Resiliency, Self-Concept, and Empathy Quotient of Police Personnel in Soccsksargen Region: A Causal Model on Pandemic Service Performance

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ABSTRACT

The objective of this study was to assess the levels of resiliency, self-concept, and empathy quotient among police personnel in the SOCCSKSARGEN Region and their relationship with pandemic service performance. Four hundred personnel participated, and data analysis included mean, correlation, and regression analyses. The findings reveal that police personnel in the region exhibit very high levels of resiliency, self-concept, and pandemic service performance, while their empathy quotient is rated as high. Resiliency and self-concept were identified as significant factors influencing pandemic service performance, while other variables were removed for model fit improvement. These results emphasize the importance of fostering resiliency and strengthening self-concept among police personnel to enhance their response and service during pandemics. Policymakers and organizations can use these insights to develop targeted interventions and strategies that support police personnel in effectively navigating crisis situations and serving their communities.

INTRODUCTION

The enormous extent of the COVID-19 pandemic has placed extraordinary demands on several sectors, including law enforcement[1]–[4]. Police personnel in the Philippines, where the government enacted one of the world's strictest lockdowns, found themselves at the forefront of the pandemic response, resulting in a noticeable decline in the quality of their service[5]–[8]. Because of this situation, it has become clear how important it is for law enforcement professionals to have a strong self-concept, resilience, and empathy when managing high-stress and high-risk situations[9][10][11].

Grounded in Resiliency theory [12], Marsh and Shavelson's self-concept model [13][14], and Empathizing-systemizing (E-S) theory[15], this study will explore the interplay between the exogenous variables of resiliency, self-concept, and empathy quotient, and their impact on the endogenous variable - the reintegration adjustment of armed returnees. While there is growing recognition of the stressors for police officers during the pandemic[2][4][3][16][17][18], there remains a gap in understanding how these factors impact the pandemic service performance of police personnel.

Specifically, this research aims to fill this gap in the context of the SOCCSKSARGEN Region in the Philippines. By examining the level and interplay of resiliency, self-concept, and empathy quotient among police personnel in this region, the study will provide insights into their pandemic service performance. In doing so, it aims to contribute to a deeper

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understanding of the psychological impacts of the pandemic on law enforcement personnel, whose role in maintaining societal stability during such crises is paramount.

METHODOLOGY

The study followed a comprehensive methodology to address its research objectives. Firstly, the research respondents were selected from the police personnel assigned within Region 12 or SOCCSKSARGEN Region using a stratified random sampling technique. This method ensured the representation of different areas within the region by dividing the population into distinct strata and selecting a random sample from each stratum. A total of 400 active police personnel were chosen as respondents for the study, considering their geographical distribution across the SOCCSKSARGEN Region. To measure the variables of interest, a questionnaire with four parts was developed. Each part focused on different aspects such as resiliency, self-concept, empathy quotient, and pandemic service performance. The questionnaire items were carefully selected and adapted from relevant studies to ensure validity. Likert scaling was utilized to assign values to the responses, enabling the researchers to quantify the levels of manifestation for each statement.

The study employed a quantitative, non-experimental design with a causal approach. Descriptive correlation analysis was used to describe the relationships between variables, providing insights into their natural associations. Structural equation modeling (SEM) was utilized, combining factor analysis and path analysis, to examine the theoretical relationships among the variables. This approach allowed for a comprehensive understanding of the interrelationships between resiliency, self-concept, empathy quotient, and pandemic service performance of the police personnel in SOCCSKSARGEN Region.

The ethical considerations were duly addressed throughout the study. The researchers adhered to the ethical standards set by the UMERC (University's Ethics Review Committee). The informed consent process was carefully followed, ensuring that the questionnaire was clear and easily understandable for the respondents. Permission was obtained from the relevant authorities before distributing the questionnaires. Voluntary participation was emphasized, with no coercion or penalty imposed on the respondents. Furthermore, the researchers maintained the privacy and confidentiality of the participants' personal information.

RESULTS AND DISCUSSIONS

This section presents the study results based on the tabulated data and generated model arranged according to their respective subheadings.

Level of Resiliency of Police Personnel in SOCCSKSARGEN Region

Table 1 shows the level of resiliency of police personnel in SOCCSKSARGEN region garnering an overall mean score of 4.43 classified as very high with a standard deviation of 0.41 showing the answers of the respondents in clustered form. Resources and control as one of the parameters of the study was assessed very high by the respondents with the mean score of 4.55 and a standard deviation of 0.51 indicating clustered answers by the respondents while the personality resistant was rated very high as well with the mean score of 4.31 and a

standard deviation of 0.46 manifesting clustered answers. Data showed that the resiliency of police personnel in SOCCSKSARGEN region was very high level.

This means that the police personnel of SOCCSKSARGEN Region are very highly resilient. Resiliency is best defined by two indicators, namely personality resistant and resource and control, wherein the former, personality resistant is best described by the respondents through statements such as when things seem desperate, they do not give up, they think of themselves as a strong person, and they can adapt to changes. This implies that they don't easily get discouraged and are determined to reach their goal regardless of the adversity they encountered. The result supports the statement of McGinnis (2018) who accentuated that the person with tough personality possesses psychological capacity to face adversities and overcome them positively, returning to levels of well-being prior to the negative event. This is the measure of the ability to prevail over a stressful situation.

Police personnel's very high level of resource and control is best complimented by the police personnel's conviction that they always give their best, control their respective life, work to achieve their goals without caring about the difficulties, engage in close and safe relationships, and turn for help with trusted people. This implies that police personnel are in-charge of their own selves and dedicated in their work. The finding coincides with the statement of Riopel (2020) who stressed that *r*esources and control characteristics in people are long-term process that promotes healthy human development founded in close nurturing relationships that include trust and respect and mutual valuable goals.

Table 1 *Level of Resiliency of Police Personnel in Region 12*

Indicators	SD	Mean	Descriptive Level
Personality Resistant	0.46	4.31	Very High
Resources and Control	0.51	4.55	Very High
Overall	**0.41**	**4.43**	**Very High**

Level of Resiliency of Police Personnel in SOCCSKSARGEN Region

Table 2 displays the level of self-concept of police personnel in SOCCSKSARGEN region with an overall mean score of 4.29 labeled as very high with an accompanying standard deviation of 0.42 denoting respondents' clustered answers.

Table 2 *Level of Self Concept of Police Personnel in SOCCSKSARGEN Region*

Indicators	SD	Mean	Descriptive Level
Self-Fulfillment	0.48	4.41	Very High
Autonomy	0.67	4.03	High
Emotional Adjustment	0.57	4.18	High
Honesty	0.54	4.55	Very High
Overall	**0.42**	**4.29**	**Very High**

Out of the four parameters of the study, honesty standout among the rest with the mean score of 4.55 described as very high level and a standard deviation of 0.54 disclosing respondents' clustered answers. Self-fulfilment garnered the second highest mean score of 4.41 or very

high with the standard deviation of 0.48 indicating respondents clustered responses. Third is the parameter emotional adjustment garnering a mean score of 4.18 classified as high level with the standard deviation of 0.57 showing clustered answers. The parameter with the least mean score is autonomy garnering 4.03 labeled as high level and having a standard deviation of 0.67 indicating clustered answers. Data manifested that the self-concept of police personnel in SOCCSKSARGEN region is very high level.

The self-concept of police personnel in SOCCSKSARGEN region was very high, which means that they have very high self-esteem. The very high-level assessment of the parameter self-fulfillment was best described through the police personnel declarations such as being satisfied with what they are achieving in their lives, being able to achieved every important goal they have set for themselves, the ability to overcome any difficulties they have encountered in their lives, declaring that if they could start their life over again, they would not change very much, and they feel proud of how they manage their lives. This implies that as self-fulfilled police personnel they value themselves self-sufficient law enforcers. The result is in accordance with the statement of Deci et al. (2016) elucidating that a self-fulfilled individual view themselves in relation to achieving the objectives they have set themselves in their life, feeling fulfilled, meeting their targets, rising to challenges and their general achievements.

The high-level autonomy of police personnel in SOCCSKSARGEN Region shows that they have certain independence as law enforcers in fulfilling their duties as part of their self-concept. It was best complimented by statements such as they never depended on other people more than the majority of those they know, when taking a decision, they never depend too much on other people's opinions, and they find it easy to take decisions on their own. This implies that police personnel are independent thinkers and decision-makers, yet they still adhere to the policies within the bound of their work as law enforcers. The outcome is in accordance with the statement of Cohon (2018) who emphasized that autonomous people see themselves as individuals equal to, but different from others. This includes aspects such as: the perception of oneself as someone who is independent and different from others; the feeling of not being dominated by others; being able to function without depending on others.

The high level of emotional adjustment is evident among police personnel, which is an indication of the high control of their temper in stressful environment, which is best described by statements such as knowing how to look after themselves so as not to suffer, declaring that they are emotionally strong individuals, wherein when they are feeling down, they find it easy to snap out of it, and they consider themselves to be very uptight and highly strong individuals. This implies that they maintain their composure regardless of emotional situations. The finding is in congruent with the statement of Shukla (2022) who revealed that emotional adjustment is important for personality development and maintaining a physiologically and psychologically healthy life possessing emotional balance, sensitivity, recognition and control of one's emotions.

Lastly, the very high level of honesty shows that police personnel are accustomed being transparent and always telling the truth. They confirmed their honesty by declaring that they are trustworthy individuals and man of their words, decent enough to avoid doing anything that might hurt others as well as true to their promises. This implies that police personnel speak what is in their hearts and minds and avoid covering the truth. The result compliments the statement of Levine and Munguia Gomez (2021) who declared that honest individuals

possesses positive and virtuous attributes such as integrity, truthfulness, straightforwardness, including straightforwardness of conduct, along with the absence of lying, cheating, theft, etc. Honesty also involves being trustworthy, loyal, fair, and sincere.

Level of Empathy Quotient of Police Personnel in Region 12

Table 3 presents the level of empathy quotient of police personnel in SOCCSKSARGEN region assessed as high having an overall mean score of 4.05 and a standard deviation of 0.54 disclosing respondents' clustered answers. Although all indicators are high in levels, the one with the highest mean score is cognitive empathy with 4.15 and a standard deviation of 0.56 indicating respondents' clustered answers. The parameter with the second highest mean score is social skills with 4.01 and a standard deviation of 0.67 indicating respondents' clustered answers. The third parameter garnered a mean score of 3.99 labeled as high with a standard deviation of 0.63 indicating respondents' clustered answers. Data disclosed that the empathy quotient of police personnel in SOCCSKSARGEN region is high level.

Table 3 *Level of Empathy Quotient of Police Personnel in Region 12*

Indicators	SD	Mean	Descriptive Level
Cognitive Empathy	0.56	4.15	High
Emotional Reactivity	0.63	3.99	High
Social Skills	0.67	4.01	High
Overall	**0.54**	**4.05**	**High**

Police personnel of SOCCSKSARGEN Region possesses high level of empathy quotient, which means that they are highly compassionate individuals. The high level of cognitive empathy was expressed by the police personnel through statements such as understanding how others are feeling and what they are thinking, having the ability to tell if someone is masking their true emotion, able to sense if they themselves are intruding, even if other people do not tell them, they can pick up quickly if someone says one thing but means another, and could easily tell if someone else wants to enter a conversation. This implies that they have discernment concerning the intentions of people approaching them. The finding supports the concept of Read (2019) stressed that empathic accuracy or cognitive empathy, involves having more complete and accurate knowledge about the contents of another person's mind, including how the person feels; thus, humans learn to recognize and understand others' emotional state as a way to process emotions and behavior.

The high level of emotional reactivity connotes emotional response towards certain individuals or situations that are often controlled emotional outburst. Emotional reactivity is best described through statements such as enjoying caring for other people, friends usually talk to them about their problems as they say that they very understanding, easy to put themselves in somebody else's shoes, always see why someone should have felt offended by a remark, and easy for them to see why some things upset people so much. This implies that police personnel fully understand any situation and are appropriately emotionally responding to any stimulus that could otherwise lead to negative reaction. The result of the study coincides with the statement of Stosny (2021) who accentuated that being emotionally reactive may make personal and intimate relationships challenging to maintain; thus, to lead a better quality of life, people must learn to regulate their emotions and improve their relationship with others. With the right help, a person can learn how to better control his emotions and avoid emotional outbursts, as well as improve emotion regulation.

Social skills as one of the parameters of empathy quotient was rated high, which means that police personnel have high level of interaction skills with other people. The said parameter is best described through statements such as finding it easy to know what to do in a social situation. social situations is not confusing, easy to explain to others things that can easily be understood, and easy to judge if something is rude or polite. This implies that police personnel are highly sensible when it comes to interacting socially. The result is in accordance with the statement of Dowd and Tierney (2017) who pointed out that social skills build essential character traits like trustworthiness, respectfulness, responsibility, fairness, caring, and citizenship. These traits help build an internal moral compass, allowing individuals to make good choices in thinking and behavior, resulting in social competence.

Level of Pandemic Service Performance of Police Personnel in Region 12

Table 4 shows the level of pandemic service performance of police personnel in SOCCSKSARGEN region with an overall mean score of 4.57 labeled as very high with a standard deviation of 0.47 indicating respondents' clustered answers. Out of the four parameters, multi-agency collaboration emerges having the highest mean score of 4.63 described as very high level accompanied by a standard deviation of 0.51 showing respondents' clustered answers. Next is the parameter police-community relations garnering a mean score of 4.56 labeled as very high level with a standard deviation of 0.49 indicating respondents' clustered answers. The third parameter with the highest mean score is intra-organizational dynamics with a mean score of 4.55 labeled as very high level with a standard deviation of 0.52 disclosing respondents' clustered answers. The parameter with the least mean score among the rest is mental health support with 4.53 described as very high level and a standard deviation of 0.55 indicating respondents' clustered answers. Data shows that the pandemic service performance of police personnel in SOCCSKSARGEN region is very high level.

Table 4 *Level of Pandemic Service Performance of Police Personnel in Region 12*

Indicators	SD	Mean	Descriptive Level
Police-Community Relations	0.49	4.56	Very High
Mental Health Support	0.55	4.53	Very High
Intra-Organizational Dynamics	0.52	4.55	Very High
Multi-Agency Collaboration	0.51	4.63	Very High
Overall	**0.47**	**4.57**	**Very High**

The pandemic service performance of Police Personnel in SOCCSKSARGEN Region was very high in level, which means that during pandemic, police personnel as front liners bravely render their services. The very high level of police-community relations shows that police personnel are strengthening their close contact with the community to gain their trust. The said parameter is best complimented by statements such as adapting to the changing expectations and demands of citizens at various points, adopting different styles of policing during and after lockdowns, designing adequate social media strategies to efficiently communicate COVID-19 protocol to affected citizens, and raising awareness about COVID-19 to avoid discriminatory practices against affected civilians and communities. This implies that police officers still maintain relationship with the community during the peak of COVID 19 pandemic. The finding is in accordance with the statement of Rebuck & Bertrand (2020) elucidating that in policing, a social contract has always existed. Community members agree

to give up certain liberties in exchange for service—that is, protection. Citizens sacrifice some individual freedom to allow police to do their job as long as police are unbiased and fair to the best of their ability. In exchange, police provide protection to the community.

The parameter mental health support was rated very high by police personnel indicating that they are well aware of the effect of the pandemic to their sanity and they have appropriate mental assessment by the psychiatrist of the PNP organization. Mental health support was best described through statements such as institutionalizes pre-crisis training policies in the development of competencies of officers in preventing mental health problems and encourages adequate reporting of mental health complaints and facilitate communication through supportive organizational practices as well as provides appropriate interventions and treatments to officers and staff affected by COVID-19 that somehow affected their mental health. The outcome supports the article in Mental Health First Aid (2020) stated that support system combat social isolation and loneliness, both of which can put an individual at higher risk for physical and mental health issues including high blood pressure, a weakened immune system, anxiety, depression and more.

The very high level of intra-organizational dynamics showed that they are working well with all the departments within their organization and following proper protocol to work as one. The said parameters are best expressed through the statements such as consults experts and plan for further waves of the pandemic, determines minimum staff levels and create staffing procedures to maintain them, work-from-home practices among officers in risk groups protect their health and alleviate administrative burdens, communicated crime prevention efforts clearly to the public that reduced covid-19-related crimes and triages additional activities and tasks to meet additional demands. This implies that cooperation within the organization is of the highest level. The result coincides with the statement of Patnaik et al. (2022) emphasizing that the term 'intra-organizational dynamics' highlight the inter-personal relationships that exist between individuals and groups directly involved in an operation with individuals and groups both within the participating organizations and in others that may not be directly associated with the operation itself.

The last but not the least, the very high level of multi-agency collaboration manifested the cooperation between various government agencies to reach a common goal and for the good of the nation. This is best defined by statements such as maintaining a national communication infrastructure that allows interagency communication and collaboration, strengthening the collaborative efforts and frequent interactions with partner agencies after the crisis, and critically assessing shortcomings and issues of inter-agency collaboration and communication. This implies that the assistance of every agencies towards each other brings out the full potential of every organization, particularly enforcing the law during the onslaught of COVID 19. The finding supports the statement of Abdeen et al. (2021) who stressed that multi-agency partnership working is where practitioners from more than one agency work together jointly, sharing aims, information, tasks and responsibilities in order to intervene early to prevent problems arising.

Significance of the Relationship between Resiliency and Pandemic Service Performance of Police Personnel in Region 12

Table 5 depicts whether there is existing significant relationship between resiliency and pandemic service performance of police personnel in SOCCSKSARGEN region. Under the

variable resiliency, the parameter personality resistant's relationship with pandemic service performance' parameters disclosed the following: Police-community relations (p-value = 0.000 < 0.05), mental health support (p-value = 0.000 < 0.05), intra-organizational dynamics (p-value = 0.000 < 0.05), and multi-agency collaboration (p-value = 0.000 < 0.05). Personality resistant is significantly correlated with the parameters of and pandemic service performance.

Table 5 *Significance of the Relationship between Resiliency and Pandemic Service Performance of Police Personnel in Region 12*

Resiliency	Pandemic Service Performance				
	Police-Community Relations	Mental Health Support	Intra-Organizational Dynamics	Multi-Agency Collaboration	Overall
Personality Resistant	.233** .000	.253** .000	.320** .000	.289** .000	**.302**** **.000**
Resources and Control	.271** .000	.339** .000	.325** .000	.293** .000	**.339**** **.000**
Overall	**.302**** **.000**	**.356**** **.000**	**.385**** **.000**	**.348**** **.000**	**.384**** **.000**

Similarly, resources and control, as one of the parameters of resiliency showed its relationship with the parameters pandemic service performance as follows: Police-community relations (p-value = 0.000 < 0.05), mental health support (p-value = 0.000 < 0.05), intra-organizational dynamics (p-value = 0.000 < 0.05), and multi-agency collaboration (p-value = 0.000 < 0.05). This shows that resources control is significantly correlated with pandemic service performance. Overall computation between the two variables disclosed that the computation yielded an r value of 0.384 and a p-value of 0.000, which is lesser when compared to the level of significance of 0.05 manifesting significant relationship thereby rejecting the null hypothesis. Data shows that there is significant relationship between resiliency and pandemic service performance of police personnel in SOCCSKSARGEN region.

There is significant relationship between resiliency and pandemic service performance of police personnel in SOCCSKSARGEN region as well as between self-concept and pandemic service performance of police personnel in SOCCSKSARGEN region, and between empathy quotient and pandemic service performance of police personnel in SOCCSKSARGEN region. Resiliency is correlated with the pandemic performance of police personnel, considering the threat of the contagion. The result confirmed the findings of Grafton et al. (2010), stating that increased resilience—the ability to perform through stressful and traumatic events while retaining one's capacities in the aftermath of any stressful situation may reduce such harmful effects.

Significance of the Relationship between Self Concept and Pandemic Service Performance of Police Personnel in Region 12

Table 6 discloses whether there is significant relationship between self-concept and pandemic service performance of police personnel in SOCCSKSARGEN region. The four parameters of self-concept are correlated with the four parameters of pandemic service performance. Self-fulfilment as the first parameter of self-concept showed the following correlation with the four parameters of pandemic service performance: Police-community relations (p-value = 0.000 < 0.05), mental health support (p-value = 0.001 < 0.05), intra-organizational dynamics (p-value = 0.000 < 0.05), and multi-agency collaboration (p-value = 0.000 < 0.05). The result disclosed that self-fulfillment is corelated with all the four parameters of pandemic service performance.

The correlation between the second parameter autonomy and the four parameters of pandemic service performance are as follows: Police-community relations (p-value = 0.000 < 0.05), mental health support (p-value = 0.000 < 0.05), intra-organizational dynamics (p-value = 0.000 < 0.05), and multi-agency collaboration (p-value = 0.000 < 0.05). Data manifested that autonomy is correlated with all the four parameters of pandemic service performance.

Emotional Adjustment as the third parameter of self-concept is correlated with the four parameters of pandemic service performance as follows: Police-community relations (p-value = 0.000 < 0.05), mental health support (p-value = 0.000 < 0.05), intra-organizational dynamics (p-value = 0.000 < 0.05), and multi-agency collaboration (p-value = 0.000 < 0.05). The result showed that emotional adjustment is correlated with all the four parameters of pandemic service performance.

Table 6 *Significance of the Relationship between Self Concept and Pandemic Service Performance of Police Personnel in Region 12*

Self-Concept	Pandemic Service Performance				
	Police-Community Relations	Mental Health Support	Intra-Organizational Dynamics	Multi-Agency Collaboration	**Overall**
Self-Fulfillment	$.225^{**}$	$.164^{**}$	$.213^{**}$	$.189^{**}$	$\mathbf{.217^{**}}$
	.000	.001	.000	.000	**.000**
Autonomy	$.148^{**}$	$.175^{**}$	$.104^{*}$	$.174^{**}$	$\mathbf{.166^{**}}$
	.003	.000	.037	.000	**.001**
Emotional Adjustment	$.262^{**}$	$.229^{**}$	$.264^{**}$	$.252^{**}$	$\mathbf{.277^{**}}$
	.000	.000	.000	.000	**.000**
Honesty	$.377^{**}$	$.369^{**}$	$.357^{**}$	$.381^{**}$	$\mathbf{.408^{**}}$
	.000	.000	.000	.000	**.000**
Overall	$\mathbf{.336^{**}}$	$\mathbf{.316^{**}}$	$\mathbf{.310^{**}}$	$\mathbf{.334^{**}}$	$\mathbf{.356^{**}}$
	.000	**.000**	**.000**	**.000**	**.000**

Last but not the least, the parameter honesty is correlated with the four parameters of pandemic service performance shown as follows: Police-community relations (p-value = 0.000 < 0.05), mental health support (p-value = 0.000 < 0.05), intra-organizational dynamics (p-value = 0.000 < 0.05), and multi-agency collaboration (p-value = 0.000 < 0.05). Data indicated that the parameter honesty is correlated with all the four parameters of pandemic service performance.

The overall computation yielded an r value of 0.356 and a p-value of 0.000, which when compared with the level of significance of 0.05 is lesser denoting a significant relationship and the rejection of the null hypothesis. Data therefore disclosed that there is a significant relationship between self-concept and pandemic service performance of police personnel in SOCCSKSARGEN region.

Correlation was also evident between self-concept and pandemic service performance of police personnel indicating that police personnel whose high self-esteem channeled to their service performance. The result coincides with the findings of Rusa et al. (2013) wherein police image (self-concept) is significantly related to their performance.

Significance of the Relationship between Empathy Quotient and Pandemic Service Performance of Police Personnel in Region 12

Table 7 displays whether there is significant relationship between empathy quotient and pandemic service performance of police personnel in SOCCSKSARGEN region. The three parameters of empathy quotient are correlated with the four parameters of pandemic service performance. Cognitive empathy as one of the parameters of empathy quotient is correlated with the four parameters of pandemic service performance presented as follows: Police-community relations (p-value = 0.000 < 0.05), mental health support (p-value = 0.000 < 0.05), intra-organizational dynamics (p-value = 0.000 < 0.05), and multi-agency collaboration (p-value = 0.000 < 0.05). Data indicated that cognitive empathy is correlated with all the four parameters of pandemic service performance.

The parameter emotional reactivity is correlated with the four parameters of pandemic service performance showing the result as follows: Police-community relations (p-value = 0.000 < 0.05), mental health support (p-value = 0.000 < 0.05), intra-organizational dynamics (p-value = 0.000 < 0.05), and multi-agency collaboration (p-value = 0.000 < 0.05). Data manifested that emotional reactivity is correlated with the four parameters of pandemic service performance.

Social skill is also correlated with the four parameters of pandemic service performance shown as follows: Police-community relations (p-value = 0.355 > 0.05), mental health support (p-value = 0, .002 < 0.05), intra-organizational dynamics (p-value = 0.021 < 0.05), and multi-agency collaboration (p-value = 0.047 < 0.05). Data disclosed that social skill is only correlated with three parameters of the pandemic service performance, namely mental health support, intra-organizational dynamics, and multi-agency collaboration while no significant relationship is found between social skill and police-community relations.

Table 7 *Significance on the Relationship between Empathy Quotient and Pandemic Service Performance of Police Personnel in Region 12*

Empathy Quotient	Pandemic Service Performance				
	Police-Community Relations	Mental Health Support	Intra-Organizational Dynamics	Multi-Agency Collaboration	**Overall**
Cognitive Empathy	.249[**]	.294[**]	.276[**]	.286[**]	**.305[**]**
	.000	.000	.000	.000	**.000**
Emotional Reactivity	.181[**]	.247[**]	.228[**]	.204[**]	**.238[**]**
	.000	.000	.000	.000	**.000**
Social Skill	.046	.153[**]	.115[*]	.100[*]	**.115[*]**
	.355	.002	.021	.047	**.021**
Overall	**.176[**]**	**.261[**]**	**.232[**]**	**.220[**]**	**.246[**]**
	.000	**.000**	**.000**	**.000**	**.000**

The overall computation yielded an r value of 0.246 with the p-value of 0.000, which is lesser when compared with the level of significance of 0.05 showing a significant relationship resulting to the rejection of the null hypothesis. It could be surmise therefore that there is a significant relationship between empathy quotient and pandemic service performance of police personnel in SOCCSKSARGEN region.

Empathy Quotient's correlation with the pandemic service performance of police personnel disclosed their compassion towards others, the reason they are concern with the health of the community manifesting through their disciplining actions toward the latter. The finding is in congruent with the research result of Posick et al. (2014) declaring that police officers' empathy is significantly related to their service performance disclosing that the citizens' interactions with the police has consistently indicated that the way officers behave determines how they are evaluated by people with whom they interact. Community members have more positive evaluations of the police when officers communicate that they understand the issues that matter to community members; thus, police are more likely to be trusted and considered effective at their jobs when they display empathy with the community's concern.

Significance on the Influence of Resiliency, Self-Concept and Empathy Quotient on Pandemic Service Performance of Police Personnel in Region 12

Table 8 shows the significance on the influence of the exogenous (independent variables) to the pandemic service performance of police personnel in SOCCSKSARGEN region with computed F-value of 32.605, R-value of .445, adjusted R^2 value of .198 and p-value of .000 very much lower than .05 level of significance, it could be stated therefore that the exogenous variables influences pandemic service performance. It could be viewed from the data that the adjusted R2 value of .198 emphasizes that exogenous variables influence pandemic service performance by 19.8%. The difference of 80.2% is attributed to other characteristics not included in the current study.

Table 8. *Significance on the Influence of Resiliency, Self-Concept and Empathy Quotient on Pandemic Service Performance of Police Personnel in SOCCSKSARGEN Region*

Exogenous Variables	Pandemic Service Performance			
	B	β	*t*	*Sig.*
Constant	1.905		7.048	.000
Resiliency	.313	.272	5.408	.000
Self-Concept	.236	.211	4.021	.000
Empathy Quotient	.066	.076	1.514	.131
R	.445			
R^2	.198			
ΔR	.192			
F	32.605			
ρ	.000			

The particulars on the findings of the influence of exogenous variables to pandemic service performance of police personnel stressed out that resiliency had standardized and unstandardized coefficients of .313 and .272, t-value of 5.408 and p-value of .000 (Significant); self-concept had standardized and unstandardized coefficients of .236 and .211, t-value of 4.021 and p-value of .000 (Significant); empathy quotient had standardized and unstandardized coefficients of .066 and .076, t-value of 1.514 and p-value of .131 (Non-significant).

Parameters resiliency and self-concept significantly influenced Pandemic Service Performance of Police Personnel in SOCCSKSARGEN Region. This implies that their perseverance as well as their self-esteem contributed to their services as front liners during COVID 19 pandemic. The result agrees with the statement of Dirani et al. (2020) who stated that a characteristic of a quality police officer is to have self-resilience and self-concept, which is defined as having a way of thinking that is easily adaptable when in unforeseen situations and can make confident urgent decisions, such as addressing the current challenges by performing with skills and abilities.

Establishing the Best Structural Model

This portion depicts the analysis on the interrelationships among resiliency, self-concept, and empathy quotient to the pandemic service performance of the police personnel. Five alternative models are tested to achieve the best fit model of pandemic service performance of the police personnel. Each model has a framework that could be decomposed into two sub

models which are measurement model and structural model. The measurement model represents the measure loads on each factor to their latent constructs, while the structural model defines relations among the latent variables. Moreover, the assessment of fit was used as a baseline for accepting and rejecting the model. As a rule, the researcher establishes the relationship of the causality relationship of the latent variable toward the different latent variables. Furthermore, it institutes the relationship between endogenous and exogenous variables. The moment that the structured model exhibits the suitable fit, it underscores that there is consistency of the empirical relationships among variables inferred by the model. The model parameter estimates entail the magnitude and direction of the relationships among variables.

The first, second, third, and fourth generated structural models disclosed the direct causal relationship of the exogenous variables, resiliency, self-concept and empathy quotient to endogenous variable, pandemic service performance. Some of the computed indices of these models do not reach the acceptable ranges of values, indicating the models are nor appropriate. The generated model 5 found to have meet the criteria showing a very good fit to the data. The direct causal link of resiliency and self-concept toward the endogenous variable, pandemic service performance are the most important ingredients of the police force in attaining the premium of pandemic service performance of police personnel. Thus, the findings carry over pandemic service performance as the bedrock of resiliency in terms of personality resistant and resource control; and self-concept with reference to self-fulfillment, autonomy, emotional adjustment, and honesty. The result supports the statement of Yuan et al. (2016) emphasizing that absolute fit indices do not use an alternative model as a base for comparison. They are simply derived from the fit of the obtained and implied covariance matrices and the maximum likelihood (ML) minimization function.

Direct and Indirect Effect

There were five hypothesized (conceptual) models formulated and tested in this study. Screening of variables was critically observed to give a premium on the normality of the data. Variables with interval or ratio data were counted in the formulation of models. Generated models of this study were solidified with theories. Figure 6 presents the hypothesized model 1, where all the paths are pointing from the independent variables to the dependent variable. It signifies the direct link of resiliency, self-concept, and empathy on the way to the pandemic service performance with the assumption that the independent variables bear significant influence on the dependent variable. In addition, the path model illustrated in Figure 6 underlines how predictor variables manifest an intervening effect on the outcomes measures. The direct effects are represented by arrows from a predictor variable usually at the left side to the right side where the dependent variable is, without passing through another variable.

The indirect effects are relationships between predictor variables and dependent variable which are mediated by passing through one or more variables in between. The magnitude of the indirect effects is determined by cross multiplying the coefficients for any path combinations which connects the predictor variable on the left side with a dependent variable on the right side and eventually summing up to get its total. The total effect of a certain predictor variable on a dependent variable is the sum of its direct and indirect effect.

Generated Model 5

The generated structural model 5 in standardized solution is pictured out in Figure 10. Results disclosed that the latent variables resiliency representing the measured parameters personality resistant and resource control; and self-concept
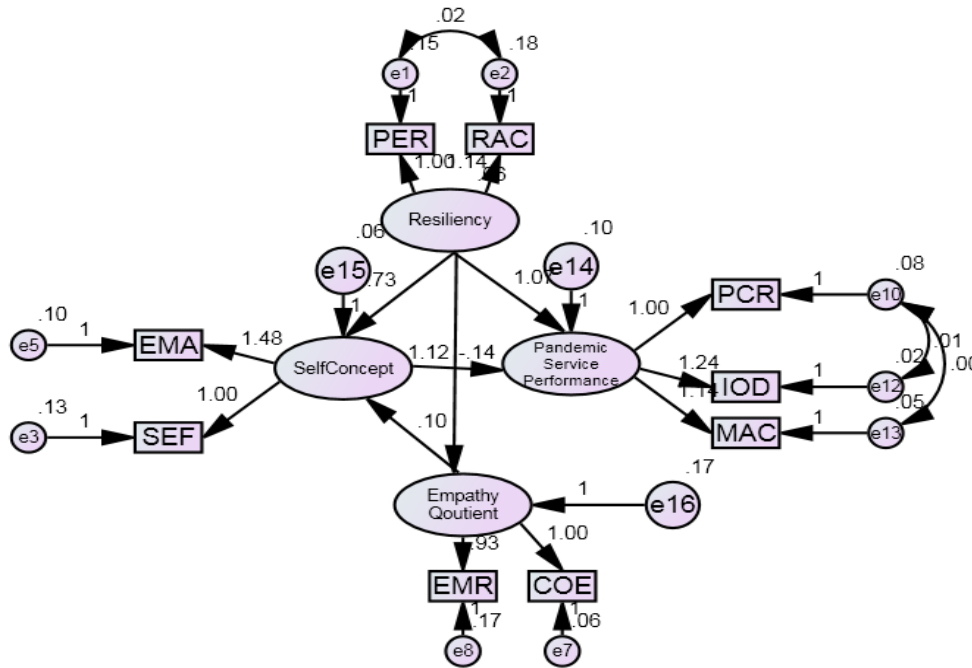

Figure 10. The Best Fit Model for Job Performance

PER - Personality Resistant   EMR – Emotional Reactivity

RAC - Resources and Control   COE – Cognitive empathy
EMA - Emotional Adjustment   PCR - Police-Community Relations
SEF – Self-Fulfillment   IOD - Intra-Organizational Dynamics
                                              MAC - Multi-Agency Collaboration

represented by the measured parameters in terms of self-fulfillment, autonomy, emotional adjustment, and honesty has significant contribution to the dependent variable pandemic service performance. It could be observed from the data that resiliency component personality resistant has no significant correlation to resource control. Likewise, self-concept components: self-fulfillment, autonomy, emotional adjustment, and honesty bear no significant correlations to each other. On the other hand, pandemic service performance components: police-community relations, mental health support, intra-organizational dynamics, and multi-agency collaboration found no significant correlation to each other.

It could be viewed in Table 21 showing the direct and indirect effects of predictor variables to the dependent variable, resiliency has the highest direct effect of 1.066 and indirect effect of -0.119 with total effect of 0.947 on pandemic service murformance. This is followed by self-concept with direct and total effect of -0.139 on pandemic service performance. Empathy quotient has an indirect and total effect of -0.014.

Table 9 *Direct and Indirect Effects of the Independent Variables on Pandemic Service Performance Best Fit Model*

Variables	Direct Effect	Indirect Effect	Total Effect
Resiliency	1.066	-.119	.947
Self-Concept	-.139	.000	-.139
Empathy Quotient	.000	-.014	-.014

The calculated model fit is highly acceptable as shown in Table 22. The chi-square divided by the degrees of freedom is 1.352 with the probability of 0.139. This RMSEA index (0.030 which is less than 0.05, with its corresponding p-close .884 > indicates a very good fit of the model to the data. This is also strongly supported by 0.05. Likewise, the other indices such as NFI (0.985>0.95), TLI (0.992>0.95), CFI (0.996>0.95, and GFI (0.986>0.95). These indices satisfy the requirement of the goodness of fit measures. Moreover, this is an indication that generated model 5 is a very good fit model.

Regression weights were estimated to measure the effects between measured and latent variables. Depicted in Table 23, the model proposes that resiliency is a predictor of pandemic service performance as demonstrated by its beta equals 0.670 with its p-value equals .006, which is lesser than .05 level of significance.

Table 10 *Goodness of Fit Measures of Structural Best Fit Model*

INDEX	CRITERION	MODEL FIT VALUE
P-value	> 0.05	.139
CMIN/DF	0 < value < 2	1.352
GFI	> 0.95	.986
CFI	> 0.95	.996
NFI	> 0.95	.985
TLI	> 0.95	.992
RMSEA	< 0.05	.030
P-Close	> 0.05	.884

Legend:

CMIN/DF	-	Chi-Square/Degrees of Freedom
NFI	-	Normed Fit Index
TLI	-	Tucker-Lewis Index

CFI	-		Comparative Fit Index				
GFI	-		Goodness of Fit Index				
RMSEA		-	Root Means Square of Error Approximation				
P-close	-		P of Close Fit				

Table 11 *Estimates of Variable Regression Weights in Generated Best Fit Model*

			Estimate	S.E.	Beta	C.R.	P-value
Empathy_Qoutient	<---	Resiliency	1.125	.221	.565	5.089	***
SelfConcept	<---	Resiliency	.733	.253	.573	2.896	.004
SelfConcept	<---	Empathy_Qoutient	.102	.071	.160	1.446	.148
Pandemic_Service_Performance	<---	Resiliency	1.066	.388	.670	2.748	.006
Pandemic_Service_Performance	<---	SelfConcept	-.139	.219	-.112	-.636	.525
PER	<---	Resiliency	1.000		.546		
RAC	<---	Resiliency	1.138	.147	.564	7.721	***
SEF	<---	SelfConcept	1.000		.667		
EMA	<---	SelfConcept	1.476	.174	.835	8.489	***
COE	<---	Empathy_Qoutient	1.000		.900		
EMR	<---	Empathy_Qoutient	.933	.095	.747	9.845	***
PCR	<---	Pandemic_Service_Performance	1.000		.813		
IOD	<---	Pandemic_Service_Performance	1.243	.101	.964	12.302	***
MAC	<---	Pandemic_Service_Performance	1.137	.107	.898	10.595	***

Legend:

PER-personality resistant　　*EMR-emotional reactivity*
RAC-resources and Control　　*SOR-social skill*
SEF-self-fulfilment　　*PCR-police-community relations*
AUT-autonomy　　*MHS-mental health support*
EMA-emotional adjustment　　*IOD-intra-organizational dynamics*
HON-honesty　　*MAC-multi-agency collaboration*
COE-cognitive empathy

Apparently, the latent variable self-concept was found to be reasonably representative of the measured variables, self-fulfillment (0.687), and emotional adjustment (0.835). In the same token, resiliency with its measured variables, personality resistant (.546), and resource control (0.564), with all their probability values less than 0.05 level of significance set in this study.

Model Development

The research question related to the model that best represents the variables as predictor of pandemic service performance of police personnel, the proposed model sketched in Figure 1 needs to be modified to meet the requirements of the goodness of fit measures. The five models generated in the study were encapsulated in Table 24.

Table 12

Summary of Goodness of Fit Measures of the Five Generated Models

Model	P-value (>0.05)	CMIN / DF (0<value <2)	GFI (>0.95)	CFI (>0.95)	NFI (>0.95)	TLI (>0.95)	RMSEA (<0.05)	P-close (>0.05)
1	.000	5.645	.881	.891	.871	.863	.108	.000
2	.000	4.088	.918	.930	.910	.909	.088	.000
3	.000	4.051	.917	.929	.909	.910	.087	.000
4	.000	3.523	.928	.943	.922	.925	.080	.000
5	.139	1.352	.986	.996	.985	.992	.030	.884

Legend: CMIN/DF – *Chi Square/Degrees of Freedom*   NFI – *Normed Fit Index*

GFI – Goodness *of Fit Index*   TLI *-Tucker-Lewis Index*

RMSEA – *Root Mean Square of Error Approximation*   CFI – Comparative *Fit Index*

Distinguishing the best fit model, all the indices included must consistently fall within acceptable ranges. Chi-square/degrees of freedom value should be less than 5 with its corresponding p-value greater or equal to 0.05. Root Mean Square of Error Approximation value must be less than 0.05 and its corresponding p-close value must be greater or equal to 0.05. The other indices such a Normed Fit Index, Tucker-Lewis Index, Comparative Fit Index and Goodness of Fit must be all greater than 0.90.

The first generated structural model showed the direct causal relationship of the exogenous variables, resiliency, self-concept and empathy quotient to endogenous variable, pandemic service performance. Some of the computed indices of this model do not reach the acceptable ranges of values, indicating the model is a poor fit.

The second generated structural model exhibits the interrelationship of the exogenous variables: resiliency, self-concept and empathy quotient and its causal relationship on the endogenous variable, pandemic service performance. This model found to be unfit because

the p-value = 0.000 and RMSEA= 0.088with p-close = 0.000, all did not fall to the acceptable ranges of values.

The third generated structural model highlights the direct causal link of the variables toward pandemic service performance and their relationships for each other. The results settled to non-fit model as indicated by its p-value = .000 and RMSEA= 0.087 with p-close = 0.000.

The fourth generated structural model highlights the direct causal link of the variables toward pandemic service performance and their relationships for each other. The results settled to non-fit model as indicated by its p-value = .000 and RMSEA= 0.080 with p-close = 0.000.

Furthermore, the modified model showing the direct causal link of the exogenous variables, resiliency and self-concept toward the endogenous variable, pandemic service performance and their relationship with each other. The generated model 5 found to have indices that shows a very good fit to the data as indicated by CMIN/DF= 1.352, p-value = 0.139, RMSEA = 0.030, p-close= 0.884 and indices such as NFI (0.985), TLI (0.992), CFI (0.996) and GFI (0.986). All of the indices with their corresponding values were greater than 0.90 or meet the requirements of goodness of fit measures. Since, generated model 5 is a good fit model of pandemic service performance, this does not warrant for further testing to any models. It is therefore stated that the null hypothesis is rejected. It could be surmised that there is model that best fit on pandemic service performance of police personnel.

The model evidently exemplifies the edifice of resiliency and self-concept as predictors of pandemic service performance. Consequently, resiliency and self-concept are the most important ingredients of the police force in attaining the premium of pandemic service performance of police personnel. Thus, the findings carry over pandemic service performance as the bedrock of resiliency in terms of personality resistant and resource control; self-concept with reference to self-fulfillment and emotional adjustment; and empathy quotient with reference to emotional reactivity and cognitive empathy. The best model revealed also the less priority during pandemic and those were honesty, autonomy, social skills and mental health support. This finding supported by International Association of Chiefs of Police (2020) that emphasized the role of police is focus in maintaining public safety during the pandemic including enforcing quarantine and isolation orders, protecting essential infrastructure, and responding to public health emergencies.

Moreover, International Journal of Environmental Research and public health (2020) found that effective communication and interpersonal skills as part of social skills were crucial for police officers in enforcing pandemic related policies related to social distancing and mask wearing.

CONCLUSIONS AND RECOMMENDATIONS

In conclusion, the findings of this study indicate that police personnel in the SOCCSKSARGEN Region exhibit a very high level of resiliency, self-concept, and pandemic service performance. However, the level of empathy quotient is rated as high. The study also reveals that there are significant correlations between the exogenous variables (resiliency, self-concept, and empathy quotient) and the endogenous variable (pandemic service performance), highlighting their individual associations. Further analysis demonstrates that out of the three exogenous variables, only resiliency and self-concept

significantly influence pandemic service performance. This supports the Resiliency Theory developed by Krovetz and the self-concept model by Marsh and Shavelson, as discussed by Goni et al. These theories suggest that resiliency and self-concept play crucial roles in predicting the pandemic service performance of police personnel. Based on the model evaluation, the study finds that the generated Model 5 is the best fit model. This model emphasizes the interrelationship between resiliency, self-concept, and pandemic service performance, highlighting the importance of considering these factors together. The results provide valuable insights into the factors that contribute to effective pandemic service performance among police personnel in the SOCCSKSARGEN Region.

This study contributes to the understanding of the psychological factors associated with pandemic service performance in the context of law enforcement. The findings emphasize the significance of building and maintaining high levels of resiliency and self-concept among police personnel. Policymakers and organizations can utilize these findings to develop targeted interventions and strategies that enhance the psychological well-being and performance of police personnel during challenging times, such as pandemics.

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