3.91	3.69
Total	189,196	3,064	3,202	3,305	1.62	1.69	1.75	1.69

Table 7
Crime Watch Organization

Precinct No.	Population	Number of Persons Organized to join Crime Watch			Ratio of Volunteer/Population (%)			Average
		2000	2001	2002	2000	2001	2002	
1	20,610	80	89	94	0.39	0.43	0.46	0.43
2	32,682	105	110	121	0.32	0.34	0.37	0.34
3	26,931	91	102	114	0.34	0.38	0.42	0.38
4	30,521	72	88	93	0.24	0.29	0.30	0.28
5	26,390	59	67	74	0.22	0.25	0.28	0.25
6	22,050	53	61	70	0.24	0.28	0.32	0.28
7	22,207	68	74	83	0.31	0.33	0.37	0.34
8	7,805	49	55	63	0.63	0.70	0.81	0.71
Total	189,196	577	646	712	0.30	0.34	0.38	0.34

Table 8
Correlation Matrix between Crime Prevention Campaign Programs & Crime Rate, Crime Solution Efficiency and Community Support and Involvement (CVO, BIN & Crimewatch Organizations)

Crime Prevention Campaign Program	Crime Rate	Crime Solution Efficiency	Community support & Involvement		
			CVO	BIN	Crimewatch
1. Crime Prevention and Control Program	-0.067	0.058	0.104*	0.219**	-0.114*
	0.180	0.246	0.036	0.000	0.022
2. Order, Maintenance, Peacekeeping & Internal Security	0.095	-0.031	0.090	0.080	-0.173**
	0.058	0.532	0.071	0.108	0.001
3. Law Enforcement without Fear or Favor	0.451**	-0.209**	0.517**	0.264**	0.223**
	0.000	0.000	0.000	0.000	0.000
4. Image Credibility & Community Support Enhancement	0.176**	0.032	0.486**	0.488**	0.211**
	0.000	0.522	0.000	0.000	0.000
5. Coordination with Other Gov't. Agencies, NGOs & International Police Community	0.044	0.139**	0.304**	0.367**	0.040
	0.382	0.005	0.000	0.000	0.429
6. Efficiency & Effectiveness in the Dev't & Mgmt of Human & Material Resources	0.289**	-0.071	0.491**	0.280**	0.422**
	0.000	0.157	0.000	0.000	0.000

1st entry – r value
2nd entry - P value

** Correlation is significant at the 0.01 level (2-tailed)
* Correlation is significant at the 0.05 level (2-tailed)

Table 9
Correlation Matrix between Crime prevention Campaign and crime rate, Crime Solution Efficiency and community support and Involvement (CVO, BIN & Crimewatch)

	Crime Rate	Crime Solution Efficiency	Community Support & Involvement		
			CVO	BIN	Crimewatch
Crime Prevention Campaign	0.213** 0.000	-0.015 0.766	0.412** 0.000	0.297** 0.000	0.191** 0.000

1st entry – r value
tailed)
2nd entry - P value

** correlation is significant at 0.01 level (2-