
A Structural Equation Model on Work Engagement of Barangay Peace-Keeping Action Team Within the Contexts of Self-Efficacy, Quality of Work Life and Decision-Making Style

Paulino R. Tagaylo, Ph.D.

J.H. Cerilles State College, Dumingag Campus, Zamboanga del Sur

ABSTRACT

The aim of this study was to create a model to analyze the work engagement of Barangay Peace-Keeping Action Team (BPAT) Personnel. This study tested the structural equation model (SEM) of work engagement utilizing a quantitative, non-experimental design employing the descriptive correlational technique. This is a supplemental study of 420 BPAT volunteer personnel with the stratified, random sampling technique for respondents' representation. The best fit model articulated the latent variables of work engagement as measured by vigor and dedication remain for endogenous variables while for the directional predictors known as exogenous variables such as; self-efficacy with occupational emotional self-efficacy for self-oriented and occupational emotional self-efficacy for other-oriented indicators and for quality of work-life variable with the adequacy of resources, job satisfaction, and job security, compensation and rewards, organizational culture and climate and work environment indicators. Further research of BPAT personnel be improved through engagement to meaningful community peace, order, and public safety activities.

Keywords: *criminal justice, work-engagement, self-efficacy, quality of work life, decision-making, structural equation model, Philippines*

INTRODUCTION

Disengaged workers are a serious problem with significant impacts on the economic system and personal performance. There is limited data on work engagement studies at the grass-roots level of Barangay appointed personnel. This personnel needs more research-based processing, collaborations, partnerships, and training aid to enhance their public service work engagement skills.

Research Objective

This study determined what model best fits for work engagement among Barangay Peace-keeping Action Team personnel in Ozamiz City, Region-X. Specifically, this study deals on the following objectives:

1. To ascertain the level of self-efficacy of the personnel in terms of occupational social self-efficacy; occupational emotional self-efficacy: self-oriented and occupational emotional self-efficacy: other oriented.
2. To describe the level of quality of work life in terms of work environment; organization culture and climate; relation and co-operation; training and

development; compensation and rewards; facilities; job satisfaction and job security; autonomy of work; and adequacy of resources.

3. To evaluate the level of decision making in terms of rational; intuitive; dependent; avoidant; and spontaneous.
4. To assess the level of work engagement in terms of vigor; dedication and absorption.
5. To determine the significant relationship between self-efficacy and work engagement; quality of work life and work engagement; and decision making and work engagement.
6. To determine which domain best influences work engagement among BPAT personnel.
7. To determine what model best fits for work engagement among Barangay Peace-keeping Action Team personnel.

METHODS

Multiple linear regression improved method for examining several dependent correlations among factors simultaneously. To quantifiably analyze such complicated associations, multivariate statistical techniques worthy of determining one or even more results through so many potential process interventions for analysis methods must be used.

The authors examined 420 BPAT officers from 51 Ozamiz City Barangays. Random sampling used to pick a minimum of 10 portrayals of BPAT as alluded to in the list of peacekeeper personnel by the Chairman of the Barangay Peace and Order Council.

The questionnaire surveys used in the study were obtained from numerous similar researches. Cronbach's alpha has been used to assess the questionnaire's credibility concerning the following variables: self-efficacy quality of work life, decision making, and work engagement.

Captains of Ozamiz, Mindanao were asked to participate in the study. Reproduction of 510 survey questionnaires was facilitated. Completed surveys were from 420 respondents out of 510 respondents because of incompleteness, discrepancies and for merely checking without reading.

The data gathered was subjected to analysis and interpretation using the mean, Pearson Product Moment Correlation, Regression, and Structural Equation Modelling.

Ethics is observed in the conduct of the study. Before the floating of questionnaire, the researcher subjected chapters 1 and 2 for review to the University of Mindanao Ethics Review Committee to ensure that ethics is observed in the conduct of the study.

RESULTS

The findings and results of the structural equation model on work engagement through self-efficacy, quality of work life and decision-making are discussed in this chapter. Analysis techniques and interpretations of the data were made in consistent with the objectives of the earlier study.

Self-Efficacy of BPAT personnel

The level of self-efficacy of BPAT personnel is presented and items of the indicators of this variable were analyzed and interpreted as shown in the appendices.

Table 1
Level of Self-efficacy of the BPAT Personnel

Indicator	SD	Mean	Descriptive Level
Occupational Social Self-efficacy	0.64	4.16	High
Occupational Emotional Self-efficacy for Self-oriented	0.81	4.14	High
Occupational Emotional Self-efficacy for Other Oriented	0.67	4.19	High
Overall	0.63	4.16	High

Disclosed in Table 1 is the level of self-efficacy of BPAT personnel in Ozamiz City with mean ranges from 4.14 to 4.19 with precisely a total average of 4.16 or quantitatively depicted elevated to a square root variance of overall SD 0.63 is marked as high. Statistics results showed that the indicator with the biggest or very high average score was 4.19 – *occupational emotional self-efficacy for other oriented*. In addition, *occupational emotional self-efficacy for self-oriented* is an indicator with the lowest average score of 4.14 but still labeled as *high*. Furthermore, the remaining indicator *occupational social self-efficacy* is still labeled as *high* with the average score of 4.16. To facilitate thorough understanding on the facets of self-efficacy, details of the indicators for this variable are set out in this link at the bottom.

Quality of Work Life of BPAT personnel

The indicators of quality of work life were evaluated and deduced in an easy manner to improve the understanding by another investigator. Additionally, the outcome of the inquiry of this independent variable was an average score of 4.02 to 4.37 and the general average received was 4.20 which is described as *very high* with the respective square root of variance of overall SD 0.48. This indicates that quality of work life among BPAT personnel is always manifested.

Table 2
Level of Quality of work Life of the BPAT Personnel

Indicator	SD	Mean	Descriptive Level
Work Environment	0.55	4.27	Very high
Organizational Culture and Climate	0.53	4.33	Very high
Relation and Cooperation	0.53	4.30	Very high
Training and Development	0.61	4.37	Very high
Compensation and Rewards	0.58	4.31	Very high

Facilities	0.64	4.22	Very high
Job Satisfaction and Job Security	0.57	4.24	Very high
Autonomy of Work	0.59	4.02	High
Adequacy of Resources	0.61	4.23	Very high
Overall	0.48	4.20	Very high

Further, the indicators in the above Table 2 were structured with their corresponding descriptive interpretation from the highest to the lowest average scores. In addition, the indicators were organized from the highest average score to the lowest average score: *training and development* obtained an average score of 4.37 labeled as *very high*; *organizational culture and climate* obtained an average score of 4.33 labeled as *very high*; *compensation and rewards* obtained an average score of 4.31 labeled as *very high*; *relation and cooperation* obtained an average score of 4.30 labeled as *very high*; *work environment* obtained an average score of 4.27 is described as *very high*; *job satisfaction and job security* obtained an average score of 4.24 is described as *very high*; *adequacy of resources* obtained an average score of 4.23 is described as *very high*; *facilities* obtained an average score of 4.22 is described as *very high*; and *autonomy of work* obtained an average score of 4.02 is described as *high*.

Decision-Making of BPAT personnel

The level of decision-making of BPAT personnel with reference to the five indicators is shown in Table 3 with overall average score of 3.88 or quantitatively depiction and square root of variance overall SD 0.56. It is indicated that decision-making of BPAT personnel is oftentimes manifested. On the other hand, the outcome of the statistics the indicator obtained with the highest average score is – *rational* with equivalent total of 4.38 defined as *very high*. In contrary, the indicator with the lowest average score is *avoidant* with equivalent total of 3.50 labeled as *high*. On the other hand, the remaining indicators were organized from highest to lowest average score: *dependent* obtained average score of 3.96 labeled as *high*; *intuitive* obtained average score of 3.93 labeled as *high*; and *spontaneous* obtained average score of 3.61 labeled as *high*. In consonance, items involved in the indicator of decision-making of BPAT personnel are presented above.

Table 3

Level of Decision Making of the BPAT Personnel

Indicator	SD	Mean	Descriptive Level
Rational	0.56	4.38	Very high
Intuitive	0.66	3.93	High
Dependent	0.64	3.96	High
Avoidant	1.05	3.50	High
Spontaneous	0.87	3.61	High
Overall	0.56	3.88	High

Work Engagement of BPAT Personnel

The level of work engagement of BPAT personnel examined and described on the bases of the results data gathered with the stated indices: vigor; dedication; and absorption. It is reflected in Table 4 that work engagement of BPAT personnel had mean ranges 3.83 to 4.32 and total general average score is 4.08 labeled as *high*. Thus, it implies that work engagement of BPAT personnel is oftentimes manifested. Based on the findings, *dedication* obtained a highest average score of 4.32 and defined as *very high*; *vigor* has a mean of 4.07 described as *high*. In contrast, *absorption* obtained a lowest average score of 3.83 labeled as *high*.

Table 4

Level of Work Engagement of the BPAT Personnel

Indicator	SD	Mean	Descriptive Level
Vigor	0.65	4.07	High
Dedication	0.57	4.32	Very high
Absorption	0.65	3.83	High
Overall	0.50	4.08	High

Significance on the Relationship Between Self-Efficacy and Work Engagement of BPAT personnel

Table 5.1

Significance on the Relationship between Self-efficacy and Work Engagement among BPAT Personnel

Self-efficacy	Work Engagement			
	Vigor	Dedication	Absorption	Overall
Occupational Social Self-efficacy	.573** (.000)	.536** (.000)	.118* (.015)	.500** (.000)
Occupational Emotional Self-efficacy for Self-oriented	.441** (.000)	.541** (.000)	.133** (.006)	.452** (.000)
Occupational Emotional Self-efficacy for Other Oriented	.532** (.000)	.599** (.000)	.150** (.002)	.519** (.000)
Overall	.571** (.000)	.625** (.000)	.151** (.002)	.547** (.000)

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

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

Significance on the Relationship Between Quality of Work Life and Work Engagement of BPAT personnel

Table 5.2
Significance on the Relationship between Quality of Work Life and Work Engagement among BPAT Personnel

Quality of Work Life	Work Engagement			Overall
	Vigor	Dedication	Absorption	
Work Environment	.644** (.000)	.668** (.000)	.358** (.000)	.683** (.000)
Organizational Culture and Climate	.643** (.000)	.626** (.000)	.443** (.000)	.704** (.000)
Relation and Cooperation	.681** (.000)	.721** (.000)	.354** (.000)	.717** (.000)
Training and Development	.568** (.000)	.649** (.000)	.253** (.000)	.598** (.000)
Compensation and Rewards	.601** (.000)	.604** (.000)	.345** (.000)	.635** (.000)
Facilities	.463** (.000)	.444** (.000)	.235** (.000)	.467** (.000)
Job Satisfaction and Job Security	.655** (.000)	.723** (.000)	.259** (.000)	.666** (.000)
Autonomy of Work	.725** (.000)	.610** (.000)	.576** (.000)	.790** (.000)
Adequacy of Resources	.541** (.000)	.547** (.000)	.333** (.000)	.582** (.000)
Overall	.728** (.000)	.737** (.000)	.415** (.000)	.769** (.000)

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

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

Significance on the Relationship Between Decision-Making and Work Engagement of BPAT personnel

Table 5.3
Significance on the Relationship between Decision Making and Work Engagement among BPAT Personnel

Decision Making	Work Engagement			Overall
	Vigor	Dedication	Absorption	
Rational	.613** (.000)	.705** (.000)	.180** (.000)	.607** (.000)
Intuitive	.480** (.000)	.366** (.000)	.761** (.000)	.673** (.000)

Dependent	.601** (.000)	.508** (.000)	.776** (.000)	.784** (.000)
Avoidant	.471** (.000)	.146** (.003)	.726** (.000)	.571** (.000)
Spontaneous	.355** (.000)	.319** (.000)	.361** (.000)	.429** (.000)
Overall	.660** (.000)	.497** (.000)	.778** (.000)	.807** (.000)

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

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

Table 6
Significance on the Influence of Exogenous Variables on the Work Engagement of BPAT Personnel

Exogenous Variables	Work Engagement			
	B	β	t	Sig.
Constant	.378		3.447	.001
Self-efficacy	-.040	-.050	-1.319	.188
Quality of Work Life	.477	.461	10.324	.000
Decision Making	.473	.527	16.226	.000
R	.868			
R ²	.753			
ΔR	.751			
F	421.946			
P	.000			

Significance on the Influence of Exogenous Variables on the Work Engagement of BPAT Personnel

Disclosed in Table 6 is the significance on the influence of exogenous variables on the work engagement of BPAT personnel with computed F-value of 421.946, r-value of .868, adjusted R² value of .753, ΔR value of .751 and p-value of .000 lower than 0.05 level of significance, the overall results concurred the rejection of the null hypothesis in favor to the alternative hypothesis. This implies that self-efficacy is the directional predictor of work engagement.

It could be gleaned from the data that self-efficacy had standardized and unstandardized coefficients of -.040 and -.050, t-value of -1.319 and p-value of .188 (non-significant); quality of work life had standardized and unstandardized coefficients of .477 and .461, t-value of 10.324 and p-value of .000 (*Significant*); and decision-making had standardized and unstandardized coefficients of .473 and .527, t-value of 16.226 and p-value of .000 (*Significant*).

Establishing the Best Structural Model

This section highlights the analysis on the interrelationships among self-efficacy, quality of work life and decision-making with work engagement among BPAT personnel particularly in the City of Ozamiz. There are four alternative models tested to achieve the best fit model of work engagement of BPAT personnel. Each model has a framework that could be decomposed into measurement model and structural model. The structural model represents a measure loads on each factor to their latent constructs that defines relations among the latent factors.

Moreover, assessment of fit was used as baseline for accepting and rejecting the model. As a rule, the researcher establishes the relationship of the latent variable toward the different latent variables. Furthermore, it institutes the relationship between endogenous and exogenous variables. The moment that structured model exhibits with 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.

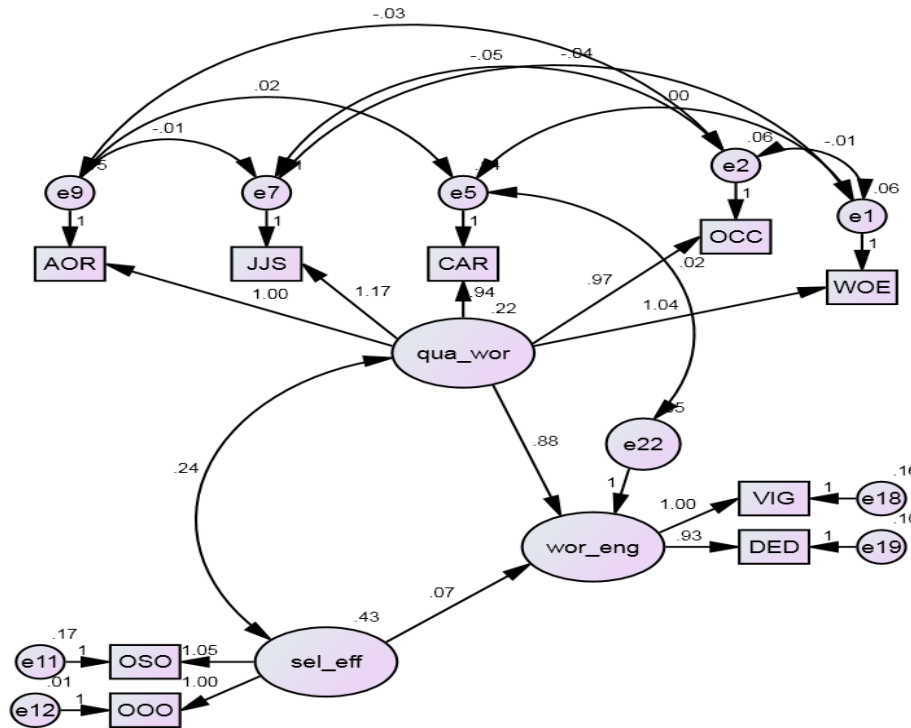
Table 7

Direct and Indirect Effects of the Independent Variables on Work Engagement of Model 1

Variables	Direct Effect	Indirect Effect	Total Effect
Self-efficacy	.016	–	.016
Quality of Work Life	.629	–	.629
Decision Making	.914	–	.914

Generated Best Fit Model

Introduced in Figure 1 is the best fit model for work engagement showing direct causal link of the variables toward work engagement and their relationship of each other. It could be observed from the latent variable quality of work life representing the measured variables, adequacy of resources, job satisfaction and job security, compensation and rewards, organization culture and climate and work environment; and self-efficacy representing the measured variables, occupational emotional self-efficacy for self-oriented and occupational emotional self-efficacy for other oriented bear significant correlations with each other. On the other hand, it could be observed from the data that latent variable work engagement has no significant correlations to each other.



Legend:

qua_wor – Quality of Work Life
AOR – Adequacy of Resources
JJS – Job Satisfaction and Job Security
CAR – Compensation and Rewards
OCC – Organizational Culture and Climate
WOE – Work Environment

sel_eff – Self-Efficacy
OSO – Occupational Emotional Self-
efficacy for Self- oriented
OOO – Occupational Emotional Self-
efficacy for Other Oriented
wor_eng – Work Engagement
VIG – Vigor
DED – Dedication

Table 8 Figure 1. The Best Fit Model for Work Engagement

of Fit Measures of Structural Model 4		Goodness
INDEX	CRITERION	MODEL FIT VALUE
P-Close	> 0.05	.000
CMIN/DF	0 < value < 2	17.832
GFI	> 0.95	.597
CFI	> 0.95	.669
NFI	> 0.95	.657
TLI	> 0.95	.621
RMSEA	< 0.05	.200

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

It could be viewed in Table 9 the direct and indirect effects of predictor variables to the dependent variable, quality of work life has the highest direct effect of .818 and no indirect effect and with a total effect of .818 on work.

Table 9

Direct and Indirect Effects of the Independent Variables on Work Engagement of Best Fit

Variables	Direct Effect	Indirect Effect	Total Effect
Self-efficacy	.091	-	.091
Quality of Work Life	.818	-	.818

Regression weights were estimated to measure the effects between measured and latent variables. As shown in Table 20, the model proposes that quality of work life is a predictor of work engagement as demonstrated by its beta equals .818 with its p-value equals .000 is less than level of significance of 0.05. Seemingly, the latent variable quality of work life was found to be reasonably representative of the measured variables, adequacy of resources (.770), job satisfaction and job security (.976), compensation and rewards (.764), organization culture and climate (.875) and work environment (.894). In the same manner, self-efficacy with its measured variables, occupational emotional self-efficacy for other oriented (.985) and occupational emotional self-efficacy for self-oriented (.857 with all their probability values less than the tested significance value of 0.05.

Table 10

Estimates of Variable Regression Weights in Generated Best Fit

			Estimate	S.E.	Beta	C.R.	P-value
wor_eng	<---	sel_eff	.070	.047	.091	1.496	.135
wor_eng	<---	qua_wor	.881	.081	.818	10.905	***
AOR	<---	qua_wor	1.000		.770		
JJS	<---	qua_wor	1.168	.059	.976	19.889	***
CAR	<---	qua_wor	.943	.054	.764	17.412	***
OCC	<---	qua_wor	.974	.061	.875	16.015	***
WOE	<---	qua_wor	1.037	.057	.894	18.224	***
OOO	<---	sel_eff	1.000		.985		

OSO	<---	sel_eff	1.052	.041	.857	25.826	***
VIG	<---	wor_eng	1.000		.785		
DED	<---	wor_eng	.925	.052	.826	17.913	***

Legend:

OSO – Occupational emotional self-efficacy for self-oriented	AOR – Adequacy of resources
OOO - Occupational emotional self-efficacy for other oriented	qua_wor – Quality of work life
sel_eff – Self-efficacy	des_mark – Decision making
WOE – Work environment	VIG – Vigour
OCC – Organization culture and climate	DED – Dedication
CAR – Compensation and rewards	wor_eng – Work engagement
JJS – Job satisfaction and job security	

Similarly, the registered computed value of the RMSEA index (.033) which is less than 0.05, with its corresponding p-close > 0.05 and the rest of indices such as NFI (.992>0.95), TLI (.995>0.95), CFI (.998>0.95), and GFI (.988>0.95) were meet the criterion of goodness fit in this study. It means that generated best fit model was rated very good fit measures in this study.

Model Development

**Table 11
Goodness of Fit Measures of Structural Best Fit**

INDEX	CRITERION	MODEL FIT VALUE
P-Close	> 0.05	.000
CMIN/DF	0 < value < 2	1.455
GFI	> 0.95	.988
CFI	> 0.95	.998
NFI	> 0.95	.992
TLI	> 0.95	.995
RMSEA	< 0.05	.033

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

Distinguishing of best fit model, all indices included must consistently fall within acceptable ranges. On other hand, the registered computed Chi-square/degrees of freedom value should be less than 5 with its corresponding p-value greater or the same of 0.05. In addition, Root Mean Square of Error Approximation value must be below 0.05 and its corresponding p-close value must be greater or equal to 0.05. The other

indices such as Normed Fit Index, Tucker-Lewis Index, Comparative Fit Index and Goodness of Fit must be all above 0.90.

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	19.353	.588	.636	.625	.586	.209	.000
2	.000	17.279	.628	.681	.669	.633	.197	.000
3	.000	15.945	.607	.707	.695	.663	.189	.000
4	.000	17.832	.597	.669	.657	.621	.200	.000
5	.107	1.455	.988	.998	.992	.995	.033	.830

Legend: CMIN/DF – Chi Square/Degrees of Freedom Index

GFI – Goodness of Fit Index
RMSEA – Root Mean Square of Error Approximation
NFI – Normed Fit Index
TLI – Tucker-Lewis Index
CFI – Comparative Fit Index

DISCUSSION

Self-Efficacy of BPAT Personnel

The high level of self-efficacy demonstrates that it does significantly affect the BPAT officer's work engagement. Workplace life contexts can represent the need for an asset or a job. Suppose one operates with citizens who are practical, thoughtful, and grateful. In that case, human relationships will be interpreted as favorable (a resource). Still, if one operates with angering and judgmental citizens, human connections could become extremely challenging in the workplace, that would be to suggest (Loeb) [1].

Quality of work life of BPAT Personnel

As human resources volunteered officers, BPAT officers have had a very high level of work-life quality; they are the most valuable assets an agency has. Their productive leadership is the key to success. This achievement is likely to be implemented if the group's workforce policies and practices are tightly connected and contribute to organizational goals and tactical planning processes. The management style and principles, workplace factors, and management attitudes that originate from that cultural identity, including a better quality of work-life tactic, will significantly impact achieving greatness (Breevaart, et al.) [2]. In addition, Clayton [3] explained that developing personal effectiveness is essential today; there is a need to develop different skills and roles as leaders or managers to inspire and engage people towards organizational development and bringing about successful individual and organizational change.

Decision-Making of BPAT Personnel

High values on the decision-making styles. Avoidant (tries to avoid making decisions) and Dependent (depends on suggestions from everyone else before attempting to make significant judgments) were correlated with greater Performance-Based Self-Esteem, higher Perceived Stress Questionnaire, and inferior quality of sleep in BPAT officers.

Work Engagement of BPAT Personnel

Unhealthy coping mechanisms and work engagement are found to have positive effects on purported intervention among work and life dimensions. Work engagement affirmed how the Barangay Peace-keeping Action Team personnel perceived their current situation works to be: boosting and energetic, or something they want to dedicate work and attention to.

Work Engagement is an inspirational state which follows the behavioral expenditure of life force. It is a temporary, optimistic, satisfying as well as job-related mental state. Personnel perceive their works to be: boosting and energetic, or constructive and valuable furtherance, mentioned as dedication; and entrancing and focused solely, identified as absorption.

Correlations Between Variables

The relevance of the relationship between self-efficacy and work engagement of BPAT personnel in the workplace confirmed rejection of the null hypothesis supporting the alternative presumption that there is a strong link between the BPAT officer's self-efficacy and work engagement. The total research results on the causal relationships among self-efficacy factors in terms of occupational social self-efficacy, occupational, emotional self-efficacy for self-oriented, and occupational, emotional self-efficacy for other-oriented reflect significant relationships on work engagement indicators such as vigor, dedication, and Absorption.

The significance of self-efficacy as a direct and indirect predictor of work engagement indicates the progress of skills training focuses on the identified causes of self-efficacy, emphasizing the practice of social science (Consiglio et al.) [4]. As a result, in these challenging circumstances of pandemics and social crises, this is critical.

The importance of the correlation between quality of work life and BPAT personnel's work engagement supports the false hypothesis that is rejected. As a result, it is disclosed there is a significant correlation between BPAT workforce work engagement and quality of life at work. According to the author QWL predictor, there is also a substantial improvement in the work engagement of BPAT personnel as the quality of work life improves (Alqarni) [5]. Because of this current study conversation, the total value within each QWL dimension ranged respectively moderate and low levels. The element of "human practiced" received the highest score, while the aspect of "clean and friendly environment" received the least. This increased degree of "human capability innovation indicates that the BPAT adherents think one's jobs and job responsibilities are worthwhile and important to them. It also signifies that perhaps the officers are comfortable with the results of freedom afforded to them as they carry out their duties. A low rate of safe and healthy surroundings indicates that the BPAT officers are dissatisfied with their work time, workloads, workplace conditions, and physical climate. This result contradicts with Nair [6], BPAT officers discovered that among law enforcement, "development and security" had the grand score, while "constitutional law" only had the lowest score.

The correlation between BPAT workforce judgment and work engagement, on the other hand, emphasizes the refusal of the null theory. Front-line law enforcement officers are the most vulnerable to pressure, which can influence one's decision-making. The author also mentioned that paying much attention to "social relevance" is another critical step in ensuring excellent officers.

Additionally, Luck and Vogel's [7] study findings show that public participation stress has been recognized in the research evidence as a strategy for reducing task pressure in law enforcement groups. Despite the potential advantages, few law enforcement personnel have adopted strategies to focus solely on the benefits of workplace involvement in decision-making. Moreover, SEM explained 31% of the variation revealed that as employee engagement continued to increase, as such could do organizational and physiological stress. Higher levels of physiological pressure, job stress, and the perspective of a bad atmosphere for involvement related to feelings of resigning. The findings support the use and expansion of management leadership activities in the field of law enforcement (Pieters) [8].

Furthermore, it asserted that decision-making is a part of our daily lives. Since it is a journey shared by the members of social structure, it is a field of study that's also gaining traction in various law enforcement fields (Basinska and Daderman) [9]. In addition, decision-making fatigue, or the psychological experience caused by a high volume of decisions made in a particular period resulting in mental exhaustion, for example, is quickly growing in interest (Tierney) [10]. Unfortunately, up to this point, there has been little research on decision-making fatigue in the criminal justice system for both officers and inmates or how individuals can improve their decision-making capacity for the range of decisions that have to be made each day while remaining in highly structured roles and settings. So, there is growing research on decision-making fatigue in psychology and economics, extensive research on recidivism in criminal justice and sociology, and a precedent set by Hassan et al. [11]. Moreover, Reyna and Farley [12] stressed the importance of improving potential risks and benefits analysis skills for BPAT officers to enhance their decision-making ability.

Regression Analysis on the Influence of Self-Efficacy, Quality of Work Life, and Decision-Making to Work Engagement

The significance of the influence of the variables to work engagement revealed that quality of work life is a predictor of work engagement of BPAT personnel, particularly on the indicators on the adequacy of resources, job satisfaction, and job security, compensation and rewards, organizational culture, and climate and work environment. The findings are supported by the study of Simarmata, Pasinringi, and Thamrin [13], which showed that quality has a significant influence on work engagement based on the Vigor dimension, the Dedication dimension, the absorption dimension, and the BPAT performance. They also stated that the quality of work-life has a significant influence on work engagement and understanding of BPAT in Ozamis City. They also pointed out that BPAT management continues to pay attention to work engagement, particularly the Vigor dimension, with a view to strengthening the quality of work life and work engagement and the morale of BPAT workers.

In like manner, self-efficacy is also a worthy predictor of work engagement predominantly on occupational, emotional self-efficacy for self-oriented and occupational emotional self-efficacy for other-oriented. The findings are supported by the study of Yakin and Erdil [14],

indicated that both self-efficacy and work engagement affect job satisfaction, occupational, emotional self-efficacy for self-centered, and occupational emotional self-efficacy for others. The occupational, emotional self-efficacy of BPAT personnel was directly predicted by self-efficacy and commitment to work.

Best Fit Model for Work Engagement of BPAT personnel

Work engagement is strongly correlated with quality of work-life, as measured by the following indicators: adequacy of resources, job satisfaction, and job security, compensation and rewards, organizational culture and climate, and work environment. Quality of life at work and self-efficacy are crucial parts for government agencies to effectively manage organization resources.

Work engagement leads to a strong structure of thoughts and emotions about someone's task; thus, compulsive, and healthful aspects of a long working asset are represented in both. As a result, unhealthy coping mechanisms and work engagement were found to have positive effects on purported intervention among work and life dimensions. Work engagement describes how personnel perceive their work to be: boosting and energetic, or something to which they want to dedicate work and attention, mentioned as vigor; constructive and valuable furtherance, mentioned as dedication; and entrancing and focused solely, identified as Absorption (Lovina, Genuba, & Naparota) [15].

On the other hand, work engagement is crucial for organizational accomplishment (Budihardjo) [16]; (Harvard Business Review Analytic Services) [17]. On the other hand, the concept of leadership applies to enforcement work as well. Due to the nature of everyone's duties, such as heavy workload, hazardous operations, job movement, and unpredictable work environment assignments, law enforcement officers/BPAT officers appear to have more dangerous jobs than other professions (Lovina, Genuba, & Naparota) [15]. Moreover, work engagement is a motivating concept: actively involved peace-keeping personnel would like to achieve success, feel obligated to aspire for challenging goals and dedicate to reaching those objectives (Valtteri) [18].

CONCLUSIONS

Relying on the study's findings, a factual statement was made that the level of self-efficacy of BPAT personnel is very high in relation to the state of conduct and passion of civic engagement endeavor made available. The level of quality of life of BPAT officers is very high based on the personal satisfaction of BPAT officers and government service necessities while operating as a law enforcement officers multiplier.

BPAT personnel reaches a high level of decision-making since the origin is from their quick heads who mind-blowing process of orders and action to take of the BPAT personnel as front-liners in community policing and as a force multiplier of the law enforcement agencies.

The work engagement level of BPAT personnel is high to the well-being, happiness, and alive at work, specifically within the Barangay Peace-keeping Action Team personnel as grass-root public servants in their respective Barangay burning out the spirit of volunteerism.

On the other hand, there is an essential link between the quality of work life and work engagement, self-efficacy, and work engagement. Moreover, quality of work life and self-

efficacy are predictors of work engagement. It articulated the latent variables quality of work-life representing the measured variables adequacy of resources, job satisfaction, and job security, compensation and rewards, organizational culture and climate and work environment; and self-efficacy representing the measured variables occupational, emotional self-efficacy for self-oriented and occupational emotional self-efficacy for other-oriented as the best fit model for work engagement of BPAT personnel.

Thus, the study has shown that the relationship between measured variables and latent constructs variable consistently in the agreement of their work-engagement means that BPAT personnel work-engagement very high results in the self-efficacy quality of work life and work engagement are observed as they lead the community every day. And high decision-making results for BPAT personnel are to have other leaders to investigate and refer with from their everyday engagement. Each personnel of the team depend on their discretion from their immediate head or political leaders.

RECOMMENDATIONS

Based on the findings, it is then recommended that with the urgency of the civilian volunteer team or organization in every Barangay for peacekeeping and order maintenance in community policing, the very high level of work engagement, self-efficacy and quality of work life, and high level of decision-making should be addressed by conducting another study that will only focus on these variables. This future study can be a qualitative one to utilize the results.

Local Officials and Administrators, together with or in partnership with the Criminology discipline in the Academe, should design more training programs to address Barangay volunteer personnel work engagement, self-efficacy, quality of work life, and decision-making. They should intensively continue the existing programs for seminars, training workshops, and activities that would cater to the civilian volunteers' skills and work-engagement proficiency for the Barangay to utilize them as helpful and essential and indispensable human resources in community policing as a force multiplier of the PNP as the team is willing to live for it and die for it.

The Barangay should sustain the appropriation and utilization of various resources and strategies to enhance BPAT personnel work engagement. Likewise, they may continue helping them become effective and efficient volunteer personnel to maintain peace and order of the community.

The BPAT personnel should sustain their active work engagement to the different peace-keeping tactics, strategies, and learning processes for universal and societal growth.

Further studies using other endogenous and exogenous variables should be conducted to search for another model that best fits BPAT/Volunteer personnel work engagement.

REFERENCES

- i. Loeb, Carina; Stempel, Christiane; and Isaksson, Kerstin. (2016). Social and emotional self-efficacy at work. Retrieved: <https://doi.org/10.1111/sjop.12274>
- ii. Breevaart, K., Bakker, A. B., Hetland, J., Demerouti, E., Olsen, O. K., & Espevik, R. (2013). Daily transactional and transformational leadership and daily employee engagement. *Journal of Occupational and Organizational Psychology*.
- iii. Clayton, Mike. Personal effectiveness for project managers: feel more confident, have more impact, get more done, and stay in control. Retrieved: <https://www.amazon.com/Personal-Effectiveness-Project-Managers-OnlinePMCourses-ebook/dp/B07CP69B7N>
- iv. Consiglio, Chiara; Borgogni, Laura; Tecco, Cristina and Schaufeli, Wilmar. (2016). What makes employees engaged with their work? The role of self-efficacy and employee's perceptions of social context over time. Retrieved: https://www.researchgate.net/publication/301535173_What_makes_employees_engaged_with_their_work_The_role_of_self-efficacy_and_employee%27s_perceptions_of_social_context_over_time
- v. Alqarni, S. A. (2016). Quality of Work Life as a Predictor of Work Engagement among the Teaching Faculty at King Abdulaziz University. *International Journal of Humanities and Social Science*, Vol. 6(8).
- vi. Nair, Kishor Krishnan; Helberg, Albert and del Merwe, Johannes van. (2017). Journal of Information System Security. Information Institute Publishing, Washington DC, USA. Retrieved: <https://www.jissec.org/Contents/V13/N1/V13N1-Nair.html>
- vii. Luck, S.J., and Vogel, E.K. (1997). The capacity of visual working memory for features and conjunctions. *Nature*. <http://dx.doi.org/10.1038/36846>
- viii. Pieters, W. (2017). Job Satisfaction as a Predictor of Work Engagement of Banking Employees in Windhoek, University of Namibia. *Journal for Studies in Humanities and Social Sciences*, 6.
- ix. Basinska, B. A., & Daderman, A. M. (2019). Work values of police officers and their relationship with job burnout and work engagement. *Frontiers in Psychology*. doi:doi:<https://doi.org/10.3389/fpsyg.2019.00442>
- x. Tierney, P., & Farmer, S. M. (2011). Creative Self-Efficacy Development and Creative Performance over Time. *Journal of Applied Psychology*, 96, 277-293. <https://doi.org/10.1037/a0020952>
- xi. Hassan, N., Ma'amor, H., Razak, A., & Lapok, F. (2013). The Effect of Quality of Work Life (QWL) Program on Quality of Life (QOL) Among Employees of Multinational companies in Malaysia. *Procedia Social and Behavioral Sciences* (p. 30). Malaysia: Elsevier Ltd. doi:doi: 10.1016/j.sbspro.2014.01.1136

-
- xii. Reyna, V. F., & Farley, F. (2006). Risk and Rationality in Adolescent Decision Making: Implications for Theory, Practice, and Public Policy. *Psychological Science in the Public Interest*, 7, 1-44. <https://doi.org/10.1111/j.1529-1006.2006.00026.x>
- xiii. Simarmata, R., Pasiringi, S., & Thamrin, Y. (2020). Relationship of Work Engagement and Quality of Work Life with Nurses Performance in Installations of General Regional Hospital Makassar. *Journal of Asian Multicultural Research for Medical and Health Science Study* , 1(2). Retrieved from <https://doi.org/10.47616/jamrmhss.v1i2.33>
- xiv. Yakin, M., & Erdil, O. (2012). Effects on Job Satisfaction: A Survey on Certified Public Accountants. *Procedia - Social and Behavioral Sciences*, 58, 370 – 378.
- xv. Lovina, R. A., Genuba, R. L., & Naparota, L. C. (2020). Structural Equation Model on Work Engagement of Non-Commissioned Police Officers. *International Journal of English Literature and Social Sciences*, 5(4).
- xvi. Budihardjo, S. A. (2015). Knowledge management support, employee engagement, knowledge sharing and corporate performance. . *Annual International Conference on Business Strategy & Organization* , 24-30.
- xvii. Harvard Business Review Analytic Services. (2013). Retrieved: <https://www.hbsp.harvard.edu/product/BR1312-MAG-ENG>
- xviii. Valtteri, K. (2014). *Fostering Work Engagement Through Dedication: Case Ramboll, : University of Tampere School of Management, Management and Organization*.