Impact of Feedback Dimensions on Police Officers' Performance in Crime Reduction and Security System in the Province of Laguna, Philippines: The Case of Laguna Provincial Police Office

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Abstract

This quantitative study sought to determine the impact of feedback dimensions on police officers' performance in crime reduction and security system in Laguna, Philippines. Survey questionnaire served as the primary research instrument. Data were analyzed using descriptive statistics such as frequency counts and percentages, regression using dummy variables, and supplementary details from KII. Findings of this research could provide guidelines for the LPPO in planning the organization's program for crime reduction and enhancement of security system. The consistent practice of feedback exchange among police officers to increase crime solution efficiency in Laguna is recommended.

1. Background and rationale of the study

Philippine crime rate, in a span of nine years, had constantly increased from a 98.0 percentage of incidences in 2001 to a 267.5 percentage in the year 2010 (National Statistical Coordination Board, 2013). According to NSCB (2013), out of the total crimes during those periods there were 169.9 index crimes and 97.6 non-index crimes by the

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year 2010. With the rising occasion of crime incidence, the Philippine Drug Enforcement Agency (2011) showed a decrease in number of persons arrested for drug-related violations.

However, the 2011-2012 comparative review of PNP-CALABARZON reported a sudden change in trend, following a decrease in crime statistics in the region. A total crime volume of 23, 330 incidences in 2001 was reduced to 19, 894 incidences by the year 2012. In CALABARZON, cases such as homicide, physical injury, robbery, theft, "car napping" and cattle rustling were also cut down. Despite the clear-cut of crime rate trend of the region, Laguna holds the largest crime volume with 5, 888 incidents among other provinces in CALABARZON (www.pnpcalabarzon.gov, 2012). But in terms of its performance, Laguna exhibits of 74.9 per cent crime clearance efficiency (CCE), the highest in the region with 4, 411 solved cases out of 5, 888 incidents.

In a broader aspect of these statistics comes the structure of an organization. Police office is one kind of organization which requires the use of communication. Organizational communication enters the field which discusses concepts, processes, and theories on how communication affects an organization.

There are a lot of factors that can affect the performance of an organization. One major factor that constitutes to the organization is the role of communication. Under this concept are the different aspects that can be seen as contributors to an organization's performance and system. One of the most significant elements of communication that influences the result of an organization's performance is feedback. According to Miller (1995), feedback contributes to putting the the organization 'back on track' by adopting behaviors more relevant to its goals. Moreover, this communication factor has an effect on the performance of a member in an organization (Miller, 1995).

Thus, in order for feedback to have a positive effect on the organization, as well having a good communication cycle, feedback dimensions such as valence, timeliness, specificity, frequency, and sensitivity can be the basis of the organization's way of feedback exchange. These criteria will serve as the system's source of further enhancing and troubleshooting the problem inside the organization. It can lead to better service of the organization's stakeholders and to attaining organizational goals more efficiently. This study can also contribute to the peace-building and improved crime and security system in the province of Laguna and in the country.

2. Feedback dimensions as a key to an effective organization

Miller (2005) explained that organizational communication employs the systems approach in communication. It follows the cybernetic perspective of communication. This kind of view has a significant element of feedback. Feedback system has feedback dimensions that determine the characteristics or status of feedback in an organization.

Cusella quoted by Miller (2005) explained how feedback dimensions contribute to an effective organization. Such dimensions are valence, timeliness, specificity, frequency, and sensitivity.
Valence refers to the positivity or negativity of feedback message. Positive feedback is composed of messages that imply the acceptance of behavior which directs the good performance of the individual. Negative feedback, on the contrary, signifies messages that are unacceptable to the recipient's behavior which shows poor performance.

Timeliness determines how the feedback is quickly or slowly transferred from source to the recipient. It may affect the immediacy of the transfer of feedback messages. Thirdly, specificity is about the level of detail composed in the feedback messages. The fourth dimension is frequency which talks about the number of times the feedback messages is conveyed. This will indicate how actively the individuals of the group are communicating. Lastly, sensitivity represents how the source of the feedback is sensitive in terms of recipient's feelings when exchanging the messages (Miller, 2005).

Brookhart (2008) discussed a lighter example of the feedback dimensions in which she relates it in a classroom setting and not in a formal organization. For timeliness, the purposes of the immediacy of feedback in students are for them to get feedback while the knowledge is still fresh in in their minds, and for them to get feedback while they have still chance or time to correct or improve their academic performance.