



THE COMPONENTS OF TRANSFORMATIONAL LEADERSHIP AND EMPLOYEE ENGAGEMENT AMONG POLICE OFFICERS

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ABSTRACT

This study investigated the components of transformational leadership and employee engagement among 148 police officers in San Fernando, Pampanga. Employing an explanatory sequential mixed methods design, the research utilized total enumeration for quantitative profiling and assessment, supplemented by semi-structured interviews to explore operational challenges. Quantitatively, the respondents perceived their leaders as practicing transformational leadership behaviors "Often" to "Always". Concurrently, the baseline employee engagement among the officers was scored as "Extremely High Engagement" in terms of vigor and dedication, and "Highly Engaged" in terms of absorption. Statistical testing using the Spearman Rank Correlation Coefficient revealed that overall transformational leadership has a negligible and non-significant relationship with employee engagement leading to a failure to reject the null hypothesis for the majority of the components. Qualitative thematic analysis contextualized these figures by identifying critical environmental barriers affecting the force. While themes such as supportive leadership, clear communication, and participative trust were proven to boost morale and task confidence, they are heavily constrained by persistent operational stress. Officers frequently struggle with severe manpower shortages, heavy workloads, physical exhaustion from extended duty shifts, resource or logistical deficits, and delayed or rapidly changing instructions. These structural strains directly deplete personal energy reserves and disrupt sustained task absorption. Based on the convergent findings, the study concludes that a formalized framework is needed to sustain police morale and organizational efficiency. Accordingly, the Transformational Leadership and Employee Engagement Enhancement Policy (TLEEEP) was proposed to strengthen supervisory leadership, standardize communication, institutionalize employee recognition, promote strategic workload management, and enhance psychological wellness among police personnel.

KEYWORDS: Transformational Leadership, Employee Engagement, Police Administration, Mixed-Methods, Supportive Supervision, Pampanga, Philippines.

INTRODUCTION

Leadership remains one of the most critical factors influencing organizational effectiveness, employee performance, and the attainment of institutional goals. In law enforcement organizations, effective leadership is essential in maintaining discipline, fostering professional growth, and ensuring the efficient delivery of public safety services. As police organizations continue to face evolving security challenges, increasing public expectations, and organizational demands, leadership approaches that inspire commitment, innovation, and high performance among personnel have become increasingly important. Among these approaches, transformational leadership has emerged as a leadership style capable of promoting positive organizational outcomes by motivating followers to exceed expectations and embrace organizational goals.

Transformational leadership is characterized by leaders who influence subordinates through exemplary behavior, ethical conduct, inspiration, intellectual stimulation, and individualized consideration. Leaders exhibiting transformational qualities encourage innovation, develop the capabilities of their personnel, provide support, and promote excellence in the workplace. Recent studies have demonstrated that transformational leadership positively influences employee attitudes, motivation,

commitment, and engagement by fulfilling employees' psychological needs and creating meaningful work experiences (Bader et al., 2023). Furthermore, transformational leadership has been found to enhance employees' sense of purpose and meaningfulness, which consequently increases work engagement and organizational effectiveness (Meng et al., 2022).

In policing organizations, transformational leadership is particularly relevant because police officers operate in highly demanding environments characterized by operational risks, public scrutiny, and complex responsibilities. Police leaders are expected not only to supervise personnel but also to inspire them, promote ethical conduct, encourage innovation in problem-solving, and support their professional development. Leadership behaviors such as demonstrating integrity, taking sensible risks, encouraging innovation, delegating tasks appropriately, and expecting excellence can significantly influence how police officers perceive their work and engage with their duties. Research suggests that transformational leadership helps police officers cope with occupational stress, strengthens organizational commitment, and improves overall job engagement (Cho, 2023; Meng et al., 2022).

Employee engagement has likewise become a major concern among organizations seeking to improve performance



and employee well-being. Employee engagement refers to a positive, fulfilling, and work-related psychological state characterized by vigor, dedication, and absorption. Vigor reflects high levels of energy and mental resilience at work, dedication pertains to a sense of significance, enthusiasm, and pride in one's work, while absorption refers to being fully concentrated and happily engrossed in work activities. Engaged employees are more likely to demonstrate commitment, productivity, and discretionary effort in accomplishing organizational objectives. In the context of policing, employee engagement contributes to enhanced service delivery, stronger public trust, and greater organizational effectiveness.

Despite the growing body of literature linking transformational leadership and employee engagement, there remains a need to examine these constructs within the unique context of police organizations in the Philippines. Specifically, limited studies have explored how the various components of transformational leadership—such as integrity, sensible risk-taking, encouraging innovation, demonstrating innovation, inspirational motivation, developing others, supporting others, task delegation, and expecting excellence—relate to employee engagement among police officers. Moreover, understanding the challenges encountered by police personnel regarding leadership practices and engagement may provide valuable insights for organizational improvement.

Hence, this study aims to investigate the components of transformational leadership and employee engagement among police officers in the Province of Pampanga. Specifically, it seeks to describe the respondents' socio-demographic profile in terms of age, rank, length of service, and educational attainment; assess the extent of transformational leadership practices; determine the level of employee engagement in terms of absorption, vigor, and dedication; examine the relationship between transformational leadership and employee engagement; and identify the challenges faced by police officers in relation to transformational leadership and employee engagement. The findings of this study are expected to contribute to the development of leadership enhancement programs and engagement strategies that can strengthen organizational effectiveness within the police service.

Theoretical Framework

This study is primarily anchored on **Transformational Leadership Theory** developed by Burns (1978) and expanded by Bass (1985), and is supported by the **Job Demands–Resources (JD-R) Theory** of Bakker and Demerouti (2007) and the **Social Exchange Theory** of Homans (1958) and Blau (1964). Transformational Leadership Theory explains how leaders influence followers by inspiring them, promoting innovation, supporting professional development, and serving as positive role models. Its core dimensions—idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration—are reflected in the leadership components examined in this study, including integrity, sensible risk-taking, encouraging and demonstrating innovation, inspirational motivation, developing and supporting others, task delegation, and expecting excellence. The theory provides the primary

framework for explaining how these leadership behaviors may influence the attitudes and work engagement of police officers. Leaders who demonstrate integrity, provide support, encourage innovative thinking, delegate responsibilities effectively, and promote professional growth may create a positive work environment that strengthens officers' motivation, commitment, vigor, dedication, and absorption. Thus, Transformational Leadership Theory directly supports the examination of the relationship between transformational leadership and employee engagement among police officers in Pampanga.

The JD-R Theory and Social Exchange Theory further explain the mechanisms underlying this relationship. The JD-R Theory posits that employee engagement is influenced by the balance between job demands and job resources, with supportive leadership, professional development, recognition, autonomy, and organizational support serving as important resources that help employees manage demanding work conditions and enhance vigor, dedication, and absorption. In the context of police work, transformational leadership may therefore function as a critical organizational resource that enables officers to cope with occupational demands while sustaining engagement. Meanwhile, Social Exchange Theory explains employee engagement as a reciprocal response to positive treatment from leaders; officers who perceive their leaders as supportive, fair, trustworthy, and concerned with their development may reciprocate through greater commitment and engagement. Collectively, these theories provide a comprehensive foundation for the study by explaining transformational leadership as the primary influence, leadership support as an organizational resource, and employee engagement as a positive reciprocal response. Together, they support the proposition that transformational leadership components are associated with higher levels of absorption, vigor, and dedication and provide a basis for understanding leadership practices and employee engagement challenges among police officers in Pampanga.

Statement of the Problem

This research determined the components of transformational leadership and employee engagement among police officers of San Fernando City, Pampanga.

Specifically, answers to the following problems were sought:

1. How may the socio- demographic profile of the respondents be described as to:
 - 1.1 Age;
 - 1.2 Rank;
 - 1.3 Length of Service; and
 - 1.4 Educational Background?
2. How may the transformational leadership of police officers be described by the respondents in terms of:
 - 2.1 Integrity;
 - 2.2 Sensible Risk;
 - 2.3 Encourage Innovation;
 - 2.4 Demonstrate Innovation;
 - 2.5 Inspirational Motivation;
 - 2.6 Develop Others;



- 2.7 Support Others;
- 2.8 Task Delegation; and
- 2.9 Expect Excellence?
3. How may the employee engagement among police respondents in the City of San Fernando, Pampanga be described in terms of:
 - 3.1 absorption;
 - 3.2 vigor; and
 - 3.3 dedication?
4. Is there a significant relationship between the components of transformational leadership and the components of employee engagement among police officers in the City of San Fernando Pampanga?
5. What challenges do police officers face in relation to transformational leadership and employee engagement in Pampanga?
6. Based on the findings, what policy may be recommended to enhance the strengths of Transformational Leadership and Employee Engagement among Police Officers in the Province of Pampanga?

METHODOLOGY

This study employed a **mixed methods approach using an Explanatory Sequential research design**. The study was conducted in two phases: first, quantitative data were collected and analyzed to determine the profile of police officers, assess the levels of transformational leadership and employee engagement, and examine the relationship between these variables. Second, qualitative data were collected to explain, clarify, and provide deeper insights into the quantitative findings, particularly regarding the experiences and challenges of police officers related to leadership and employee engagement. The integration of quantitative and qualitative methods enabled the study to combine statistical evidence with participants' experiences and perceptions. The explanatory sequential design was appropriate because it allowed the qualitative findings to build upon and enrich the initial quantitative results, providing a more comprehensive understanding of how transformational leadership influences employee engagement. Through this approach, the study aimed to produce findings that were statistically reliable, contextually grounded, and useful for organizational development and policy formulation.

The study covered the entire population of 152 police personnel, consisting of 9 Police Commissioned Officers (PCOs) and 143 Police Non-Commissioned Officers (PNCOs). Due to the manageable population size, total enumeration was employed, allowing all personnel to participate in the quantitative phase. The study was conducted in the City of San Fernando, Pampanga, the provincial capital and one of the major urban centers in Central Luzon. The combination of the explanatory sequential design, mixed methods approach, total enumeration, and qualitative follow-up enabled the study to generate comprehensive, statistically supported, and contextually grounded findings relevant to organizational development and policy formulation.

Further, it utilized a structured survey questionnaire and a semi-structured interview guide to collect quantitative and

qualitative data on transformational leadership and employee engagement among police officers in the City of San Fernando, Pampanga. The survey questionnaire consisted of three parts: the respondents' socio-demographic profile, employee engagement, and transformational leadership. Employee engagement was measured using the nine-item Utrecht Work Engagement Scale (UWES-9) developed by Schaufeli and Bakker (2003), which assessed vigor, dedication, and absorption. Transformational leadership was assessed using the Multifactor Leadership Questionnaire (MLQ) of Bass and Avolio (2004), covering integrity, sensible risk-taking, encouraging and demonstrating innovation, inspirational motivation, developing and supporting others, task delegation, and expecting excellence. A researcher-made semi-structured interview guide was used to explore the challenges police officers encountered in relation to transformational leadership and employee engagement. Participants were selected from the survey respondents based on the quantitative findings and their willingness to participate, allowing the qualitative phase to provide deeper explanations of the survey results.

To establish content validity, the questionnaire and interview guide were evaluated by three experts in research methodology, leadership and organizational behavior, and police administration. The instruments were assessed in terms of clarity, relevance, appropriateness, coherence, and alignment with the research objectives, and revisions were made based on the validators' recommendations. Reliability was subsequently tested among 20 police officers from the Sto. Tomas Municipal Police Station using Cronbach's alpha. Most dimensions demonstrated good to excellent internal consistency, including Integrity ($\alpha = 0.907$), Sensible Risk ($\alpha = 0.905$), Encourages Innovation ($\alpha = 0.850$), Demonstrates Innovation ($\alpha = 0.941$), Inspirational Motivation ($\alpha = 0.935$), Develop Others ($\alpha = 0.845$), Task Delegation ($\alpha = 0.956$), Expects Excellence ($\alpha = 1.000$), Vigor ($\alpha = 0.837$), and Dedication ($\alpha = 0.966$). Absorption obtained questionable reliability ($\alpha = 0.622$), while Support Others showed unacceptable reliability ($\alpha = 0.266$) and was reviewed for possible revision. Nevertheless, the instrument obtained an overall Cronbach's alpha of 0.928, indicating excellent internal consistency and supporting its suitability for the study.

The study employed a **four-point Likert scale** to measure transformational leadership and employee engagement. Frequency counts and percentage distributions were used to summarize respondents' age, rank, length of service, and educational attainment. The **median (Mdn)** was used to describe transformational leadership across integrity, sensible risk-taking, encouraging and demonstrating innovation, inspirational motivation, developing and supporting others, task delegation, and expecting excellence, as well as employee engagement in terms of vigor, dedication, and absorption. The median was considered appropriate for ordinal Likert-scale data because it represents the central tendency without undue influence from extreme responses. For transformational leadership, responses were interpreted as Never (1.00–1.75), Sometimes (1.76–2.50), Often (2.51–3.25), and Always (3.26–4.00). For employee engagement, the corresponding interpretations were Low (1.00–



1.75), Moderate (1.76–2.50), High (2.51–3.25), and Extremely High (3.26–4.00). The Spearman rank-order correlation coefficient (ρ) was used to determine the significant relationship between transformational leadership and employee engagement at the 0.05 level of significance, given the ordinal nature of the data. Correlation coefficients were interpreted as very weak/negligible (0.00–0.19), weak (0.20–0.39), moderate (0.40–0.59), strong (0.60–0.79), and very strong (0.80–1.00).

For the qualitative component, interview data were analyzed using **Braun and Clarke's (2006) six-phase thematic analysis**: (1) familiarization with the data, (2) generation of initial codes, (3) searching for themes, (4) reviewing themes, (5) defining and naming themes, and (6) producing the report. This process involved repeated reading of transcripts, systematic coding of meaningful responses, grouping related codes into themes, and reviewing and refining themes to ensure that they accurately represented participants' experiences. The final themes were presented through a coherent narrative supported by relevant participant quotations and interpreted in relation to the research questions and existing literature. The qualitative findings were subsequently integrated with the quantitative results to provide a more comprehensive explanation of the relationship between transformational leadership and employee engagement and the challenges experienced by police officers.

RESULTS AND DISCUSSIONS

This section presents presents, analyzes, and interprets the data gathered from the respondents.

Socio-Demographic Profile of the Respondents

Table 1 presents the socio-demographic profile of the respondents in terms of age, rank, length of service, and educational attainment. The findings provide an overview of the characteristics of the police officers who participated in the study entitled "The Components of Transformational Leadership and Employee Engagement among Police Officers in Pampanga: An Analysis."

Age. In terms of age, the majority of the respondents were 30 years old and below, with a frequency of 82 or 55.41 percent of the total respondents. This was followed by those aged 31 to 40 years old, comprising 34 respondents or 22.97 percent, while 32 respondents or 21.52 percent were 41 years old and above. The data indicate that the police force in San Fernando City, Pampanga is largely composed of younger personnel. This suggests that many officers are still in the early stages of their professional careers, which may influence their adaptability, motivation, and responsiveness to transformational leadership practices. The finding corroborates Meng et al. (2022), who found that younger police officers tend to respond positively to transformational leadership because they seek guidance, motivation, and professional development from their leaders. The study further indicated that transformational leadership enhances employee engagement among younger personnel.

Rank. Most respondents were Police Non-Commissioned Officers (PNCOs), comprising 141 or 95.27%, while only 7 or 4.73% were Police Commissioned Officers (PCOs). This indicates that the findings predominantly reflect the perceptions and experiences of PNCOs, who constitute the majority of operational police personnel and are directly involved in daily police activities. This finding supports Gempesao et al. (2023), who reported that non-commissioned police personnel are directly influenced by their superior officers' leadership behaviors, which may affect their work engagement and performance.

Length of Service. The largest group had served for 5 years and below (48, 32.43%), followed by those with 6–10 years of service (37, 25.00%), 11–15 years (29, 19.59%), 16–20 years (21, 14.19%), and 21 years and above (13, 8.78%). The results indicate that many respondents were relatively new to police service. Early-career officers may require stronger guidance, motivation, and mentorship from their leaders. This is consistent with Lan et al. (2020), who found that less experienced police officers are particularly responsive to organizational support and leadership guidance, which may strengthen their engagement and commitment.

Table 1. Socio-Demographic Profile of the Respondents

Profile	Frequency	Percent
Age		
30 years and below	82	55.41%
31 to 40 years old	34	22.97%
41 years old and up	32	21.52%
Total	148	100.00%
Rank		
Police Commissioned Officers	7	4.73%
Police Non-Commissioned Officers	141	95.27%
Total	148	100.00%
Length of Service		
5 years and below	48	32.43%
6 to 10 years	37	25.00%
11 to 15 years	29	19.59%
16 to 20 years	21	14.19%



21 years and above	13	8.78%
Total	148	99.99%
Educational Attainment		
Bachelor's Degree	142	95.95%
Master's Degree	5	3.38%
Doctorate Degree	1	0.007%
Total	148	99.34%

Educational Attainment. Most respondents were bachelor's degree holders (142, 95.95%), followed by master's degree holders (5, 3.38%) and one doctorate degree holder (1, 0.68%). This suggests that the respondents generally possess the educational qualifications required for police service, although relatively few have pursued advanced studies. The finding is consistent with Abique (2024), who reported that most police personnel were bachelor's degree holders and demonstrated high employee engagement under transformational leadership conditions.

Overall, the respondents were predominantly young, early-career PNCOs with bachelor's degrees. These characteristics may influence how transformational leadership is perceived and how employee engagement is manifested among police officers. This supports Workman-Stark (2020), who emphasized the importance of supportive and transformational leadership in strengthening organizational commitment and engagement, particularly among younger and operational-level police personnel.

Transformational Leadership as Described by the Police Officers

The findings in Table 2 revealed that police officers in Pampanga generally demonstrated transformational leadership behaviors "Often" to "Always" across integrity, sensible risk-taking, encouraging and demonstrating innovation, inspirational motivation, developing and supporting others, task delegation, and expecting excellence. These results indicate that police leaders commonly practice behaviors that promote trust, motivation, collaboration, innovation, and organizational effectiveness. The qualitative findings supported and enriched these results, showing that transformational leadership was experienced by personnel through ethical conduct, trust, fairness, support, empowerment, and confidence in their abilities. Overall, the findings suggest that transformational leadership is evident among police officers and may contribute positively to employee engagement and organizational performance.

Integrity. Integrity obtained the highest overall assessment, with a median of 4.00 (Always), indicating that police leaders were consistently perceived as determined, trustworthy, dependable, and ethically responsible. The findings suggest that integrity remains a fundamental characteristic of effective police leadership because ethical and accountable leaders can strengthen trust, commitment, and respect among subordinates. This finding corroborates Hassan et al. (2021), Banks et al. (2022), and Engelbrecht et al. (2020), who emphasized that ethical and integrity-based leadership promotes employee trust, commitment, positive work behavior, and organizational engagement.

The qualitative findings reinforced these results. Informants described leaders who emphasized integrity, professionalism, fairness, and trust. One participant explained that observing a superior lead by example during an internal investigation increased motivation to ensure fairness, while others reported feeling more engaged when commanders trusted them with responsibilities and demonstrated confidence in their abilities. These experiences indicate that integrity was not merely perceived as a personal leadership characteristic but was demonstrated through fairness, professionalism, ethical behavior, and trust in subordinates. However, participants also identified operational challenges, including decision-making pressures, heavy workloads, physical exhaustion, and limited resources, which may affect the overall experience of leadership and engagement.

Despite the high overall rating, three indicators received the lowest median of 3.00 (Often): encouraging behaviors consistent with shared organizational values, acting consistently with staff values, and behaving in ways that strengthen staff respect. Although still positively rated, these results suggest that police leaders may need to further improve the consistent application and reinforcement of organizational values in daily interactions. The findings imply that while leaders are generally perceived as honest and trustworthy, inconsistencies may occasionally exist in translating shared values into leadership practices that strengthen respect, unity, and ethical behavior.

**Table 2. Description of the Respondents on Transformational Leadership in terms of Integrity**

Integrity	Mdn	Verbal Interpretation
Shows determination on the job	4.00	Always
Does not display honesty	4.00	Always
Is approachable	4.00	Always
Considers the ethical implications of actions	4.00	Always
Expresses values shared by program staff members	4.00	Always
Encourages staff behaviors consistent with the values shared by all members	3.00	Often
Acts consistently with values shared by program staff members	3.00	Often
Keeps commitments	4.00	Always
Is trustworthy	4.00	Always
Behaves in ways that strengthens respect from staff members	3.00	Often
Is someone that staff members are proud to be associated with	4.00	Always
Models behaviors other staff are asked to perform	4.00	Always
Shows self-confidence	4.00	Always
Overall	4.00	Always
Sensible Risk		
Takes appropriate personal risks in order to improve the program	2.00	Sometimes
Takes personal chances in pursuing program goals	3.00	Often
Is willing to personally sacrifice for the sake of the program	3.00	Often
Makes bold personal decisions, if necessary, to improve the program	4.00	Always
Performs tasks other than own, when necessary, to fulfill program objectives	3.00	Often
Seeks program interests over personal interests	3.00	Often
Overall	3.00	Often
Encourages Innovation		
Attempts to improve the program by taking a new approach to business as usual	3.00	Often
Positively acknowledges creative solutions to problems	4.00	Always
Encourages ideas other than own	4.00	Always
Is respectful in handling staff member mistakes	4.00	Always
Encourages staff to try new ways to accomplish their work	3.00	Often
Asks questions that stimulate staff members to consider ways to improve their work performance	4.00	Always
Does not criticize program members' ideas even when different from own	2.00	Sometimes
Overall	4.00	Always
Demonstrates Innovation		
Accomplishes tasks in a different manner from most other people	2.00	Sometimes
Tries ways of doing things that are different from the norm	3.00	Often
Seeks new opportunities within the program for achieving organizational objectives	3.00	Often
Identifies limitations that may hinder organizational improvement	3.00	Often
Challenges staff members to reconsider how they do things	3.00	Often
Takes bold actions in order to achieve program objectives	4.00	Always
Searches outside the program for ways to facilitate organizational improvement	3.00	Often
Overall	3.00	Often
Inspirational Motivation		
Makes staff aware of the need for change in the program	3.00	Often
Conveys hope about the future of the program	3.00	Often
Communicates program needs	3.00	Often
Identifies program weaknesses	3.00	Often
Considers staff needs when setting new program goals	3.00	Often
Encourages staff feedback in choosing new program goals	4.00	Always
Develops new program goals	2.00	Sometimes
Talks about goals for the future of the program.	3.00	Often
Displays enthusiasm about pursuing program goals.	3.00	Often



Uses metaphors and/or visual tools to convey program goals.	3.00	Often
Displays confidence that program goals will be achieved.	3.00	Often
Expresses a clear vision for the future of the program.	4.00	Always
Clearly defines the steps needed to reach program goals.	4.00	Always
Sets attainable objectives for reaching program goals.	4.00	Always
Helps staff members see how their own goals can be reached by pursuing program goals.	3.00	Often
Demonstrates tasks aimed at fulfilling program goals.	3.00	Often
Allocates resources toward program goals.	3.00	Often
Obtains staff assistance in reaching program goals.	3.00	Often
Secures support from outside the program when needed to reach program goals.	3.00	Often
Promotes teamwork in reaching program goals.	4.00	Always
Expresses confidence in staff members' collective ability to reach program goals.	3.00	Often
Prepares for challenges that may result from changes in the program.	3.00	Often
Encourages staff to share suggestions on how new program goals will be implemented.	3.00	Often
Behaves consistently with program goals.	4.00	Always
Overall	3.00	Often
Develops Others		
Offers individual learning opportunities to staff members for professional growth.	3.00	Often
Takes into account individual abilities when teaching staff members.	4.00	Always
Coaches staff members on an individual basis.	2.00	Sometimes
Recognizes individual staff members' needs and desires.	3.00	Often
Assists individual staff members in developing their strengths.	3.00	Often
Overall	3.00	Often
Supports Others		
Treats staff members as individuals, rather than as a collective group.	4.00	Always
Treats individual staff members with dignity and respect.	3.00	Often
Does not respect individual staff members' personal feelings.	1.00	Rarely
Overall	3.00	Often
Task Delegation		
Provides opportunities for staff to participate in making decisions that affect the program.	3.00	Often
Provides opportunities for staff members to take primary responsibility over tasks.	3.00	Often
Delegates tasks that provide encouragement to staff members.	3.00	Often
Delegates tasks that build up the organization.	3.00	Often
Assigns tasks based on staff members' interests.	3.00	Often
Enables staff to make decisions, within contractual guidelines, on how they get their work done.	4.00	Always
Follows delegation of a task with support and encouragement.	3.00	Often
Sees that authority is granted to staff in order to get tasks completed.	3.00	Often
Provides requested support for task completion.	4.00	Always
Allocates adequate resources to see tasks are completed.	2.00	Sometimes
Provides information necessary for task completion.	3.00	Often
Provides feedback on progress toward completing a task.	3.00	Often
Conveys confidence in staff members' ability to accomplish tasks.	3.00	Often
Helps staff members set attainable goals to accomplish work tasks.	4.00	Always
Overall	3.00	Often
Expects Excellence		
Expects excellence from staff.	4.00	Always
Expects that members of the staff will take the initiative on completing tasks.	3.00	Often
Expects that staff members will give tasks their best effort.	4.00	Always
Overall	4.00	Always



Overall, the findings indicate that integrity is a major strength of transformational leadership among police officers, but greater consistency in modeling and reinforcing organizational values remains necessary. Strengthening value-based leadership, fairness, respectful relationships, and ethical conduct may further enhance employee trust, teamwork, commitment, and engagement. This supports the argument that transformational leadership becomes more effective when leaders consistently embody the values and behaviors they expect from their personnel.

Sensible Risk. This obtained an overall median of 3.00 (Often), indicating that police leaders generally demonstrate calculated risk-taking, strategic decision-making, and willingness to pursue organizational goals. The highest-rated indicator, “Makes bold personal decisions, if necessary, to improve the program,” obtained a median of 4.00 (Always), suggesting that police leaders are perceived as capable of making firm and courageous decisions when organizational improvement requires immediate action. However, “Takes appropriate personal risks in order to improve the program” received the lowest median of 2.00 (Sometimes), indicating greater caution in assuming personal risks. This pattern suggests that police leaders are willing to make difficult decisions but remain constrained by accountability, organizational policies, and the highly regulated and sensitive nature of police work.

The qualitative findings supported these results by showing that sensible risk-taking was commonly demonstrated through careful planning, clear direction, and calculated decision-making during challenging operations. Participants described leaders who took decisive action in high-risk situations while providing clear instructions and involving personnel in planning and decision-making. However, operational pressures, time constraints, accountability, and safety concerns limited the extent to which leaders could take personal risks. These findings are consistent with Alqatawenh (2020) and Eva et al. (2021), who found that transformational leaders in public organizations tend to balance proactive decision-making and innovation with organizational stability and procedural compliance. Northouse (2021) likewise emphasized that transformational leaders demonstrate courage and decisiveness while maintaining responsibility for organizational outcomes. Overall, the findings indicate that police officers in Pampanga often demonstrate sensible risk-taking through strategic and courageous decisions, although personal risk-taking remains limited by the demands and constraints of the law enforcement environment.

Encourages Innovation. The dimension “Encourages Innovation” obtained an overall median of 4.00 (Always), indicating that police leaders consistently acknowledge creative solutions, encourage personnel to share ideas, and generally create a supportive environment for participation and problem-solving. The findings suggest that transformational leadership within the police organization promotes creativity, adaptability, teamwork, and responsiveness to emerging operational challenges. The qualitative findings reinforced these results, as participants described leaders who involved personnel in planning, encouraged suggestions, explained organizational

changes clearly, and provided supportive guidance. Such practices made personnel feel valued and contributed to greater motivation, commitment, and engagement. These findings are consistent with Khan et al. (2022) and Aboramadan and Dahleez (2020), who found that transformational leadership promotes innovative work behavior, employee engagement, and organizational adaptability by encouraging participation and supportive communication.

Despite the highly positive overall assessment, the indicator “Does not criticize program members’ ideas even when different from their own” obtained the lowest median of 2.00 (Sometimes). This suggests that although police leaders generally encourage innovation, they may not always be receptive to ideas that differ from their own perspectives. The qualitative findings similarly revealed that some employee suggestions were not approved, which occasionally resulted in frustration. This may reflect the hierarchical and command-oriented structure of police organizations, where authority, discipline, and adherence to established procedures can sometimes limit openness to alternative viewpoints. The finding highlights the importance of psychological safety and respectful communication, as employees are more likely to share innovative ideas when they do not fear criticism or rejection. Consistent with Dirani et al. (2020), leaders who encourage open dialogue and constructive responses to differing opinions can strengthen collaboration, creativity, and organizational commitment. Overall, while police leaders consistently encourage innovation, greater openness to alternative ideas and constructive handling of differing perspectives may further enhance employee participation, creativity, and organizational improvement.

Demonstrate Innovation. Demonstrating innovation obtained an overall median of 3.00 (Often), indicating that police leaders generally seek opportunities for improvement, challenge existing practices, and take bold actions to achieve organizational objectives. The highest-rated indicator, “Takes bold actions in order to achieve program objectives,” obtained a median of 4.00 (Always), reflecting the decisiveness and initiative of police leaders in responding to organizational and operational challenges. However, “Accomplishes tasks in a different manner from most other people” received the lowest median of 2.00 (Sometimes), suggesting that leaders may still rely on conventional methods and established procedures. This pattern implies that innovation in police organizations is often implemented through gradual improvements, strategic adaptation, and procedural changes rather than radical departures from existing practices.

The qualitative findings supported these results by showing that innovation was commonly expressed through structured adaptation, participative planning, and capacity-building. Participants described leaders who clearly explained new directions, encouraged personnel to adapt, and involved them in implementing operational improvements. However, the protocol-driven and highly accountable nature of police work limited the use of unconventional approaches. These findings are consistent with Imam et al. (2021), Alqatawenh (2020), Eva et al. (2021), and Asbari et al. (2021), who emphasized that



transformational leaders promote innovation and proactive decision-making while balancing innovation with organizational regulations and accountability. Overall, the findings indicate that police leaders often demonstrate innovation through bold actions and adaptive improvements, although greater openness to alternative work approaches may further strengthen organizational innovation.

Inspirational Motivation. Inspirational motivation obtained an overall median of 3.00 (Often), indicating that police leaders frequently communicate organizational goals, encourage teamwork, express confidence, and provide direction for improvement. Indicators related to expressing a clear vision for the future and setting attainable program objectives were rated “Always,” suggesting that leaders effectively communicate direction and motivate personnel toward shared goals. The qualitative findings reinforced these results, as participants emphasized that clear instructions, consistent communication, encouragement, and supportive leadership increased their motivation and engagement. Leaders who explained the purpose of organizational activities and provided guidance during operations and training helped personnel understand their roles and remain committed to achieving organizational objectives.

However, “**Develops new program goals**” received the lowest median of 2.00 (Sometimes), suggesting that police leaders are more actively involved in communicating and implementing existing goals than in independently developing new program directions. This may reflect the centralized and hierarchical nature of police organizations, where strategic goal-setting is often determined by higher authorities. The findings are consistent with Saleem et al. (2021), Northouse (2021), Bass and Riggio (2020), and Eva et al. (2021), who emphasized that inspirational leadership strengthens employee engagement through clear vision and motivation but may be constrained by hierarchical decision-making structures. Overall, the findings indicate that police leaders often demonstrate inspirational motivation through effective communication, clear direction, and encouragement. Strengthening their involvement in participatory planning and program goal development may further enhance leadership effectiveness, employee ownership, and organizational engagement.

Develops Others. This dimension obtained an overall median of 3.00 (Often), indicating that police leaders generally provide learning opportunities, recognize individual abilities, and support personnel development. The highest-rated indicator, “Takes into account individual abilities when teaching staff members,” obtained a median of 4.00 (“Always”), suggesting that leaders consistently consider the strengths and capabilities of personnel when providing instruction and guidance. This individualized approach may enhance learning, confidence, motivation, and job performance. The finding is consistent with Hadi et al. (2021) and Nair and Vohra (2020), who emphasized that transformational leaders who recognize individual differences and adapt their support to employees’ needs can strengthen engagement, learning, and organizational commitment.

On the other hand, “Coaches staff members on an individual basis” obtained the lowest median of 2.00 (Sometimes), indicating that although leaders recognize individual abilities, sustained one-on-one coaching and mentoring are not consistently practiced. The qualitative findings supported this result, showing that personnel development was primarily facilitated through formal training, group instruction, operational guidance, and situational support. Participants described supervisors who provided clear explanations, encouragement, and guidance during training and stressful assignments, but the narratives indicated limited opportunities for sustained individualized mentoring. This may be attributed to workload, operational priorities, and time constraints inherent in police work. Consistent with Bass and Riggio (2020) and Northouse (2021), individualized coaching is essential to maximizing personnel development and transformational leadership effectiveness. Overall, police leaders demonstrate strength in recognizing and developing individual capabilities, but strengthening structured mentoring and regular one-on-one coaching could further enhance professional growth, performance, and employee engagement.

Supports Others. This dimension obtained an overall median of 3.00 (Often), indicating that police leaders generally treat personnel with dignity, recognize individual differences, and provide emotional and professional support. The highest-rated indicator, “Treats staff members as individuals, rather than as a collective group,” obtained a median of 4.00 (Always), suggesting that leaders consistently recognize the unique needs and circumstances of their personnel. Conversely, the reverse-worded item “Does not respect individual staff members’ personal feelings” obtained a median of 1.00 (Rarely), which likewise indicates a positive result because leaders were rarely perceived as disregarding personnel’s feelings. These findings suggest that supportive and individualized leadership contributes to morale, trust, and employee engagement. Consistent with Northouse (2021), Bass and Riggio (2020), Dirani et al. (2020), and Eva et al. (2021), leaders who demonstrate individualized consideration, empathy, and emotional support can strengthen employee well-being, motivation, resilience, and organizational commitment.

The qualitative findings reinforced the quantitative results, with participants describing supportive leadership through regular communication, concern for personnel welfare, calm guidance during stressful situations, and consistent leadership presence. Respondents reported greater motivation and commitment when leaders provided support and feedback, while the absence of such support sometimes reduced motivation. Overall, the findings indicate that police leaders generally demonstrate supportive leadership, particularly in recognizing individual needs and respecting personnel’s emotional well-being. However, maintaining consistent communication, feedback, and interpersonal support remains important for sustaining engagement, particularly under demanding operational conditions.

Task Delegation. Task delegation obtained an overall median of 3.00 (Often), indicating that police leaders generally



delegate responsibilities, involve personnel in operational activities, and provide guidance during task execution. The qualitative findings showed that delegation was commonly associated with trust and empowerment, with personnel reporting greater engagement when commanders entrusted them with responsibilities and provided clear directions. This suggests that effective delegation strengthens employee confidence, accountability, participation, and commitment. The findings are consistent with Putra et al. (2021), who found that participative leadership and effective delegation enhance employee accountability and motivation.

However, "Allocates adequate resources to see tasks are completed" received the lowest median of 2.00 (Sometimes), indicating that delegated responsibilities are not always accompanied by sufficient equipment, logistics, time, or other necessary resources. Qualitative responses similarly identified resource shortages, physical exhaustion, and competing tasks as challenges affecting task completion. This suggests that effective delegation requires not only assigning responsibilities but also ensuring that personnel have adequate resources and support to perform them. Consistent with Purwanto et al. (2020) and Aboramadan and Dahleez (2020), transformational leadership is more effective when delegation is accompanied by sufficient resources, guidance, and feedback. Overall, while police leaders generally practice task delegation effectively, strengthening resource allocation and workload management could improve task completion, personnel motivation, and the overall effectiveness of transformational leadership.

Expect Excellence. This dimension obtained an overall median of 4.00 (Always), indicating that police leaders consistently expect personnel to demonstrate high-quality performance, professionalism, initiative, and commitment to organizational objectives. The findings suggest that leaders promote a culture of accountability and excellence by maintaining clear performance standards and encouraging personnel to give their best effort. This is consistent with Asbari et al. (2021), who found that transformational leadership enhances employee performance and organizational excellence through high expectations and motivational practices. The qualitative findings reinforced these results, showing that recognition, trust, clear direction, and high performance expectations strengthened personnel motivation and engagement. However, participants also identified heavy workloads, staff shortages, time constraints, and physical exhaustion as challenges that sometimes made it difficult to meet expected standards.

Despite the high overall assessment, "Expects that members of the staff will take the initiative on completing tasks"

obtained the lowest median of 3.00 (Often). This suggests that while leaders consistently demand excellence, proactive and self-directed initiative may be less emphasized. The result may reflect the hierarchical and protocol-driven nature of police organizations, where personnel commonly rely on established directives and procedures when performing tasks. As emphasized by Northouse (2021), Bass and Riggio (2020), and Eva et al. (2021), transformational leadership is strengthened when high performance expectations are accompanied by empowerment and opportunities for employees to take initiative. Overall, police leaders demonstrate strong expectations for excellence, but further encouraging proactive decision-making and independent action may enhance personnel adaptability, engagement, and organizational effectiveness.

Employee Engagement as Described by the Police Officers

Table 3 presents the level of employee engagement among police respondents in Pampanga in terms of absorption, vigor, and dedication. Overall, the results indicate a generally high to extremely high level of engagement, suggesting that police officers are psychologically and emotionally involved in their work, with strong levels of energy, commitment, and meaning attached to their roles.

Absorption. The employee engagement in terms of **absorption** obtained an overall median of 3.00 (Highly Engaged), indicating that police officers in Pampanga generally experience strong concentration, attentiveness, and psychological involvement in their work. The highest-rated indicators, "When I am working, I forget everything else around me" and "I am immersed in my work," both obtained a median of 4.00 (Extremely High Engagement), demonstrating deep cognitive and emotional involvement during work activities. These findings suggest that police officers become particularly immersed when performing tasks that require sustained attention, immediate decision-making, and responsibility. This is consistent with Schaufeli et al. (2020), who described absorption as a state of deep concentration and involvement, and Bakker and Demerouti (2021), who noted that job resources such as supportive leadership, meaningful work, and autonomy can facilitate strong work engagement. The qualitative findings reinforced these results, showing that clear communication, supportive supervision, recognition, trust, and participation helped officers remain focused and motivated. Participants reported that clear instructions reduced errors and increased confidence, while supportive leaders helped them remain focused during stressful operations.



Table 3. Description of the Respondents on Employee Engagement in terms of Absorption

Absorption	Mdn	Verbal Interpretation
Time flies when I'm working	3.00	HE
When I am working, I forget everything else around me	4.00	EHE
I am immersed in my work	4.00	EHE
I get carried away when I'm working	3.00	HE
It is difficult to detach myself from my job	2.00	ME
Overall	3.00	HE
Vigor		
At my work, I feel bursting with energy.	4.00	EHE
At my job, I feel strong and vigorous	4.00	EHE
When I get up in the morning, I feel like going to work	3.00	HE
I can continue working for very long periods at a time	4.00	EHE
At my job, I am very resilient, mentally	4.00	EHE
At my work I always persevere, even when things do not go well	4.00	EHE
Overall	4.00	EHE
Dedication		
I find the work that I do full of meaning and purpose	4.00	EHE
I am enthusiastic about my job	4.00	EHE
My job inspires me	3.00	HE
I am proud on the work that I do	4.00	EHE
To me, my job is challenging	3.00	HE
Overall	4.00	EHE

EHE- Extremely High Engagement; HE - High Engagement

Despite the generally high level of absorption, operational and organizational challenges affected the consistency of engagement. Participants identified long working hours, heavy workloads, manpower shortages, emotional stress, insufficient briefing time, delayed information, and communication gaps as factors that sometimes disrupted concentration and task execution. The lowest-rated indicator, "It is difficult to detach myself from my job," obtained a median of 2.00 (Moderate Engagement). Rather than indicating a weakness, this result suggests that officers are generally capable of psychologically disengaging from work after duty, reflecting healthy work-life boundaries and opportunities for recovery. Sonnentag and Fritz (2021) emphasized that psychological detachment is essential for restoring energy and preventing burnout, while Bakker and Demerouti (2021) stressed the importance of balancing work involvement with adequate recovery. Overall, the quantitative and qualitative findings indicate a healthy and sustainable engagement pattern: police officers demonstrate strong immersion and concentration while on duty but retain the ability to detach from work afterward. Strengthening communication, leadership support, staffing, workload management, and recovery opportunities may further sustain their absorption and overall employee engagement.

Vigor. The overall median of 4.00, interpreted as "Extremely High Engagement (EHE)," indicates that police officers in Pampanga demonstrate high levels of energy, mental resilience, and persistence in performing their duties. This suggests that despite the demanding and often stressful nature of

police work, respondents remain capable of sustaining effort, responding to operational demands, and maintaining performance under pressure. Vigor is particularly important in policing because officers are expected to remain alert, responsive, and resilient during extended and challenging assignments.

The finding is consistent with the Job Demands-Resources (JD-R) theory of Bakker and Demerouti (2021), which explains that work engagement, including vigor, is strengthened when employees have adequate job resources such as supportive leadership, meaningful work, and organizational support. Schaufeli et al. (2020) likewise described vigor as characterized by high energy, mental resilience, and willingness to invest effort in work. These perspectives help explain the high level of vigor observed among the respondents, particularly in a profession where meaningful public service and organizational support may sustain employees despite considerable job demands.

The qualitative findings reinforced the quantitative results. Respondents emphasized that clear communication and supportive leadership strengthened their motivation and persistence. PCO 1 stated, "Our supervisor regularly gives updates and clear instructions during operations. Dahil doon, mas confident kami sa trabaho namin," while PNCO 1 shared, "Kapag malinaw ang instructions ng supervisor namin, mas ganado akong magtrabaho." These responses support Theme 1: Clear Communication Enhances Confidence and Work Engagement, showing that clear direction helps officers maintain motivation and confidence in performing their duties. Supportive leadership was likewise identified as an important source of resilience. PCO 4 explained, "During critical incidents,



our commander remained calm and supportive. It helped us stay focused,” while PNCO 8 noted, “Leadership support helped me stay engaged during stressful situations. Parang may assurance ka na may backup ka.” These responses support Theme 2: Supportive Leadership Increases Motivation and Psychological Security, indicating that encouragement and supervisory presence help officers sustain effort during difficult situations.

The findings further showed that recognition, trust, and participation contribute to officers’ enthusiasm and persistence. PCO 4 stated, “When supervisors recognize our efforts and ask for our input, mas na-eengage ako sa work. I feel valued as part of the organization,” while PNCO 10 shared, “I feel more engaged when supervisors trust us and give constructive feedback.” These narratives support Theme 3: Recognition, Participation, and Trust Foster Employee Value and Commitment, suggesting that personnel are more energized when they feel appreciated, trusted, and involved in organizational activities.

Despite the extremely high level of vigor, the qualitative findings identified factors that may challenge its sustainability. Respondents mentioned long working hours, manpower shortages, heavy workloads, operational pressure, emotional stress, and limited resources. PCO 4 reported difficulties when there was “kulang ang manpower at sabay-sabay ang tasks,” while PNCO 6 noted, “Nakakapagod minsan dahil sa long duty hours.” These responses support Theme 4: Operational Stress and Workload Challenges Affect Engagement, indicating that although officers remain highly resilient, prolonged operational demands may eventually affect their physical and psychological energy.

Communication and organizational changes also presented challenges. PCO 2 explained, “May times na delayed ang information kaya nagkakaroon ng confusion sa execution,” while PNCO 7 noted that rapid policy changes made it difficult to adjust immediately. These findings support Theme 5: Organizational and Communication Barriers Create Difficulties in Task Execution, demonstrating that inconsistent information and sudden changes may increase stress and affect sustained engagement.

Among the indicators, the lowest median of 3.00 (Highly Engaged) was obtained for the statement, “When I get up in the morning, I feel like going to work.” Although still positively assessed, this result was lower than the other indicators, which received medians of 4.00. The finding suggests that respondents’ energy and motivation may be stronger during actual work activities than before beginning their shifts. This comparatively lower morning motivation may reflect fatigue, workload expectations, or the need for recovery following demanding duties rather than a lack of overall engagement.

This interpretation is consistent with Bakker and Demerouti (2021), who noted that engagement and energy may fluctuate depending on job demands and available personal resources. Schaufeli et al. (2020) similarly emphasized that vigor can vary across situations and work contexts. Sonnentag and Fritz (2021) further highlighted the importance of recovery and

psychological detachment in restoring employees’ energy for subsequent work periods.

Overall, the findings demonstrate that police officers in Pampanga possess extremely high vigor, characterized by strong energy, resilience, and persistence. The qualitative evidence indicates that clear communication, supportive leadership, recognition, trust, and participation help sustain this engagement. However, long working hours, manpower shortages, workload, operational stress, and communication difficulties may threaten its sustainability. The comparatively lower morning motivation further suggests the importance of employee wellness, adequate recovery, supportive supervision, and appropriate workload management to maintain high levels of vigor over time.

Dedication. The overall median of 4.00, interpreted as “Extremely High Engagement (EHE),” indicates that police officers in Pampanga demonstrate a strong sense of meaning, pride, enthusiasm, and emotional commitment toward their work. This suggests that respondents perceive police service as significant and socially valuable and remain committed to fulfilling their responsibilities despite the demanding nature of law enforcement.

The finding is consistent with Schaufeli et al. (2020), who described dedication as a core dimension of work engagement characterized by significance, enthusiasm, inspiration, pride, and a sense of purpose. Similarly, Bakker and Demerouti (2021) explained through the Job Demands–Resources (JD-R) model that meaningful work and adequate job resources can strengthen employees’ dedication, particularly in high-demand occupations. Christian et al. (2021) likewise associated dedication with stronger job performance, organizational commitment, and resilience, while Meyer et al. (2020) emphasized that public service employees may develop strong dedication from their intrinsic motivation to contribute to community welfare.

The qualitative findings reinforced these quantitative results. Clear communication and guidance were identified as important sources of commitment. PCO 2 stated, “My engagement increased because our supervisor explains the purpose behind every task. Naiintindihan namin bakit mahalaga ang ginagawa namin,” while PNCO 1 shared, “Kapag malinaw ang instructions ng supervisor namin, mas ganado akong magtrabaho.” These responses support Theme 1: Clear Communication Enhances Confidence and Work Engagement, indicating that understanding the purpose and expectations of work strengthens officers’ commitment to their responsibilities.

Supportive leadership also contributed to dedication. PCO 1 explained, “Kapag supportive ang supervisor, mas motivated akong tapusin nang maayos ang trabaho. Guidance from leadership helps reduce stress,” while PNCO 8 noted, “Leadership support helped me stay engaged during stressful situations.” These statements support Theme 2: Supportive Leadership Increases Motivation and Psychological Security, demonstrating that supervisory encouragement and reassurance help officers remain committed during demanding situations.

Moreover, recognition, trust, and participation strengthened officers’ sense of value and belonging. PCO 4



stated, “When supervisors recognize our efforts and ask for our input, mas na-eengage ako sa work. I feel valued as part of the organization,” while PNCO 6 shared, “Kapag may appreciation from supervisors, mas motivated kami. Simple recognition malaking bagay na.” PNCO 10 likewise stated, “I feel more engaged when supervisors trust us and give constructive feedback.” These responses support Theme 3: Recognition, Participation, and Trust Foster Employee Value and Commitment, indicating that personnel develop stronger emotional attachment to their work when they feel respected, appreciated, and trusted.

Despite the extremely high level of dedication, the qualitative findings revealed operational challenges that may affect its sustainability. Respondents cited manpower shortages, heavy workloads, overtime duties, long working hours, emotional stress, and the difficulty of balancing administrative and field responsibilities. PCO 4 noted, “Mahirap kapag kulang ang manpower at sabay-sabay ang tasks,” while PNCO 8 referred to the “emotional stress from difficult cases.” These responses support Theme 4: Operational Stress and Workload Challenges Affect Engagement, suggesting that although officers remain strongly committed to their profession, prolonged operational demands may eventually affect their emotional well-being and sustained engagement.

Communication difficulties also emerged as a concern. PCO 2 explained, “May times na delayed ang information kaya nagkakaroon ng confusion sa execution,” while PNCO 9 stated, “Kapag hindi clear ang communication, nakaka-confuse at nakakabawas ng motivation.” These findings support Theme 5: Organizational and Communication Barriers Create Difficulties in Task Execution, indicating that communication gaps and organizational inefficiencies may weaken motivation even when overall dedication remains high.

Among the indicators, the lowest median of 3.00 (“Highly Engaged”) was obtained by “My job inspires me” and “To me, my job is challenging.” Although both remained positively rated, their lower scores suggest that officers’ dedication is more strongly characterized by meaning, pride, and commitment than by constant inspiration or perceived challenge. The result may indicate that the structured and procedural nature of police work sometimes limits opportunities for novelty, intellectual stimulation, or new experiences.

This interpretation is consistent with Schaufeli et al. (2020), who noted that dedication encompasses not only pride and

significance but also inspiration and challenge. Bakker and Demerouti (2021) similarly explained that employees in highly structured occupations may maintain strong engagement because of the meaningfulness of their work even when opportunities for novelty or autonomy are limited. Christian et al. (2021) further suggested that perceived challenge can influence sustained motivation and professional growth, while Meyer et al. (2020) emphasized that public service employees may derive dedication primarily from purpose and social contribution.

Overall, the findings demonstrate that police officers in Pampanga possess extremely high dedication, reflecting strong pride, meaning, and commitment to police service. The qualitative evidence shows that clear communication, supportive leadership, recognition, trust, and participation contribute to this high level of dedication. However, workload pressures, manpower shortages, emotional stress, and communication barriers may affect its long-term sustainability. The comparatively lower ratings for inspiration and challenge suggest opportunities to strengthen professional development, role enrichment, varied assignments, and participatory initiatives to sustain officers’ enthusiasm and deepen their engagement over time.

Relationship Between Transformational Leadership and Employee Engagement

Table 4 presents the relationship between the components of transformational leadership and employee engagement among police officers in Pampanga. The overall result shows that transformational leadership has a negligible positive correlation with employee engagement ($p = 0.040$, $p = 0.690$). Since the p-value is greater than 0.05, the result is not statistically significant, leading to the failure to reject the null hypothesis. This means that, in general, transformational leadership components do not have a strong or significant relationship with employee engagement in this study.

The overall finding suggests that although transformational leadership is present among police officers and employee engagement levels are generally high, these two variables are not significantly related in this context. This indicates that employee engagement may be influenced more by other factors beyond transformational leadership, such as organizational policies, job structure, work environment, personal motivation, or the nature of police work itself.

Table 4. Relationship Between Transformational Leadership Components and Employee Engagement

Transformational Leadership Components	Spearman's rho (ρ)	p-value	Interpretation	Decision
Integrity	0.063	0.527	Negligible Positive	Not Significant
Sensible Risk	0.144	0.148	Very Weak Positive	Not Significant
Encourages Innovation	-0.093	0.353	Negligible Negative	Not Significant
Demonstrates Innovation	0.065	0.514	Negligible Positive	Not Significant
Inspirational Motivation	-0.050	0.621	Negligible Negative	Not Significant
Develops Others	-0.191	0.055	Very Weak Negative	Not Significant
Supports Others	0.210	0.034	Weak Positive	Significant
Task Delegation	0.071	0.475	Negligible Positive	Not Significant



Expects Excellence	-0.072	.0471	Negligible Negative	Not Significant
Overall Transformational Leadership	0.040	0.690	Negligible Positive	Not Significant

Decision: Reject H_0 if $p < 0.05$

Fail to Reject H_0 if $p \geq 0.05$

Among the individual dimensions, Supports Others was the only component that demonstrated a statistically significant relationship with employee engagement ($\rho = 0.210$, $p = 0.034$). The relationship was weak but positive, indicating that greater perceptions of supervisory support were associated with higher employee engagement. This finding suggests that interpersonal and emotional support may have a more direct influence on police officers' engagement than other transformational leadership behaviors.

The qualitative findings strongly reinforced this result. PCO 1 stated, "*Kapag supportive ang supervisor, mas motivated akong tapusin nang maayos ang trabaho. Guidance from leadership helps reduce stress,*" while PNCO 2 shared, "*Our supervisor checks on us regularly and nagbibigay siya ng encouragement. Nakaka-motivate kasi ramdam mo yung support.*" PNCO 8 similarly explained, "*Leadership support helped me stay engaged during stressful situations. Parang may assurance ka na may backup ka.*" These narratives support Theme 2: Supportive Leadership Increases Motivation and Psychological Security, demonstrating that encouragement, supervisory presence, and concern for personnel help sustain motivation and engagement, particularly during demanding assignments.

The finding is consistent with the Job Demands–Resources (JD-R) model of Bakker and Demerouti (2021), which identifies social support and other job resources as important contributors to employee engagement, particularly in high-demand occupations. Schaufeli et al. (2020) likewise emphasized that engagement is influenced by a combination of organizational and personal resources rather than leadership behavior alone. These perspectives help explain why supportive leadership emerged as significant while the broader transformational leadership construct did not.

In contrast, the remaining dimensions showed no statistically significant relationships with employee engagement. Integrity ($\rho = 0.063$, $p = 0.527$), sensible risk ($\rho = 0.144$, $p = 0.148$), encouraging innovation ($\rho = -0.093$, $p = 0.353$), demonstrating innovation ($\rho = 0.065$, $p = 0.514$), inspirational motivation ($\rho = -0.050$, $p = 0.621$), develops others ($\rho = -0.191$, $p = 0.055$), task delegation ($\rho = 0.071$, $p = 0.475$), and expecting excellence ($\rho = -0.072$, $p = 0.471$) all had p -values greater than 0.05. Consequently, the null hypothesis was not rejected for these dimensions.

The absence of significant relationships may be explained by the highly structured and regulated nature of police work. Although officers may recognize and appreciate transformational leadership behaviors, their engagement may also be shaped by operational demands, organizational rules, workload, manpower availability, duty requirements, and the intrinsic sense of responsibility associated with police service. Thus, the presence

of transformational leadership behaviors does not necessarily translate directly into higher engagement.

The qualitative findings provide further support for this interpretation. Respondents identified workload, manpower shortages, long working hours, operational pressure, and emotional stress as factors affecting their engagement. PCO 4 stated, "*Mahirap kapag kulang ang manpower at sabay-sabay ang tasks,*" while PNCO 6 noted, "*Nakakapagod minsan dahil sa long duty hours.*" PCO 2 also identified "*operational pressure and time constraints,*" while PNCO 8 referred to the "*emotional stress from difficult cases.*" These findings support Theme 4: Operational Stress and Workload Challenges Affect Engagement, suggesting that working conditions may sometimes exert a stronger influence on engagement than specific leadership behaviors.

Communication and organizational barriers likewise appeared to constrain the influence of leadership. PCO 2 explained, "*May times na delayed ang information kaya nagkakaroon ng confusion sa execution,*" while PNCO 9 stated, "*Kapag hindi clear ang communication, nakaka-confuse at nakakabawas ng motivation.*" PCO 5 further identified "*communication gaps between units*" as an operational challenge. These findings support Theme 5: Organizational and Communication Barriers Create Difficulties in Task Execution, indicating that structural and operational constraints may weaken the effects of transformational leadership on employee engagement.

Notably, Develops Others showed the closest association to statistical significance among the non-significant dimensions ($\rho = -0.191$, $p = 0.055$). However, because the p -value slightly exceeded the 0.05 significance level, the relationship remains statistically nonsignificant and should not be interpreted as an established effect. The negative direction should likewise be interpreted cautiously and may reflect contextual factors, sampling variability, or the possibility that developmental responsibilities are accompanied by additional workload. The qualitative findings suggest that officers may place greater immediate value on practical supervisory support, clear communication, and reassurance than on longer-term developmental practices.

Overall, the findings indicate that transformational leadership as a whole was not significantly related to employee engagement among police officers in Pampanga ($\rho = 0.040$, $p = 0.690$). However, the significant relationship involving Supports Others ($\rho = 0.210$, $p = 0.034$) highlights the particular importance of interpersonal and employee-centered leadership practices. Police personnel appear to be more engaged when they feel respected, supported, trusted, and cared for by their supervisors.

Therefore, while strengthening transformational leadership remains valuable, efforts to improve employee engagement should give particular attention to consistent



supervisory support, recognition, open communication, psychological support, and concern for personnel welfare, alongside measures addressing workload, manpower, and operational constraints. This integrated approach may be more responsive to the actual conditions influencing employee engagement in police organizations.

Challenges Faced by Police Officers in Relation to Transformational Leadership and Employee Engagement

Tables 5 and 6 present the generated themes about the probing questions: Can you describe a specific situation in which leadership practices affected your motivation, commitment, or engagement in your work? What challenges did you experience during that situation? and How have communication, support, or guidance from your supervisors influenced your level of engagement, and what difficulties have you encountered in this regard?

Challenges Experienced in Leadership Practices.

Based on the responses of the 5 Police Commissioned Officers (PCOs) and 10 Police Non-Commissioned Officers (PNCOs), four major themes emerged regarding how leadership practices affect their motivation, commitment, and engagement in work.

These themes are Supportive Leadership Enhances Motivation and Commitment, Clear Communication and Direction Improve Engagement, Participative and Trust-Based Leadership Strengthens Employee Value and Confidence, Operational Challenges and Resource Limitations Affect Engagement.

Theme 1: Supportive Leadership Enhances Motivation and Commitment. The findings revealed that supportive leadership plays an important role in strengthening the motivation, commitment, and engagement of police officers. Respondents consistently described how encouragement, emotional support, recognition, guidance, and reassurance from leaders increased their willingness to perform their duties effectively. Statements such as “*Na-motivate ako kasi he showed confidence in our abilities*” (PCO 1), “*Parang hindi ka nag-iisa sa trabaho*” (PNCO 1), and “*Kapag supportive ang leadership, mas inspired kami*” (PNCO 9) indicate that supportive leadership fosters trust, belongingness, and emotional connection among personnel. These findings suggest that police officers are more engaged when leaders are approachable, dependable, and attentive to their welfare, particularly during demanding operations.

Table 5. Challenges Experienced in Leadership Practices

Interview Question	Actual Statements	Themes
Can you describe a specific situation in which leadership practices affected your motivation, commitment, or engagement in your work? What challenges did you experience during that situation?	PCO 1 - “<i>During one operation na medyo high-risk, our commander gave clear direction and trusted us to execute the plan. Na-motivate ako kasi he showed confidence in our abilities. Even if it is stressful, I felt committed kasi alam ko may support kami. The challenge lang was the pressure of decision-making under time constraints.</i>” PCO 3 - “<i>My superior always emphasizes integrity and professionalism. In one internal investigation case, I felt more motivated to ensure fairness kasi he leads by example. The challenge was balancing objectivity and pressure from different parties involved.</i>” PCO 5 - “<i>There was a stressful deployment where leadership remained calm and supportive. It boosted my morale and engagement. The challenge was fatigue due to long hours and limited manpower.</i>” PNCO 1 - “<i>Sa station namin, yung TL namin lagi kaming ina-update at supportive siya. Na-inspire ako kasi parang hindi ka nag-iisa sa trabaho. Challenge lang talaga yung heavy workload at kulang sa tao.</i>” PCO 5 - “<i>There was a stressful deployment where leadership remained calm and supportive. It boosted my morale and engagement. The challenge was fatigue due to long hours and limited manpower.</i>” PNCO 6 - “<i>May incident na long duty hours pero yung leader namin nag-check on us regularly. It increased my commitment. The challenge is physical exhaustion.</i>” PNCO 9 - “<i>Kapag supportive ang leader, mas inspired kami. Pero kapag busy sila at walang feedback, medyo nawawala motivation.</i>”	Theme 1 - Supportive Leadership Enhances Motivation and Commitment



	PCO 2 - <i>"There was a time na nagkaroon ng reorganization sa unit namin. Our leader explained the purpose clearly and encouraged us to adapt. It increased my engagement kasi I understood the vision. However, the challenge was adjusting to new responsibilities and managing team expectations."</i> PNCO 2 - <i>"During an anti-crime operation, our leader gave us motivation and clear instructions. Mas naging committed ako kasi alam ko ang direction. The challenge was the risk and pressure during field operation."</i> PNCO 7 - <i>"When leaders are strict but fair, mas na-momotivate ako. Pero kapag unclear ang instructions, nagiging confusing at nakaka-stress."</i> PNCO 8 - <i>"During training, our supervisor encouraged us and explained everything clearly. It improved my engagement. The challenge is adjustment to new procedures."</i>	Theme 2 - Clear Communication and Direction Improve Engagement
	PCO 4 - <i>"When our leadership implemented new operational guidelines, they involved us in planning. That made me more committed kasi I felt valued. The challenge was the additional workload during the transition period."</i> PNCO 4 - <i>"Our officer-in-charge encourages us to suggest ideas. Nakaka-motivate kasi naririnig kami. Pero challenge is minsan hindi lahat ng suggestions na-aapprove, so nakaka-frustrate din."</i> PNCO 10 - <i>"I felt more engaged when my commander trusted me with responsibilities. The challenge was handling pressure and ensuring accuracy in reports."</i>	Theme 3 - Participative and Trust- Based Leadership Strengthens Employee Value and Confidence
	PCO 1 - <i>"During one operation na medyo high-risk, our commander gave clear direction and trusted us to execute the plan. Na-motivate ako kasi he showed confidence in our abilities. Even if it is stressful, I felt committed kasi alam ko may support kami. The challenge lang was the pressure of decision-making under time constraints."</i> PNCO 3 - <i>"May time na sobrang stressful ng admin tasks, pero yung supervisor namin very understanding and nagbibigay ng guidance. It helped me stay engaged. Challenge lang is time management kasi sabay-sabay ang tasks."</i> PNCO 6 - <i>"May incident na long duty hours pero yung leader namin nag-check on us regularly. It increased my commitment. The challenge is physical exhaustion."</i>	Theme 4 - Operational Challenges and Resource Limitations Affect Engagement

The findings further indicate that leadership support serves as an important psychological resource in coping with the pressures of police work. In an environment characterized by operational risks, heavy workloads, and stressful situations, leaders who provide encouragement, recognize employees' efforts, and demonstrate concern for their welfare can help sustain morale and organizational commitment. This is consistent with Dirani et al. (2020), who emphasized that supportive leadership promotes employee motivation, resilience, and engagement, particularly in high-stress work environments. Similarly, the Job Demands-Resources (JD-R) model of Bakker and Demerouti (2021) identifies social and supervisory support as job resources that help buffer work demands and sustain employee engagement. Eva et al. (2021) likewise emphasized that empathy, individualized consideration, and emotional support strengthen employees' sense of value and belongingness, while McCarty and Aldirawi (2022) highlighted the importance of supervisory and

organizational support in promoting police officers' job satisfaction, commitment, and psychological resilience.

Overall, the findings demonstrate that supportive leadership is a significant interpersonal factor in sustaining employee engagement among police personnel. Leaders who consistently provide encouragement, guidance, recognition, and emotional support help officers maintain motivation and commitment despite operational pressures. This finding is particularly consistent with the quantitative result showing that Supports Others was the only transformational leadership dimension significantly related to employee engagement ($\rho = 0.210$, $p = 0.034$). Thus, strengthening employee-centered and supportive leadership practices may be more directly beneficial to police officers' engagement than relying solely on broader transformational leadership behaviors.

Theme 2: Clear Communication and Direction Improve Engagement. The findings revealed that clear communication and effective direction from leaders strengthen



police officers' engagement and commitment. Participants emphasized that clear instructions, explanations of organizational goals, and regular operational updates increase their motivation, confidence, and preparedness. As one participant stated, *"Our leader gave us motivation and clear instructions"* (PNCO 2), while another noted that the leader *"explained the purpose clearly and encouraged us to adapt"* (PCO 2).

Clear communication also reduces uncertainty, particularly during critical operations and organizational changes, while helping personnel understand their roles and align their efforts with organizational objectives. These findings are consistent with Men and Stacks (2020), who found that transparent leadership communication enhances employee engagement, trust, and commitment. They also support the Job Demands–Resources theory, which identifies communication and leadership guidance as important resources that enhance motivation and reduce uncertainty (Bakker & Demerouti, 2021). Similarly, Karanges et al. (2021) emphasized that clear leadership communication improves morale, work engagement, and organizational understanding. Overall, the findings suggest that leaders who communicate openly, provide clear direction, and explain organizational goals can reduce uncertainty, strengthen employee confidence, and foster greater engagement and commitment among police personnel.

Theme 3: Participative and Trust-Based Leadership Strengthens Employee Value and Confidence. The findings revealed that participative and trust-based leadership enhances police officers' motivation, confidence, and commitment. Participants reported feeling more valued and engaged when leaders involved them in planning and decision-making, encouraged their ideas, and trusted them with responsibilities. As one participant stated, *"They involved us in planning. That made me more committed kasi I felt valued"* (PCO 4), while another noted, *"I felt more engaged when my commander trusted me with responsibilities"* (PNCO 10).

These findings suggest that participation and trust strengthen employees' sense of value, belongingness, ownership, and accountability. In the hierarchical context of policing, opportunities to contribute ideas and assume responsibilities may encourage initiative, confidence, and stronger commitment to organizational goals. This is consistent with Northouse (2021), who emphasized that participative leadership promotes empowerment and commitment through employee involvement in decision-making. Similarly, Breevaart and Bakker (2020) found that trust-based leadership enhances employee engagement, self-efficacy, and work performance. The findings also support studies highlighting the importance of participation, collaboration, and supportive supervision in strengthening employee engagement and organizational commitment (Eva et al., 2021; Asbari et al., 2021; Paoline & Terrill, 2021). Overall, the findings indicate that leaders who involve personnel in organizational processes and demonstrate trust in their abilities foster greater confidence, empowerment, motivation, and commitment among police officers.

Theme 4: Operational Challenges and Resource Limitations Affect Engagement. The findings revealed that

operational challenges and resource limitations negatively affect police officers' engagement and work experience. Participants identified heavy workloads, manpower shortages, decision-making pressure, fatigue, stress, and inadequate equipment and logistics as major concerns. As participants noted, *"Challenge lang talaga yung heavy workload at kulang sa tao"* (PNCO 1), *"Challenge is physical exhaustion"* (PNCO 6), and *"Lack of resources sometimes, like equipment and logistics"* (PNCO 5).

These findings suggest that supportive leadership alone may not sustain employee engagement when personnel continuously experience excessive demands and insufficient organizational resources. Workload imbalance, extended operational pressure, fatigue, and inadequate logistical support can reduce employees' energy, motivation, and job satisfaction. Thus, sustainable engagement in policing depends on both effective leadership and adequate organizational capacity.

The findings are consistent with the Job Demands–Resources theory, which explains that excessive job demands can lead to fatigue and reduced engagement when not balanced by sufficient resources (Bakker & Demerouti, 2021). Previous studies similarly identified workload pressure, inadequate recovery, staffing shortages, and limited organizational resources as significant factors affecting police officers' well-being, motivation, and engagement (Sonnetag & Fritz, 2021; Violanti et al., 2020; McCarty & Aldirawi, 2022; Masal et al., 2021). Overall, the findings indicate that operational and resource-related challenges remain significant barriers to sustained employee engagement. Addressing workload, manpower allocation, and logistical support may enhance police officers' well-being, operational effectiveness, and long-term commitment.

Essence Statement: Integration of Themes. The lived experiences of police officers reveal that employee engagement emerges from the interaction between leadership practices and operational realities. Supportive, communicative, participative, and trust-based leadership enhances motivation, confidence, commitment, and a sense of belonging among police personnel. Officers become more engaged when leaders provide emotional support, clear direction, opportunities for participation, and trust in their abilities.

However, the positive effects of leadership may be constrained by heavy workloads, manpower shortages, fatigue, limited resources, and stressful working conditions. These findings suggest that sustained engagement depends not only on effective leadership but also on adequate organizational support and manageable work conditions.

Overall, the essence of the findings is that employee engagement in policing is strengthened through a balance between human-centered leadership and organizational support mechanisms that address both the professional and psychological needs of police personnel.

Difficulties Encountered in Level of Engagement. Table 6 presents the themes that emerged from the experiences of Police Commissioned Officers (PCOs) and Police Non-Commissioned Officers (PNCOs) regarding the influence of supervisory communication, support, and guidance on workplace



engagement. The findings show that clear communication, emotional support, recognition, participation, and trust enhance motivation, confidence, commitment, and work engagement. However, workload pressures, manpower shortages, delayed communication, limited resources, and changing operational demands may hinder sustained engagement. Overall, employee engagement among police officers is shaped by both leadership practices and organizational realities.

Through thematic analysis, five major themes emerged from the participants' narratives: (1) Clear Communication Enhances Confidence and Work Engagement; (2) Supportive Leadership Increases Motivation and Psychological Security; (3) Recognition, Participation, and Trust Foster Employee Value and Commitment; (4) Operational Stress and Workload Challenges Affect Engagement; and (5) Organizational and Communication Barriers Create Difficulties in Task Execution. These themes

collectively describe the lived experiences of police officers and provide deeper insights into how leadership practices and workplace conditions influence employee engagement in the context of policing.

Theme 1: Clear Communication Enhances Confidence and Work Engagement. The findings revealed that clear communication from supervisors enhances police officers' confidence, preparedness, and work engagement. Participants emphasized that clear instructions, regular updates, and proper explanations of tasks and procedures help them understand expectations and perform their duties more effectively. As one participant stated, "*Kapag malinaw ang direction, mas focused kami*" (PCO 2), while another noted, "*Kapag malinaw ang instructions ng supervisor namin, mas ganado akong magtrabaho*" (PNCO 1).

Table 6. Difficulties Encountered in Level of Engagement

Interview Question	Actual Statements	Themes
How have communication, support, or guidance from your supervisors influenced your level of engagement, and what difficulties have you encountered in this regard?	PCO 1 - "<i>Our supervisor regularly gives updates and clear instructions during operations. Dahil doon, mas confident kami sa trabaho namin. The challenge lang is minsan kulang ang time for detailed briefing kapag emergency situations. Kapag supportive ang supervisor, mas motivated akong tapusin nang maayos ang trabaho. Guidance from leadership helps reduce stress. Pero challenge pa rin yung long working hours.</i>" PCO 2 - "<i>Communication from our commander really affects my engagement. Kapag malinaw ang direction, mas focused kami. However, may times na delayed ang information kaya nagkakaroon ng confusion sa execution. My engagement increased because our supervisor explains the purpose behind every task. Naiintindihan namin bakit mahalaga ang ginagawa namin. The problem is operational pressure and time constraints.</i>" PCO 5 - "<i>Our leader encourages teamwork and open communication. Nakakatulong iyon sa morale namin especially during stressful operations. The difficulty is sometimes communication gaps between units. Consistent communication from leadership helps maintain discipline and teamwork. Kapag may guidance, mas organized ang trabaho. The challenge is adapting quickly to sudden operational changes.</i>" PNCO 1 - "<i>Kapag malinaw ang instructions ng supervisor namin, mas ganado akong magtrabaho. Hindi ka nangangapa sa tasks. Challenge lang talaga yung workload at overtime duties.</i>" PNCO 2 - "<i>Our supervisor checks on us regularly and nagbibigay siya ng encouragement. Nakaka-motivate kasi ramdam mo yung support. Pero minsan kulang kami sa equipment kaya stressful pa rin.</i>" PNCO 3 - "<i>Communication affects my engagement kasi kapag updated kami, mas prepared kami sa operations. Ang difficulty is minsan late ang information na natatanggap.</i>"	Theme 1 - Clear Communication Enhances Confidence and Work Engagement



	PNCO 7 - <i>“Our supervisor explains procedures clearly kaya less mistakes sa trabaho. However, mahirap kapag mabilis ang changes sa policies at kailangan agad mag-adjust.”</i> PNCO 9 - <i>“Kapag hindi clear ang communication, nakaka-confuse at nakakabawas ng motivation. Pero kapag maayos ang guidance, mas productive kami.”</i>	
	PCO 3 - <i>“My superior is approachable and nagbibigay siya ng guidance especially during difficult cases. It motivates me to perform better. Ang challenge lang is balancing multiple responsibilities while following changing instructions. Leaders who listen to suggestions make us feel respected. Mas willing kami mag-contribute ng ideas. Ang challenge lang is hindi lahat ng recommendations naipapatupad.”</i> PNCO 4 - <i>“Mas inspired ako kapag supportive ang OIC namin at open siya sa concerns namin. Challenge lang is pressure during field assignments.”</i> PNCO 5 - <i>“When leaders guide us properly, mas confident akong gawin yung trabaho ko. The challenge is balancing administrative work and field duties.”</i> PNCO 8 - <i>“Leader’s support helped me stay engaged during stressful situations. Parang may assurance ka na may backup ka. Challenge lang yung emotional stress from difficult cases.”</i>	Theme 2 - Supportive Leadership Increases Motivation and Psychological Security
	PCO 4 - <i>“When supervisors recognize our efforts and ask for our input, mas na-eengage ako sa work. I feel valued as part of the organization. Pero mahirap kapag kulang ang manpower at sabay-sabay ang tasks. During critical incidents, our commander remained calm and supportive. It helped us stay focused. However, physical exhaustion and limited resources still affect our engagement.”</i> PNCO 6 - <i>“Kapag may appreciation from supervisors, mas motivated kami. Simple recognition malaking bagay na. Pero nakakapagod minsan dahil sa long duty hours.”</i>	Theme 3 - Recognition, Participation, and Trust Foster Employee Value and Commitment
	PCO 1 - <i>“Our supervisor regularly gives updates and clear instructions during operations. Dahil doon, mas confident kami sa trabaho namin. The challenge lang is minsan kulang ang time for detailed briefing kapag emergency situations. Kapag supportive ang supervisor, mas motivated akong tapusin nang maayos ang trabaho. Guidance from leadership helps reduce stress. Pero challenge pa rin yung long working hours.”</i> PCO 2 - <i>“Communication from our commander really affects my engagement. Kapag malinaw ang direction, mas focused kami. However, may times na delayed ang information kaya nagkakaroon ng confusion sa execution. My engagement increased because our supervisor explains the purpose behind every task. Naiintindihan namin bakit mahalaga ang ginagawa namin. The problem is operational pressure and time constraints.”</i>	Theme 4 - Operational Stress and Workload Challenges Affect Engagement



	PNCO 10 - <i>"I feel more engaged when supervisors trust us and give constructive feedback. Ang challenge is lack of manpower during operations kaya dagdag pressure sa amin."</i>	
	PCO 5 - <i>"Our leader encourages teamwork and open communication. Nakakatulong iyon sa morale namin especially during stressful operations. The difficulty is sometimes communication gaps between units. Consistent communication from leadership helps maintain discipline and teamwork. Kapag may guidance, mas organized ang trabaho. The challenge is adapting quickly to sudden operational changes."</i>	Theme 5 - Organizational and Communication Barriers Create Difficulties in Task Execution

These findings suggest that communication clarity reduces uncertainty and operational errors, particularly during time-sensitive and high-pressure situations. Clear guidance also strengthens coordination, discipline, psychological readiness, and organizational alignment. In contrast, unclear communication may create confusion and reduce confidence and engagement.

The findings are consistent with studies showing that transparent and consistent leadership communication strengthens employee trust, commitment, morale, and engagement (Men & Stacks, 2020; Karanges et al., 2021). They also support the Job Demands–Resources theory, which identifies communication and supervisory guidance as important resources that reduce uncertainty and enhance psychological readiness in demanding work environments (Bakker & Demerouti, 2021). Similar findings in policing emphasize that clear supervisory communication improves officers' confidence, operational performance, and organizational commitment (White et al., 2022; Paoline & Terrill, 2021). Overall, clear communication is a fundamental leadership practice that enhances confidence, coordination, preparedness, and employee engagement among police officers. Strengthening regular briefings, transparent information sharing, and supervisory communication skills may further improve morale and operational effectiveness.

Theme 2: Supportive Leadership Increases Motivation and Psychological Security. The findings revealed that supportive leadership enhances police officers' motivation, psychological security, and engagement. Participants emphasized that encouragement, guidance, reassurance, and emotional support help them remain motivated and committed, particularly under demanding and high-risk conditions. As one participant stated, *"Kapag supportive ang supervisor, mas motivated akong tapusin nang maayos ang trabaho"* (PCO 1), while another noted, *"Parang may assurance ka na may backup ka"* (PNCO 8).

These findings suggest that supportive supervisors create a psychologically safe environment in which personnel feel valued, protected, and guided. In policing, where officers regularly experience stress, danger, and uncertainty, supervisory support serves as an important resource that promotes resilience, focus, and sustained performance. Supportive leadership also strengthens trust and organizational commitment by fostering positive relationships between supervisors and personnel.

The findings are consistent with studies emphasizing the role of supportive leadership in sustaining employee motivation, resilience, and engagement in demanding work environments (Dirani et al., 2020; Eva et al., 2021). They also support the Job

Demands–Resources theory, which identifies supervisory support as a job resource that buffers the effects of stress and other job demands (Bakker & Demerouti, 2021). Research in policing similarly highlights the importance of supervisory and organizational support in promoting job satisfaction, resilience, engagement, and well-being (McCarty & Aldirawi, 2022; Violanti et al., 2020). Overall, supportive leadership is essential in strengthening motivation and psychological security among police officers. Supervisors who provide encouragement, emotional support, and reassurance can help build a more resilient and engaged workforce, particularly in high-pressure law enforcement environments.

Theme 3: Recognition, Participation, and Trust Foster Employee Value and Commitment. The findings revealed that recognition, constructive feedback, participation, and trust enhance police officers' sense of value, confidence, and organizational commitment. Participants reported greater engagement when supervisors acknowledged their efforts, considered their suggestions, and entrusted them with responsibilities. As one participant stated, *"When supervisors recognize our efforts and ask for our input, mas na-eengage ako sa work"* (PCO 4), while another noted that leaders who listen to suggestions *"make us feel respected"* (PCO 3).

These findings suggest that participative and appreciative leadership strengthens morale, empowerment, accountability, and psychological ownership. This is particularly relevant in hierarchical police organizations, where opportunities for participation can encourage initiative and proactive performance. The findings are consistent with Northouse (2021), who emphasized that participative leadership promotes empowerment and commitment, and with Breevaart and Bakker (2020), who associated trust-based leadership with greater engagement and self-efficacy. Eva et al. (2021) likewise highlighted the role of appreciative and supportive leadership in strengthening belongingness and workplace relationships, while Paoline and Terrill (2021) found that supportive supervision contributes to police officers' job satisfaction and commitment. Overall, recognition, participation, and trust serve as important leadership mechanisms for strengthening police officers' psychological connection to their work and organization.

Theme 4: Operational Stress and Workload Challenges Affect Engagement. The findings revealed that operational stress and excessive workload can undermine police officers' sustained engagement despite positive leadership experiences. Participants identified long working hours,



manpower shortages, heavy workloads, overtime duties, and operational pressure as major challenges. As one participant noted, "*Mahirap kapag kulang ang manpower at sabay-sabay ang tasks*" (PCO 4), while another identified "*workload at overtime duties*" as a continuing challenge (PNCO 1).

These findings suggest that high job demands may contribute to fatigue, reduced energy, and difficulty sustaining engagement, particularly when staffing and organizational resources are inadequate. The results support the Job Demands–Resources theory, which posits that excessive workload and time pressure can diminish engagement when not balanced by sufficient resources (Bakker & Demerouti, 2021). Similarly, Sonnentag and Fritz (2021) linked prolonged work stress and inadequate recovery to fatigue and disengagement. In policing, Violanti et al. (2020) and McCarty and Aldirawi (2022) likewise identified long working hours, operational pressure, and staffing shortages as factors affecting officers' well-being, job satisfaction, and engagement. Overall, the findings indicate that operational demands remain a significant barrier to sustained employee engagement, underscoring the need for effective workload management, adequate staffing, and strengthened organizational resources.

Theme 5: Organizational and Communication Barriers Create Difficulties in Task Execution. The findings revealed that organizational inefficiencies and communication barriers hinder police officers' task execution and engagement. Participants identified delayed information, communication gaps between units, rapid policy changes, and limited coordination as sources of confusion, stress, and reduced efficiency. As one participant noted, "*May times na delayed ang information kaya nagkakaroon ng confusion sa execution*" (PCO 2), while another identified "*communication gaps between units*" as a recurring difficulty (PCO 5).

These findings suggest that effective leadership may be undermined by weak communication systems and organizational unpredictability. In policing, timely information and coordinated directives are essential for safe and accurate decision-making. The results are consistent with Men and Stacks (2020) and Karanges et al. (2021), who emphasized that ineffective internal communication reduces engagement, morale, and organizational alignment. The Job Demands–Resources theory likewise suggests that organizational inefficiencies can increase demands and hinder engagement (Bakker & Demerouti, 2021). Similar concerns have been reported in policing, where unclear or inconsistent directives can negatively affect performance and engagement (White et al., 2022). Overall, the findings indicate that efficient communication systems and organizational coordination are essential for sustaining employee engagement and effective task execution among police personnel.

Essence Statement: Integration of Themes. Across the five themes, employee engagement among police officers emerged from the interaction of enabling leadership practices and challenging organizational conditions. Clear communication, supportive leadership, recognition, participation, and trust strengthen officers' confidence, motivation, psychological security, and commitment. These practices promote clarity,

belongingness, and effective performance, even in demanding work environments.

However, sustained engagement is constrained by heavy workloads, manpower shortages, operational stress, communication gaps, delayed information, and rapid organizational changes. These conditions may contribute to fatigue, uncertainty, and reduced performance despite supportive leadership.

Overall, the findings indicate that police officers' engagement depends on a balance between effective, people-centered leadership and adequate organizational support. Sustaining engagement therefore requires not only clear communication, supportive supervision, and participative leadership but also manageable workloads, sufficient resources, and efficient organizational communication systems.

Output of the Study

Proposed Policy: Transformational Leadership and Employee Engagement Enhancement Policy (TLEEEP)

Based on the quantitative and qualitative findings of the study, a policy framework was developed to strengthen transformational leadership and enhance employee engagement among police officers in the Province of Pampanga. The proposed Transformational Leadership and Employee Engagement Enhancement Policy (TLEEEP) serves as the practical output of the research by translating the study's findings into concrete organizational strategies and interventions. The policy is grounded in the evidence that transformational leadership behaviors—particularly supportive supervision, clear communication, trust, recognition, and participative decision-making—significantly contribute to higher levels of employee engagement. At the same time, the qualitative findings revealed that operational constraints such as heavy workloads, manpower shortages, communication gaps, and inadequate resources negatively affect personnel motivation and commitment.

The proposed policy seeks to institutionalize leadership practices that foster motivation, collaboration, and organizational commitment while addressing the operational barriers that hinder employee engagement. Rather than functioning solely as a leadership development initiative, TLEEEP adopts a comprehensive organizational approach by integrating leadership enhancement, communication systems, employee participation, workload management, psychological wellness, and organizational coordination into a unified policy framework. Through these interventions, the policy aims to improve both individual performance and organizational effectiveness, ultimately contributing to a more motivated, resilient, and service-oriented police organization.

Conclusions

The following are concluded based on the findings of the study:

1. On socio-demographic profile, the police respondents in Pampanga are largely young, early-career, and predominantly PNCOs with bachelor's degree qualifications, indicating a workforce that is operational in nature but still developing in experience and advanced education.



2. Transformational leadership is generally perceived positively among police officers, with integrity, innovation, and performance expectations rated highly, while other dimensions are experienced consistently but at a slightly lower level, indicating overall strong but uneven leadership practice.

3. On employee engagement, police officers exhibit high to extremely high levels of engagement, particularly in vigor and dedication, showing strong energy, resilience, and sense of purpose in their work, with absorption also remaining at a high level.

4. On relationships between variables, transformational leadership as a whole does not significantly predict employee engagement among police officers, as most dimensions show negligible relationships; however, leadership support stands out as the only factor with a small but significant positive influence on engagement.

5. On the challenges, leadership practices influence police engagement through supportive behavior, clear communication, trust, and participation, while engagement is constrained by operational stress, workload, and organizational barriers, highlighting the interaction between leadership and structural challenges in shaping work experiences.

6. On the proposed policy, the study concludes that a Transformational Leadership and Employee Engagement Enhancement Policy (TLEEEP) is necessary to strengthen leadership practices and address organizational challenges, thereby improving motivation, engagement, and performance among police officers.

Recommendations

Based on the findings and the conclusions drawn, the following are hereby recommended:

1. **Strengthen leadership training on supportive behaviors.** Since "Supports Others" was the only leadership dimension significantly linked to employee engagement, the PNP should prioritize training programs that enhance supervisors' ability to show empathy, provide emotional support, and build respectful relationships with personnel.

2. **Enhance communication systems and operational briefings.** To address issues of delayed information and confusion, standardized and timely communication protocols (e.g., structured briefings, real-time updates, and clear command channels) should be institutionalized across all units.

3. **Maintain and reinforce high standards of integrity and performance.** Given that integrity and expectation of excellence were highly rated, these should be continuously reinforced through ethics training, accountability mechanisms, and recognition systems that promote professionalism.

4. **Implement workload management and manpower optimization strategies.** Since operational stress, fatigue, and manpower shortages were consistently identified, duty scheduling, rotation systems, and staffing augmentation should be strengthened to reduce burnout and improve efficiency.

5. **Strengthen employee participation and recognition programs.** Police personnel should be given more opportunities to contribute ideas and participate in decision-

making. Formal recognition systems should also be expanded to sustain motivation and reinforce positive performance.

6. Improve resource allocation and logistical support.

To address resource limitations, the organization should ensure adequate provision of equipment, manpower, and operational needs to support effective field performance.

7. Institutionalize wellness and psychological support programs.

Given the high demands of police work, regular stress debriefings, counseling services, and mental health support programs should be implemented to sustain emotional resilience and engagement.

8. **Adopt the proposed TLEEEP policy.** The Philippine National Police in Pampanga should formally implement the Transformational Leadership and Employee Engagement Enhancement Policy (TLEEEP) to integrate leadership development, communication systems, workload management, and employee support mechanisms into a unified framework for sustained organizational improvement.

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SURVEY- QUESTIONNAIRE

The researcher is conducting a study to determine the Transformational Leadership and its relationship with Employee Engagement among Police Officers in Angeles City. In view of the above objective, we are humbly asking for your participation in the study by answering the questions below, as truthfully and as candidly as possible. Any data gathered from your response in this questionnaire shall be treated with utmost confidentiality and professionalism.

Thank you very much for your participation.

Employee engagement will be measured using the Utrecht work engagement scale (UWES9), which comprises nine items (Schaufeli & Bakker, 2003). About the assessment of transformational leadership, the Multifactor Leadership Questionnaire – will be using a 5-point Likert scale, with one (0) representing never and five (4) representing always.

Directions:

Kindly accomplish this questionnaire checklist completely and as truthful, honest and straightforward as possible. The data herein shall be treated with utmost confidentiality and professionalism. Tick the line ☐ which corresponds to your answer and write the appropriate response on blanks provided.

Part I. Profile of the Respondents

1. Age (Please indicate): _____

2. Gender : _____ Male
 _____ Female

3. Rank Classification

_____ Commissioned officer
 _____ Non-commissioned officer

4. Educational Attainment

_____ Bachelor's Degree
 _____ Master's Degree
 _____ Doctorate Degree

5. Length of service/practice of profession

_____ 5 years and below	_____ 16 years to 20 years
_____ 6 years to 10 years	_____ 21 years to 25 years
_____ 11 years to 15 years	_____ 26 years to 30 years
	_____ 31 years and above



Part II. Transformational Leadership of Police Officers

Kindly assess your transformational leadership using the scales as follows:

Numeric Value	Scale Description	Symbol
1	Never	N
2	Sometimes	S
3	Often	O
4	Always	A

A. Transformational Leadership

Indicators	4 A	3 O	2 S	1 N
1. Integrity				
Shows determination on the job				
Does not display honesty				
Is approachable				
Considers the ethical implications of actions				
Expresses values shared by program staff members.				
Encourages staff behaviors consistent with the values shared by all members				
Acts consistently with values shared by program staff members				
Keeps commitments				
Is trustworthy				
Behaves in ways that strengthens respect from staff members				
Is someone that staff members are proud to be associated with				
Models behaviors other staff are asked to perform				
Shows self-confidence				
2. Sensible risk				
Takes appropriate personal risks in order to improve the program				
Takes personal chances in pursuing program goals				
Is willing to personally sacrifice for the sake of the program				
Makes bold personal decisions, if necessary, to improve the program				
Performs tasks other than own, when necessary, to fulfill program objectives				
Seeks program interests over personal interests				
3. Encourages innovation				
Attempts to improve the program by taking a new approach to business as usual				
Positively acknowledges creative solutions to problems				
Encourages ideas other than own				
Is respectful in handling staff member mistakes				
Encourages staff to try new ways to accomplish their work				
Asks questions that stimulate staff members to consider ways to improve their work performance				
Does not criticize program members' ideas even when different from own				
3. Demonstrates innovation				
Accomplishes tasks in a different manner from most other people				
Tries ways of doing things that are different from the norm				
Seeks new opportunities within the program for achieving organizational objectives				
Identifies limitations that may hinder organizational improvement				
Challenges staff members to reconsider how they do things				
Takes bold actions in order to achieve program objectives				
Searches outside the program for ways to facilitate organizational improvement				
4. Inspirational motivation				
Makes staff aware of the need for change in the program				
Conveys hope about the future of the program				



Communicates program needs				
Identifies program weaknesses				
Considers staff needs when setting new program goals				
Encourages staff feedback in choosing new program goals				
Develops new program goals				
Talks about goals for the future of the program				
Displays enthusiasm about pursuing program goals				
Uses metaphors and/or visual tools to convey program goals				
Displays confidence that program goals will be achieved				
Expresses a clear vision for the future of the program				
Clearly defines the steps needed to reach program goals				
Sets attainable objectives for reaching program goals				
Helps staff members see how their own goals can be reached by pursuing program goals				
Demonstrates tasks aimed at fulfilling program goals				
Allocates resources toward program goals				
Obtains staff assistance in reaching program goals				
Secures support from outside the program when needed to reach program goals				
Promotes teamwork in reaching program goals				
Expresses confidence in staff members' collective ability to reach program goals				
Prepares for challenges that may result from changes in the program				
Encourages staff to share suggestions on how new program goals will be implemented				
Behaves consistently with program goals				
5. Develops others				
Offers individual learning opportunities to staff members for professional growth				
Takes into account individual abilities when teaching staff members				
Coaches staff members on an individual basis				
Recognizes individual staff members' needs and desires				
Assists individual staff members in developing their strengths				
6. Supports others				
Treats staff members as individuals, rather than as a collective group				
Treats individual staff members with dignity and respect				
Does not respect individual staff members' personal feelings				
7. Task delegation				
Provides opportunities for staff to participate in making decisions that affect the program				
Provides opportunities for staff members to take primary responsibility over tasks				
Delegates tasks that provide encouragement to staff members				
Delegates tasks that build up the organization				
Assigns tasks based on staff members' interests				
Enables staff to make decisions, within contractual guidelines, on how they get their work done				
Follows delegation of a task with support and encouragement				
Sees that authority is granted to staff in order to get tasks completed				
Provides requested support for task completion				
Allocates adequate resources to see tasks are completed				
Provides information necessary for task completion				
Provides feedback on progress toward completing a task				
Conveys confidence in staff members' ability to accomplish tasks				
Helps staff members set attainable goals to accomplish work tasks				
8. Expects excellence				
Expects excellence from staff				
Expects that members of the staff will take the initiative on completing tasks				
Expects that staff members will give tasks their best effort				



Part III. Employee Engagement

Kindly describe your engagement in terms of Absorption, Vigor, and Dedication, using the following scales:

Numeric Value	Scale Description	Symbol
1	Low engagement	LE
2	Moderate engagement	ME
3	Highly engagement	HE
4	Extremely high engagement	EHE

Employee Engagement

Indicator	4 EHE	3 HE	2 ME	1 LE
Absorption				
Time flies when I'm working				
When I am working, I forget everything else around me				
I am immersed in my work				
I get carried away when I'm working				
It is difficult to detach myself from my job				
Vigor				
At my work, I feel bursting with energy.				
At my job, I feel strong and vigorous				
When I get up in the morning, I feel like going to work				
I can continue working for very long periods at a time				
At my job, I am very resilient, mentally				
At my work I always persevere, even when things do not go well				
Dedication				
I find the work that I do full of meaning and purpose				
I am enthusiastic about my job				
My job inspires me				
I am proud on the work that I do				
To me, my job is challenging				

Part IV. Challenges Faced by the Police Officers in Relation to Transformational Leadership

SOP: What challenges do police officers face in relation to transformational leadership and employee engagement in Pampanga?

Probing Questions:

1. Can you describe a specific situation in which leadership practices affected your motivation, commitment, or engagement in your work? What challenges did you experience during that situation?
2. How have communication, support, or guidance from your supervisors influenced your level of engagement, and what difficulties have you encountered in this regard?