A Structural Equation Model on Police Engagement in Relation to Safety Management, Human Resource Management and Knowledge Management Practices

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ABSTRACT

This study utilized Structural Equation Modeling (SEM) to determine the most suitable model for police engagement, as perceived by 400 police officers in Region XII. The exogenous variables included safety management practices, human resource management practices, and knowledge management practices, while police engagement served as the endogenous variable. Employing a quantitative non-experimental research design and a descriptive-predictive technique, the study selected participants through stratified sampling and administered standardized adapted instruments for data collection. Analysis involved mean calculations, Pearson product moment correlation, multiple regression, and structural equation modeling. Results indicated that safety management practices, knowledge management practices, and police engagement were reported at very high levels, while human resource management practices achieved high results. The three exogenous variables demonstrated significant relationships with police engagement, but only knowledge management practices emerged as the most influential factor according to the regression analysis. Model 5, with consistently outstanding fit indices, was identified as the best fit model among the five generated structural models. Consequently, safety management practices (including safety training, management commitment, communication and feedback, and safety promotion and policies), human resource management practices (such as work-life balance, performance appraisal, and training and development), and knowledge management practices (involving cooperation, intrinsic motivation, and perceptions) were determined to be strong predictors of police engagement.

KEYWORDS— *safety management practices; human resource management; practices, knowledge management practices, police engagement, SEM, Philippines.*

INTRODUCTION

The level of employee engagement plays a pivotal role in determining the success of an organization. When disengaged, employees tend to harbor unfavorable perceptions of their workplace and become detached from the organization's mission and objectives(1)(2)(3). The individuals in question exhibit a lack of concern regarding their current position and associated responsibilities. This holds particular significance for law enforcement personnel, who may encounter elevated levels of occupational stress and exhaustion due to the difficulties and hazards inherent in their profession. According to scholarly research, the involvement of police officers in their work, which encompasses physical, emotional, and cognitive dimensions, is a crucial factor in improving their job-related satisfaction and

effectiveness (4)(5)(6)(7)(8). Comprehending the determinants that affect police involvement is crucial in order to alleviate the adverse effects of uninvolved law enforcement personnel on efficiency and the general atmosphere within the organization.(9)(10)(5)(11).

Police engagement has been identified as a possible outcome of safety management practices, human resource management practices, and knowledge management practices(12)(13)(14). The implementation of safety management practices, including safety training and management commitment, is of paramount importance in guaranteeing the physical and psychological welfare of officers and promoting their involvement(15)(16). The implementation of human resource management practices, such as training and development, performance appraisal, work-life balance, and rewards and benefits, plays a crucial role in fostering a favorable work atmosphere and facilitating enduring engagement among law enforcement personnel(17)(18)(19). Moreover, the implementation of knowledge management strategies, which encompass factors such as individuals' perceptions, intrinsic motivation, cooperation, and leadership, can foster problem-solving, learning, and decision-making processes that contribute to increased engagement(20)(21)(22)(23). Comprehending the interrelationship among these external factors and their influence on police involvement can assist institutions in establishing conducive and engaging work atmospheres for law enforcement personnel(24)(25)(26).

Previous research has investigated diverse facets of employee engagement(27)(28)(29)(30)(31); however, there exists a restricted comprehension of police engagement, specifically among officers situated in city, municipal, and provincial police offices in Region XII. The objective of this research is to address the existing knowledge gap by utilizing a structural equation model to analyze the correlations among safety management practices, human resource management practices, knowledge management practices, and police engagement. This study aims to provide valuable insights and contribute to the existing body of knowledge on police engagement by investigating these factors within the unique context of police work. The study's results hold practical significance for managers and organizations seeking to foster favorable levels of engagement among police officers, which can lead to improved well-being, performance, and organizational outcomes.

METHODOLOGY

This study utilized a quantitative non-experimental research design with a descriptive-predictive approach. It aimed to establish the relationship between safety management practices, human resource management practices, knowledge management practices, and police engagement among police officers in Region XII. The research employed a stratified sampling technique to select a sample size of 400 police officers. Data were collected using adapted and modified questionnaires that measured the variables of interest. Structural equation modeling (SEM) was used to analyze the data and develop the best-fit model for the relationships under study.

The present study received ethical approval from the University of Mindanao Ethics Review Committee (UMERC) with UMERC Protocol No. 2022-424. The researchers ensured that the research design and procedures adhered to the ethical guidelines established by UMERC, emphasizing the protection of respondents' rights and the confidentiality of their data. The study protocol underwent a thorough assessment to ensure compliance with standardized

criteria for ethical considerations. Voluntary participation was a fundamental ethical principle observed throughout the research process. The researchers ensured that participation in the study was entirely voluntary, and potential respondents were not coerced or compelled to participate against their will. Privacy and confidentiality were also prioritized, and measures were taken to safeguard the anonymity of the participants. The researchers implemented appropriate data protection protocols to ensure that the personal information and responses provided by the participants remained confidential. Informed consent was obtained from each participant, highlighting the purpose of the study, the procedures involved, potential risks and benefits, and the voluntary nature of participation. Participants were provided with sufficient information to make an informed decision about their involvement in the study. The researchers also emphasized the participants' right to withdraw from the study at any time without facing any consequences or negative repercussions. Furthermore, the research team strictly adhered to the principles of academic integrity and ethical conduct. Measures were taken to avoid plagiarism, fabrication, and falsification of data. The researchers ensured that the data collected and analyzed were accurate and authentic, representing the participants' responses truthfully.

Several statistical analyses were conducted to analyze the collected data. The mean was used to measure the levels of safety management practices, human resource management practices, knowledge management practices, and police engagement among police officers in Region XII. Pearson correlation analysis was employed to determine the relationships between the variables of interest. Multiple regression analysis was utilized to identify which domain of management practices had the strongest influence on police engagement. Structural Equation Modeling (SEM) was employed to develop the best-fit model for the relationships under study, with various indices used to assess model fit, such as chi-square/degrees of freedom value, root mean square error approximation, and goodness of fit indices.

RESULTS AND DISCUSSIONS

In this section, the data gathered in the study were presented and analyzed. The levels of safety management practices, human resource management practices, knowledge management practices, and police engagement among police officers were described. The correlations between these variables were examined to understand their relationships. Regression analysis was conducted to identify the influence of management practices on police engagement. Finally, a best fit model was developed to predict police engagement. The findings have significant implications for improving management strategies and enhancing the engagement levels of police officers.

Management Practices of Police Officer

Presented in Table 1 is the level of safety management practices of police officers. The overall mean score obtained on safety management practices is 4.31 with a standard deviation of 0.50, described as *very high*. This means that the safety management practices is always evident to the police officers in Region XII. Specifically, the mean ratings of the indicators of safety management practices are revealed as follows: safety training obtained a 4.41 or *very high*; safety rules and procedures attained a mean rating of 4.38 or *very high*; management commitment obtained a mean rating of 4.30 or *very high*; communication and feedback has a mean rating of 4.29 or *very high*; safety promotion and policies garnered a mean. rating of

4.23 or *very high*; and employee participation obtained a mean rating of 4.24 or *very high*. This means that the observed variable of safety management practices are always evident.

Table 1. Level of Safety Management Practices of Police Officers

Indicators	SD	Mean	Descriptive Level
Safety Training	0.55	4.41	Very High
Safety Rules and Procedures	0.56	4.38	Very High
Management Commitment	0.60	4.30	Very High
Communication and Feedback	0.53	4.29	Very High
Safety Promotion and Policies	0.57	4.23	Very High
Employee Participation	0.56	4.24	Very High
Overall	**0.50**	**4.31**	**Very High**

Hence, enhancing workplace safety conditions and promoting a safety-oriented attitude and behavior among employers and employees are crucial for reducing workplace accidents. Safety management strategies play a vital role in achieving this goal(32). The functions and procedures implemented by companies to ensure safety align with the core responsibilities of safety management. Safety management is an integral component of organizational management and employs various procedures to uphold safety. The primary objective of safety management systems is to protect employees from work-related risks and security threats(33). It is important for safety management methods to cultivate a sense of safety in the workplace, and senior management in organizations must actively promote and improve safety performance.

Human Resource Management Practices

Presented in Table 2 is the summary of the level of human resource management practices of police officers. The overall mean score 4.19 with standard deviation of 0.53, described as *high* which means that the human resource management practices is oftentimes evident by police officers in Region XII. Moreover, the mean ratings of the indicators of human resource management of police officers are revealed as follows: training and development got a mean rating of 4.27 or *very high*; performance appraisal acquired a mean rating of 4.23 or very high; work life balance obtained a mean rating of 4.17 or high; rewards and benefits got a mean rating of 4.09 or described as high.

This high result is due to the high ratings on training and development, performance appraisal, work life balance, and rewards and benefits. These high level result shows that police officers in Region XII believes in the procedures that organizations use to guarantee that they have a competent workforce in place to meet operational needs through human resource management practices.

Table 2. Level of Human Resource Management Practices of Police Officers

Indicators	SD	Mean	Descriptive Level
Training and Development	0.52	4.27	Very High
Performance Appraisal	0.58	4.23	Very High
Work Life Balance	0.64	4.17	High
Rewards and Benefits	0.67	4.09	High
Overall	**0.53**	**4.19**	**High**

Knowledge Management Practices

Presented in table 3 is level of knowledge management practices of police officers. The overall mean rating is 4.26 with a standard deviation of 0.48, described as *very high* which means that the knowledge management practices is always evident to the police organization in Region XII. The mean score of the indicators of knowledge management practices of police officers are revealed as follows: perceptions earned a mean rating of 4.23 or *very high;* intrinsic motivation obtained a mean rating of 4.29 or *very high;* extrinsic motivation has a mean rating of 4.29 or *very high;* synthesis garnered a mean rating of 4.25 or *very high;* sharing has a mean rating of 4.25 or *very high;* cooperation obtained a mean rating of 4.36 or *very high;* leadership has a mean rating of 4.19 or *very high;* culture obtained a mean rating of 4.28 or *very high;* and barriers has a mean rating of 4.25 or described as *very high.*

Based on these, it can be concluded that the police organization in Region XII has a strong foundation in knowledge management practices. Building upon this foundation, efforts should be directed towards addressing barriers, promoting a culture of knowledge management, and sustaining the motivation and engagement of police officers in knowledge-sharing activities. By doing so, the organization can continue to improve its effectiveness, innovation, and overall performance.

Table 3. *Level of Knowledge Management Practices of Police Officers*

Indicators	SD	Mean	Descriptive Level
Perceptions	0.59	4.23	Very High
Intrinsic Motivation	0.56	4.29	Very High
Extrinsic Motivation	0.59	4.29	Very High
Synthesis	0.55	4.25	Very High
Sharing	0.53	4.25	Very High
Cooperation	0.53	4.36	Very High
Leadership	0.59	4.19	High
Culture	0.55	4.28	Very High
Barriers	0.57	4.25	Very High
Overall	**0.48**	**4.26**	**Very High**

Police Engagement of Police Officers

Presented in table the level of police engagement of police officers in Region XII. The level of police engagement of police officers in terms of physical engagement, emotional engagement, and cognitive engagement got an overall mean rating of 4.46 with a standard deviation of 0.53, described as *very high*. This means that the level of police engagement of police officers in Region XII is always evident to the organization.

The implications of the high level of police engagement in Region XII are positive. However, it is important for the organization to continue supporting and nurturing this engagement to ensure its sustainability. Efforts should be made to provide opportunities for professional growth, recognition, and work-life balance, as well as addressing any potential barriers or challenges that may hinder police officers' engagement.

Table 4. Level of Police Engagement of Police Officers

Indicators	SD	Mean	Descriptive Level
Physical Engagement	0.55	4.47	Very High
Emotional Engagement	0.56	4.46	Very High
Cognitive Engagement	0.58	4.43	Very High
Overall	**0.53**	**4.46**	**Very High**

Significance of the Relationship between Safety Management Practices and Police Engagement of Police Officers

Presented in Table 5.1 is the computed r-value on the safety management practices and police engagement of police officers. The combined computed r-value of .678 denotes a high positive correlation and given the probability of less than 0.05, the result can be construed that the safety management practices has a significant direct relationship with the police engagement, thus, the null hypothesis is rejected. However, safety training, safety rules and procedures, management commitment, and communication and feedback posted a r-value of .601, .610, .604, .609 respectively, denoting a high positive correlation on police engagement. It also shows that the safety promotion and policies and employee participation obtained a computed r-value of .588 and .581 respectively, suggesting that these observed variables have moderate positive correlation to police engagement.

The importance of this association is rooted in the prospective advantages it confers upon the entity. Prioritizing and effectively implementing safety management practices can lead to a reduction in workplace hazards and accidents, as well as positively impacting the engagement of police officers. Police officers who are actively involved in their work are more inclined to exhibit elevated levels of job satisfaction, dedication, and productivity, resulting in enhanced organizational efficacy. Through acknowledging the noteworthy correlation between safety management protocols and police involvement, the entity can concentrate on fortifying and augmenting its safety-oriented endeavors. The aforementioned measures encompass the provision of extensive safety training initiatives, the establishment of unambiguous safety regulations and protocols, the cultivation of a safety-oriented environment that emphasizes responsibility, the encouragement of employee involvement in safety-related decision-making procedures, and the implementation of efficient communication and feedback mechanisms.

Table 5.1

Significance of the Relationship between Safety Management Practices and Police Engagement of Police Officers

Safety Management Practices	Police Engagement			
	Physical Engagement	Emotional Engagement	Cognitive Engagement	**Overall**
Safety Training	.622**	.543**	.533**	**.601****
	.000	.000	.000	**.000**
Safety Rules and Procedures	.618**	.553**	.553**	**.610****
	.000	.000	.000	**.000**
Management Commitment	.589**	.548**	.568**	**.604****
	.000	.000	.000	**.000**
Communication and Feedback	.607**	.563**	.551**	**.609****
	.000	.000	.000	**.000**
Safety Promotion and Policies	.586**	.545**	.530**	**.588****
	.000	.000	.000	**.000**
Employee Participation	.564**	.535**	.541**	**.581****
	.000	.000	.000	**.000**
Overall	**.676****	**.621****	**.619****	**.678****
	.000	**.000**	**.000**	**.000**

Significance of the Relationship between Human Resource Management Practices and Police Engagement of Police Officers

Table 5.2 shows the result of relationship between human resource management practices and police engagement of police officers. The overall r-value is .633 with $p<0.05$ which signifies a high positive correlation, thus null hypothesis is rejected. Moreover, it is observed that training and development posted a r-value of .629 with $p<0.05$ which denotes a high positive correlation on police engagement while the remaining indicator of human resource management practices which are performance appraisal, work life balance, and rewards and benefits obtained the r-value of .582, .518, and .523 respectively, with $p<0.05$ reveals a moderate positive correlation on police engagement.

The research outcomes underscore the significance of implementing strategic human resource management techniques to promote police engagement within the police force. The study revealed that there exists a noteworthy positive correlation between police engagement and certain factors such as efficient performance appraisal systems, facilitation of work-life balance, and provision of suitable rewards and benefits. The aforementioned implications highlight the significance of organizations giving precedence to equitable and lucid performance evaluations, establishing policies that facilitate a balance between work and personal life, and devising programs for rewards and benefits that are congruent with the requisites and anticipations of law enforcement personnel. Through the implementation of these strategies, entities can establish a favorable workplace milieu that fosters employee involvement, resulting in enhanced overall institutional efficacy and results.

Table 5.2 Significance of the Relationship between Human Resource Management Practices and Police Engagement of Police Officers

Human Resource Management Practices	Police Engagement			
	Physical Engagement	Emotional Engagement	Cognitive Engagement	Overall
Training and Development	.611[**] .000	.589[**] .000	.577[**] .000	**.629[**]** **.000**
Performance Appraisal	.584[**] .000	.517[**] .000	.543[**] .000	**.582[**]** **.000**
Work Life Balance	.488[**] .000	.474[**] .000	.500[**] .000	**.518[**]** **.000**
Rewards and Benefits	.488[**] .000	.474[**] .000	.515[**] .000	**.523[**]** **.000**
Overall	**.609[**]** **.000**	**.577[**]** **.000**	**.602[**]** **.000**	**.633[**]** **.000**

Significance of the Relationship between Knowledge Management Practices and Police Engagement of Police Officers

Table 5.3 shows the date on the results of significance o the relationship between knowledge management practices and police engagement of police officers. The overall r-value obtained from the aforementioned measures is .733 with $p<0.05$ which signifies a high positive correlation, thus null hypothesis is rejected. Moreover, it was revealed that the indicators of knowledge management practices namely: perception, synthesis, corporation, leadership, culture, and barriers registered an r-value .633, .609, .699, .652, .678, and .650 respectively, suggesting that these observed indicators have high positive correlation to police engagement. The remaining indicators of knowledge management practices shows a moderate positive correlation to police engagement which resulted to an r-value of .573 for intrinsic motivation, .552 for extrinsic motivation, and .582 for sharing.

The results obtained from the examination of the correlation between human resource management practices and police engagement have noteworthy consequences for organizational approaches that seek to improve the degree of engagement among police officers. The findings indicate that a range of factors, including perceptions, intrinsic and extrinsic motivation, synthesis, sharing, cooperation, leadership, culture, and barriers, significantly impact the levels of engagement among police officers. Thus, it is crucial for organizations to give priority and allocate resources towards implementing efficient human resource management strategies that foster a favorable workplace atmosphere and encourage involvement among law enforcement personnel. In order to attain this objective, it is recommended that organizations implement tactics such as promoting candid communication,

clarity, and impartiality in the decision-making procedures to augment perceptions. In addition, creating avenues for substantial employment, acknowledgment, and individual and occupational advancement can effectively elevate inherent drive, whereas presenting competitive remuneration and incentives can augment extraneous drive. To effectively enhance police engagement, organizations should prioritize critical aspects such as promoting knowledge synthesis and sharing, fostering cooperation, cultivating robust leadership capabilities, nurturing a positive organizational culture, and addressing engagement barriers.

Table 5.3. Significance of the Relationship between Knowledge Management Practices and Police Engagement of Police Officers

Human Resource Management Practices	Police Engagement			
	Physical Engagement	Emotional Engagement	Cognitive Engagement	Overall
Perceptions	.641**	.600**	.629**	**.663****
	.000	.000	.000	**.000**
Intrinsic Motivation	.608**	.505**	.508**	**.573****
	.000	.000	.000	**.000**
Extrinsic Motivation	.581**	.496**	.485**	**.552****
	.000	.000	.000	**.000**
Synthesis	.596**	.555**	.569**	**.609****
	.000	.000	.000	**.000**
Sharing	.576**	.517**	.549**	**.582****
	.000	.000	.000	**.000**
Cooperation	.674**	.642**	.656**	**.699****
	.000	.000	.000	**.000**
Leadership	.624**	.600**	.618**	**.652****
	.000	.000	.000	**.000**
Culture	.677**	.621**	.618**	**.678****
	.000	.000	.000	**.000**
Barriers	.657**	.587**	.595**	**.650****
	.000	.000	.000	**.000**
Overall	**.730****	**.664****	**.677****	**.733****
	.000	**.000**	**.000**	**.000**

Significance of the Influence of Safety Management Practices, Human Resource Management Practices and Knowledge Management Practices on Police Engagement of Police Officers

Presented in Table 6 is the result of the regression analysis showing the influence of exogenous variables: safety management practices, human resource management practices and knowledge management practices on police engagement of police officers. The overall findings of the study revealed that two out of the three exogenous variables significantly influence police engagement of police officers with an F-value of 160.662 with p-value less than 0.05, thus, the null hypothesis is rejected. Furthermore, the R^2 value of .549 suggest that 54.90 percent of the police engagement of police officers is attributed to safety management

practices, human resource management practices and knowledge management practices. The remaining 45.10 percent can be explicated by other factors not covered in this study. Furthermore, on a singular capacity, the data revealed that safety management practices and knowledge management practices variables with p-value less than 0.05 have significant influence on the police engagement of police officers. However, knowledge management practices were noted to be the best predictor of police engagement of police officers.

The findings of this study contribute significantly to the theoretical understanding of factors that influence police engagement. Specifically, the results underscore the importance of safety management practices and knowledge management practices in shaping the levels of engagement among police officers. These findings provide empirical evidence for the significance of these practices in enhancing police officer engagement, thereby extending existing theoretical frameworks. By identifying the positive influence of safety management practices and knowledge management practices on engagement, this study contributes to the literature by emphasizing the need for organizations to prioritize the implementation of effective strategies in these areas. Policymakers and practitioners can benefit from these insights to develop targeted interventions and policies aimed at promoting higher levels of engagement and well-being among police officers.

Table 6. Significance of the Influence of Safety Management Practices, Human Resource Management Practices and Knowledge Management Practices on Police Engagement of Police Officers

Police Engagement				
Exogenous Variables	B	β	t	Sig.
Constant	.908		5.551	.000
Safety Management Practices	.239	.224	3.206	.001
Human Resource Management Practices	-.099	-.100	-1.365	.173
Knowledge Management Practices	.688	.628	8.099	.000
R	.741			
R^2	.549			
ΔR	.546			
F	160.662			
ρ	.000			

Best Fit Model of Police Engagement

The general objective of the study is to determine the best fit model of police engagement with the use of safety management practices, human resource management practices and knowledge management practices as predictors of police officers in Region XII. Each model produced a framework that could be further broken down into two separate models, the structural model outlining the connections between the latent variables and the measurements of the loads placed on each element to their respective latent construct. Additionally, the evaluation of fit determines whether or not the model is approved. In the best fit model, the relationship between endogenous and exogenous variables is also established. A structured model's ability to fit data well verifies the validity of its inferences regarding the empirical relationships between variables. The model parameter estimates take into account both the

strength and the direction of the association between the variables. The careful observation of variable screening was done to highlight the normality of the data. Variables with interval or ratio data are taken into consideration when building the model. The model that the study produced is supported by theories.

Table 7 shows the summary of Goodness of fit measures of the five generated models in the study. The best fit model was identified based on the criterion that all indices must consistently fall within the acceptable ranges. P-value should be greater than 0.05, Chi-square / degrees of freedom (CMIN/DF) is 0 < value < 2. Further, the goodness of fit index (GFI), comparative fit index (CFI), normed fit Index, and tucker-Lewis Index should be greater than 0.95. The root-mean square error (RMSEA) must be less than 0.05 and its corresponding P-close value must be greater than 0.05.

Based on the Summary of Goodness Fit measured out of the five generated model, it was found out that model 1 to 4 failed to establish the criteria of the Normed Fit Index, Tucker-Lewis Index, Comparative Fit Index, and the Goodness of Fit Index. Hence, the model five shown in figure 3 has indices that consistently show a very good fit and fall within each of the five generated models, according to the summary of Goodness fit measurement. As a result, the best fit model was discovered. The null hypothesis that there was no best fit model was thus rejected. It could be stated that there is indeed a best fit model which the organization predicts the police engagement of police officers in Region XII.

Table 7. 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	11.100	.688	.784	.769	.758	.159	.000
2	.000	7.934	.751	.853	.836	.834	.132	.000
3	.000	7.924	.749	.853	.836	.834	.132	.000
4	.000	5.303	.784	.909	.891	.897	.104	.000
5	.224	1.161	.981	.999	.990	.998	.020	.993

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*

Based on figure 1, it could be seen from the model that physical engagement and emotional engagement remained as the measurement variable of police engagement out of three indicators. Physical engagement, an observed indicator that predicts police engagement which pertains to how much work employees put in, both physically and mentally, as they go about their jobs. For safety management practices, as one the exogenous variables of the study, only four out of six indicators appeared to have a casual link to police engagement. These are safety training, management commitment, communication and feedback, and safety promotion and policies. For the human resource management practices variable of the study, three out of four domains were included in the best fit model. These are the work life balance, performance appraisal and training and development. Furthermore, on the knowledge management practices, the remaining indicator in the best fit model are cooperation, intrinsic motivation and perceptions.
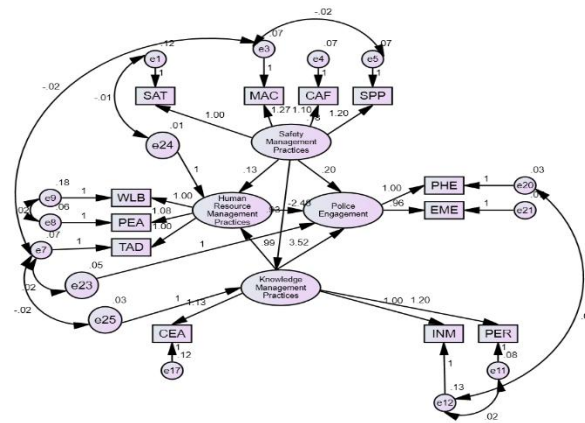

Figure 1. The Interrelationship Between Safety Management Practices, Human Resource Management Practices, and Knowledge Management Practices and their Direct Casual Relationship towards Police Engagement

Legend:
SAT - Safety Training
CAF - Event Ident
SPP - Safety Promotion and Policies
MAC - Management Commitment
WLB - Work Life Balance
TAD - Training and Development
PEA - Performance Appraisal
PER - Perceptions
CEA - Cooperation
INM - Intrinsic Motivation
PHE - Physical Engagement
EME - Emotional Engagement

CONCLUSIONS AND RECOMMENDATIONS

In conclusion, the utilization of a structural equation model in this study enhanced the consistency and reliability of the findings. The results indicate that safety management practices, knowledge management practices, and human resource management practices are highly prevalent and evident among police officers in Region XII. However, there is room for improvement in the area of human resource management, particularly in the indicators of work-life balance and rewards and benefits, in order to elevate it to a very high level. The police organization in Region XII should prioritize enhancing their human resource policies and practices, investing in and developing systems that foster engagement, thereby positively impacting organizational productivity and growth.

The study revealed significant correlations between safety management practices, human resource management practices, knowledge management practices, and police engagement. Among these variables, knowledge management practices emerged as the strongest influencer of police engagement in Region XII. This emphasizes the importance of sustaining these practices within the police organization by retaining and supporting the best assets, which leads to increased productivity and success in crime prevention, control, and the maintenance of peace and security. Strengthening police officer engagement at work is crucial, as engaged employees are more likely to be productive and committed to their current positions. Moreover, the police organization should enhance its beneficial influence on the officers' ability to combat crime and anti-social behavior by intensifying their visibility within the community.

Among the explored structural models, model five consistently demonstrated an outstanding fit to the data and is identified as the best fit model. This model highlights the importance of safety management practices, human resource management practices (including work-life balance, performance appraisal, and training and development), and knowledge management practices (cooperation, intrinsic motivation, and perceptions) as strong predictors of police engagement. These factors serve as determinants for retaining the best assets and driving organizational productivity and success.

To further enhance the understanding of police engagement in Region XII, future studies should investigate the characteristics of excluded indicators and their potential contributions to determining police engagement. Additionally, conducting comparable studies in different contexts could help identify other influential factors that were not covered in this research. It is also recommended to involve participants from other law enforcement agencies to obtain a comprehensive understanding of police engagement. By expanding the scope of research, valuable insights can be gained to inform strategies for improving police engagement and enhancing public perceptions of safety, leading to the reduction of disorder and anti-social behavior within communities.

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