A Structural Equation Model on Work Engagement of Non-Commissioned Officers in the Context of Organizational Politics, Integrity of Head of Office and Treatment towards Police Personnel

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ABSTRACT:*This study aimed to develop the best-fit model of work engagement of the non-commissioned officers in Region IX, Philippines. Specifically, this investigates the level of organizational politics, the integrity of head of office, the treatment towards police personnel, and the work engagement of the non-commissioned officers in the Philippine National Police. This used a quantitative research design and structural equation model utilizing 400 non-commissioned officers. Findings revealed that organizational politics in the Philippine National Police Region IX is moderate, while the integrity of the head of office, the treatment of police personnel, and work engagement were high. Results also revealed significant relationships between organizational politics and work engagement, the integrity of the head of office and work engagement, and treatment towards police personnel and work engagement. Moreover, organizational politics and treatment towards police personnel directly contribute to the work engagement of the non-commissioned officers. Lastly, the best-fit model of work engagement of the non-commissioned officers was best anchored in organizational politics, in terms of the existence of a dominant group of individuals and political behaviors in terms of impression management and treatment towards police personnel in terms of worker's rights.*

KEYWORDS -*integrity of head of office, organizational politics, structural equation model, treatment towards police personnel, work engagement*

I.   Introduction

Work engagement is organizational members' physical, emotional, and cognitive entanglement with their work. Engagement in work involves the entire self. The physical and emotional components of work engagement are used to measure it. Additionally, work engagement includes the emotional condition of being driven, inspired, passionate, and committed to one's work (Abun et al., 2023). However, worker disengagement can be extremely challenging, especially in organizations that have worked to cultivate a culture of collaboration and peer support for various reasons (Mosley, 2014).

Disengagement is linked to a deficiency in dedication and emotional investment toward performing occupational tasks (Moyo, 2020). Disengaged employees do not actively solve problems and have separated their cognitive processes from the company's vision, mission, and values. Additionally, these individuals lack passion and are not maximizing production to their maximum capacity (Allam, 2017). When police officers become disengaged, they tend to distance themselves from their work, encompassing profound and comprehensive responses involving emotional, cognitive, and behavioral rejection of work-related tasks and responsibilities (Correia et al., 2023).

The police officer's responsibilities resulted in heightened fatigue, exhaustion, and decreased engagement among police officers due to the varying demands throughout shifts, and the additional strain imposed by working time arrangements added to the need for increased vigilance and sustained attention (Basinska&Wiciak, 2012).

Moreover, the irregular work schedules, increased night shifts, and extended work hours elevated the risk of experiencing burnout. They hindered the capacity of police officers to recuperate from occupational pressures (Peterson et al., 2019). Added to the organizational framework within which police professionals operate might potentially foster the emergence of stressful circumstances and undesired conduct that undermine workplace well-being (Lopez-Cabarcos et al., 2023). When the issue of disengagement remains unaddressed, it can have a detrimental effect on police performance, resulting in increased expenses within the police organization, which further leads to detrimental outcomes for the PNP organization (Afrahi et al., 2022).

Establishing a favorable work environment and cultivating effective communication interactions among colleagues and other stakeholders motivate employees and further enhance their job engagement (Srimulyani and Hermanto, 2022). While a personal sense of organizational and political practices builds workplace stressors that lower employee motivation and work engagement (Prasetyo et al., 2023). This is identical to office politics, which frequently lead to adverse organizational consequences, such as decreased dedication and involvement. Elevated levels of constructive workplace politics diminish employee engagement and dedication (Hassan 2023). Employee work engagement diminishes as the perception of organizational politics increases (Su & Xie 2023).

On the other hand, leader integrity can be seen in the leader's conduct that aligns with the principles of honesty and self-assurance while adhering to moral and ethical norms (Jung et al. 2020). Moreover, leaders must demonstrate integrity as this behavior has been shown to enhance employee engagement, which can be seen across emotional, physical, and cognitive engagement (Zu &Weerakit 2022).

A positive association between the treatment of employees and their level of work engagement was also identified by Abun et al. (2023). They posit that enhancing employee treatment, rights, workplace respect, and caring relationships can increase work engagement.

In the given context, treatment pertains to how organizational leadership interacts with their employees, influencing the employees' level of job work engagement or disengagement (Abun et al. 2023). Leonard and Sun (2022) assert that employers must prioritize the fair treatment of their employees to foster positive employee relations, minimize conflicts within the workforce, retain highly skilled personnel, and enhance total labor productivity.

Studying the non-commissioned officers' work engagement is vital since they are the front line of the Philippine criminal justice system, and law enforcement agencies have a crucial role in serving the community by effectively combating illegal activities and upholding societal harmony and stability (Gempesao et al., 2023). As noted, disengaged employees demonstrate lower commitment and involvement in their work, increasing the likelihood of their departure from the organization (Allam, 2017). Thus, it is important to evaluate the non-commissioned officers' work engagement and identify the factors that influence their engagement to ensure they will demonstrate higher commitment and engagement in the police organization. Ultimately, this will help to evaluate the non-commissioned officers' present level of work engagement.

1.1 Research Objectives

This study focuses on the work engagement of the non-commissioned officers of the Philippine National Police. Specifically, this study has the following objectives: first, to determine the state of organizational politics in the Philippine National Police regarding the existence of a dominant group of individuals, organizational reward practices, and political behaviors in terms of blaming others and impression management. Second, to identify the level of integrity of the head of the office regarding self-integration, maintenance of identity, standing up for something (social virtue), and moral purpose. Third, it is important to determine the treatment of police personnel in terms of worker's rights, respect in the workplace, and caring relationships in the workplace. Fourth, identify the work engagement of the non-commissioned officers of the Philippine National Police in terms of physical, cognitive, and emotional engagement. Fifth, determine the significant relationship between organizational politics and work engagement, the integrity of the head of office and work engagement, and the treatment towards police personnel and work engagement. Lastly, it will identify the best-fit model for non-commissioned officers' work engagement.

It sheds light on how organizational politics, the integrity of the head of the office, and the treatment of police personnel in the PNP affect their work engagement. Given the prevalent issue of work disengagement, the PNP organization must implement interventions to foster increased engagement among police officers. This study will also provide important data on organizational inputs that determine the factors that influence the non-commissioned officers' work engagement level. In addition, it would be helpful to the PNP organization in the sense that this will identify and propose a model of work engagement of the non-commissioned officers in their organization to efficiently deliver their services to the community.

II.   Materials and Methods

2.1 Research design

A quantitative, descriptive-correlational research design was used in this study. A structural equation model (SEM) was used to generate the best-fit model. Quantitative research is the analysis of data utilizing statistical tools, which offers a structured framework for quantitative data analysis (Luzano, 2024). A descriptive correlational design is a classification of non-experimental designs that encompasses the investigation of correlations or associations between variables under consideration. The two regularly employed data collection approaches in non-experimental research are survey and record analysis (Novosel, 2022).

This study utilized structural equation modeling (SEM) to examine the underlying links between the observed variable and the latent constructs. Structural equation modeling (SEM) is a statistical methodology that integrates the principles of factor analysis with multiple regressions, enabling a comprehensive multivariate analysis (Manuel et al., 2022). The flexibility and generality of this approach enable the generation of reliable and exact estimations for formulating predictions. SEM is a distinctive approach that allows researchers to enhance the fitness of the model by making modifications to the structural model (Afthanorhan et al., 2015).

2.2 Locale of the study

The study was conducted at Zamboanga Peninsula Region IX. This includes the three provinces of Region IX namely, Zamboanga del Norte, Zamboanga del Sur, and Zamboanga Sibugay.

2.3 Population

The study respondents were non-commissioned officers in Zamboanga Peninsula, Region IX, particularly those with the rank of Police Corporal to Police Executive Master Sergeant. The researcher surveyed 400 non-commissioned officers as respondents of the study. The total number of respondents was determined based on the result provided by the Rao soft sample size calculator, where it was calculated based on the actual strength of the non-commissioned officers in Region IX, excluding the Patrolman/Patrolwoman, with a 5% margin of error, a 95% level of confidence, and a 50% response distribution.

The study respondents were selected using stratified sampling. A stratified sampling method was used to get the exact samples needed for correct prediction (Sadaiyandi et al., 2023). This involves dividing the population into distinct and non-overlapping subgroups, known as strata, collectively representing the entire population (Etorti et al., 2022). Selecting a subset of subject matter from the population using random selection and classification. The target population is divided according to its kind, and mutually exclusive segment. Stratified sampling is a probability sampling method that involves interpreting a certain variable's properties about other variables in the universe (Iliyasu &Etikan, 2021). Thus, only the available police officers within Zamboanga Peninsula Region IX, especially those who have been absorbed in the organization for at least five years, were chosen as the study's respondents.

2.4 Data gathering instruments

The questionnaires that were utilized in the study were obtained from online sources. The questionnaires were modified to suit the research environment. The questionnaires were grouped into four based on the study variables. The modified questionnaires were validated by professionals who are experts in the field of study. After this, pilot testing was conducted to evaluate the consistency and reliability of each item statement of the questionnaires using the Cronbach Alpha Coefficient.

Part I of the questionnaire was adapted from Abun et al. (2022) with four indicators, namely: the existence of a dominant group of individuals, organizational reward practices, political behaviors in terms of blaming others, and political behaviors in terms of impression management to reveal the organizational politics in the Philippine National Police. The second part of the questionnaire includes the indicators of the integrity of the head of the office in terms of self-integration, maintenance of identity, standing up for something/social virtue, and moral purpose, which was adapted from Abun (2017).

The third part of the questionnaire was adapted from Abun et al. (2023) to evaluate the treatment of police personnel. This comprises the treatment of police personnel regarding workers' rights, respect in the workplace, and caring relationships in the workplace. The last part of the questionnaire was used to evaluate the work engagement of the non-commissioned officers which was adapted from Baes et al. (2023). This reveals the non-commissioned officers' work engagement in terms of physical, cognitive, and emotional engagement.

2.5 Data gathering administration

In gathering the data, permission to carry out the research was obtained. This permission comes from the University of Mindanao Ethics Review Committee as well as the Dean of the University of Mindanao Professional Schools. The survey questionnaires were reproduced in an amount proportional to the total number of people who took the survey. A request letter bearing the adviser's signature and the dean of the professional school was sent out to the PNP Regional Office, Region IX. A schedule was devised for the period required for the floating and retrieval of the questionnaire, which was in the early month of the year 2024. Encoding, tabulating, and analysis came next after that step was finished. Finally, data analysis and interpretation involved the results of the study being analyzed and interpreted in light of the research objectives.

2.6 Statistical treatment of data

The data was analyzed and interpreted using the appropriate statistical tools: First, Mean. This was used to determine the level of organizational politics, the integrity of the head of the office, the treatment of police personnel in the PNP, and the work engagement of the non-commissioned officers in Zamboanga Peninsula, Region IX. Pearson r of Pearson Product–Moment Correlation. This was used to determine if there exists a significant relationship between the exogenous variable's organizational politics, the integrity of the head of the office, and the treatment towards police personnel in the PNP, and the endogenous variable, which is the work engagement of the non-commissioned officers. It is a correlation measure used to determine the degree of relatedness of two variables, at least interval level. Stepwise Multiple Regression Analysis revealed the significant predictors of the non-commissioned officers in Zamboanga Peninsula, Region IX. Structural Equation Modeling was used to explore the best-fit model of non-commissioned officers' work engagement.

III.   Results and Discussion

3.1 Organizational politics in the Philippine National Police

Presented in Table 1 is the level of organizational politics in the Philippine National Police measured by the existence of a dominant group of individuals, organizational reward practices, political behaviors in terms of blaming others, and political behaviors in terms of impression management. An overall mean of 3.36 (SD of 0.55) was obtained, which is described as moderate. This means that the level of organizational politics in the Philippine National Police in Region IX is sometimes evident/ manifested. On per indicator analysis, it was found that the indicator organizational reward practices have the highest mean of 3.67 or higher, with a standard deviation of 0.62, while the indicator political behaviors in terms of blaming others have the lowest mean of 2.93 or moderate, with a standard deviation of 0.82.

Table 1: Level of Organizational Politics in the Philippine National Police

Indicators	SD	Mean	Descriptive Level
Existence of a Dominant Group of Individuals	0.78	3.37	Moderate
Organizational Reward Practices	0.62	3.67	High
Political Behaviors in terms of Blaming Others	0.82	2.93	Moderate
Political Behaviors in terms of Impression Management	0.67	3.46	High
Overall	**0.55**	**3.36**	**Moderate**

The high descriptive level on the indicators of organizational reward practices and political behaviors in terms of impression management showed that top performers were rewarded following the established policies. The moderate descriptive level on the indicator's existence of a dominant group of individuals and political behaviors in blaming others indicated that these were not widespread across the organization. Overall, the moderate level of organizational politics in the Philippine National Police of Region IX indicates that the non-commissioned officers of the Philippine National Police occasionally witnessed organizational politics within the institution. Moreover, it is evident that while there were instances of organizational politics within the PNP organization, it is not a prevailing or prominent practice.

The moderate level of organizational politics in the Philippine National Police Region IX still proves the claim of Oktaysoy & Kaygin (2023) that organizations today face a challenge to deter their employees from exploiting the organization's resources for personal gain, such as seeking higher income, promotions, and job security. Organizational politics influences employee performance adaptation. The presence of organizational politics can reduce the impact of training on performance within an organization (Somuah et al., 2024). Thus, personnel involved in policy formulation might delve deeper into the correlation between organizational politics and commitment since an individual's level of commitment is significantly influenced by the complex dynamics of workplace politics (Gumaquil, 2023).

3.2 Integrity of Head of Office

Table 2 shows the level of integrity of the Head of Office in terms of self-integration, maintenance of identity, standing up for something, social virtue, and moral purpose. The overall weighted mean of 3.81 signifies a high level. This indicates that the level of integrity of the head of the office of the non-commissioned officers is always evident or manifested. On per indicator analysis, it was found out that the indicator, moral purpose, has the highest mean of 3.87, or high, with a standard deviation of 0.60, while the indicator, standing up for something/ social virtue, has the lowest mean of 3.76 or high with a standard deviation of 0.61.

Table 2: Level of Integrity of the Head of Office

Indicators	SD	Mean	Descriptive Level
Self-Integration	0.60	3.82	High

Maintenance of Identity	0.61	3.81	High
Standing up for something/Social Virtue	0.61	3.76	High
Moral Purpose	0.60	3.87	High
Overall	**0.56**	**3.81**	**High**

The high level of integrity of the head of office of the Police Regional Office IX in terms of self-integration, maintenance of identity, standing up for something/ social virtue, and moral purpose implies that the heads of office in this region uphold a high level of integrity. The head of the office serves as a role model to their subordinates, embodying the principles of the organization. They also provide guidance and instruction to their subordinates on how to perform their tasks ethically and in compliance with the organization's standard regulations.

The high level of integrity of the head of the office is in line with the statement of Schafer and Martinelli (2008) that integrity-driven officers avoid corrupt, unlawful, rights-infringing, departmental regulation-violating, or public trust, confidence, or morality-violating acts. Thus, it is very important to hold police officers and organizations that recruit them accountable and commit to doing the right thing. Having integrity is a key part of building trust among citizens, shaping how the agency works with the communities it regulates (Lim & Sloan, 2016). Aside from this, the high descriptive level of the moral purpose of the head of the office strengthens the assertion of Nam (2023) that supervisory officers have a crucial responsibility in upholding high standards of moral character and integrity by making sure to follow the rules set by the government and refraining from doing anything wrong.

3.3 Treatment Towards Police Personnel

Presented in Table 3 is the level of treatment towards police personnel in terms of worker's rights, respect in the workplace, and caring relationships in the workplace. The level of treatment towards police personnel in Region IX attained an overall mean of 3.81, which is described as high. This means that the level of treatment towards police personnel in Region IX is often evident or manifested. The three indicators recorded high mean scores. Per indicator analysis, the indicator respect in the workplace has the highest mean of 3.83 or higher with a standard deviation of 0.60, while the indicator worker's rights have the lowest mean score of 3.79 or higher with a standard deviation of 0.56.

Table 3: Level of Treatment towards Police Personnel

Indicators	SD	Mean	Descriptive Level
Worker's Rights	0.56	3.79	High
Respect in the Workplace	0.60	3.83	High
Caring Relationship in the Workplace	0.63	3.80	High
Overall	**0.55**	**3.81**	**High**

The high level of treatment towards police personnel in Region IX in terms of worker's rights, respect, and caring relationships in the workplace suggests that the treatment they receive is generally positive and frequently observed. There is consistent respect in the workplace, a strong sense of camaraderie and support among colleagues and superiors towards police personnel, and their rights are respected. Ensuring positive treatment towards police personnel is vital as it fosters a conducive work environment, enhances morale, and encourages them to be committed and engaged in their work.

The current finding is supported by Casey and Sieber (2016), who indicated that employees with high levels of perceived treatment and support acknowledge their company and are willing to reciprocate. This sets off a series of behaviors that include volunteering, doing well at work, and stepping up to assist the organization in achieving its goals. Likewise, employees who feel valued and respected are more satisfied and engaged.

Employees that are happy at work like their jobs and feel successful. Satisfaction is linked to job engagement because engaged workers are enthusiastic, motivated, and dedicated (Mohamed et al., 2023).

3.4 Work Engagement of the Non-commissioned Officers of the Philippine National Police

Displayed in Table 4 is the level of work engagement of the non-commissioned officers of the Philippine National Police, which is measured in terms of physical engagement, cognitive engagement, and emotional engagement. It obtained an overall mean of 3.85, which signifies a high level. This indicates that the work engagement of the non-commissioned officers in the PNP is often evident or manifested. Emotional engagement had the highest mean of 3.87, or high, with a standard deviation of 0.67, while physical engagement obtained the lowest mean of 3.80, which is described as high.

Table 4: Level of Work Engagement of the Non-commissioned Officers of the Philippine National Police

Indicators	SD	Mean	Descriptive Level
Physical Engagement	0.64	3.80	High
Cognitive Engagement	0.66	3.86	High
Emotional Engagement	0.67	3.87	High
Overall	**0.61**	**3.85**	**High**

The high level of work engagement of the non-commissioned officers of the Philippine National Police in Region IX in terms of physical engagement, cognitive engagement, and emotional engagement proposed that they display a positive commitment to their duties and responsibilities. Non-commissioned officers are typically assigned to police operations and are expected to display physical engagement and fitness in carrying out their duties. Furthermore, they are actively involved both mentally and emotionally in their task.

The high level of work engagement of the non-commissioned officers is similar to the findings of Lovina, Genuba, and Naparota (2020), in which the non-commissioned police officers displayed work engagement as often evident. The physical dimension reflects employees' effort and energy invested in job performance. The cognitive dimension refers to how one invests cognitive resources during role performance, such as focusing on one's job with attention and concentration. Emotional involvement is expressing excitement, interest, and enthusiasm in one's employment function (Houle et al., 2022).

3.5 Relationship between Organizational Politics and Work Engagement of the Non-Commissioned Officers of the Philippine National Police

Table 5 shows the test results of the relationship between organizational politics and work engagement of the non-commissioned officer of the Philippine National Police. As displayed in the hypothesis, the relationship was tested at a 0.05 significance level. The total r-value of 0.442 with a p-value of less than .05 indicated that the null hypothesis was rejected. It demonstrates a moderate link between organizational politics and work engagement. All the indices of organizational politics have a significant relationship with work engagement, as the p-values are less than .05. The total r-value is .531 on political behaviors in terms of impression management, .186 on political behaviors in terms of blaming others, .438 on organizational reward practices, and .235 on the existence of a dominant group of individuals.

Table 5: Significance of the Relationship between Organizational Politics and Work Engagement of the Non-commissioned Officer of the Philippine National Police

Organizational Politics	Work Engagement			
	Physical Engagement	**Cognitive Engagement**	**Emotional Engagement**	**Overall**

Existence of a Dominant Group of Individuals	.222** .000	.231** .000	.204** .000	.235** .000
Organizational Reward Practices	.394** .000	.425** .000	.407** .000	.438** .000
Political Behaviors in terms of Blaming Others	.223** .000	.157** .002	.143** .004	.186** .000
Political Behaviors in terms of Impression Management	.502** .000	.498** .000	.489** .000	.531** .000
Overall	**.430** .000**	**.416** .000**	**.393** .000**	**.442** .000**

The significant relationship between organizational politics and work engagement of the non-commissioned officers in the Philippine National Police Region IX implies that organizational politics, including impression management, blaming others, reward practices, and the existence of dominant groups influence the work engagement of the non-commissioned officers in this region. The level of involvement of the police personnel in their duties within the organization was influenced by organizational politics.

The significant relationship between organizational politics and work engagement is supported by Mohammadi et al. (2021), that when the perception of organizational politics is high, it negatively impacts employee job engagement. Conversely, a decrease in organizational politics enhances job engagement. Further, an organization with a culture devoid of political activity tends to have more engaged and focused personnel (Tufail, 2022). The display of a high level of organizational politics negatively influences employees' work engagement. Office politics often have negative effects on commitment and involvement. Strong workplace politics reduce employee engagement and dedication. Sometimes, positive results occur due to contextual and mediating factors like job importance and one's character (Hassan, 2023).

3.6 Relationship between Integrity of Head of Office and Work Engagement of the Non-commissioned Officers of the Philippine National Police

Displayed in Table 6 are the assessment results on the relationship between the integrity of the head of office and the work engagement of the non-commissioned officer of the Philippine National Police. The relationship was tested at a 0.05 level of significance. The total r- r-value of 0.661 with a p-value less than .05 indicated that the null hypothesis was rejected. It can be deduced that there is a moderately high correlation between the integrity of the head of the office and the work engagement of the non-commissioned officer of the Philippine National Police. Individually, all indicators of the integrity of the head of the office correlate positively with work engagement, having p-values less than .05 and R-values of .597 on self-integration, .613 on maintenance of identity, .628 on standing up for something/ social virtue, and .610 on moral purpose.

Table 6: Significance of the Relationship between Integrity of the Head of Office and Work Engagement of the Non-commissioned Officer of the Philippine National Police

Integrity of the Head of Office	Work Engagement			
	Physical Engagement	**Cognitive Engagement**	**Emotional Engagement**	**Overall**
Self-Integration	.530** .000	.584** .000	.558** .000	.597** .000

Maintenance of Identity	.544**	.606**	.567**	.613**
	.000	.000	.000	.000
Standing up for something/Social Virtue	.590**	.603**	.566**	.628**
	.000	.000	.000	.000
Moral Purpose	.527**	.608**	.574**	.610**
	.000	.000	.000	.000
Overall	**.592****	**.648****	**.612****	**.661****
	.000	**.000**	**.000**	**.000**

The significance of the relationship between the integrity of the head of office and the work engagement of the non-commissioned officers of the Philippine National Police in Region IX indicates that the integrity demonstrated by the head of office influenced the work engagement of their subordinates. Self-integration, maintenance of identity, standing up for something/social virtue, and moral purpose exhibited by the head of the office correspond with the work engagement of the non-commissioned officers of the PNP. Ethical leadership and integrity foster a highly engaged workforce within the organization.

Leaders who emphasize a balanced approach, internalized ethical perspectives, transparent relationships, and self-awareness impact cognitive, emotional, and physical engagement. These qualities foster loyalty, trust, and optimal performance among their subordinates (Huang et al., 2022). People are likelier to be engaged at work when they trust their leaders to put their needs first and make decisions in a fast-paced environment while being fair and honest (Engelbrecht et al., 2017). Additionally, leaders play a crucial role in motivating employees and fostering a sense of workplace spirituality. This can be achieved by exhibiting ethical leadership behaviors, increasing employee engagement at work (Adnan et al., 2020).

3.7 Relationship between Treatment of Police Personnel and Work Engagement of Non-commissioned Officers of the Philippine National Police

Table 7 shows the test results on the relationship between treatment towards police personnel and work engagement of the non-commissioned officers of the Philippine National Police. Data showed an overall coefficient of .718 at a 0.05 level of significance. This means that there is a significant relationship between the treatment of police personnel and the work engagement of the non-commissioned officers of the Philippine National Police. Specifically, all the indicators were found to be significant, with caring relationship in the workplace having a correlation coefficient of .685, respect in the workplace at .691, and worker's rights at .629 and a p-value less than .05. Indicating a positive linkage with work engagement of the non-commissioned officers of the PNP.

Table 7: Significance of the Relationship between Treatment towards Police Personnel and Work Engagement of the Non-commissioned Officer of the Philippine National Police

Treatment towards Police Personnel	Work Engagement			
	Physical Engagement	Cognitive Engagement	Emotional Engagement	Overall
Worker's Rights	.585**	.601**	.579**	.629**
	.000	.000	.000	.000
Respect in the Workplace	.611**	.673**	.654**	.691**
	.000	.000	.000	.000

Caring Relationships in the Workplace	.588**	.675**	.655**	.685**
	.000	.000	.000	.000
Overall	**.637****	**.698****	**.676****	**.718****
	.000	**.000**	**.000**	**.000**

The significance of the relationship between treatment towards police personnel and work engagement of the non-commissioned officers of the Philippine National Police in Region IX indicates that how police personnel are treated within the organization has a notable impact on their level of work engagement. Supportive and nurturing work environment, feeling of respect, and ensuring the rights of the non-commissioned officers of the PNP contribute positively to their level of work engagement.

This significant relationship between treatment towards police personnel and work engagement of the non-commissioned officers of the PNP is validated by Workman-Stark (2020) that when police personnel perceived that they were treated fairly, they were more likely to experience psychological security that resulted in an increased degree of professional engagement and strengthened their association with their organization. Also, superiors may influence the work engagement of their subordinates by diligently overseeing the fair and supportive treatment towards their subordinates. Supervisor support and justice were identified as the primary elements that significantly influenced work engagement (Piotrowski et al., 2021).

3.8 Best Fit Model of Non-commissioned Officers Work Engagement

The best-fit model was identified based on the criterion that all indices must consistently fall within the acceptable ranges. The P-value should be greater than 0.05, and the Chi-square/degrees of freedom (CMIN/DF) is greater than zero but less than 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.

The best fit model of work engagement passed the criteria for assessing the best-fit model. All model fit values have successfully met the criteria set by each index: P-value of .423, which is greater than 0.05; CMIN/DF less than two but greater than 0; GFI, CFI, NFI, TLI greater than 0.95; and RMSEA less than 0.05 with a P- Close greater than 0.05. Thus, this is best-fit model to explain the work engagement of the non-commissioned officers of the Philippine National Police.

Table 8: Goodness of Fit Measures: Generated Best Fit Model

INDEX	CRITERION	MODEL FIT VALUE
P-value	>0.05	.423
CMIN/DF	0<value<2	1.018
GFI	>0.95	.994
CFI	>0.95	1.000
NFI	>0.95	.994
TLI	>0.95	1.000
RMSEA	<0.05	.007
P-Close	>0.05	.905

Legend:
    CMIN/DF – Chi Square/Degrees of Freedom
    GFI- Goodness of Fit Index
    NFI- Normed Fit Index
    TLI- Tucker-Lewis Index
    RMSEA- Root Mean Square of Error Approximation

Figure 1 expounds the standard estimates of the Best Fit model for work engagement. The model shows the interrelationships of the latent exogenous variables, organizational politics, integrity of the head of the office, and treatment towards police officers and its causal relationship with the latent endogenous variable work engagement. As can be gleaned in model, the best-fit model, organizational politics, and treatment towards police officers are exogenous variables with a direct causal relationship with work engagement. However, the exogenous variable integrity of the head of the office shows an indirect relationship to work engagement. The model also revealed the interconnectedness of the exogenous variables. The integrity of the head of the office had a direct relationship with the treatment of police officers. Further, integrity also had a direct relationship with organizational politics as well as organizational politics has a direct relationship with integrity.

Moreover, as shown in Figure 1, two out of four indicators of organizational politics, namely the existence of a dominant group of individuals and political behaviors in terms of impression management, remained significant predictors of organizational politics. While treatment towards police personnel had only one indicator remaining out of three,: worker's rights. On the other hand, the predictors remaining on the integrity of the head of the office are self-integration and standing up for something/ social virtue. Based on the result, it can be deduced that the work engagement of the non-commissioned officers of the Philippine National Police in Region IX was best anchored in organizational politics, which was measured in terms of the existence of a dominant group of individuals and political behaviors in terms of impression management, and treatment towards police personnel in terms or worker's rights.
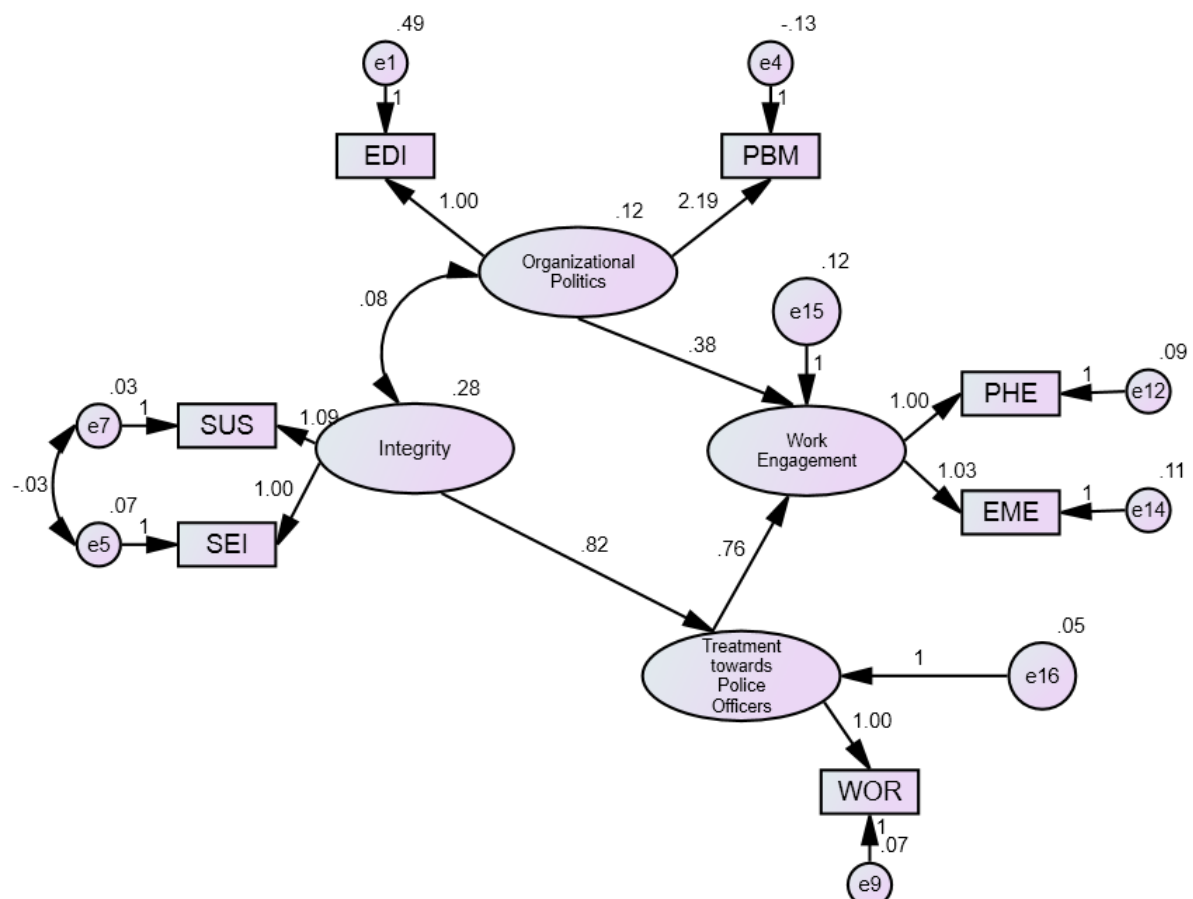

Figure.1: The Best Fit Model for Work Engagement

Legend:
EDI- existence of dominant group of individuals

PBM- political behaviors in terms of impression management

SUS- standing up for something/ social virtue

SEI- self integration self-integration

WOR- worker's rights

PHE- physical engagement

EME- emotional engagement

The generated best fit model shows a direct causal link of the exogenous variable with the endogenous variable. The endogenous variable work engagement of the non-commissioned officers of the Philippine National Police is measured in terms of physical, cognitive, and emotional engagement. However, the model displayed only two of three indicators that remained viable work engagement constructs, namely, physical and emotional engagement. The indicators of organizational reward practices and political behaviors in terms of blaming others on organizational politics; maintenance of identity and moral purpose on integrity of head of office; respect in the workplace and caring relationship in the workplace on treatment towards police personnel; and cognitive engagement on work engagement were trimmed since their beta values and p-value did not obtain the desired values.

The model fit for work engagement of the non-commissioned officers of the Philippine National Police is aligned with the work engagement theory of Kahn in 1990. Based on the work engagement theory, Huang et al. (2022) suggest segmenting the work engagement theory into distinct components: cognitive engagement, emotional engagement, and physical engagement. They argue that an individual investing cognitive resources to enhance role performance may not necessarily allocate emotional or physical resources to the job simultaneously.

It is also supported by (Eke et al., 2021), who demonstrated a significant association between employee engagement and human relations management theory principles. The catalyst for employee engagement in the workplace is identified as the effective application and implementation of human relations management theory. Organizations adopting human relations theory are likely to experience heightened levels of employee engagement, subsequently enhancing overall productivity and yielding positive bottom-line outcomes, including increased profitability. The underlying emphasis is on the importance of management treating employees respectfully, fostering close collaboration, and cultivating strong relationships with the workforce.

IV. Conclusions and Recommendations

Results showed that the level of organizational politics in the Philippine National Police of Region IX is moderate. It is recommended that organizational politics be lowered from moderate to very low by implementing strategies that mitigate political issues within the organization. It may involve promoting transparency and fairness. Conduct training and create policies and initiatives that promote a supportive and respectful workplace culture.

The level of integrity of the head of the office, treatment towards police personnel, and the work engagement of the non-commissioned officers of the Philippine National Police obtained a descriptive level of high. So, it is also recommended that the integrity of the head of the office be enhanced, the treatment of police personnel should be improved, and work engagement should be improved from high to very high. To do these, the head of office should lead by example, demonstrating the highest standards of integrity and ethical behavior.

The correlation test showed a significant relationship between organizational politics, the integrity of the head of the office, treatment towards police personnel, and work engagement of the non-commissioned officers of the Philippine National Police in Region IX. Also, organizational politics and treatment towards police personnel significantly influence the work engagement of the non-commissioned officers of the Philippine National Police in Region IX. Lastly, the best fit model for work engagement of the non-commissioned officers of the Philippine National Police in Region IX is best anchored in organizational politics through the existence of dominant group of individuals and political behaviors in terms of impression management, and treatment towards police personnel in terms of worker's rights.

Moreover, this suggests that the Philippine National Police focus on addressing organizational politics and improving treatment towards police personnel to enhance the work engagement of non-commissioned officers, specifically by establishing clear policies and procedures, transparent decision-making processes, and accountability mechanisms.

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