

Institutional Capability in Maritime Policing: The Role of Training and Resource Allocation in the Philippine National Police Maritime Group

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Abstract

Maritime policing is a critical public-sector function in archipelagic states, as it integrates law enforcement, maritime governance, public safety, and national sovereignty. In the Philippine context, increasing maritime security challenges, particularly in the West Philippine Sea, have intensified the need to strengthen the institutional capability of frontline agencies such as the Philippine National Police Maritime Group (PNP-MG). This study examines the role of training effectiveness and resource allocation in shaping institutional capability in maritime policing. Anchored in the Resource-Based perspective, the study employs a quantitative explanatory design using a total enumeration of 130 PNP-MG personnel. Data were collected through a structured survey instrument and analyzed using descriptive statistics, Pearson correlation, and multiple regression.

Findings reveal that training effectiveness is rated high ($M = 3.30$), while resource allocation is only adequate ($M = 2.71$). Institutional capability is assessed as effective ($M = 3.01$), indicating that while personnel competencies are strong, operational performance remains constrained by resource limitations. Both training effectiveness ($r = 0.52$) and resource allocation ($r = 0.61$) show significant positive relationships with institutional capability ($p < 0.01$). Regression results further indicate that resource allocation is the stronger predictor ($\beta = 0.48$) compared to training effectiveness ($\beta = 0.35$), with the model explaining 56% of the variance ($R^2 = 0.56$).

The study concludes that institutional capability in maritime policing is primarily constrained not by deficiencies in personnel competence, but by limitations in resource allocation. While training enhances operational readiness, inadequate material and logistical support restrict the full realization of these competencies. Strengthening institutional capability, therefore, requires a balanced and integrated approach that combines sustained human capital development with strategic improvements in resource allocation and management.

Keywords: Institutional Capability; Maritime Policing; Training Effectiveness; Resource Allocation; Public Sector Performance; Maritime Security; Philippine National Police Maritime Group

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1. Introduction

Maritime policing is a core public-sector function in archipelagic states because it links law enforcement, maritime governance, public safety, and national sovereignty (Batongbacal, 2023; Bautista & Villasante, 2025; Desierto, 2020). In the Philippine context, this function has become increasingly significant as tensions in the West Philippine Sea (WPS) intensify and frontline agencies are expected to translate legal mandates into sustained enforcement presence and institutional capability (Chairil, 2023; Bautista & Villasante, 2025). The Philippine National Police Maritime Group (PNP-MG) plays a critical role in enforcing maritime laws, preventing crime, and maintaining order and security in Philippine waters (Bueger, 2015; Klein, 2021).

The importance of institutional capability is particularly evident in the WPS, where legal, geopolitical, and operational challenges persist. Despite the 2016 arbitral ruling, enforcement remains constrained by

militarization, coercive activities, and competing claims (Castro, 2024; Somomoeljono & Hardy, 2023). These conditions highlight that legal legitimacy must be supported by effective institutional capacity to ensure enforcement and security (Desierto, 2020; Batongbacal, 2023).

Institutional capability refers to an organization's ability to mobilize and utilize human and material resources to achieve desired outcomes. In maritime policing, this capability is reflected in operational readiness, enforcement effectiveness, responsiveness, and sustained presence. Existing studies identify training effectiveness and resource allocation as key determinants of organizational performance (Salas et al., 2018; Kim & Park, 2020; Andrews et al., 2020).

Training effectiveness represents the human capital dimension of institutional capability, encompassing competencies such as skills proficiency, knowledge acquisition, and operational preparedness. Research indicates that effective training enhances adaptability and performance in complex law enforcement environments (Kim, 2022; Urbancová et al., 2021). Conversely, resource allocation represents the material dimension, including equipment, logistics, personnel, and financial support. Adequate resource provision is essential for sustaining operations and improving performance outcomes (Andrews et al., 2020; Rainey & Jung, 2019).

The interaction between these dimensions is explained through the Resource-Based Theory, which posits that organizational capability arises from the integration of valuable and strategic resources (Barney, 1991). Institutional capability therefore emerges from the alignment between human capital and material support.

Despite extensive literature on maritime governance, limited empirical research examines institutional capability at the level of frontline agencies such as the PNP-MG. Existing studies often emphasize legal and geopolitical dimensions while overlooking operational capacity. Recent research further highlights that capability gaps in maritime agencies are frequently linked to imbalances between training and resource allocation, underscoring the need for integrated institutional strategies (Bueger & Edmunds, 2023; Andrews et al., 2020).

This study addresses this gap by examining how training effectiveness and resource allocation influence institutional capability in the PNP-MG. By providing empirical evidence on the interaction between human and material resources, the study contributes to public administration literature and offers policy-relevant insights for strengthening maritime law enforcement capacity in the Philippines

2. Methodology

This study employed a quantitative explanatory research approach to examine how training effectiveness and resource allocation influence institutional capability in maritime policing within the Philippine National Police Maritime Group (PNP-MG). The use of an explanatory design enabled the researcher to move beyond mere description of variables by determining their relationships and assessing their predictive influence on institutional capability. A cross-sectional survey method was adopted, allowing data to be collected at a single point in time to reflect the current conditions of training, resource allocation, and operational performance within the organization.

The study utilized total enumeration sampling, wherein all available personnel within the selected unit of the PNP-MG were included as respondents. A total of 130 personnel participated in the study, ensuring comprehensive representation of individuals directly involved in maritime policing operations. This approach was considered appropriate due to the manageable size of the population and the need to capture a complete and accurate picture of institutional capability within the organization. By including all relevant personnel, the study minimized sampling bias and enhanced the reliability and credibility of the findings.

Data were gathered through a structured survey questionnaire specifically developed to measure the key variables of the study, namely training effectiveness, resource allocation, and institutional capability. Training effectiveness was assessed in terms of skills proficiency, knowledge acquisition and retention, and operational preparedness, while resource allocation covered aspects such as equipment availability, logistical support, personnel deployment, and financial resources. Institutional capability was measured based on operational readiness, efficiency, and the ability of the organization to perform its mandated maritime law enforcement functions. All items in the questionnaire were rated using a four-point Likert

scale ranging from “Not Effective/Adequate” to “Highly Effective/Adequate,” allowing for the computation of composite scores and facilitating statistical analysis.

To ensure the validity of the instrument, content validation was conducted through expert review involving specialists in maritime law enforcement, public administration, and research methodology. The instrument was evaluated based on its relevance, clarity, and alignment with the study objectives, resulting in strong agreement among validators. A pilot test was subsequently conducted among respondents outside the main sample to assess the reliability of the instrument. The results of the reliability analysis using Cronbach’s alpha yielded an overall coefficient of 0.90, indicating a high level of internal consistency. This confirms that the instrument reliably measures the constructs under investigation.

Data collection was carried out following formal coordination with the Philippine National Police Maritime Group. Necessary permissions were secured prior to the administration of the questionnaire, and respondents were informed about the purpose of the study, the voluntary nature of their participation, and the confidentiality of their responses. The questionnaires were distributed and retrieved directly, ensuring accuracy and completeness of the data gathered.

The collected data were analyzed using both descriptive and inferential statistical techniques. The weighted mean was employed to determine the level of training effectiveness, resource allocation, and institutional capability, using predefined interpretation ranges to classify the results. To examine the relationships among variables, Pearson correlation analysis was used to determine the strength and direction of association between training effectiveness, resource allocation, and institutional capability. Furthermore, multiple regression analysis was conducted to assess the extent to which training effectiveness and resource allocation predict institutional capability, as well as to determine which variable has a stronger influence. All statistical analyses were performed at a 0.05 level of significance, and appropriate assumptions for parametric testing were considered prior to analysis.

Throughout the conduct of the study, ethical standards were strictly observed. Participation was voluntary, and respondents were assured of anonymity and confidentiality. The data collected were used solely for academic purposes and were handled with due respect for privacy and integrity. Through these procedures, the study ensured that the methodology was both scientifically rigorous and ethically sound, thereby supporting the validity and reliability of the research findings.

3. Results and Discussion

3.1 Level of Training Effectiveness

This section presents the findings of the study on institutional capability in maritime policing, focusing on the role of training effectiveness and resource allocation in the Philippine National Police Maritime Group (PNP-MG). The results are organized according to the study variables and research questions, integrating both descriptive and inferential analyses to provide a comprehensive interpretation of the data.

Table 1 indicates that training effectiveness in the Philippine National Police Maritime Group is rated as highly effective, with an overall mean of 3.30. Among the indicators, skills proficiency obtained the highest mean, followed by operational preparedness and knowledge acquisition. These findings suggest that personnel possess the necessary competencies to perform specialized maritime law enforcement tasks, respond to dynamic operational conditions, and adhere to established procedures.

Table 1
Level of Training Effectiveness

Indicator	Mean	Interpretation
Skills Proficiency	3.32	Highly Effective
Knowledge Acquisition and Retention	3.28	Highly Effective
Operational Preparedness	3.30	Highly Effective
Overall Mean	3.30	Highly Effective

The results demonstrate that the organization has effectively strengthened the human capital of its personnel through structured training programs. This is consistent with existing literature emphasizing that training enhances operational readiness, improves decision-making, and supports the development of competencies required in complex law enforcement environments (Kim, 2022; Urbancová et al., 2021). In high-risk and dynamic settings such as maritime policing, the development of technical skills and situational awareness is critical to ensuring effective performance and operational reliability (Voloshynov et al., 2022).

In maritime law enforcement, where personnel operate in unpredictable and high-pressure environments, training plays a crucial role in preparing officers for real-world operational demands. Competency-based and scenario-driven training approaches are particularly important, as they enable personnel to apply theoretical knowledge to practical situations and enhance their capacity for rapid and coordinated response.

However, while training effectiveness is rated highly, it does not necessarily ensure optimal institutional performance in the absence of adequate organizational support. From a public administration perspective, human capital must be complemented by sufficient material and logistical resources to fully translate competencies into operational outcomes (Andrews et al., 2020; Rainey & Jung, 2019). Without adequate equipment, logistical support, and financial resources, even well-trained personnel may encounter limitations in executing their duties effectively. This highlights the importance of examining resource allocation as a complementary determinant of institutional capability, particularly in resource-intensive environments such as maritime policing (Bautista & Villasante, 2025).

3.2 Level of Resource Allocation in the Philippine National Police Maritime Group

As shown in Table 2, resource allocation in the Philippine National Police Maritime Group is assessed as adequate, with an overall mean of 2.71. Among the indicators, personnel deployment obtained the highest rating, indicating that human resources are relatively well distributed within the organization. However, equipment availability and financial resources received comparatively lower scores, suggesting limitations in material assets and budgetary support necessary for maritime operations. These findings highlight disparities in the adequacy of operational resources, particularly those directly affecting field performance and enforcement capacity.

The results indicate an imbalance between human and material resources. While personnel deployment appears sufficient, the equipment, logistics, and financial support required to maximize operational effectiveness remain only moderately adequate. This finding is consistent with recent studies in public sector management which emphasize that efficient resource allocation is a critical determinant of organizational performance and service delivery outcomes (Liu, 2024; Cubí-Mollá et al., 2023). () In operational environments such as maritime policing, the sufficiency and strategic distribution of resources directly influence the ability of agencies to sustain enforcement activities and respond effectively to operational demands.

Table 2
Level of Resource Allocation

Indicator	Mean	Interpretation
Equipment Availability	2.65	Adequate
Logistical Support	2.70	Adequate
Personnel Deployment	2.88	Adequate
Financial Resources	2.60	Adequate
Overall Mean	2.71	Adequate

In maritime law enforcement, limitations in equipment and logistical support can significantly constrain operational effectiveness by reducing mobility, delaying response times, and limiting the sustainability of patrol activities. These constraints are particularly critical in maritime environments, where operations require specialized assets and coordination across large geographic areas. As such, the absence of adequate material resources can undermine enforcement capability despite the presence of competent personnel (Klein, 2021; Bueger, 2015).

From a theoretical perspective, these findings are supported by contemporary public administration literature, which highlights that organizational performance depends on the alignment between governance structures, resource allocation mechanisms, and institutional capacity (Virani, 2023). () In this context, resource allocation serves as a foundational element that enables organizations to translate human competencies into effective operational outputs.

Overall, the findings suggest that institutional capability within the PNP-MG is constrained more by limitations in resource provision than by deficiencies in personnel competence. This underscores the importance of strengthening not only training initiatives but also the allocation and management of critical resources, particularly in equipment, logistics, and financial support systems. Addressing these constraints is essential to ensuring that personnel capabilities are effectively translated into consistent and efficient maritime law enforcement operations.

3.3 Level of Institutional Capability in Maritime Policing

Table 3 indicates that institutional capability in maritime policing is effective, with an overall mean of 3.01. Among the indicators, operational readiness ranked highest, followed by response efficiency and enforcement capability. These findings suggest that the Philippine National Police Maritime Group (PNP-MG) is generally capable of performing its mandated functions, particularly in maintaining preparedness and executing operational tasks within its jurisdiction. Prior studies affirm that human capital development, particularly through training, contributes significantly to operational readiness and organizational performance in public sector institutions (Kim & Park, 2020; Salas et al., 2018).

However, while institutional capability is rated as effective, it does not reach the “highly effective” level, indicating that there is still room for improvement in achieving optimal performance. This aligns with contemporary public administration literature, which emphasizes that government organizations often operate under structural and resource constraints that limit their full operational capacity despite possessing competent personnel (Van Dooren et al., 2020; Christensen & Lægheid, 2020). In maritime policing, achieving high levels of institutional capability requires not only preparedness but also sustained efficiency and enforcement strength across varying operational conditions.

Table 3
Level of Institutional Capability

Indicator	Mean	Interpretation
Operational Readiness	3.05	Effective
Response Efficiency	3.00	Effective
Enforcement Capability	2.98	Effective
Overall Mean	3.01	Effective

The moderate level of institutional capability observed may be attributed to the influence of resource constraints identified in Table 2, despite the high level of training effectiveness shown in Table 1. This suggests that while personnel possess the necessary competencies, the material and logistical support required to fully operationalize these capabilities may be insufficient. Similar findings in maritime governance studies indicate that limitations in equipment, infrastructure, and financial resources can significantly affect enforcement efficiency and responsiveness (Klein, 2021; Bueger, 2015).

From a theoretical perspective, these findings are consistent with the Resource-Based Theory, which posits that organizational performance is derived from the effective integration of human and material resources (Barney, 1991). While training enhances the skills and knowledge of personnel, resource allocation provides the operational means through which these competencies are implemented. When these elements are not fully aligned, organizations may achieve only moderate levels of capability despite having strong human capital.

Overall, the results highlight that institutional capability is shaped by the interaction between human capital and organizational resources. Even with high levels of training effectiveness, limitations in equipment, logistical support, and financial resources can constrain performance outcomes. This underscores the need for a balanced institutional development strategy that integrates sustained investment in training with improvements in resource allocation and management. Recent studies further emphasize that effective resource governance and performance management systems are critical in enhancing public sector outcomes (Cepiku & Mastrodascio, 2021; Andrews et al., 2020).

3.4. Correlation Analysis Between Variables

The correlation analysis in Table 4 reveals that both training effectiveness and resource allocation have The correlation analysis presented in Table 4 indicates that both training effectiveness and resource allocation are significantly and positively associated with institutional capability. Training effectiveness demonstrates a moderate positive relationship ($r = 0.52$), while resource allocation shows a stronger positive relationship ($r = 0.61$), with both relationships statistically significant ($p < 0.01$). These findings suggest that improvements in both human capital development and material resource provision contribute to enhanced institutional capability within the Philippine National Police Maritime Group. This result is consistent with empirical evidence emphasizing that organizational performance in public sector institutions is shaped by the combined influence of workforce competence and resource sufficiency (Salas et al., 2017; Andrews et al., 2019).

Training effectiveness plays a crucial role in strengthening personnel readiness, decision-making capacity, and task performance. Well-designed training programs enhance both technical and non-technical competencies, which are essential in high-risk and complex operational environments such as maritime law enforcement. According to Human Capital Theory, investments in training improve the knowledge, skills, and abilities of personnel, thereby increasing organizational productivity and effectiveness. Empirical studies further support that training interventions significantly improve job performance and operational readiness in public safety organizations (Salas et al., 2017; Blume et al., 2019) At the same time, the stronger correlation observed for resource allocation ($r = 0.61$) highlights the critical role of material and logistical support in enhancing institutional capability. Adequate resources—including patrol vessels, communication systems, surveillance equipment, and financial support—serve as enabling mechanisms that allow trained personnel to effectively execute their duties. This finding aligns with the Resource-Based View, which posits that organizational performance is largely determined by the availability and strategic utilization of valuable, rare, and inimitable resources (Barney, 1991; updated applications in public sector contexts: (Bryson 2017). In resource-intensive sectors such as maritime

policing, the absence of adequate equipment and infrastructure can significantly constrain operational effectiveness, regardless of personnel competence.

Table 4
Correlation Analysis Between Variables

Variables	r-value	p-value	Interpretation
Training Effectiveness & Institutional Capability	0.52	<0.01	Moderate Positive
Resource Allocation & Institutional Capability	0.61	<0.01	Strong Positive

Furthermore, recent public administration literature emphasizes that resource availability often functions as a critical determinant of service delivery performance. Andrews et al. (2019) found that resource capacity directly influences the ability of public organizations to meet operational demands and achieve policy outcomes. Similarly, studies on policing and emergency services demonstrate that logistical support and technological resources are essential for translating personnel capabilities into effective field operations (Lum et al., 2017)

The combined findings of this study therefore underscore the complementary relationship between training effectiveness and resource allocation. While training develops the necessary competencies among personnel, resources provide the operational means through which these competencies are applied. Without sufficient resources, the benefits of training may not be fully realized, thereby limiting the overall institutional capability. This interaction reflects the fundamental principle of the Resource-Based View, where both intangible assets (skills, knowledge, expertise) and tangible assets (equipment, infrastructure, funding) must be aligned to achieve optimal organizational performance.

Overall, the results highlight the need for an integrated approach to organizational development within the Philippine National Police Maritime Group. Investments in training programs should be strategically complemented by adequate resource allocation to ensure that personnel competencies are effectively translated into operational outcomes. Strengthening both dimensions is essential for enhancing institutional capability and improving the effectiveness of maritime policing operations. These findings provide empirical support for policy reforms that prioritize balanced investments in human capital development and logistical capacity in public safety institutions.

3.5 Multiple Regression Analysis

The results of the multiple regression analysis presented in Table 5 indicate that both training effectiveness and resource allocation significantly influence institutional capability in maritime policing. Training effectiveness yielded a standardized beta coefficient of 0.35 ($t = 4.12, p < 0.01$), while resource allocation demonstrated a higher beta coefficient of 0.48 ($t = 5.26, p < 0.01$), indicating that resource allocation is the stronger predictor of institutional capability within the Philippine National Police Maritime Group. These findings suggest that although both human capital development and material support contribute to organizational performance, the availability and adequacy of resources exert a more substantial effect on the agency's ability to perform its institutional functions. This pattern is consistent with empirical evidence in public administration, which emphasizes that resource capacity often acts as a critical enabling factor in organizational performance and service delivery (Andrews, Boyne, Meier, O'Toole, & Walker, 2019; Bryson, Crosby, & Bloomberg, 2017).

Table 5
Multiple Regression Analysis

Variable	Beta	t-value	p-value	Interpretation
Training Effectiveness	0.35	4.12	<0.01	Significant
Resource Allocation	0.48	5.26	<0.01	Significant

R² = 0.56

The regression model explains approximately 56% of the variance in institutional capability ($R^2 = 0.56$), indicating a substantial level of explanatory power. This suggests that training effectiveness and resource allocation jointly capture key determinants of organizational capability in maritime policing. In applied public management research, an R^2 of this magnitude is considered strong, particularly in complex operational environments where multiple organizational and environmental factors interact (Andrews, Boyne, Meier, O'Toole, & Walker, 2019). The result reinforces the argument that both human capital and resource availability are central drivers of institutional effectiveness in public sector organizations.

The significant positive effect of training effectiveness ($\beta = 0.35$) confirms that investments in personnel development enhance operational readiness, decision-making, and specialized competencies. This finding is consistent with evidence from training and performance literature, which demonstrates that structured training programs improve job performance and adaptive capacity in high-risk and dynamic environments (Salas, Tannenbaum, Kraiger, & Smith-Jentsch, 2017; Blume, Ford, Baldwin, & Huang, 2019). In the context of maritime policing, such competencies are critical for managing complex tasks such as maritime surveillance, interdiction operations, and emergency response.

However, the stronger effect of resource allocation ($\beta = 0.48$) highlights a critical structural issue: the presence of a capability gap where human competencies are not fully supported by adequate material and logistical resources. This suggests that even highly trained personnel may be unable to perform effectively if they lack access to essential equipment, infrastructure, and operational support. Studies in policing and public safety have consistently shown that technological resources, logistics, and funding significantly influence operational outcomes and organizational effectiveness (Lum, Koper, & Willis, 2017). In maritime law enforcement, the availability of patrol vessels, communication systems, and surveillance technologies directly determines the capacity to translate skills into effective field operations.

From a theoretical standpoint, these findings are strongly supported by the Resource-Based View, which posits that organizational capability emerges from the strategic integration of intangible and tangible resources. Training effectiveness reflects the development of intangible assets such as knowledge, skills, and preparedness, while resource allocation represents tangible assets such as equipment, infrastructure, and financial support. The results of this study demonstrate that although both dimensions are essential, tangible resources play a more decisive role in enabling the practical application of human capital in operational settings. This supports contemporary applications of the theory in public sector contexts, which emphasize that resource sufficiency is a prerequisite for the effective utilization of human competencies (Bryson, Crosby, & Bloomberg, 2017).

From a public administration perspective, the findings underscore the necessity of adopting a balanced and strategic approach to organizational development. While continuous investment in training remains critical for enhancing personnel capability, it must be complemented by adequate resource allocation to ensure operational effectiveness. Without sufficient resources, the benefits of training cannot be fully realized, thereby limiting overall institutional capability. These results highlight the need for policy interventions that prioritize both capacity-building initiatives and improvements in logistical and infrastructural support systems. Strengthening these dimensions simultaneously is essential for enhancing institutional capability and improving the effectiveness of maritime policing operations.

4. Conclusions

This study examined institutional capability in maritime policing by analyzing the role of training effectiveness and resource allocation within the Philippine National Police Maritime Group (PNP-MG). Grounded in a public administration and resource-based perspective, the study sought to determine how human capital and organizational resources contribute to institutional capability in a complex maritime security environment.

The findings reveal that training effectiveness in the PNP-MG is consistently high, indicating that personnel possess strong competencies in terms of skills proficiency, knowledge retention, and operational preparedness. This suggests that the organization has made substantial progress in developing its human capital through structured training programs and capacity-building initiatives. However, the results also show that resource allocation is only moderately adequate, particularly in areas related to

equipment availability, logistical support, and financial resources. This imbalance highlights a critical constraint within the organization.

Institutional capability was found to be generally effective but not optimal, reflecting the combined influence of strong training and limited resources. The results of the correlation and regression analyses confirm that both training effectiveness and resource allocation significantly influence institutional capability. Notably, resource allocation emerged as the stronger predictor, indicating that the availability and adequacy of resources play a more decisive role in shaping operational performance.

These findings underscore a key insight: institutional capability in maritime policing is not constrained by a lack of personnel competence, but by limitations in resource support. While training enhances the ability of personnel to perform their duties, the absence of sufficient equipment, logistics, and financial backing restricts the full realization of these capabilities. This creates a capability gap that affects the overall efficiency and effectiveness of maritime law enforcement operations.

From a public administration perspective, the study highlights the importance of aligning human capital development with resource allocation strategies. Institutional performance cannot be maximized through training alone; it requires a balanced and integrated approach that ensures both personnel competence and operational support. Strengthening institutional capability in maritime policing therefore depends on coordinated investments in training and resources, supported by effective governance and policy frameworks.

5. Recommendations

Based on the findings of the study, several policy and administrative recommendations are proposed to enhance institutional capability in maritime policing within the Philippine National Police Maritime Group. First, there is a need to prioritize resource allocation in operational planning and budgeting processes. Policymakers and organizational leaders should ensure that adequate funding is directed toward the acquisition and maintenance of maritime equipment, including patrol vessels, communication systems, and safety gear. Strengthening logistical support systems is equally important to ensure the timely deployment and sustainability of operations. Second, the study recommends the development of a strategic resource management framework that aligns resource allocation with operational priorities. This includes improving inventory management, optimizing the distribution of equipment and personnel, and ensuring that resources are allocated based on actual operational demands rather than uniform distribution. Such a framework would enhance efficiency and reduce gaps in critical areas. Third, while training effectiveness is already high, it is important to sustain and further enhance training programs by incorporating advanced, scenario-based, and technology-driven approaches. Continuous professional development should be supported by updated training modules that reflect emerging maritime threats and operational challenges. In addition, mechanisms should be established to ensure that training outcomes are effectively translated into institutional capability.

Fourth, the study suggests strengthening inter-agency coordination and resource-sharing mechanisms among maritime and law enforcement agencies. Collaborative efforts can help address resource constraints by maximizing the use of available assets and enhancing operational coverage. This is particularly important in complex maritime environments where multiple agencies operate within overlapping jurisdictions.

Fifth, there is a need to institutionalize performance monitoring and evaluation systems that regularly assess training effectiveness, resource adequacy, and operational capability. Data-driven evaluation can support evidence-based decision-making and enable organizations to identify areas requiring improvement. This also promotes accountability and transparency in public sector operations. Finally, policymakers should consider long-term capacity-building and modernization programs that integrate both human capital development and infrastructure investment. Strengthening institutional capability in maritime policing requires sustained commitment to organizational development, supported by clear policies and adequate resources.

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