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## **Work Engagement among Police Officers: A Structural Equation Modelling Approach**

**Allan Z. Caw-it, Ph.D\*, & Rinante L. Genuba, Ed.D\*\***

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

*\*\*University of Mindanao*

### **ABSTRACT**

*This research aimed to determine the best fit model on work engagement of police officers of Zamboanga del Sur. This study utilized non-experimental quantitative design employing descriptive correlational technique. The data were collected from 404 police officers selected through stratified-random sampling method. The data were analyzed using mean, Pearson ®, multiple regression, and structural equation model. Results revealed that the level of job satisfaction, emotional intelligence, spiritual leadership and work engagement were high. Findings also showed that significant relationship exists between job satisfaction and work engagement; emotional intelligence and work engagement; and spiritual leadership and work engagement. When regressed, job satisfaction, emotional intelligence and spiritual leadership were noted as predictors of work engagement. The result implies that the extent of job satisfaction, emotional intelligence and spiritual leadership positively impact work engagement. The best fit model articulated the latent variables job satisfaction as represented by public perception, communication, and relationship with co-workers; emotional intelligence as represented by managing emotions, empathy and social skill; and spiritual leadership as represented by membership and productivity best fit the work engagement of police officer as indicated by vigor and absorption.*

**KEYWORDS:** *criminal justice, job satisfaction, emotional intelligence, spiritual leadership, work engagement, structural equation model, Philippines*

### **INTRODUCTION**

This study assesses the current conditions of employees' work engagement in government and private institutions in Zamboanga del Sur Police Organization Region IX. Work engagement with Graffigna [1] is an important feature to research both between employees and the organization, as it provides a connection between employees' resources and actual effects. Studies have linked various factors with work engagement, such as job satisfaction, emotional intelligence, and spiritual leadership. However, no study has been conducted in the Philippines, especially in Zamboanga del Sur. This study aims to add indications to the growing body of knowledge and design a new model to improve performance in law enforcement agencies.

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## RESEARCH OBJECTIVE

The purpose of the study was to construct the best fit model on work engagement among police officers: A structural equation model through job satisfaction, emotional intelligence, and spiritual leadership factors. Specifically, this study dealt the following objectives: 1) To assess level of job satisfaction of police officer in terms of: nature of the work; supervision; salary and incentives; relationship with co-workers; communication; promotion opportunity; professional development; organizational policy and strategy; performance appraisal; job stress; and public perception; 2) To measure the level of the emotional intelligence of police officer in terms of: self-awareness; managing emotions; motivating oneself; empathy; and social skill; 3) To ascertain the level of spiritual leadership of police officer in terms of: vision; hope/ faith; altruistic love; meaning/calling; membership; organizational commitment; and productivity; 4) To evaluate the level of work engagement of police officer in terms of: vigor; dedication; and absorption; 5) To determine the significant relationship between: job satisfaction and work engagement; emotional intelligence and work engagement; and spiritual leadership and work engagement; and 6) To discover what model best fits for work engagement of the police officer.

## METHOD

The researcher utilized non-experimental quantitative design employing descriptive-correlational approach. In the generation of the best fit model on work engagement, the structural equation modelling (SEM) was used. The respondents of this investigation are the police officers coming from the twenty-seven (27) police stations in the Province of Zamboanga del Sur, Region IX.

The study sampled 404 police officers from 27 police stations through stratified random sampling technique in the province of Zamboanga del Sur. This study adapted downloaded questionnaire from web sources. The reliability of the questionnaire was evaluated using the Cronbach Alpha test through pilot testing, which then recorded a .877 score identified as good (George & Mallery) [2]. There were four instruments used in this study namely: work engagement Scale lifted from Schaufeli et al. [3], job satisfaction Scale adopted from Abdulla [4], emotional intelligence Scale from Goleman [5] and spiritual leadership Scale borrowed from Fry and Matherly [6]. The mean, Pearson product moment correlation, Regression analysis and Structural Equation Modelling were used to analyze the data. The researcher observed and adopted full ethical standards following the research protocols and standardized criteria on population and management such as, but not limited to: voluntary participation, privacy and confidentiality, informed consent process, recruitment, risks, benefits, plagiarism, fabrication, falsification, conflict of interest, deceit, permission from organization/location and authorship.

## RESULTS

### Job Satisfaction of Police Officer

Divulged in Table 1 is the level of job satisfaction of police officer in Zamboanga del Sur with means ranges from 3.64 to 4.20 with respective overall average of 4.06 or quantitatively

depicted is elevated than square root of variance of 0.39. Statistics results showed that the indicator with the biggest or very high average score was 4.20 – *nature of the work*. In addition, *job stress* is an indicator with the lowest average score 3.64 but still labeled as *high*.

Furthermore, the remaining indicators were structured with their corresponding descriptive interpretation from the highest to the lowest average scores. For instance, 4.19 described as *high* for *supervision*; 4.17 labeled as *high* for *performance appraisal*; 4.15 labeled as *high* for *communication*; 4.10 labeled as *high* for *salary and incentives* and *organizational policy and strategy*; 4.05 labeled as *high* for *relationship with co-workers* and *promotion opportunity*; 4.04 labeled as *high* for *public perception*; 4.00 labeled as *high* for professional development. In this section, the details of the indicators of this variable are staged to facilitate a clear understanding of facets of job satisfaction.

**Table 1. Level of Job Satisfaction of Police Officer**

Indicators	SD	Mean	Descriptive Level
Nature of the Work	0.53	4.20	Very high
Supervision	0.52	4.19	High
Salary and Incentives	0.48	4.10	High
Relationship with Co-workers	0.57	4.05	High
Communication	0.58	4.15	High
Promotion Opportunity	0.61	4.05	High
Professional Development	0.58	4.00	High
Organizational Policy and Strategy	0.49	4.10	High
Performance Appraisal	0.59	4.17	High
Job Stress	0.95	3.64	High
Public Perception	0.56	4.04	High
<b>Overall</b>	<b>0.39</b>	<b>4.06</b>	<b>High</b>

### Emotional Intelligence of Police Officer

The outcome of the inquiry of this independent variable was an average score of 3.97 to 4.11 and the general average received was 4.03 described as high indicating that the emotional intelligence among police officer is oftentimes manifested. Other indicators of emotional intelligence such as *social skills* obtained an average score of 4.11 labeled as *high*; *motivating oneself* obtained an average score of 4.05 labeled as *high*; *empathy* obtained an

average score of 4.03 labeled as *high*; *managing emotions* obtained an average score of 3.99 labeled as *high*; and self-awareness obtained an average score of 3.97 is described as high.

**Table 2. Level of Emotional Intelligence of Police Officer**

Indicators	SD	Mean	Descriptive Level
Self-awareness	0.52	3.97	High
Managing Emotions	0.54	3.99	High
Motivating Oneself	0.52	4.05	High
Empathy	0.52	4.03	High
Social Skills	0.46	4.11	High
<b>Overall</b>	<b>0.43</b>	<b>4.03</b>	<b>High</b>

### Spiritual Leadership of Police Officer

The indication spiritual leadership of police officer is oftentimes manifested. On the other hand, the outcome of the statistics the indicator obtained with the highest average score is – *meaning/ calling* with equivalent total of 4.25 defined as *very high*. In contrary, the indicator with the lowest average score is *organizational commitment* with equivalent total of 4.03 labeled as *high*. Other indicators were also as high, including *hope/ faith* with 4.21 labelled as *very high*; *vision* with 4.17; *altruistic love* with 4.12; *productivity* with 4.10 and *membership* with 4.08; all were labeled as *high*. In line with this, items involved in the police officer's spiritual leadership indicator are presented here.

**Table 3. Level of Spiritual Leadership of Police Officer**

Indicators	SD	Mean	Descriptive Level
Vision	0.47	4.17	High
Hope/faith	0.55	4.21	Very high
Altruistic Love	0.51	4.12	High
Meaning/calling	0.57	4.25	Very high
Membership	0.51	4.08	High
Organizational Commitment	0.60	4.03	High
Productivity	0.56	4.10	High
<b>Overall</b>	<b>0.39</b>	<b>4.14</b>	<b>High</b>

### Work Engagement of Police Officer

The level of work engagement of police officer examined and described on the basis of the results data gathered with the stated indices: vigor; dedication; and absorption. It is reflected in Table 4 that work engagement of police officers had means ranges from 4.07 to 4.21 and total general average score is 4.12 labeled as *high*; implicate with square root of variance of 0.47. The indication work engagement of police officer is oftentimes manifested. Based on

the findings, *dedication* obtained a highest average score of 4.21 and defined as *very high*; *absorption* has a mean of 4.09 described as *high*. In contrast, *vigor* obtained a lowest average score of 4.07 labeled as *high*.

Table 4. *Level of Work Engagement of Police Officer*

Indicators	SD	Mean	Descriptive Level
Vigor	0.53	4.07	High
Dedication	0.56	4.21	Very high
Absorption	0.60	4.09	High
<b>Overall</b>	<b>0.47</b>	<b>4.12</b>	<b>High</b>

### Significance on the Relationship Between Job Satisfaction and Work Engagement of Police Officer

The test of significance relationship among job satisfaction with work engagement registered a computed r-value of .662 with p-value which is equal to .000. This means that job satisfaction was highly and significantly correlated with work engagement in police officer. It implies that the increase in job satisfaction corresponds to highly increase with work engagement.

Table 5.1. *Significance on the Relationship between Job Satisfaction and Work Engagement of Police Officer*

Job Satisfaction	Work Engagement			
	Vigor	Dedication	Absorption	Total
Nature of the Work	.397** (.000)	.354** (.000)	.385** (.000)	.450** (.000)
Supervision	.427** (.000)	.357** (.000)	.353** (.000)	.448** (.000)
Salary and Incentives	.336** (.000)	.367** (.000)	.353** (.000)	.418** (.000)
Relationship with Co-workers	.380** (.000)	.329** (.000)	.364** (.000)	.425** (.000)
Communication	.349** (.000)	.357** (.000)	.397** (.000)	.437** (.000)
Promotion	.386** (.000)	.396** (.000)	.471** (.000)	.497** (.000)
Opportunity	.359** (.000)	.323** (.000)	.392** (.000)	.426** (.000)
Professional Development	.483** (.000)	.458** (.000)	.453** (.000)	.551** (.000)
Organizational Policy and Strategy				

Performance	.409** (.000)	.406** (.000)	.422** (.000)	<b>.490** (.000)</b>
Appraisal	.264** (.000)	.206** (.000)	.399** (.000)	<b>.347** (.000)</b>
Job Stress	.351** (.000)	.372** (.000)	.346** (.000)	<b>.422** (.000)</b>
Public Perception	.555** (.000)	.522** (.000)	.594** (.000)	<b>.662** (.000)</b>
<b>Total</b>	<b>(.000)</b>	<b>(.000)</b>	<b>(.000)</b>	<b>(.000)</b>

### **Significance on the Relationship Between Emotional Intelligence and Work Engagement of Police Officer**

Shown in Table 5.2 is the relationship between emotional intelligence and work engagement of police officer with overall r-value of .744 and p-value of .000 very much lower than 0.05 level of significance set in this study. It is therefore stated that emotional intelligence provides significant bearing on the work engagement of police officers. The finding signifies that in every increase of emotional intelligence increases the work engagement of police officer.

**Table 5.2**

*Significance on the Relationship between Emotional Intelligence and Work Engagement of Police Officer*

<b>Emotional Intelligence</b>	<b>Work Engagement</b>			<b>Total</b>
	<b>Vigor</b>	<b>Dedication</b>	<b>Absorption</b>	
Self-awareness	.469** (.000)	.415** (.000)	.587** (.000)	<b>.585** (.000)</b>
Managing Emotions	.478** (.000)	.425** (.000)	.608** (.000)	<b>.601** (.000)</b>
Motivating Oneself	.511** (.000)	.503** (.000)	.557** (.000)	<b>.623** (.000)</b>
Empathy	.551** (.000)	.442** (.000)	.622** (.000)	<b>.641** (.000)</b>
Social Skill	.556** (.000)	.536** (.000)	.602** (.000)	<b>.672** (.000)</b>
<b>Total</b>	<b>.611** (.000)</b>	<b>.552** (.000)</b>	<b>.711** (.000)</b>	<b>.744** (.000)</b>

### **Significance on the Relationship Between Spiritual Leadership and Work Engagement of Police Officer**

Depicted in Table 5.3 is the significance on the relationship between spiritual leadership and work engagement of police officer with overall r-value of .781 and p-value of .000 very much lesser than 0.05 level of significance set in this study. Thus, the rejection of the null hypothesis and it is stated therefore that there is significant relationship between spiritual leadership and work engagement of police officer. This signifies that as spiritual leadership increases there is also a corresponding increase on the work engagement of police officer.



**Table 5.3**

*Significance on the Relationship between Spiritual Leadership and Work Engagement of Police Officer*

Spiritual Leadership	Work Engagement			
	Vigor	Dedication	Absorption	Total
Vision	.399** (.000)	.389** (.000)	.376** (.000)	.460** (.000)
Hope/faith	.462** (.000)	.523** (.000)	.456** (.000)	.569** (.000)
Altruistic Love	.508** (.000)	.500** (.000)	.632** (.000)	.652** (.000)
Meaning/calling	.385** (.000)	.412** (.000)	.383** (.000)	.466** (.000)
Membership	.493** (.000)	.446** (.000)	.566** (.000)	.597** (.000)
Organizational Commitment	.434** (.000)	.464** (.000)	.534** (.000)	.570** (.000)
Productivity	.507** (.000)	.530** (.000)	.554** (.000)	.631** (.000)
<b>Total</b>	<b>.631** (.000)</b>	<b>.647** (.000)</b>	<b>.693** (.000)</b>	<b>.781** (.000)</b>

**Significance on the Influence of the Exogenous Variables on the Work Engagement of Police Officer**

**Table 6**

*Significance on the Influence of Exogenous Variables on the Work Engagement of Police Officer*

Exogenous Variables	Work Engagement			
	B	$\beta$	t	Sig.
Constant	-.088		-.558	.577
Job Satisfaction	.120	.099	2.115	.035
Emotional Intelligence	.321	.291	5.492	.000
Spiritual Leadership	.588	.483	9.852	.000

R = .812      R<sup>2</sup> = .659       $\Delta R$  = .657      F=256.280      p=.000

### Establishing the Best Structural Model

#### Direct and Indirect Effect

There were four hypothesized (conceptual) models formulated and tested in this study. Screening of variables was critically observed to give 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.

**Table 7**

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

Variables	Direct Effect	Indirect Effect	Total Effect
Job Satisfaction	.100	–	.100
Emotional Intelligence	.517	–	.517
Spiritual Leadership	.725	–	.725

### Generated Best Fit Model

The latent variable job satisfaction representing the measured variables public perception, communication, and relationship with co-workers; and spiritual leadership representing the measured variables membership and productivity bear significant correlations with each other. On the other hand, emotional intelligence representing the measured variables managing emotions, empathy and social skill bear no significant correlations with each other. It could be observed from the data that latent variable work engagement has no significant correlations to each other.

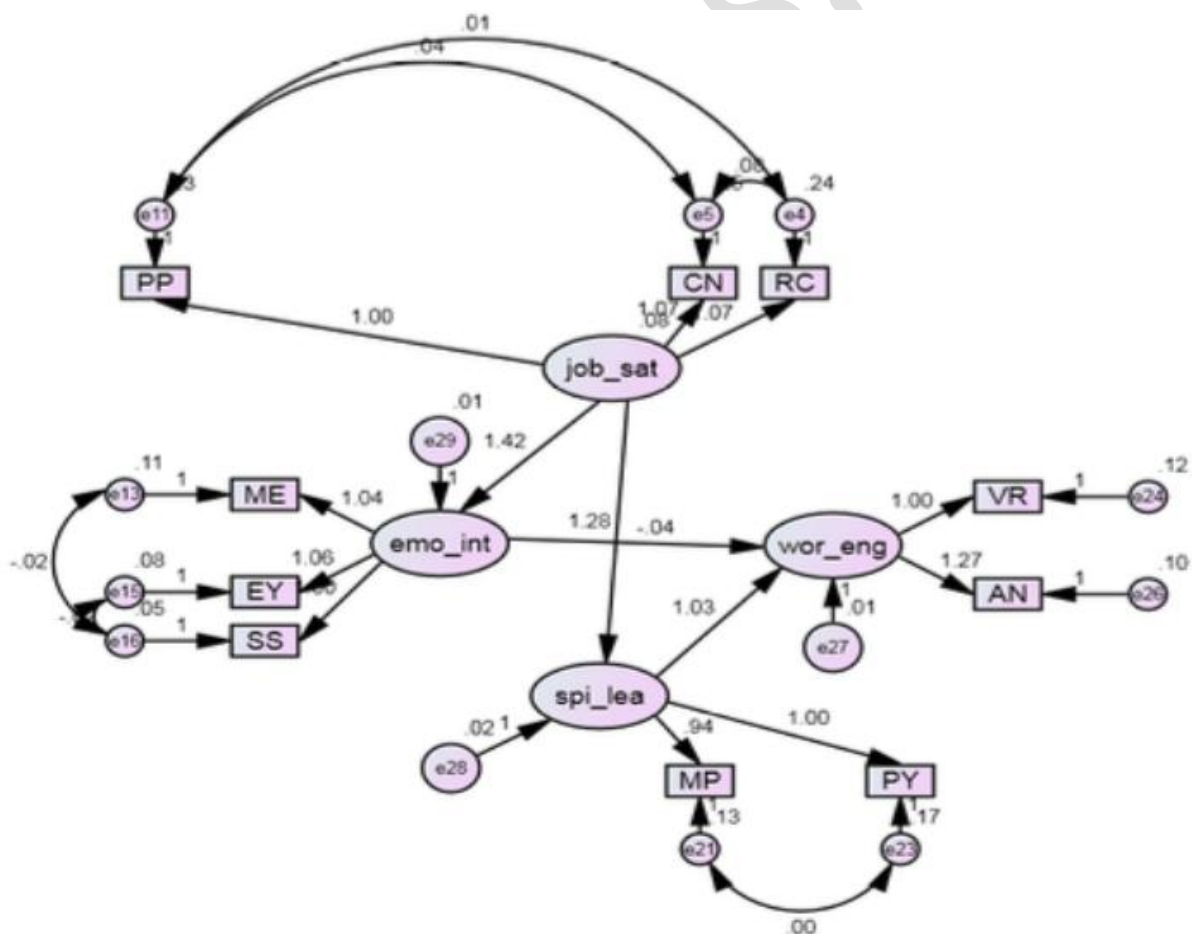


Figure 1. The Best Fit Model for Work Engagement



**Legend:**

job_sat – job satisfaction	SS – Social Skill
PP – Public Perception	spi_lea – Spiritual Leadership
CN – Communication	MP – Membership
RC – Relationship with co-workers	PY – Productivity
emo_int – emotional intelligence	wor_eng – work engagement
ME – Managing Emotions	VR – Vigor
EY – Empathy	AN – Absorption

**Table 8**

*Goodness of Fit Measures of Structural Model 4*

INDEX	CRITERION	MODEL FIT VALUE
P-Close	> 0.05	.000
CMIN/DF	0 < value < 2	3.292
GFI	> 0.95	.874
CFI	> 0.95	.914
NFI	> 0.95	.882
TLI	> 0.95	.901
RMSEA	< 0.05	.076

**Legend:**

Figure 11. The Best Fit Model for Work Engagement

CMIN/DF

NFI - Normed Fit Index

**Legend:**

job_sat – job satisfaction	SS – Social Skill
PP – Public Perception	spi_lea – Spiritual Leadership
CN – Communication	MP – Membership
RC – Relationship with co-workers	PY – Productivity
emo_int – emotional intelligence	wor_eng – work engagement
ME – Managing Emotions	VR – Vigor
EY – Empathy	AN – Absorption

**Table 9**

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

Variables	Direct Effect	Indirect Effect	Total Effect
Job Satisfaction	-	.878	.878
Emotional Intelligence	-.036	-	-.036
Spiritual Leadership	.986	-	.986

The chi-square divided by the degrees of freedom is 1.466 with no probability value. Similarly, the registered computed value of the RMSEA index (.034) which is less than 0.05, with its corresponding p-close (.868) > 0.05 and the rest of indices such as NFI

(.980>0.95), TLI (.989>0.95), CFI (.994>0.95), and GFI (.982>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

In research question related to the model that best represents the variables as predictors of work engagement of police officer, the proposed model sketched in Figure 1 needs to be modify to meet the requirements of the goodness fit model. The generated models in the study encapsulated in Table 10.

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

**Table 10**

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

			Estimate	S.E.	Beta	C.R.	P-value
emo_int	<---	job_sat	1.415	.156	.966	9.051	***
spi_lea	<---	job_sat	1.280	.145	.925	8.807	***
wor_eng	<---	spi_lea	1.026	.945	.986	1.086	.278
wor_eng	<---	emo_int	-.035	.800	-.036	-.044	.965
PP	<---	job_sat	1.000		.496		
CN	<---	job_sat	1.070	.125	.513	8.572	***
RC	<---	job_sat	1.073	.133	.520	8.035	***
SS	<---	emo_int	1.000		.885		
EY	<---	emo_int	1.063	.061	.832	17.560	***
ME	<---	emo_int	1.041	.065	.785	16.078	***
PY	<---	spi_lea	1.000		.679		
MP	<---	spi_lea	.937	.075	.704	12.537	***
VR	<---	wor_eng	1.000		.757		
AN	<---	wor_eng	1.269	.078	.849	16.216	***

Legend:

<i>RC-Relationship with co-workers</i>	<i>EY-Empathy</i>	<i>spi_lea-Spiritual leadership</i>
<i>CN-Communication</i>	<i>SS-Social skill</i>	<i>VR-Vigor</i>
<i>PP-Public Perception</i>	<i>emo_int-Emotional intelligence</i>	<i>AN-Absorption</i>
<i>job_sat-Job satisfaction</i>	<i>MP-Membership</i>	<i>wor_eng-Work engagement</i>
<i>ME-Managing emotions</i>	<i>PY-Productivity</i>	

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

INDEX	CRITERION	MODEL FIT VALUE
P-Close	> 0.05	.868
CMIN/DF	0 < value < 2	1.466
GFI	> 0.95	.982
CFI	> 0.95	.994
NFI	> 0.95	.980
TLI	> 0.95	.989
RMSEA	< 0.05	.034

**Legend:**

<b>CMIN/DF</b>	-	Chi-Square/Degrees of Freedom	<b>NFI</b>	-	Normed
Fit Index					
<b>TLI</b>	-	Tucker-Lewis Index	<b>CFI</b>	-	Comparative Fit
Index					
<b>GFI</b>	-	Goodness of Fit Index	<b>RMSEA</b>	-	Root Means
Square of					
<b>P-close</b>	-	P of Close Fit			Error
Approximation					

**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	5.666	.748	.758	.722	.734	.108	.000
2	.000	4.145	.791	.838	.798	.821	.089	.000
3	.000	3.329	.840	.889	.850	.875	.076	.000
4	.000	3.292	.874	.914	.882	.901	.076	.000
5	.062	1.466	.982	.994	.980	.989	.034	.868

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

NFI – Normed Fit

GFI – Goodness of Fit Index

TLI – Tucker-Lewis Index

RMSEA – Root Mean Square of Error Approximation  
Comparative Fit Index

CFI –

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### **Job Satisfaction of Police Officers**

The high level of job satisfaction among Zamboanga del Sur police officers is an indication that it has a significant influence on their work engagement. Coughlan et al. [7] observed that when workers work in an atmosphere that fosters good relationships between workers, administrators and superiors, they will experience higher levels of job satisfaction. Abdool Karrim Ismail et al [8] found that if workers obtain resources and support throughout the company, they are likely to encounter higher levels of satisfaction. De Beer et al [9] reported that if workers can shape the work according to their interests, skills and abilities, they are more likely to report high levels of enthusiasm and job satisfaction. Simpson [10] also found that there were substantial and positive correlations between job satisfaction and work engagement.

### **Emotional Intelligence of Police Officers**

The high level of emotional intelligence of police officers in Zamboanga del Sur has a substantial effect on work engagement. People with high emotional intelligence are more adaptable, curious and receptive to learning both from strengths and weaknesses. Onuoha & Segun-Martins [11] reported that having higher levels of emotional intelligence enables workers to have stronger positive relationships with others when they are fully conscious of their own emotions as well as those of coworkers. Farh & Tesluk [12] suggested that a person with high levels emotional intelligence should be able to interpret negative emotional conditions within the selves and the others, and adopt effective strategies to alleviate the unpleasant condition. Thor [13] suggests that persons with higher emotional intelligence, particularly the capacity to control their emotions, are likely to see the strength of mind to remain optimistic given the fact that they face a horrible situation. Optimizing emotional intelligence helps organizations to somewhat efficiently control their emotions and inspire oneself.

### **Spiritual Leadership of Police Officers**

The higher level of spiritual leadership in police officers enhances the level of dedication and efficiency in organizations, and increases work engagement. Akbar et al. [14] and Washington [15] both noted that there are higher levels of operational engagement, efficiency and profitability if there were higher levels of spiritual leadership. Fry & Egel [16] also noted that as high-level staff members engage in spiritual leadership, it enhances the nature of calling and membership of the team and encourages and influences each other towards a sustainable mentality and a determination to do their part to optimize the triple bottom line. Additionally, it decreases the negative association between burnout and work engagement by keeping the workers fully engaged and less burnout thru vision, faith and altruistic love.

### **Work Engagement of Police Officers**

Police officers in Zamboanga del Sur have rated work engagement as high, showing high intensity, motivation and involvement in duty performance. Chauvet [17] has shown that workers with a higher level of work engagement sound engaged and challenged, energetic and have amazing energy throughout the work flow. Albrecht [18] revealed that even when meeting certain specific task, employees with high levels of work engagement consider themselves superior energetic. Quiñones, et al. [19] showed that psychological empowerment was correlated with higher levels of structural empowerment, which contributed to higher

work engagement. Thor [13] found that there might be fewer desire among people who are highly engaged throughout certain jobs to depart for just another workplace. Jäntti's [20] assertion that individuals with high energy levels and mental endurance throughout functioning are able to invest effort to accomplish, and even in the face of difficulties, workers endure.

### **Correlations Between Measures**

The significant correlation between job satisfaction with police officer work engagement revealed that job satisfaction has a connection towards work engagement. Work engagement is positively correlated with job satisfaction, and when employees are satisfied, they are less likely to seek other jobs. Pieters [21] stated that enhancing employees' levels of job satisfaction will likely influence their levels of work engagement. Stander & Rothmann [22], Kovjanic et al. [23], and Ofei-Dodoo [24] also found that employees who are satisfied with one's need such as expertise, connectedness, and independence are more likely to become engaged in their work and are likely to want to remain with the organization. Emotional intelligence also played a significant role in work engagement, indicating that emotional intelligence has a relationship with job satisfaction.

Emotional intelligence correlates with work engagement in police officers, with a statistically significant correlation between self-awareness, managing emotions, motivating oneself, empathy and social skill. This supports Thor's [13] statement that emotional intelligence increases employee engagement. Brunetto et al. [25] also showed that emotional intelligence was found to improve the participation and affective engagement of police officers, thereby contributing to lower turnover intentions.

### **Regression Analysis on the Influence of Job Satisfaction, Emotional Intelligence and Spiritual Leadership to Work Engagement**

Job satisfaction is a predictor of police officers' work engagement, while emotional intelligence is a good predictor of work engagement. Alzyoud's [26] empirical analysis found that highly satisfied police officers are engaged at work. Schutte and Loi [27] claimed that emotional intelligence influences work engagement, and Thor [13] pointed out that people who are capable of recognizing and managing their own emotions have a positive outlook that will contribute to a greater likelihood of engagement in their work. Additionally, Ledesma-Zalsos [28] and Petchsawang and McLean [29] stated that spiritual well-being or spirituality in the work environment is one of the facets of meaningful work that has a positive influence on work engagement. Saripudin and Rosari [30] confirmed that leaders will be taken into account in sustaining or enhancing matters relating to their leadership in order to address spiritual needs in enhancing work engagement.

### **Best Fit Model for Work Engagement of Police Officers**

Four models were tested to analyze the interrelationships between job satisfaction, emotional intelligence and spiritual leadership to the work engagement of police officers. The results showed that work engagement is significantly related to job satisfaction, public perception, communication, and relationships with co-workers, emotional intelligence, managing emotions, empathy, and social skill, and spiritual leadership, membership, and productivity. This supports the pronouncement of Basinska and Daderman [31] that high engagement is anticipated throughout police officers' employment.



## CONCLUSION

The Structural Equation model validated the study results reliability by showing that job satisfaction, emotional intelligence and spiritual leadership have a significant relationship. A high score on job satisfaction indicates that police officers demonstrate better job performance and have sufficient tendency to influence organizational strategies. Emotional intelligence studies found that police officers have strong interpersonal relationships in the organizational environment and are able to solve issues. Maslow's hierarchy of needs theory indicated that high level of satisfaction of employees will effect on retention rate, performance, absenteeism and many more. Police officers in Zamboanga del Sur have a high level of spiritual leadership and work engagement, which is an attempt to prevent job reduction.

This research is grounded in the Social Exchange Theory, which states that relationships at work evolve over time into trusting, loyal, and mutual commitments. Work engagement mediated the relationship between job resources and turnover intention, and employees who are high on work engagement are inevitably low on burnout.

## RECOMMENDATION

The high-score results of job satisfaction, emotional intelligence, spiritual leadership and work engagement in a police officer work environment suggest that the National Police Commission (NAPOLCOM) and the Philippine National Police (PNP) should develop policy and design programs to address issues related to positive and pleasant attitudes, affective states-regulation, workplace spirituality, and police officer excitement in the work that corresponds to operational efficiency. Top-level management should focus on enhancing work engagement schemes relative to these variables, while maintaining a positive relationship between community and organization members and cultivating a strong work engagement to any work-related stressors.

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