

## **Stress Management in an Organization among Non-commissioned Police Officers in Zamboanga del Norte: A Structural Equation Model**

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**Abstract:** The aimed of this investigation was to discover what model best fits for stress management in an organization among non-commissioned police officers in Zamboanga del Norte Region IX. Employing correlation research design, population and sampling and structural equation model, data were obtained from 400 non-commissioned police officers from various cities and municipalities police stations in Zamboanga del Norte. On other hand, the study established that there is an important connection in the organization among self-esteem, work engagement and stress management. Conclusive statement drawn based on the results of the research; leadership behavior has no important correlation in stress management. Further, findings established that self-esteem and work engagement is a significant predictors on the stress management and leadership behavior is accepted which means is not the predictor on the stress management. Furthermore, findings discovered that self-esteem and work engagement established the best fit model on stress management of non-commissioned police officers.

**Keywords:** criminal justice, police officers, stress management, self-esteem, work engagement, Philippines

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### **Introduction**

Stress management is dealing with stress in a positive way to ensure good health and general wellbeing (Muthu Lakshmi & Saravanan, 2017). In contemporary culture, stress is becoming a major issue as it can harm the health and efficiency of police officers. Hence, the proposed study claims that It may be a rewarding job to work as a police officer, but it can also be stressful (Rao & Salvi, 2016). For police officers, stress may lead in absenteeism, declines productivity and efficiency, including slower reaction by police officers, poorer decision-making capacity, increased complaints, policy violations, accusations of misconduct, and the protection of community life and assets (Rineer, 2018). However, the solution sometimes improves the ability of the police officer to plan and handle their stress and time when the police officer feels quantitatively overloaded (Hurrell, Nelson, Quick, & Quick, 2003).

This study on stress management is significant because this would help to evaluate the present conditions of non-commissioned police officer's stress management in the workplace and in the police organization in region IX municipals and cities police station. As noted, Police officers dissatisfaction and withdrawal from job have a significant link with work-related stress (Rane, 2011). In addition, injured police officers reported greater occupational risks and job stress. On other hand, work withdrawal intentions and negative relations with co- police officers have a positive relationship with work stress but indirectly related to job performance (Gonzalez & Perez-Floriano, 2019). Additionally, police officers work has a connection with stress in terms of what Police officers do (operations) and the Police organization (Ehimwenma & Money, 2016). Hence, to study non-commissioned police officers stress management is substantial.

Stress management linked to so many studies with different factors. However, the research results of (Jin, Ma, & Zhou, 2015) linked leadership behavior with stress management.

Stated that strong leadership behavior relieve employees' work stress. Leadership behavior generally provides high-level job autonomy and job control to police officers, which helps to relieve stress at work and it could inferred that the relationships between leaders and subordinates were valuable resources to help employees manage with work stress. Self-esteem arising from (Darviri, Galanakis, Palaologou, Patsi, & Velegraki, 2016) linked stress management with self-esteem. The stress of police officers can lead to burnout work, stressful life and negative job performance. Stress management is directly linked work

engagement (Moretti&Postru ž nik, 2011). Work engagement looks after the organization's future and is prepared to spend the discretionary effort – exceeding the call of duty – to meet mission and vision of the organization.

By the enormous difficulties posed by this problem, numerous researches around the world aimed at identifying factors, drawing conclusions, and suggestions delivered. The literature has a gap with regard to the hierarchy of stress management in non-commissioned officers of the police and stress management is how related to leadership behavior, self-esteem, work engagement, and whether or not stress management in non-commissioned police officers is vulnerable to distinct rates of leadership behaviour, self-esteem and work engagement. Meanwhile, no research has been carried out covering all the above-mentioned variables in the Philippines, especially in Region IX cities and municipals police stations, the aim of this investigation was to gather evidence to the improvement of understanding and develop a fresh model that offer other path to improving stress management technique in police organization.

### **Research Objective**

The aimed of this investigation was to develop a best fit model for stress management through leadership behavior, self-esteem and work engagement. Specifically, this study dealt with the following goals in mind: To assess level of leadership behavior of non-commissioned police officer in terms of accountability of leadership, lawfulness of leadership, ethical leadership, political loyalty leadership, and network governance leadership; to assess the level of the state self-esteem in terms of performance self-esteem, social self-esteem and appearance self-esteem; to evaluate the level of work engagement of the non-commissioned police officer in terms of vigor, dedication and absorption; to ascertain the level of stress management of non-commissioned police officer in terms of disagreement and indecision, pressure on the job, job description conflict, communication and comfort with supervisor, job related health concerns, work overload stress, work under-load stress, boredom induced stress, problem of job security, time pressure and job barrier stress; to determine the significant relationship between leadership behavior and stress management in an organization, self-esteem and stress management in an organization and work engagement and stress management in an organization, to find out the singular and combined influence of independent variables to the stress management of the non-commissioned police officer and finally to discover what model best fits for the stress management of non-commissioned police officer.

### **Hypothesis**

The following hypotheses were tested at 0.05 level of significance, there is no significant relationship between leadership behavior and stress management in an organization, self-esteem and stress management in an organization and work engagement and stress management in an organization; there is no variable that can best predict stress management of non-commissioned police officer among selected police station in Zamboanga del Norte; there is no model that best fits stress management of noncommissioned police officer among selected police station in Zamboanga del norte.

### **Literature Review**

#### **Leadership Behavior**

Many authors have been discovered, developed and studied different model and theory of leadership behavior that condense how leadership behaviors directly affect stress of police officers of their daily work. Literature has been compiled in the academic, company, and government arena to examine the view of leadership behavior within the police service and in the working environment of the police organization. On other hand, the method affecting and motivating police officers to work voluntarily and enthusiastically towards the achievement of common objectives by maximizing the use of their capacity, and in this process, the police leader promotes progress and inspires the group to achieve the objectives of police organization is called Leadership (Aziz, Hassan, & Malik, 2014).

Accountability leadership was considered to be the greatest significant worth for the service of community. He found out responsibility and legality are the most significant worth for the community service and government governance are all indispensable management abilities in the police organization (De Graaf, Lasthuizen, & Van der Wal, 2008). As further stated by (Knies&Tummers, 2014) supervisors encourage their subordinates to talk openly to the community about their actions and the intentions of the police organization. In lawfulness leadership, police officers must act in accordance with the law and policies. It is further stated that this would be more appreciated in extremely controlled government areas, such as prison and detention centers (Knies&Tummers, 2014). In connection with this, (De Graaf et al., 2008) discovered that legality was the second most significant value by a police officer in servicing the public. Legality issues make it easier for police officers to behave in accordance with government legislation and

regulations in the context of relationship-based governance. On other hand, (Terry, 2003) stated that police leaders must be conservatives, where police officers have a significant role in preventing or reducing violations of laws. Further stated that police leaders must encourage their subordinates to follow the laws of government and discourage them from breaking it.

Ethical leadership can be efficient in motivating police officers and is strongly related to favorable results for police officers, including distinct attitudes and behaviors, and has been discovered efficient in reducing undesirable results, including deviance and turnover intention (Alpaslan, Bedi, & Green, 2016; Chen & Hou, 2016; Byrne, Flood, & Chughtai, 2015). Meanwhile, ethical leader oversight the subordinates imitate their conduct as leaders and believe that they have an important impact on the conduct and behavior of subordinates (Aquino, Greenbaum, Kuenzi, & Mayer, 2012). Reliably, (Hartog, 2015) explore portrays diverse pioneer practices as basics of moral initiative. For instance, a culturally diverse examination by (Dickson, Hanges, Mitchelson, & Resick, 2006) states parts of moral initiative, for example, character/trustworthiness, moral mindfulness, network/individuals introduction, spurring, empowering, and engaging, and also overseeing moral responsibility. In like manner, (De Hoogh et al., 2011) built up the multidimensional moral administration at work which estimates seven unique measurements of moral initiative conduct, specifically trustworthiness, decency, individual's introduction, control sharing, worry for maintainability, job elucidation, and moral direction.

In this way, "moral initiative structures an all-encompassing build made out of different unmistakable, yet related, pioneer practices" (Hartog, 2015). Anyway, the logical inquiry emerges whether the moral initiative idea is socially invariant. Further, ethical leadership has a number of useful consequences for police officers and organizations. Ethical leaders reduce deviance and counter-productive behavior within teams through moral management and encourage the ethical behavior of immediate subordinates (Bardes, Greenbaum, Kuenzi, Mayer, & Salvador, 2009; Belschak & Hartog, 2012) and across hierarchical levels (Avolio et al., 2012). At the same time, they improve the efficiency of their task-group (Folger, Hartog, Greenbaum, & Piccolo, 2010). In addition, (Hassan, Mahsud, Yukl & Prussia, 2013; De Hoogh et al. 2013; Aquino et al. 2012; Bardes, Greenbaum, Kuenzi, Mayer, & Salvador, 2009; Yukl, 2013) indicated that very high level of ethical leadership can improve the satisfaction of police officers; the perception of management efficiency; the quality of the leader-member relationship; organizational commitment and pro-social behavior; and reduce the behavior of deviant police officers. In addition, (Hassan, Wright, & Yukl, 2014) states that ethical leaders can generate a secure organizational climate in which police officers feel comfortable debating ethical issues and reporting without fear of retaliation.

### Self-esteem

The aim of this review on the literature is to investigate the connection of stress management with self-esteem and used this wisdom in order to lower stress, enrich self-esteem and as a result defeat and remove psychological disorders and improving the quality of life of police officers in the province of Zamboanga del Norte (Darviri et al., 2016) found that this interaction have significance of stress management methods that could not only decrease stress but also enhance self-esteem. The writers examine that stress management linked with self-esteem and use these facts to decrease stress and enhance self-esteem. As a consequence, it eliminates psychological disorders and enhances police individual quality of life. Further, self-esteem linked directly and indirectly to the growth of depression especially when low self-esteem coupled with depression and cause stress among non-commissioned police officers.

The high self-esteem performance affects interpersonal achievement, happiness, or the initiation of healthier lifestyles and practices (Baumeister & Vohs 2003). As stated by (Adetola & Femi, 2014) that pleasure appear to be the most desirable correlation of high self-esteem and may help to deal and adjust after stress or trauma, although the accurate nature of the relationship may be complex and may rely on other variables. In general, laboratory test have failed to prove that self-esteem leads to excellent job performance and the significant exception that elevated self-esteem promotes perseverance after stress (Baumeister & Vohs, 2003).

Furthermore, (Stotland, 2016) which states that police officers with high self-esteem are more skilled in working the challenging circumstances and are less susceptible to stress issues. He further indicated that a sense of competence can be enhanced with high self-esteem in the areas of anti-crime and non-criminal activities. In other words in order to have an effective job performance a police officer must have a strong self-esteem and undergo training for competency in stress scenarios, improving the position of patrol officers in the department and developing mutual respect within the society. Improving self-esteem will also influence the efficiency of the police officer self-esteem performance.

Likewise, social or peer self-esteem, private self-esteem and professional self-management have shown that police officers think in themselves and feel good about themselves are more likely to take proactive measures to create and handle stress (Basson et al., 2006). As stated by (Marock, 2008) proposed that police officers with

high self-esteem could take responsibility for handling their careers, and with greater concentrations of psychological career resources, more capable of handling stress and adapting to changing conditions. In addition, (Baumeister et al., 2017) suggest that the popularity boost the self-esteem of police officers and experience a low level of stress. He also pointed out that the social lives of high self-esteem police officers are far better, richer, and more capable of managing stress than the lives of low self-esteem police officers. Additionally, findings of (Adetola & Femi, 2014) which says that police officers with high level of self-esteem can think and do better rather than a low level of self-esteem and can get a social support from the community as well as in the government.

### **Work Engagement**

It was discovered that the use of work engagement are more effective coping stress, less cognitive disengagement and predicted increased absorption, vigor and dedication among police officers (Kaiseler, Queirós, Passos, & Sousa, 2012). They further stated that work engagement influences stress control, but not stress intensity, and had a varied impact on dealing with stress and linked with stress assessment and coping. On the other side, the clear impact of work engagement on employment, individual resources, job performance and turnover intentions was crucial. In addition, the results of the study revealed statistically that mediating effects of work engagement is important, not only on the relationship between work and personal resources and job performance, but also on the relationship between work, personal assets and the intention of turnover (Han, Park, & Kim, 2019).

On other hand, the commitment acts as a motivational stimulus to fix a contingent issue in work engagement and work stress among police officers. As a result of the perception that their job settings are inadequate, the motive is to restore them to a "fit" level and to lead police officers to take appropriate action (Baek, Lee, & Shin, 2017). It also indicated those employment resources, the employment requirements of the police organization and the impact of job creation as a stimulus for police officers to engage in work and work stress. Moreover, (Bakker, Martinez, Marques-Pinto, Salanova, & Schaufeli, 2002) indicated that an affective-motivational and work-related variable on work engagement characterized by vigor, dedication and absorption.

Moreover, police occupations indicated that employees' attitudes, well-being, and work engagement were predominately influenced by the perceived supportiveness of the work culture and the quality of relationships between organizational leaders and front-line employees (Barbour, Biggs, & Brough, 2010; Biggs & Brough, 2010; Barbour, Biggs, & Brough, 2013). On other hand, work engagement and reduces psychological strain can be achieved by integrating leadership development strategies into existing stress management programs (Biggs, Brough, & Barbour, 2014).

Furthermore, (Schaufeli, 2018) it says that police officers possess with high energy and mental resilience are ready to invest effort and persist also in dealing with problems and stress. In addition, (Feldt et al., 2012) it states that the energetic dimension of work commitment can serve as a means of reducing future signs of hopelessness and concern among police officers. Additionally, Police officers with greater strength reported using more effective coping and less behavioral separation from work. In addition, findings have shown that stress management is an important factor that influences the engagement of police officers in the workplace (Kaiseler et al., 2012).

### **Stress Management**

In principle, every police officer has an opportunity to manage and control stress responses evoked by work-related duties and responsibilities. This can be done by preparing duties to be carried out, moderating stress responses during the event and applying stress-relieving methods and strategies after the event. Paying attention to stress responses is very important since there is an established connection between stress and health. There is also a connection between the ability to perform optimally during work tasks and the level of stress response they evoke. These themes are approached by reviewing research findings on Police officers work related stress research that are utilized by the police officer (Koskelainen, 2016).

Further, (Behdad, Jahanian, & Tabatabaei, 2012) stated that stress management can be carried out either by eliminating the stress factor or by training police officers to meet the circumstances that generate it. It is further stated that a number of researchers have studied the social, psychological and medical aspects of stress. From the perspective of view of researcher's workplace, working conditions and professional climate are the primary sources of stress. Knowing that stress is prevalent in police organizations and potentially harmful and police officers should pay specific attention in handling stress effectively. In addition, (Behdad et al., 2012) have pointed out, great time management can reduce daily stress and is an important skill needed to cope with it. On other hand, stress management is one of the objectives lately set by police organizations and recognized as exercise, socialization, good eating or diet, career planning and police training. Alternatively, it

can be achieved either by eliminating stress factors or by training police officers to satisfy stress-creating circumstances (Agolla, 2009).

Employee conflict in the workplace is not only frustrating for the police officer but also to the organization in general. It is detrimental to the smooth and efficiency of the organization's daily operation. It is still a conflict making its effects negative. Given the fact that workplace or employee conflict brings negativity to the employees; it is also a possible work stressor. This thing may influence or be a factor for stress to arise and the reflex action to be treated must always be the resolution of the conflict itself (Legaspi & Ragma, 2017). Pressure on job and absence of institutional assistance is a major cause of stress for both men and women in a broad spectrum of police organizations (Spielberger, Vagg, & Wasala, 2003). As supported by the study of (Bano, 2011) a political stress, lack of family time, lack of community assistance and wage dissatisfaction could have an impact on job stress among police officers. He also indicated that absence of knowledge and understanding of the management of stress increases the amount of stress of police officers.

### Research Method

In this study, a researcher utilized quantitative non-experimental design research method. In the generation of the best fit model, structural equation model (SEM) was used. First, as cited by Lai (2018), the prescriptive study design is used for evaluation in determining mean, standard deviation, frequencies and percentages, as well as to describe the qualities of the respondents. As mentioned in (Vogt, 2007) Causal relationship is a measurable statistic of the connection and the regression between two or more factors, it indicates how one element can influence the other. Secondly, Structural Equation Model (SEM) as noted by (Lomax & Li, 2013) as well as (Genuba, Gempes, & Panes, 2017) is quantitative method that includes aspects of various assessment of dependency relationships and confirmatory factor analysis that represent unmediated model-factors with various variables to simultaneously assess a sequence of interconnected dependency interactions. In addition, SEM is also known as path analysis with latent variables and is now a regularly used method for representing dependency (arguably "causal") relations in multivariate data in behavioral and social sciences (Ho & McDonald, 2002). This research therefore utilizes Structural Equation Modeling (SEM) because SEM can be used to evaluate the stress management connection among leadership conduct, self-esteem, and work commitment among non-commissioned police officer of chosen police station in Zamboanga del norte.

To identify the 400 samples suitable for Structural Equation Modeling, the finger principle has been observed (Bentler, 2010) and use the right sample test per stratum of 10 (Changing Minds, 2012). As shown below, the two cities and seventeen selected municipal police station in Zamboanga del norte, Region XI are the subject of the study with the total number of 400 respondents. Inclusion criteria include the non-commissioned police women and men belonging to any age bracket. They are the front line in every police operation; hands on the paper works for compliance; and conduct investigation; dominant in terms of population in every City and Municipal Police Station; those who are willing to give consent; and those prepared to engage are included. Exclusion criteria include those who are commissioned officers whose work is more on supervisory and ministerial. They were only few numbers of commissioned officer in every City and Municipal Police Station, only one in class B Municipality; two in class A municipality. The chief of police and deputy chief of police, and three or more in City Police Station depending on population; those who are not available at the time of data collection; those who are off duty; and those who are not willing to participate were excluded in this study. Withdrawal criteria include those instruments not answered personally by the women non-commissioned police women and men officers or instruments result in cheating or copying with fellow non-commissioned police officer, violate the given instruction and rules of privacy and confidentiality would be withdrawn in this study.

The following numerical measures used in the computation of data and testing the hypotheses level significance of 0.05; the mean was used to determine the level of significance among work engagement, emotional intelligence, safety management and self-esteem; the pearson r was utilized to establish the interrelationship between work engagement, emotional intelligence, safety management, and self-esteem; the linear regression was used to determine the significant influence between work engagement, emotional intelligence, self-esteem and safety management and structural equation modeling (SEM) was utilized to explore for best fit model. Factor analysis would carry out in testing the latent variables.

### Result and Discussion

Divulged in Table 1 is the level of leadership behavior of non-commissioned police officer in Zamboanga del Norte were arranged from highest to lowest average score with means ranges from 4.34-3.44 and leadership behaviour obtained the overall average score of 4.01, which is described as *high* with registered standard deviation of 0.55. The implication that leadership behavior among non-commissioned police officer is

oftentimes manifested. Further, this implies that leader is highly encouraging the non- commissioned police officers to follow and implement law. Information results showed that the indicator with the highest or *very high* average score was 4.34 *lawfulness leadership*. In addition, *political loyalty leadership* is the indicator with the lowest average score 3.44 but still described as *high*. Furthermore, the remaining indicators were structured with their corresponding descriptive interpretation from the highest to the lowest average scores. For instance, 4.22 is described as *very high* for *ethical leadership*; 4.06 is described as *high* for *accountability leadership*; 3.97 or *high* for *network governance leadership*; 3.44 or *high* for *political loyalty leadership* to facilitate thorough understanding of leadership behaviour, the details of the indicators of this variable are staged in this section.

**Table 1**  
Level of Leadership Behavior of Non-commissioned Police Officers

Indicator	SD	Mean	Descriptive Level
Lawfulness of Leadership	0.66	4.34	Very high
Ethical leadership	0.61	4.22	Very high
Network Governance Leadership	0.70	3.97	High
Political Loyalty Leadership	1.09	3.44	High
<b>Overall</b>	<b>0.55</b>	<b>4.01</b>	<b>High</b>

The high rating on leadership behavior is an indication that police officers with a high level of leadership have been identified as having a beneficial impact on the involvement of subordinates in their work, self-confidence and self-esteem; a sense of job satisfaction and organizational commitment and motivation to continue to improve. In addition, (De Graaf et al., 2008) indicated that leadership behavior is the most important public sector high value. Further, leadership is the art or method of affecting and motivating police officers to work voluntarily and enthusiastically towards the achievement of common objectives by maximizing the use of their capacity. In this process, the police leader promotes progress and inspires the group to achieve the objectives of police organization (Aziz et al., 2014). Furthermore, (Hassan et al., 2013; De Hoogh et al., 2013; Aquino et al., 2012; Bardes et al., 2009; & Yukl et al., 2013) who indicated that high level of ethical leadership can improve the satisfaction of police officers, the perception of management efficiency, the quality of the leader-member relationship, organizational commitment and pro-social behaviour, and reduce the behavior of deviant police officers. As stated by (De Cremer, Euwema, Mayer, Stouten, & Van, 2013) it has been discovered that a high level of management conducts can reduce the voluntary conduct of police officers. In addition, the high descriptive level will be interpreted that leadership behavior of non-commissioned police officers is oftentimes manifested.

For self-esteem of non-commissioned police officers are shown in Table 2 which was organized from the highest to lowest average score with mean ranges of 3.94-3.56 with their corresponding standard deviation. In addition, self-esteem obtained overall average score of 3.73, which is define as *high* with registered standard deviation of 0.64. The findings imply that self-esteem of non- commissioned police officers is oftentimes manifested. Further, it means that police officer with a high self-esteem with also a high stress management. Further, the remaining indicators were structured with their corresponding descriptive interpretation from the highest to the lowest average scores. In addition, the remaining indicators were organized from the highest to the lowest average score; *performance self-esteem* obtained an average score of 3.94 which is described as *high*; *social self-esteem* with an average score of 3.69 which is described as *high*; and appearance self-esteem with an average score of 3.56 which is portrayed as *high*.

**Table 2**  
Level of Self-esteem of Non-commissioned Police Officers

Indicator	SD	Mean	Descriptive Level
Performance Self-esteem	0.64	3.94	High
Appearance Self-esteem	0.80	3.69	High
Social Self-esteem	0.75	3.56	High
<b>Overall</b>	<b>0.64</b>	<b>3.73</b>	<b>High</b>

The respondents of this study evaluated the self-esteem as high, a description of high level rating for this particular variable. This variable indicated that that police officers are more skilled in working in challenging circumstances with high self-esteem and are less susceptible to stress issues (Stotland, 2016). In addition, this finding is parallel the statements of (Baumeister et al., 2017) which states that police officers who scores high on self-esteem by claiming to be great individuals in particular may have to be physically appealing and less stressful in life.

Additionally, (Adetola& Femi, 2014) indicated that police officers have high self-esteem can do better by getting a high level of self-esteem and social support from the society and government, rather than a low level of self-esteem. This result is strongly supported by (Bozorgpour&Salimi, 2012) stated that self-esteem appears to have been a powerful positive predictor of life satisfaction, and appearance is a more important index for stress management in life. Moreover, the high descriptive level will be interpreted that self-esteem of non-commissioned police officers is oftentimes manifested.

The job involvement in non-commissioned police officer with reference to three indicators are shown in Table 3 with overall average score of 3.98 and quantitatively defined as a high and square root of variance of 0.58. On other hand, the results of the investigation dedication obtained a highest average score with equivalent total of 4.22 and defined as very high. On the other side, the indicator that obtained with the lowest average score of 3.80 is absorption and described as high and dedication has achieved an average score of 4.22 or has been described as very high. In addition, items involved for these indicators of non-commissioned police officers were presented in appended Table 3.1 to 3.3. The finding implies that non-commissioned police officers experience a high degree of work engagement which is interpreted as oftentimes observed.

**Table 3**  
Level of Work Engagement of Non-commissioned Police Officers

Indicator	SD	Mean	Descriptive Level
Dedication	0.62	4.22	Very high
Vigor	0.62	3.93	High
Absorption	0.68	3.80	High
<b>Overall</b>	<b>0.55</b>	<b>3.98</b>	<b>High</b>

The high rating on work engagement is indication that the non-commissioned police officers with high level of dedication of work engagement means that he or she is capable of handling stress and challenges (Bakker et al., 2002). Furthermore, they strengthened the findings that when police officers are fully dedicated and involved in their work they will be expected to have deeper and stronger involvement than the usual level of job involvement. This actualization of (Schaufeli, 2018) says that, while working one experience on elevated concentrations of energy and mental resilience, readiness to invest effort and persistence in the face of problems and stress. Additionally, the results is strongly supported by (Culbertson et al., 2012; Bakker et al., 2010) states that when highly engaged police officers are generally in a positive mood and have better job performance, especially if supported by resources, and are likely to experience a favorable work-home balance through enhanced work-home cooperation. Additionally, in work engagement, it discovered that the use of more effective coping stress and less cognitive disengagement predicted increased absorption, strength and

commitment among non-commissioned police officers (Kaiseler et al., 2012). They further stated that work engagement influenced stress management and control, but not stress intensity, and had a varied impact on dealing with stress and linked with stress assessment, coping and management. Furthermore, high level of work engagement reduces psychological strain and is achieved by integrating leadership development strategies stress management (Biggs & Brough, 2014).

The level of stress management of non-commissioned police officers is examined and described on the basis of the results data gathered with the stated indices: *disagreement and indecision*; *pressure on the job*; job description conflict; communication and comfort with supervisor; job related health concern; work overload stress; work under load stress; boredom induced stress; problem of job security; time pressure; and job barrier stress. It is reflected in Table 4 that stress management of non-commissioned police officers had means ranges from 3.06 to 2.84 and the total average score is 2.93 described as moderate with square root of variance of 0.91. Based on the findings, time pressure obtained a higher average score of 3.06 and defined as moderate. In contrast, job barrier stress defined as moderate and achieved a lowest average score of 2.84. On other hand, the remainder of the indices is categorized from the highest to the lowest average scores 3.06 for time pressure defined as high; 3.05 or moderate in communications and comfort with supervisor; 2.99 or moderate for disagreement and indecision; 2.97 or moderate for pressure on the job; 2.92 or moderate of the two indicators for job description conflict and work overload stress; 2.90 or moderate for problem of security; 2.88 or moderate for the two indicators job related health concern and work under load stress; 2.86 or moderate for boredom induced stress; and 2.84 or moderate for job barrier stress.

**Table 4**  
Level of Stress Management of Non-commissioned Police Officers

Indicator	SD	Mean	Descriptive Level
Time Pressure	0.94	3.06	Moderate
Communication and Comfort with Supervisor	1.00	3.05	Moderate
Work Overload Stress	1.02	2.92	Moderate
Problem of Job Security	1.07	2.90	Moderate
Job Related Health Concern	1.12	2.88	Moderate
Work Under load Stress	1.05	2.88	Moderate
Boredom Induced Stress	1.04	2.86	Moderate
Job Barrier Stress Work	1.08	2.84	Moderate
<b>Overall</b>	<b>0.91</b>	<b>2.93</b>	<b>Moderate</b>

The respondents of this study assessed the stress management as moderate. Descriptions of the moderate level rating for this particular variable. It brings out the idea that stress management in the workplace as rated by the non-commissioned police officers is not usually occurring. This may be due to repetitive tasks, challenging assignments that usually push them to do more. They do not only handle administrative papers but they also conduct field police operation, join in the traffic operation and patrol operation (Legaspi & Ragma, 2017). In addition, the findings is supported by (Bano, 2011) that a political stress, lack of family time, lack of community assistance and wage dissatisfaction could have an impact on job stress among police officers. All of these have been appreciated by non-commissioned police officers hence their moderate rating of stress management, a substantial of the declaration of (Koskelainen, 2016) that every police officer has an opportunity to manage and control stress responses evoked by work-related duties and moderating stress responses during the event and applying stress-relieving methods after the event. Additionally, stress is prevalent in police organizations and potentially harmful to individual police officers, and that special attention needs to be paid to managing stress well (Behdad et al., 2012).



The Table 5.1 presents the test of relationship in leadership behavior and stress management in non-commissioned police officer with registered computed r-value of .085 with pvalue which is equal to .088. On other hand, finding disclosed that p-value is greater than 0.05 which implies that there is no significant relationship between leadership behaviors with stress management in non-commissioned police officers. This means that leadership behavior has no connection with stress management. Looking at the data, indicators of leadership behavior that are significantly related to stress management are lawfulness of leadership, political loyalty leadership and network governance leadership.

**Table 5.1**  
Significance on the Relationship between Leadership Behavior and Stress Management of Non-commissioned Police Officers

Leadership Behavior	Stress Management											Overall
	DI	PJ	JC	CC	JR	WS	WU	BS	PR	TP	JS	
AC	.071 (.158) )	.020 (.696) )	-.039 (.431) )	.000 (.996) )	-.039 (.440) )	-.012 (.817) )	-.001 (.976) )	-.016 (.754) )	.042 (.404) )	.011 (.822) )	-.011 (.819) )	<b>.001</b> <b>(.978)</b>
LL	.141* (.005) )	.133* (.008) )	.234* (.000) )	.193* (.000) )	.228* (.000) )	.157* (.002) )	.172* (.001) )	.238* (.000) )	.138* (.006) )	.131* (.008) )	.222* (.000) )	<b>-.203**</b> <b>(.000)</b>
EL	.017 (.739) )	-.032 (.521) )	.112* (.025) )	.100* (.046) )	-.097 (.053) )	-.043 (.390) )	-.069 (.167) )	.108* (.030) )	-.052 (.302) )	-.050 (.323) )	.124* (.013) )	<b>-.080</b> <b>(.111)</b>
PL	.369* (.000) )	.280* (.000) )	.268* (.000) )	.236* (.000) )	.296* (.000) )	.251* (.000) )	.279* (.000) )	.289* (.000) )	.303* (.000) )	.269* (.000) )	.304* (.000) )	<b>.319**</b> <b>(.000)</b>
NL	.194* (.00) )	.136* (.007) )	.066 (.186) )	.080 (.112) )	.070 (.165) )	.091 (.069) )	.081 (.105) )	.072 (.148) )	.078 (.117) )	.091 (.069) )	.054 (.279) )	<b>.101*</b> <b>(.043)</b>
<b>Overall</b>	<b>.180*</b> <b>(.000)</b> )	<b>.110*</b> <b>(.028)</b> )	<b>.033</b> <b>(.511)</b> )	<b>.045</b> <b>(.369)</b> )	<b>.050</b> <b>(.318)</b> )	<b>.073</b> <b>(.147)</b> )	<b>.074</b> <b>(.140)</b> )	<b>.048</b> <b>(.336)</b> )	<b>.105*</b> <b>(.036)</b> )	<b>.089</b> <b>(.074)</b> )	<b>.051</b> <b>(.312)</b> )	<b>.085</b> <b>(.088)</b>

Legend:

DI=Disagreement and Indecision  
PJ=Pressure on the Job  
JC=Job Description Conflict  
CC=Communication and Comfort with Supervisor

JR=Job related Health Concerns

WS=Work Overload Stress

WU=Work Underload Stress  
BS=Boredom Induced Stress  
PR=Problem of Job Security  
TP=Time Pressure

JS=Job Barrier Stress

AC=Accountability of Leadership  
LL=Lawfulness of Leadership  
EL=Ethical Leadership  
PL=Political Loyalty Leadership

NL=Network Governance Leadership

The significant correlation among leadership behaviour with stress management in non-commissioned police officer indicated that tested significance value of 0.05 is above and therefore stated that has no connection among leadership behavior with management of stress in non-commissioned police officers. This means that leadership behavior has no connection with stress management and the non-commission police officers can still management stress without intervention of leadership behavior. On other hand, the result is opposite to the pronouncement of (Diebig, 2016) which states that leadership behaviors have significant daily

impact on the level of stress among police individuals. The overall results on the correlations between indicators of leadership behavior in terms of accountability of leadership; moral leadership; political loyalty leadership; and network governance with stress management bear non-significant relationships on the indicators of stress management in terms: disagreement and indecision; pressure on the job; job description conflict; communication and comfort with supervisor; job related health concern; work overload stress; work under load stress; boredom induced stress; problem of job security; and time pressure.

The findings supported the pronouncement of (Ampofo&Baah, 2015) which stated that leadership behaviour not significantly correlated with stress management. In addition, (Ampofo&Baah, 2015) further stated that leadership behavior improving trust, stressing a collective sense of mission, encouraging and opening up new ideas and perspectives for police officers to solve problems, and expressing their confidence that the objectives be achieved and potentially leading to a reduction in stress. In addition, the results are opposite to the idea of (Chikwem, 2017) which states that high leadership and strong motivation among police officers are the right solutions to reduce stress and improve service quality of police officers. Furthermore, (Diebig, 2016) asserted that organizational stress management could shape the working conditions, attitudes and behavior of police and police officers.

Shown in Table 5.2 is the relationship between self-esteem and stress management of non-commissioned police officer of average results with registered computed .415 r-value with p-value which is equal to .000 is lesser than 0.05. The findings implies the significant connection among self-esteem with stress management. It is further stated that non-commissioned police officer self-esteem provides significant bearing on the stress management. The finding signifies that in every increase of self-esteem increases the stress management of non-commissioned police officer. It can be gleaned that all domains of self-esteem are significantly related to stress management.

**Table 5.2**

Significance on the Relationship between Self-esteem and Stress Management of Non-commissioned Police Officers

Self-esteem	Stress Management											Overall
	DI	PJ	JC	CC	JR	WS	WU	BS	PR	TP	JS	
PS	.323*	.303*	.226*	.257*	.279*	.272*	.347*	.294*	.317*	.258*	.289*	<b>.321**</b> <b>(.000)</b>
	*	*	*	*	*	*	*	*	*	*	*	
	(.000)	(.000)	(.000)	(.000)	(.000)	(.000)	(.000)	(.000)	(.000)	(.000)	(.000)	
SS	.401*	.358*	.300*	.329*	.335*	.336*	.378*	.367*	.349*	.330*	.320*	<b>.385**</b> <b>(.000)</b>
	*	*	*	*	*	*	*	*	*	*	*	
	(.000)	(.000)	(.000)	(.000)	(.000)	(.000)	(.000)	(.000)	(.000)	(.000)	(.000)	
AS	.328*	.341*	.340*	.347*	.313*	.340*	.364*	.344*	.329*	.322*	.323*	<b>.374**</b> <b>(.000)</b>
	*	*	*	*	*	*	*	*	*	*	*	
	(.000)	(.000)	(.000)	(.000)	(.000)	(.000)	(.000)	(.000)	(.000)	(.000)	(.000)	
Overall	.403*	.384*	.335*	.360*	.356*	.365*	.416*	.386*	.380*	.351*	.357*	<b>.415**</b> <b>(.000)</b>
	*	*	*	*	*	*	*	*	*	*	*	
	(.000)	(.000)	(.000)	(.000)	(.000)	(.000)	(.000)	(.000)	(.000)	(.000)	(.000)	

Legend:

DI=Disagreement and Indecision

PJ=Pressure on the Job

JC=Job Description Conflict

CC=Communication and Comfort with Supervisor

JR=Job related Health Concerns

WS=Work Overload Stress

WU=Work Underload Stress

BS=Boredom Induced Stress

PR=Problem of Job Security

TP=Time Pressure

JS=Job Barrier Stress

PS=Performance Self-esteem

SS=Social Self-esteem

AS=Appearance Self-esteem

In addition, self-esteem was significantly correlated with stress management of non-commissioned police officer signified that self-esteem provides significant bearing on the stress management. This means that self-esteem has a connection with stress management. In overall total with correlations between indicators of self-esteem according to performance self-esteem, social self-esteem, and appearance self-esteem conveyed significant relationships on the stress management with reference to disagreement and indecision, pressure on the job, job description conflict, communication and comfort with supervisor, job related health concern, work overload stress, work under load stress, boredom induced stress, problem of job security, and time pressure. The findings is parallel to the idea of (Eisenberger et al., 2010) that self-esteem is related with stress management and it could help police officers manage stress and respond to stressful events. Also, these results point to the significance of the distinct levels of communication in the form of private, psychological and professional parameters. In addition, the need to use certain stresses management methods that can not only decrease stress, but also enhance self-esteem. Furthermore, the connection between self-esteem and stress management they suggested to include self-esteem in psychological resources such as yoga, meditation, humours, mindfulness and counselling. These procedures assist police increase self-esteem and handle stressful behavior and their response to services (Eisenberger et al., 2010). On other hand, this statement is parallel to the findings of (Darviri et al., 2016) that self-esteem influences the response of the police officers to stressful occurrences and the manner they deal with stress.

The Table 5.3 presents the test of relationship and correlation between work engagement with stress management in non-commissioned police officer with registered a computed .112 r-value with p-value .025 which is very much lesser than 0.05 the test of significance. Thus, null hypothesis was rejected and implies work engagement has important connection with stress management in non-commissioned police officers. It is shown in the table that among the three domains of work engagement only dedication has a p-value greater than .05, it means that dedication is not significantly related to stress management.

Table 5.3  
Significance on the Relationship between Work Engagement and Stress Management of Non-commissioned Police Officers

Work Engagement	Stress Management											Overall
	DI	PJ	JC	CC	JR	WS	WU	BS	PR	TP	JS	
VI	.171 ** (.001 )	.140 ** (.005 )	.078 * (.12 0)	.122 * (.01 5)	.121 * (.015 )	.134 ** (.007 )	.126 * (.011 )	.101 * (.043 )	.147 ** (.003 )	.116 * (.020 )	.055 (.277 )	<b>.132** (.008)</b>
DN	-.019 (.709 )	-.035 (.490 )	.100 * (.04 6)	-.033 (.51 6)	-.082 (.102 )	-.042 (.398 )	-.023 (.652 )	-.090 (.073 )	.016 (.750 )	-.040 (.431 )	-.096 (.056 )	<b>-.055 (.269)</b>
AN	.235 ** (.000 )	.181 ** (.000 )	.099 * (.04 8)	.118 * (.01 8)	.185 ** (.000 )	.200 ** (.000 )	.221 ** (.000 )	.184 ** (.000 )	.218 ** (.000 )	.203 ** (.000 )	.163 ** (.001 )	<b>.203** (.000)</b>
<b>Overall</b>	<b>.154 ** (.002 )</b>	<b>.114 * (.022 )</b>	<b>.032 (.52 0)</b>	<b>.082 (.10 1)</b>	<b>.091 (.069 )</b>	<b>.116 * (.020 )</b>	<b>.130 ** (.009 )</b>	<b>.079 (.113 )</b>	<b>.151 ** (.003 )</b>	<b>.121 * (.025 )</b>	<b>.051 (.309 )</b>	<b>.112* (.025)</b>

Legend:

DI=Disagreement and Indecision  
PJ=Pressure on the Job  
JC=Job Description Conflict  
CC=Communication and Comfort with Supervisor  
JR=Job related Health Concerns

WS=Work Overload Stress  
WU=Work Under load Stress  
BS=Boredom Induced Stress  
PR=Problem of Job Security  
TP=Time Pressure

JS=Job Barrier Stress  
VI=Vigor  
DN=Dedication  
AN=Absorption

Inevitably, the significance correlation among work engagement with stress management in non-commissioned police officer highlights the findings of the research recorded computed r-value with p-value are

beyond the 0.05 significance level tested. It means that work engagement was significantly correlation with stress management in non-commissioned police officers. This implies that the increase in work engagement corresponds to slightly increase in stress management. The findings supported the pronouncement of (Joice&Magesh, 2018) stated that significant beneficial connections indicate that work stress management can influence the amount of work engagement. It indicates that stress management could affect the level of work engagement. Further, the result is supported the pronouncement of (James et al., 2011) stated that police officers who have control over their work stress and work schedules were pleased with their work with the help of their supervisor and increased work engagement. In fact, this declaration is consistent with the results of (Roozeboom&Schelvis, 2009) that high rates in work engagement of police officers are vigorous and committed to their job and increased managing of stress. In addition, it is all about stress management technique to take care of your ideas, feelings, schedule, environment, and how you deal with issues. Additionally, the final goal of stress management is to have a balanced life, work time, relationships, relaxation and resilience to keep up with pressure and face challenges (Robinson et al., 2018).

The Table 6 presents the influence of significance among management behavior, self-esteem with work engagement to the stress management of non- commissioned police officer with computed F-value of 32.041, r-value of .442, adjusted R<sup>2</sup> registered a computed .195 with .000 p-value is lower compare the test of significance of 0.05. This implies that self-esteem and work engagement has significance influence of stress management. It could be gleaned from the data that leadership behavior had standardized and unstandardized beta coefficients of -.114 and -.069, t-value of -1.263 and p-value of .207 (non-significant); self-esteem had standardized and unstandardized coefficients of .746 and .523, t-value of 9.460 and p-value of .000 (Significant); and work engagement had standardized and unstandardized coefficients of -.232 and -.140, t-value of -2.378 and p-value of .018 (significant).

Table 6  
Significance on the Influence of the Exogenous Variables on the Stress Management of Non-commissioned Police Officers

		Stress Management			
Exogenous Variables		<i>B</i>	B	<i>t</i>	<i>Sig.</i>
Leadership Behavior		-.114	-.069	-1.263	.207
Self-esteem		.746	.523	9.460	.000
Work Engagement		-.232	-.140	-2.378	.018
R	.442				
R <sup>2</sup>	.195				
F	32.041				
ρ	.000				

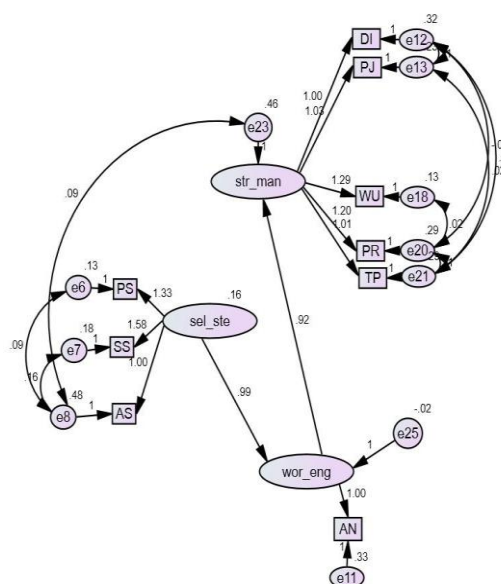
The significance on the influence of the variables to stress management disclosed that leadership behavior is non-significant predictor of stress management of non-commissioned police officer and with life, influences stress management. It means that leadership behavior not significantly correlated with stress management. On other hand, self-esteem was significantly a predictor in stress management. Moreover, work engagement was also a significant predictor of stress management predominantly on police officer work engagement. Evidently, the finding is consonant the study of (Ampofo&Baah, 2015) which stated leadership behavior has no correlation with stress management. In addition, the findings is contradicted the study of (Diebig, 2016) which indicated that leadership behavior have significant daily impacts on the level of stress among police individuals. He further stated that leadership behavior has no connection with stress management and the non-commission police officers can still management stress without intervention of leadership behaviour.

Certainly, result is opposite of the study (Blom, 2012) which stated that Improving organizational efficiency and job satisfaction such as stress management, coaching, counseling, organizational reorganization, and work redesign is effective ways to decrease the stress of individual police officers. It implies that stress management affected leadership behavior. In the same vein, the result of the study supported the pronouncement of (Darviri et al., 2016) stated that self-esteem have an impact of police officers response to stressful occurrences, as well as the manner in which police officers deal with stress. In addition, high self-esteem of non-commissioned police officers appears to be less stress than those with low self-esteem (Boduszeke et al., 2014). In addition, self-esteem recognized that if level is usually higher, it could safeguard police officers from being a victim of stressful episodes (Farhan & Khan, 2015). Furthermore, results the study of (Goncalvs et al., 2014) states that strongly engaged police officers are likely to be more trustworthy, of high quality in the relationship between the police and the organization, and to develop more positive attitudes and commitment to the organization. Moreover, work engagement is therefore essential because it helps non-commissioned police officers cope efficiently and with the desires manage stressful job (Adler et al., 2001).

### Establishing the Best Structural Model

In research question related to the model that best represents the variables as predictors of stress management of non-commissioned police officer, the proposed model sketched in Figure 1 needs to be modify to meet the requirements of the goodness fit model. The generated models in the study encapsulated in Table 7. Distinguishing of best fit model, all indices included must consistently fall within acceptable ranges. On other hand, the registered computed Chi- square/degrees of freedom value should be less than 2 with its corresponding p- value greater or the same of 0.05. In addition, Root Mean Square of Error Approximation value must be below 0.05 and its corresponding p-close value must be greater or equal to 0.05 The other indices such a Normed Fit Index, Tucker-Lewis Index, Comparative Fit Index and Goodness of Fit must be all above 0.95.

The generated structural model 4 in standardized solution is presented below under Figure 11. The exogenous variable self-esteem with the following indicators: performance self-esteem; social self-esteem; and appearance self- esteem were the significance level of 0.05, with .000 p-close below of 0.05, and registered computed value of the RMSEA index.122 above the tested the rest of the indices such as NFI measured factors and work engagement represented by the measured indicator in term of absorption has impact in endogenous variable management of stress and self-esteem has indirect effect in endogenous variable. On other hand, findings disclosed that indicator appearance self-esteem registered a computed 0.09 p-value. It means that absorption is not significantly correlated with stress management. Likewise, work engagement component: absorption bear no correlation in this study. In addition, stress management indicators disagreement and in decision, pressure on the job, work under load, problem on job security and time pressure found no significant correlation to each other.



Str_man=stress management DI =Disagreement and Indecisions PJ =Pressure on the Job WU=Work Underload Stress PR =Problem of Job Security sel_ste=self-esteem	wor_eng=Work engagement AN=Absorption PS = Performance Self-esteem SS = Social self-esteem AS = Appearance Self-esteem
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Table 7  
Summary of Goodness of Fit Measures of the Five Generated Models

Model	P-value (>0.05)	CMIN / DF (0<value<2)	NFI (>0.95)	TLI (>0.95)	CFI (>0.95)	GFI (>0.95)	RMSEA (<0.05)	P-close (>0.05)
1	.000	7.597	.822	.822	.841	.724	.129	.000
2	.000	6.816	.842	.843	.861	.748	.121	.000
3	.000	7.261	.863	.862	.880	.767	.125	.000
4	.107	1.454	.991	.994	.997	.987	.034	.810

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

GFI – Goodness of Fit Index

RMSEA – Root Mean Square of Error Approximation

NFI – Normed Fit Index

TLI – Tucker-Lewis Index

CFI – Comparative Fit Index

The analysis on the interrelationships among leadership behaviour, self-esteem and work engagement to the stress management of the non-commissioned police officers consisted of four alternative models. They were tested to achieve the best fit model of stress management of the non-commissioned police officers. Each model has a framework that could be decomposed which measure structural equation model. The model represents of measure loads on each factor to their latent constructs that will define relationship between the latent variables. Based on the findings, the model evidently illuminates the essentials predictors of stress management. Likewise, self-esteem and work engagement are the components in police leaders manage appropriately the organizational personnel in meeting the police organizational mission and vision. Hence, the findings highlighted that stress management of non-commissioned police officers to succeed must be anchored on work engagement particularly on absorption. Likewise, critical consideration on the inclusion of self-esteem is necessary to meet the guarantee of stress management particularly appearance self-esteem.

The generated model 4 supports the articulation of (Bakker et al., 2002) stated that dedicated police officers have a feeling of energy, high level of association of work operations, and capable of dealing with the stressful circumstances in the workplace. Stress management is associated with self-esteem; self-esteem can efficiently have better job performance to have a positive influence stress management. Police officer with high self-esteem found out strongly correlated in stress management. Apparently, the best fit model of stress management supports the articulation of (Cifre et al., 2011) stated the rate of absorption of police officers or "flow" was the greatest level of job efficiency between 14-16 hours. This source affects stress management of police officers who are working in 24 hours tend to be more stressful and less productive.

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