



RESEARCH ARTICLE

A STRUCTURAL EQUATION MODEL ON POLICE ENGAGEMENT IN RELATION TO SAFETY MANAGEMENT, HUMAN RESOURCE MANAGEMENT AND KNOWLEDGE MANAGEMENT PRACTICES

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ABSTRACT

The researcher used Structural Equation Modeling (SEM) to determine the most appropriate model for police officers' engagement as viewed by them in Region XII. The study used a quantitative non-experimental research design with a descriptive-predictive approach. The sample size comprised 400 participants who were selected through a stratified sampling technique. These participants were surveyed using standardized adapted instruments to gather data. The data was then evaluated using a variety of statistical approaches such as the mean, Pearson product moment correlation, multiple regression, and structural equation modeling. The study's findings revealed that safety management practices, knowledge management practices, and police engagement were all at a very high level, while human resource management practices were rated as high. Furthermore, it was observed that all three exogenous variables had a significant relationship with police engagement. However, when performing regression analysis, it was observed that knowledge management practices had the strongest influence on police engagement in Region XII. In terms of model evaluation, Model 5 consistently demonstrated an outstanding fit to the data. As a result, Model 5 was identified as the most parsimonious model for this study. In this model, the remaining domains that influence police engagement are safety management practices such as safety training, management commitment, communication and feedback, and safety promotion and policies; human resource management practices such as work-life balance, performance appraisal, and training and development; and knowledge management practices such as cooperation, intrinsic motivation, and perceptions.

INTRODUCTION

Disengaged employees have a negative impression of their workplace and need a sense of commitment to the organization's vision, goals, and objectives. They show apathy toward their duties and responsibilities. To prevent their negative outlook from impacting the productivity of their colleagues, it is vital to grasp effective strategies for managing disengaged employees (Ryba, 2021). In the context of their professional duties, disengaged police officers experience a disconnection from their work, leading them to hide their authentic identity, thoughts, and emotions (Olivier & Rothmann, 2017). Police officers face significant job-related stress as they constantly encounter new challenges and take risks in their daily duties (Shaikh & Kapadi, 2018). The demanding nature of their work increases the likelihood of experiencing burnout, which is evident in their levels of work engagement (Basinska & Daderman, 2019). Police engagement fosters job-related well-being by creating a fulfilling, effective, and positive motivational state (Bakker, Schaufeli, Leiter, & Taris, 2017).

It consists of three major components: physical engagement, emotional engagement, and cognitive engagement. These factors all lead to a sense of involvement and devotion to one's profession as a police officer. Extensive research has demonstrated that engaged employees are more productive and more likely to stay with their current employer (Harter, Schmid & Hayes, 2015; Shuck, Reio & Rocco, 2018). Moreover, engaged employees exhibit positive customer interactions, improving customer satisfaction and loyalty. This positive impact extends to organizational outcomes and customer relationships. Theoretical contributions have developed on Kahn's (1990) theory by stressing the importance of engagement as a critical mechanism by which its antecedents influence work performance. Researchers have claimed that Kahn's approach provides a more comprehensive view of the self by considering people's energies in their roles. In this way, involvement gives a more thorough explanation of mediation than processes that focus on more specific parts of the self. By incorporating the concept of engagement, researchers have enhanced the theoretical framework and provided a more comprehensive perspective of how engagement impacts job performance. Safety, human resource, and knowledge management practices impact police officer engagement.

Safety management practices, worker involvement levels, and dedication, according to Wachter and Yorio (2014), operate as mediators between the safety management system and performance outcomes such as accident rates. On the other hand, human resource management practices were discovered to have a considerable impact on employee engagement (Lok & Chin, 2019). In summary, the practices related to safety, human resources, and knowledge management play a role in shaping police engagement. Employers and managers may foster a positive work environment that promotes employee retention and engagement. Additionally, there is a potential connection between police engagement and knowledge management practices. Using knowledge management practices, organizations can profit from problem-solving, dynamic learning, and decision-making (Gupta, Iyer & Aronson, 2017). Organizations that use knowledge management systems aim to maximize the value of intellectual assets, increase performance, and foster a culture that supports continuous improvement. The conceptual model demonstrates the direct impact of exogenous variables on the endogenous variable of police officer engagement, such as safety management practices, human resource management practices, and knowledge management practices. Police officers' safety management practices, the first exogenous variable, has six indicators: safety training, safety rules, and procedures, management commitment, communication and feedback, safety promotion and policies, and employee participation (Mani Raj, 2020).

The second exogenous variable in the model pertains to human resource management practices of police officers, which is represented by four indicators: Jafri (2013) includes training and development, performance appraisal, work-life balance, and rewards and benefits. Finally, the third exogenous variable focuses on knowledge management practices via the lens of nine indicators: perception, intrinsic motivation, extrinsic motivation, synthesis, sharing, cooperation, leadership, culture and barriers (Karamitri, Kitsios & Talias, 2020). Police engagement is the model's latent endogenous variable, which is quantified using three indicators. Rich, Lepine, and Crawford (2010) describe engagement as physical, emotional, and cognitive. Physical engagement refers to the intensity, effort, and energy required for the job. Pleasantness (positive feelings) and activation (a sense of energy) are two distinct components of emotional engagement. Cognitive engagement necessitates attention (degree of focus and concentration) and absorption (level of engrossment and intensity of focus). The researcher has decided to conduct a study utilizing a structural equation model to examine the relationship between police engagement and practices in safety management, human resource management, and knowledge management. This research is significant due to the scarcity of studies addressing police engagement among police officers assigned to city, municipality, and provincial police offices. Additionally, this study will be the pioneering research conducted in Region XII, focusing specifically on police engagement. This study's ultimate aim is to significantly contribute to the existing knowledge by generating new insights and understanding in this area.

This research offers several valuable contributions. The findings will generate essential scientific knowledge regarding police engagement in safety management, human resource management, and knowledge management as experienced by police officers.

This knowledge is vital to retaining the organization's most valuable asset and enhancing productivity and success in crime prevention, control, and maintaining peace and security. Furthermore, the results can serve as a foundation for policy development and improvement of work standards within organizations, ultimately fostering positive work-related well-being among police personnel. In addition, this study will contribute a novel theoretical model of police engagement within the context of law enforcement services. It will also show the beneficial effects of police engagement, such as greater public perceptions of safety, decreased disorder and anti-social conduct, increased confidence and trust in the police, and improved attitudes and job satisfaction among police personnel. The findings align with Inc (2014) survey, which suggests that the first six months of employment are typically the most engaging for any employee, regardless of their educational background. Consequently, engagement tends to plateau or decrease after this initial period.

The research findings may be valuable to the Philippine National Police organization in enhancing its ability to address crime and anti-social behavior, strengthening its positive impact on society. The importance of employee engagement in influencing performance and organizational financial success is highlighted by Rothbard and Patil (2012). Furthermore, the study's findings can be used to provide primary and secondary data for academics and researchers interested in conducting further research on police engagement. The main objective of this study is to identify the most suitable model of police engagement among police officers in Region XII. Specifically, the study aims to assess the level of safety management practices among police officers, including safety training, adherence to safety rules and procedures, management commitment, communication and feedback, safety promotion and policies, and employee participation. Additionally, the study aims to evaluate the level of human resource management practices among police officers, encompassing training and development, performance appraisal, work-life balance, and rewards and benefits. Furthermore, the study seeks to measure the level of knowledge management practices among police officers, which includes factors like perceptions, intrinsic and extrinsic motivation, synthesis, sharing, cooperation, leadership, organizational culture, and barriers to knowledge management. Another goal is to determine police engagement among police officers in terms of physical, emotional, and cognitive engagement.

Moreover, the study aims to establish significant relationships between safety management practices, human resource management practices, knowledge management practices, and the level of police engagement. It also seeks to identify the individual and combined influences of these independent variables on police engagement among police officers. Lastly, the study aims to determine the model that best fits the police engagement of police officers in Region XII. Furthermore, the null hypothesis will be tested at a significance level of 0.05. There is no significant relationship between safety management practices and police engagement, human resource management practices and police engagement, or knowledge management practices and police engagement, according to the null hypothesis. The study will investigate if safety management practices, human resource management practices, and knowledge management practices influence police officer engagement. The goal is to see if a best-fit model for predicting police engagement can be identified.

METHODS

Research Respondent: A total of 400 police officers were surveyed. Respondents were assigned to the 4 provincial police offices and 1 city police office. Deng, Yang, and Marcoulides (2018) advocate a sample size of 200 or greater for studies utilizing Structural Equation Modeling (SEM). SEM tends to be more effective and yields fewer measurement errors when applied to larger samples (Dash & Paul, 2021). Therefore, the decision to have a sample size of 400 respondents for this study is justified and appropriate. The sample respondents for this study were chosen using stratified sampling. Stratified sampling is a type of random sampling in which the population is divided into groups or strata based on similar characteristics (Dudovskiy, 2020). Hence, stratified sampling is an appropriate technique for selecting sample respondents when there are distinct groups or strata within the population based on shared characteristics. It ensures representative sampling, increases precision, optimizes resource utilization, facilitates analytical comparisons, and supports statistical inference. Non-commissioned and commissioned police officers in uniform, regardless of gender, who are currently on duty and available during the data-collecting period, are included in this study. These officers serve as the frontline representatives of the police department, directly interacting with the community. Only those not occupied and expressing willingness and capability to participate are considered eligible for inclusion in the study. Police officers who are off duty, those who are unavailable due to their hectic work schedules, and those who are unwilling to participate due to time constraints are all excluded from this study. Withdrawal criteria are in place to safeguard privacy and confidentiality. Additionally, any instrument that has yet to be responded to personally by the subject respondent or copied from a batch mate will be disqualified. Similarly, any unanswered item statement, whether intentionally skipped or not, will be grounds for exclusion.

This research was conducted in Region XII, the Philippines' South-Central Mindanao region. Region XII consists of four provinces (North Cotabato, South Cotabato, Sarangani Province, and Sultan Kudarat) and one city (General Santos City). The study's participants were police officers assigned to Region XII. The decision to conduct the study among police officers in this region was motivated by the limited existing research on police engagement of police officers in the area. This study is the first of its kind conducted in Region XII, and aims to explore the police engagement of police officers. The research focuses on engagement's physical, emotional, and cognitive components. Additionally, the region was highly accessible to the researcher, facilitating gathering of necessary data to fulfill the study's objectives.

Materials and Instrument: A questionnaire was adapted and modified to collect primary data, focusing on safety management, human resource management, knowledge management practices, and police engagement among Region XII officers. The study's survey questionnaires were taken from similar studies, and necessary adjustments were made to ensure their relevance to the current context. Five internal validators and one external validator validated the adapted and modified questionnaires. The clarity of the directions and items, the application of the items, the appropriateness of the items within each category, and the evaluation scale were all examined by these validators, and the modified research

instrument received a mean evaluation of 4.31 out of 5, indicating high quality. A Cronbach Alpha pre-test was used to assess the questionnaire's suitability. Researchers typically use this method to examine the validity of surveys with multiple-choice items using the Likert scale. The Cronbach alpha coefficient measures the extent of the relationship among a group of test items. A value of 0.70 is generally regarded as satisfactory (Taber, 2018). Cronbach alpha results for safety management, human resource management, knowledge management practices, and police engagement were .879, .871, .953, and .849, respectively. These numbers suggest that the items on each scale have high internal consistency. As Nawi, Tambi, Samat, and Mustapha (2020) point out, the higher the internal consistency of the scale items, the closer the Cronbach's alpha coefficient is to one. The initial questionnaire examined the extent of police officers' safety management practices. This instrument is adapted from the work of Mani Raj (2020). The questionnaire included indicators of safety management practices like safety training, safety rules and procedures, management commitment, communication and feedback, safety promotion and policies, and employee participation. The second questionnaire, adapted from Jafri's (2013) study, focuses on human resource management practices. This tool is intended to evaluate human resource management practices through four indicators: training and development, performance appraisal, work-life balance, and rewards and benefits.

The third questionnaire measures knowledge management practices and was adapted from the study conducted by Karamitri, Kitsios, and Talias (2020). Additionally, the fourth survey instrument focused on measuring police engagement and was adapted from the study conducted by Rich, Lepine, and Crawford (2010). This instrument aims to gauge police engagement among police officers, utilizing three engagement indicators: physical, emotional, and cognitive. Respondents will indicate their responses with the above statements using a five-point Likert scale ranging from 5 (for "Very high") to 1 (for "Very low"). The scale is categorized into five descriptive categories to interpret the level of safety management, human resource management, knowledge management practices, and police engagement. A mean score of 4.20 to 5.00 is classified as "Very High," indicating that the observed variable is always evident. A mean score between 3.40 and 4.19 falls under the "High" category, suggesting that the observed variable is often observed. A mean score of 2.60 to 3.39 is labeled as "Moderate," indicating that the observed variable is sometimes evident. A mean score between 1.80 and 2.59 is considered "Low," signifying that the observed variable is rarely evident. Lastly, a mean score ranging from 1.00 to 1.79 is classified as "Very Low," suggesting that the observed variable is almost never evident. These descriptive levels give a framework for interpreting the variables measured at various levels in the study.

Design and Procedure: This study employed a quantitative non-experimental research strategy, namely the descriptive-predictive technique and structural equation modeling (SEM), to establish the best-fit model for police engagement. Non-experimental research is a research design that focuses on observing and analyzing naturally occurring phenomena without manipulating any variables or introducing external factors. The researcher's goal in this study was to investigate and describe the link between variables associated with police engagement without using interventions or experiments.

The use of the descriptive-predictive approach allowed for the examination of existing data and the prediction of outcomes based on observed variables. Additionally, the use of structural equation modeling helps in the analysis of variable interactions and the identification of the optimum model for explaining police engagement (Radhakrishnan, 2013). Moreover, non-experimental research, also known as correlational research, aims to identify relationships between variables and determine potential causes of behavior based on these correlations (Gunbayi& Sorm, 2018). The purpose of this research is to look into the relationships between numerous components. This study examined the links and influences of safety management, human resource management, and knowledge management practices on police engagement in Region XII using correlational research and regression analysis techniques. By analyzing the data and exploring the associations between these variables, the study aims to understand how these factors impact police engagement. The descriptive-predictive research design focuses on making forecasts or predictions about outcomes, consequences, or costs based on existing phenomena, policies, or entities. This type of research seeks to extrapolate from the available information to anticipate or project something that has yet to be previously attempted, tested, or proposed. By analyzing and interpreting the existing data, researchers aim to provide insights and predictions as a basis for decision-making and to help anticipate future outcomes. In this study, the descriptive-predictive research approach was employed to foresee and predict the factors of police engagement and their probable repercussions (Wollman, 2021).

Lastly, to develop the optimum model for the topics under consideration, the study used structural equation modeling (SEM). SEM is a comprehensive statistical tool used in scientific research to investigate and assess multivariate causal relationships. It allows researchers to simultaneously examine the relationships between multiple variables (Fan, Chen, Shirkey, John, Wu, Park & Shao, 2016). The structural model in SEM, according to Tripathi and Jha (2018), establishes links between latent variables. SEM has significant advantages, including the ability to simultaneously model and analyze the interactions between multiple independent and dependent constructs (Molwus, Erdogan & Ogunlana, 2017). Several procedures were followed to acquire the necessary data for the investigation. Initially, the researcher sought approval from the University of Mindanao Ethics Review Committee to conduct the study. In addition, the dean of the university's professional school issued letters allowing permission to administer the survey. The researcher obtained permission from the region's Police Regional Office to conduct the study in four provincial police offices and one city police station. Once the sample size was established, 400 survey questionnaires were duplicated. A timetable was then established to outline the distribution and retrieval of the questionnaires.

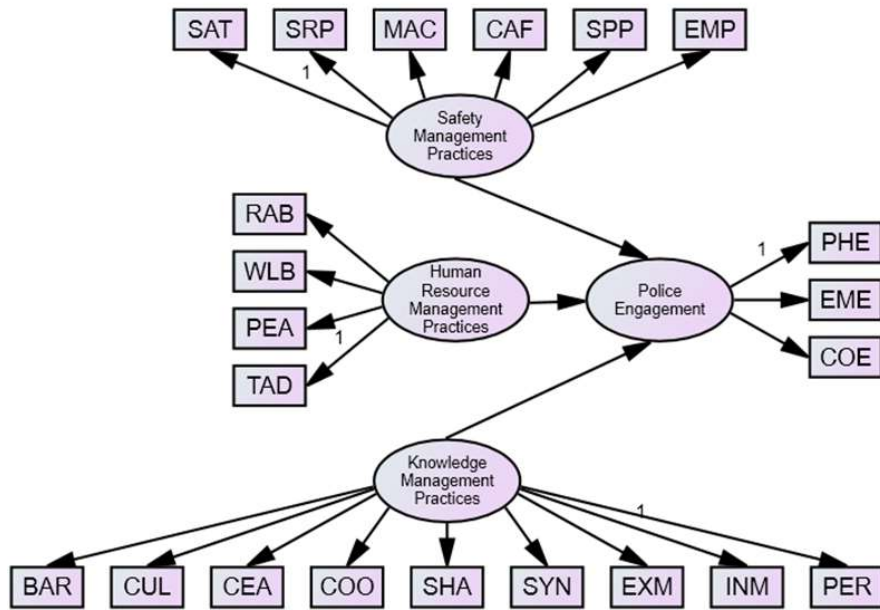
The process involved systematically and gradually administering the questionnaires, ensuring proper collation and tabulation of the collected data. To minimize potential outliers, a screening procedure was implemented during the analysis phase. The data was then encoded, tabulated, and examined. Finally, the findings were thoroughly discussed and evaluated following the study's aims. The statistical tools used in this study were chosen with the research objectives. To investigate the correlations between these variables, Pearson Product Moment Correlation (Pearson R) was used.

The mean was used to assess the safety management, human resource management, knowledge management practices, and police engagement among police officers in Region XII. The precise areas of safety management, human resource management, and knowledge management practices that had the most significant influence on police engagement were identified using multiple regression analysis. Furthermore, the best model for the study was discovered using Structural Equation Modeling (SEM). To identify the best fit model, all indices must match specific requirements. The chi-square value should be less than 5 divided by the number of degrees of freedom, and the p-value should be more than 0.05. The root mean square error approximation (RMSEA) value must be less than 0.05, and the value of Pclose must be more than 0.05. The normed fit index (NFI), Tucker-Lewis index (TLI), comparative fit index (CFI), and goodness of fit index (GFI) must all be greater than 0.95. These criteria serve as a checkpoint to ensure that the model is adequate. The researcher observed ethical standards throughout the research process to preserve the participants' rights and maintain their data's confidentiality. The study's methodology and standardized criteria for ethical considerations were thoroughly evaluated and applied in compliance with the University of Mindanao Ethics Review Committee's (UMERC) rules. The researcher acquired the UMERC certificate of approval, with UMERC Protocol No. 2022-424, showing compliance with ethical criteria. The study emphasized voluntary participation, privacy protection, information confidentiality, informed consent processes, risk and benefit assessment, plagiarism prevention, fabrication, falsification, conflict of interest, deception, obtaining necessary permissions from relevant organizations or locations and proper authorship attribution. These ethical considerations were given utmost importance and implemented in the study.

RESULT AND DISCUSSION

In this section of the paper is contained the gathered data and a thorough explanation, analysis, and implications of the study's findings. The first section describes the levels of safety management, human resource management, knowledge management practices, and police officer engagement. The second section investigates the relationship between safety management practices and police engagement, as well as human resource management practices and police engagement and knowledge management practices and police engagement. In the third section, regression analysis determines the influence of safety management, human resource management, and knowledge management practices on police engagement. Finally, the study employs structural equation modeling to identify the best-fit model that predicts police officer engagement.

Safety Management Practices: Presented in Table 1 is the data which shows the level of safety management practices implemented by police officers. The safety management practices exhibited an average score of 4.31, indicating high quality. This reflects the uniformity of safety management practices among police officers in Region XII. The individual ratings for various safety management practices are as follows: safety training received a mean score of 4.41, safety rules and procedures received a mean score of 4.38, management commitment received a mean score of 4.30, communication and feedback achieved a mean rating of 4.29, while safety promotion and policies



Legend:

- | | | |
|-------------------------------------|--------------------------------|----------------------------|
| SAT -Safety Training | EMP - Employee Participation | SYN - Synthesis |
| SRP - Safety Rules and Procedures | RAB – Rewards and Benefits | EXM - Extrinsic Motivation |
| MAC - Management Commitment | WLB - Work Life Balance | INM - Intrinsic Motivation |
| CAF - Communication and Feedback | PEA - Performance Appraisal | PHE - Physical Engagement |
| SPP - Safety Promotion and Policies | TAD - Training and Development | EME - Emotional Engagement |
| SPP - Safety Promotion and Policies | BAR - Barriers | COE - Cognitive Engagement |
| | CUL - Culture | |
| | LEA - Leadership | |
| | COO - Cooperation | |
| | SHA -Sharing | |

Figure 1. A Model Showing the Conceptual Model of the Three Latent Exogenous Variables and to the Latent Endogenous Variable

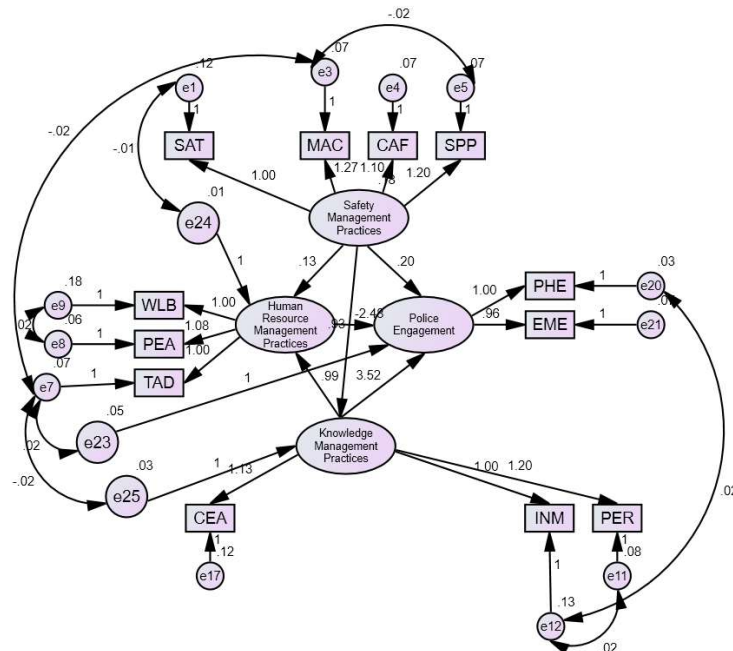


Figure 2. The Best Fit model for the Safety Management Practices, Human Resource Management Practices, and Knowledge Management Practices and their Direct Casual Relationship towards Police Engagement

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

Table 1. Level of Safety Management Practices

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

Table 2. Level of Human Resource Management Practices

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

Table 3. Level of Knowledge Management Practices

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

Table 4. Level of Police Engagement of Police Officers

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

obtained a mean rating of 4.23. The outcomes demonstrate that all safety management practice indicators are consistently present in the police force. Therefore, implementing safety management strategies is crucial in improving workplace safety conditions and promoting a culture where employers and employees prioritize safety and health. These strategies play a significant role in reducing workplace accidents and hazards (Mani Raj, 2020). The functions and procedures employed by organizations to ensure safety are directly connected to the actual implementation and effectiveness of safety management practices (Ajmal, Isha & Nordin, 2021). Additionally, safety management is a component of organizational leadership and upholds safety through various safety-management procedures (Reader, Mearns, Lopes & Kuha, 2017). The goal of the safety-management system in organizations is to protect employees from working risks and security threats (Noordiana, 2018). Finally, according to Ajmal, Isha, Nordin, Rasheed, Al-Mekhlafi and Naji (2022), safety management methods should seek to spread the feeling of safety at work, and senior management in organizations must boost safety performance.

Human Resource Management Practices: In Table 2 is shown a summary of the level of human resource management practices observed by police officers. The mean score overall is 4.19, with a standard deviation of 0.53, which indicates that police officers in Region XII exhibit a *high level* of human

resource management practices. Specifically, the mean ratings for the various indicators of human resource management practices are as follows: training and development received a *very high* mean rating of 4.27; performance appraisal received a mean rating of 4.23, which also indicated a *very high* level; work-life balance achieved a mean rating of 4.17, reflecting a *high* level; and rewards and benefits received a *high* mean rating of 4.09. These results indicate that human resource management practices are frequently observed among police officers in the region. The high ratings in training and development, performance appraisal, work-life balance, and rewards and benefits contribute to the overall high score. This suggests that police officers in Region XII have confidence in the organizational procedures implemented to ensure the presence of a skilled and capable workforce that can effectively meet operational requirements through human resource management practices implementation.

This study's findings are consistent with the results of Almarzooqi, Khan and Khalid (2018), which emphasize the relevance of comprehensive training and development in promoting professional growth and acquiring technological knowledge and skills among employees. Additionally, the study supports the notion that human resource management strategies play a vital role in enhancing knowledge within an organization, fostering the development of key personnel, improving organizational performance, and enhancing task-related abilities and behavioral skills, as highlighted by Chen, Chuang and Chen (2017). This study's findings are consistent with previous research by the Jackson, Schuler & Jiang (2014) and Yustrilia, Sujarwo, Rofiq, Ratmawati and Satriyo (2022), which emphasizes the significance of human resource methods like employee training and development, evaluation of performance, maintaining work-life balance, and compensation and benefits in determining an organization's employment association. These practices serve as signals to employees regarding organizational values and expectations. Moreover, when employees perceive that the organization's HRM policies and procedures adequately meet their needs and expectations, they are more likely to demonstrate loyalty to the organization (Lok & Chin, 2019).

Knowledge Management Practices: In Table 3 is shown the study's findings on police officers' knowledge management practices. The average rating attained was 4.26, with a deviation of 0.48, indicating a *very high* level of knowledge management practices in the police department of Region XII. The mean scores for each indicator of knowledge management practices were as follows: perceptions (4.23), intrinsic motivation (4.29), extrinsic motivation (4.29), synthesis (4.25), sharing (4.25), cooperation (4.36), leadership (4.19), culture (4.28), and barriers (4.25). These results indicate that the observed variables related to knowledge management practices are always evident among police officers. This finding aligns with previous research conducted by Chang, Hsu, Li and Chang (2011) and Byukusenge and Munene (2017), which indicate that a positive attitude towards knowledge management can lead to actions such as knowledge creation and sharing. These studies suggest that a favorable view of knowledge management can enhance employee performance and innovation. Nenungwi and Garaba (2022) also highlight that a positive attitude toward knowledge management can provide a competitive advantage and foster innovation within organizations.

Table 5.1. Significance of the Relationship between Safety Management Practices and Police Engagement of Police Officers

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

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

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

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

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

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

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

Table 7. Summary of Goodness of Fit Measures of the Five Generated Models

Model	P-value (>0.05)	CMIN / DF (0<value<2)	GFI (>0.95)	CFI (>0.95)	NFI (>0.95)	TLI (>0.95)	RMSEA (<0.05)	P-close (>0.05)
1	.000	11.100	.688	.784	.769	.758	.159	.000
2	.000	7.934	.751	.853	.836	.834	.132	.000
3	.000	7.924	.749	.853	.836	.834	.132	.000
4	.000	5.303	.784	.909	.891	.897	.104	.000
5	.224	1.161	.981	.999	.990	.998	.020	.993

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

Venkitachalam and Willmott (2017) underline the relevance of knowledge management in ensuring organizational survival under challenging circumstances. Furthermore, Barley, Treem and Kuhn (2018) demonstrate that acquiring, developing, sharing and applying information is crucial for organizational reinvention and innovation, making knowledge a valuable asset that can confer a competitive advantage to organizations.

Police Engagement of Police Officers: In Table 4 is show the degree of police engagement among Region XII officers, which obtained an overall mean rating of 4.46 for physical, emotional, and cognitive engagement, or 0.53 standard deviation. This high mean score suggests police officer engagement in Region XII is always evident inside the organization. The findings align with previous research conducted by Raghavan (2015), emphasizing employee engagement's significance for organizational success. Employers seek individuals who go beyond their responsibilities by demonstrating problem-solving skills, initiative, and willingness to support colleagues and customers. Extensive research indicates that engaged employees substantially impact important organizational outcomes, including stakeholder and public satisfaction. Consequently, many companies have made employee engagement a strategic priority. Additionally, the study by Al Shehri, McLaughlin, Al-Ashaab and Hamad (2017) endorses that employee involvement enhances overall efficiency and output, provides a happy work environment, lowers absenteeism, and reduces staff turnover. Furthermore, Lai, Tang, Lu, Lee and Lin (2020) underline that engaged employees are more likely to devote their physical, cognitive and emotional efforts to accomplishing their job responsibilities leading to a broader range of positive work behaviors and increased willingness to assist their peers.

Significance of the Relationship between Safety Management

Practices and Police Engagement of Police Officers: The correlation study results between safety management techniques and police officer engagement are presented in Table 5.1. The computed correlation coefficient (r) of 0.678 implies a strong positive relationship. A probability value of less than 0.05 signifies a significant correlation between safety management practices and police engagement, indicating a rejection of the null hypothesis. The positive correlation between police engagement and safety management practices such as safety training, safety rules and procedures, management commitment, and effective communication and feedback is noted as indicated by the computed r -values of 0.601, 0.610, 0.604 and 0.609 respectively. It can be inferred that these specific safety management practices are crucial in fostering a constructive relationship with the police force.

Additionally, the observed variables of safety promotion, policies, and employee participation show moderate positive correlations with police engagement, with r -values calculated at 0.588 and 0.581, respectively. This indicates that these factors have a moderate impact on police involvement. The results demonstrate that practices related to safety management, such as safety training, safety rules and procedures, management commitment, communication and feedback, safety promotion and policies, and employee engagement, have a clear correlation with police officer engagement. The research results align with the hypothesis of Kahn (1990) regarding employee engagement which implies that engagement is a critical mechanism through which antecedents influence work performance. According to the researchers, Kahn's theory provides a more comprehensive view of individuals' energy investment in their jobs, making engagement a more comprehensive mediator when compared to other processes that address only specific components of the self. Furthermore, the study reveals that elements such as safety management, levels of worker engagement and commitment, which operate as intercessors between the safety operation system and safety performance issues, similar to accident rates, can impact police engagement. This emphasizes the necessity of police officers identifying and resolving job-related risks and dangers, given their vital role in establishing societal balance (Wachter & Yorio, 2014).

Overall, the research underlines the relevance of employee engagement, particularly in police employment, and underscores the importance of adopting suitable safety management methods to improve concentration and assure police officers' well-being and performance (Achim, 2018). However, several key elements can be identified as common themes in safety management practices. These include a strong commitment to safety leadership, effective communication about security measures, establishing health and safety goals, precise training requirements, recognition and rewards for achieving safety outcomes, and active employee participation. These elements collectively contribute to create a safety culture within an organization. Building a safety culture necessitates fostering a constant awareness among employees regarding workplace risks and hazards, including those that may arise from their actions or behaviors (DeBoard, 2015). In Table 5.2 is summarized the findings addressing the relationship between human resource management practices and police officer engagement. The overall r -value of 0.633 with a p -value of less than 0.05 suggests a strong positive correlation; hence, the null thesis is rejected. Likewise, training and development had an r -value of 0.629 with a p -value of less than 0.05, indicating a significant positive relationship with police engagement. On the other hand, performance appraisal, work-life balance, and rewards and benefits revealed r -values of 0.582, 0.518, and 0.523 with p -values of less than 0.05, showing a modest positive link with police engagement.

The study's findings align with the theoretical framework proposed by Kahn (1990), which is the theory of employee engagement. Additionally, the results support the conclusions of Ahmed, Bin Ahmad and Raihan Joarder (2016). Training and development, appraisals, work-life balance, and rewards and benefits all positively and significantly impact employee engagement. Enforcing these mortal resource practices effectively can help to boost hand engagement inside the establishment. According to Lok and Chin (2019), human resource management practices significantly impact employee engagement. As a result, businesses and managers should prioritize creating a pleasant work environment that fosters employee sustainability and engagement. Understanding the relationship between effective human resource management practices and employee engagement, as Kowalski and Loretto (2017) point out, is crucial since it can lead to improved individual and organizational performance. Finally, the research conducted by Singh, Mazzucchelli, Vessal and Solidoro (2021) is affirmed by the abovementioned findings. According to their results, human resource management methods critically influence the employment relationship within a company. These practices serve as a signal to employees, indicating what the organization values and expects from them. When employees perceive that HRM policies and procedures adequately address their needs and expectations, it can increase employee engagement.

Significance of the Relationship between Knowledge

Management Practices and Police Engagement of Police Officers: In Table 5.3 is displayed statistics on the relationship between knowledge management practices and police officer engagement. The total r-value from all measurements is .733 with a p-value of less than 0.05, indicating a strong positive correlation and rejecting the null hypothesis. Furthermore, the analysis revealed that the indicators of knowledge management practices, namely perception, synthesis, corporation, leadership, culture, and barriers, exhibited r-values of .633, .609, .699, .652, .678, and .650, respectively. These findings suggest a high positive correlation between these indicators and police engagement. On the other hand, the remaining indicators of knowledge management practices, intrinsic motivation, extrinsic motivation, and sharing, obtained r-values of .573, .552, and .582, respectively, indicating a moderate positive correlation with police engagement. The study's findings are consistent with the theoretical framework of Kahn's employee engagement theory. According to Gupta, Iyer, and Aronson (2017), knowledge management benefits businesses by facilitating problem-solving, dynamic learning, and decision-making processes. Adopting knowledge management practices allows firms to increase the value of their intellectual assets, improve performance, and foster a culture of continuous improvement. Additionally, the research conducted by Popa and Stefan (2019) indicates a growing and sustained interest in knowledge management. As organizations strive to outperform their competition, the availability of a vast amount of digitized information becomes crucial. Accurate information is necessary to minimize errors, secure future success, and achieve optimal economic outcomes within the framework of business strategy management. Furthermore, according to Grimsdottir and Edvardsson (2018), unlearning can be as challenging as learning, if not more so. Encouraging employees to change their ways requires their willingness and a sense of respect, belonging to a community, and perceiving their participation as demanding yet fulfilling.

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

In Table 6 is shown the regression analysis results, which reveal the impact of exogenous variables, including safety management practices, human resource management practices and knowledge management practices, on police officer engagement. The overall outcomes of the study revealed that two of the three exogenous variables substantially influence police officer engagement, with an F-value of 160.662 and a p-value less than 0.05 suggesting that the null hypothesis is rejected. Furthermore, the r^2 value of .549 suggests that safety management practices, human resource management practices, and knowledge management practices account for 54.90% of police officer engagement. Other factors that were not examined in this study can account for the remaining 45.10 percent. The results demonstrated that safety management practices and knowledge management practices variables with p-values less than 0.05 substantially influence police officer engagement. However, because of its more significant beta coefficient, knowledge management practices were found to be the best predictor of police officer engagement. This finding expands Kahn's (1990) theory by examining the extent to which engagement acts as an essential mechanism by which engagement's antecedents influence work performance. Hence, police officers' safety and knowledge management practices impact police engagement to some extent. According to Wachter and Yorio (2014), predicting police engagement can include examining safety management, worker engagement, and dedication as intermediaries between the safety management system and safety performance outcomes such as accident rates.

Furthermore, police engagement might be associated with knowledge management approaches. Through knowledge management, organizations benefit from activities such as issue resolution, dynamic learning, and decision-making, as emphasized by Gupta, Iyer and Aronson (2017). Organizations that implement knowledge management techniques seek to optimize the financial value of intellectual assets, improve performance, and build a new culture that promotes future advancements.

Best Fit Model for Police Engagement: The study's primary goal is to identify the most appropriate model that can explain police engagement based on predictors of safety management practices, human resource management practices, and knowledge management practices among police officers in Region XII. Each model generated a framework that can be further divided into two separate models: a structural model that illustrates the relationships between latent variables and the measurements of the loads placed; and a knowledge management model that explains the knowledge management practices. The best-fitting model establishes links between endogenous (dependent) and exogenous (independent) variables. The ability of the structural model to properly reflect the data justifies its assumptions about the empirical relationships between variables. The calculated parameters of the model consider both the strength and direction of the correlations between the variables. The variable screening was carefully considered to ensure that the data was normal. Variables containing interval or ratio data were considered during the model's development. Notably, the model proposed in the study is supported by relevant field theories. The goodness-of-fit measures for the five models constructed

throughout the study are summarized in Table 7. The best-fit model was picked based on criteria that ensured all indices consistently fall within acceptable ranges. A p-value greater than 0.05; a Chi-square divided by degrees of freedom (CMIN/DF) between 0 and 2; a Goodness of Fit Index (GFI), a Comparative Fit Index (CFI), a Normed Fit Index, and a Tucker-Lewis Index greater than 0.95; and a Root Mean Square Error of Approximation (RMSEA) less than 0.05 and a p-close value greater than 0.05 are among the criteria. To be considered the best fit, the model must have statistical significance (p-value), an acceptable balance of chi-square and degrees of freedom, high values for GFI, CFI, Normed Fit Index, and Tucker-Lewis Index, a low RMSEA, and a non-significant p-close value. Simply put, the chart displays the evaluation criteria that were utilized to determine the best-fitting model based on several goodness-of-fit measurements. Based on the goodness-of-fit measurements for the five generated models, Models 1-4 did not match the criteria for the Normed Fit Index, Tucker-Lewis Index, Comparative Fit Index, or Goodness of Fit Index. Models 1 to 4 might not have accurately represented the study's underlying theoretical framework or relationship among variables. The models may have lacked significant predictors, included irrelevant variables, or failed to capture complex interactions. As a result, the models did not adequately explain the observed data patterns, leading to a poor fit. However, Model 5, as shown in Figure 3, consistently displayed excellent matches across all evaluated indices. As a result, a summary of the goodness-of-fit measurements was used to identify the best-fit model. As a result of rejecting the null hypothesis, it is clear that there is a best-fit model that accurately predicts police engagement among Region XII officers. The organization can rely on this model to understand and enhance police engagement within the region.

Figure 2 is illustrated the model, emphasizing physical and emotional engagement as measurable variables for police engagement among officers. Physical engagement refers to the level of effort and energy employees invest physically and mentally in their work. It aligns with Kahn's (1990) concept of individuals who describe themselves as highly engaged and actively involved in their work tasks. These individuals are self-assured and willing to put in physical and mental work. Emotional engagement, on the other hand, is built on employees' emotional connection to their superiors or bosses. It underlines the significance of cultivating a positive relationship between employees and their employers. According to Sinclair (2021), this includes creating a sense of belonging, building trust, and ensuring employees believe in the company's values and mission. To summarize, the model in Figure 3 emphasizes the significance of physical engagement and emotional engagement as crucial factors in predicting police engagement. It underscores the importance of employees investing energy into their work and building a positive emotional bond with their supervisors or bosses. According to Saks (2019), employee engagement has become increasingly challenging in today's organizations. Given the complexities and demanding requirements many firms face, employee engagement remains a persistent difficulty. This poses a significant challenge for management, as engagement is vital for the organization's sustainability, survival, and profitability. Rana, Pant and Chopra (2019) view employee engagement as an indicator of employee's willingness to go above and beyond in their efforts for their employer. Recognizing and prioritizing employee engagement in

organizational development can yield numerous valuable outcomes and benefits. The individual outcomes of employee engagement are crucial not only for the employer-employee relationship but also for the organization's overall success. Motivated and engaged employees are more likely to meet the needs and expectations of their work. In summary, employee engagement is a complex task for organizations, as Saks (2019) highlighted. However, considering and fostering employee engagement in organizational development can result in significant advantages and positive outcomes, as emphasized by Rana, Pant, and Chopra (2019). Organizations must realize the value of employee engagement in inspiring individuals to achieve the best of their abilities. As one of the exogenous variables in the study, it was discovered that four out of six indicators had a direct relationship with police engagement. Safety training consists of several components, such as providing comprehensive workplace training to officers on health and safety issues. Management commitment involves taking corrective action regarding unsafe practices, considering safety as important as specific tasks, and promptly addressing safety concerns. Communication and feedback refer to a hazard reporting system via which police officers can notify possible risks before events occur and open communication regarding workplace safety issues. Implementing safety procedures and practices, seeing safe behavior as a positive element for work advancement, and fostering healthy competition among police officers to uncover and report unsafe conditions and behaviors, are all examples of safety promotion and regulations.

The work of police officers is crucial for maintaining social balance; thus, understanding and addressing job-related risks and hazards is vital for this profession (Achim, 2018). Commitment to safety leadership, effective communication about security, setting health and safety goals, satisfying training requirements, recognizing safety performance, and involving employees in safety activities are all common themes in safety management strategies. Creating a safety culture requires employees to be consistently aware of workplace risks and hazards, including those they may contribute to (DeBoard, 2015). To summarize, the study identified specific safety management practices that are directly linked to police engagement. These practices involve providing comprehensive training, demonstrating management commitment, facilitating effective communication and feedback, and encouraging safety through policies and procedures. It is crucial to address job-related risks and hazards for police officers, and creating a safety culture requires active engagement and employee awareness. In the study's human resource management practices variable, the best-fit model contained three domains: work-life balance, performance appraisal, and training and development. The findings align with the study conducted by Almarzooqi, Khan and Khalid (2018), which emphasizes the importance of comprehensive training and development in enhancing employees' professional and technological knowledge and abilities. Furthermore, human resource management strategies encourage organizational knowledge improvement, foster the development of valuable personnel, improve organizational performance, and enhance task-related abilities and behavioral skills (Chen, Chuang & Chen, 2018). Work-life balance pertains to the support organizations provide to help employees balance their work and family responsibilities. Performance appraisal involves evaluating and rating employee performance based on objective criteria, serving as a tool for organizational

assessment. Training and development focus on providing employees opportunities to enhance their abilities and skills, contributing to organizational growth (Jafri, 2013). In summary, the study found three fundamental human resource management practices domains that comprised the best-fit model: work-life balance, performance appraisal, and training and development. These practices align to enhance employees' knowledge and skills, supporting work-life balance, and provide opportunities for growth and development within the organization. Regarding the knowledge management practices variable, the remaining indicators in the best-fit model are cooperation, intrinsic motivation, and perceptions. Byukusenge and Munene (2017) suggest that a positive attitude toward knowledge management can drive actions such as knowledge generation and sharing. They also underline that better knowledge management can improve hospital personnel's performance, offering a competitive advantage and encouraging innovation (Nenungwi & Garaba, 2022). In today's dynamic environment, knowledge management becomes crucial for organizational survival (Venkitachalam & Willmott, 2017). Barley, Treem and Kuhn (2018) also found that the ability to collect, create, share, and utilize knowledge empowers enterprises to reinvent themselves and innovate, making it a vital skill for modern firms. As an essential asset, ability can potentially confer a competitive advantage to businesses. To summarize, the best-fit model for knowledge management practices includes the indicators of cooperation, intrinsic motivation, and perceptions. A positive attitude towards knowledge management drives knowledge-related actions and performance improvement, leading to competitive advantages and innovation. Effective knowledge management is crucial for organizational survival and reinvention in the rapidly changing business landscape.

CONCLUSION AND RECOMMENDATION

The structural equation model increased the study's consistency and dependability by going through the phases of model specification, estimation, and evaluation. The findings revealed that police officers have a high level of safety management practices, indicating that this variable is always visible to the officers. Based on the results, it can be inferred that police officers routinely demonstrate a high level of safety management practices. This finding implies that the variable of safety management practices is consistently present and observable among police officers. It indicates that police officers prioritize safety and demonstrate a strong commitment to implementing and adhering to safety protocols and procedures. This high level of safety management practices is essential for ensuring the well-being of the officers and the communities they serve. Based on the conclusion that police personnel frequently demonstrate exemplary safety management practices, here is a specific recommendation to maintain and further enhance this aspect: Continuous Training and Education; it is crucial to provide ongoing training and education to police officers in Region XII. This training should focus on updating them about new safety protocols, procedures, and best practices. It should also include scenarios and simulations that allow officers to practice and reinforce their safety skills in realistic situations. By keeping officers well-informed and prepared, they can continue to prioritize safety and adapt to changing circumstances effectively. Moreover, on the human resource management level, a high result indicates that this variable is often evident to the police officers in Region XII.

According to the findings, human resource management among police officers in Region XII is consistently high. It demonstrates an increased emphasis on adequately managing and developing the police department's human resources, which includes factors such as recruitment, training, performance evaluation, and career advancement. A high human resource management level is crucial for maintaining a capable and motivated police force. It signifies that the police department in Region XII prioritizes its officers' well-being, professional growth, and overall management. Effective human resource management can contribute to increased job satisfaction, higher performance, and a positive organizational culture within the police force.

Based on the information provided, the human resource management level is crucial and noticeable for police officers in Region XII. To enhance this aspect further, the following specific recommendation is made: Training and Development Programs: Implement comprehensive training and development programs for police officers in Region XII. These programs should enhance their skills, knowledge, and abilities in various areas, such as community policing, conflict resolution, effective communication, ethical decision-making, and leadership. By investing in continuous learning opportunities, police officers can stay updated with the latest practices and techniques in law enforcement, improving their overall performance and professionalism; Performance Evaluation and Feedback Mechanisms: Establish a robust performance evaluation system that provides regular feedback to police officers in Region XII. This system should include objective performance criteria, clear expectations, and constructive feedback mechanisms. Officers can identify their strengths and areas for improvement by providing regular evaluations, leading to continuous growth and better job performance; Recruitment and Selection Process: Enhance the recruitment and selection process to attract highly qualified and competent candidates for police positions in Region XII.

This can be achieved by implementing rigorous screening methods, including thorough background checks, psychological assessments, and comprehensive interviews. Additionally, the PNP may consider diversifying the recruitment strategies to ensure a broader range of applicants and increase representation from underrepresented groups; Supportive Organizational Culture: Foster a supportive and inclusive organizational culture within the police force in Region XII. Promote a sense of teamwork, collaboration, and mutual respect among officers; and encourage open communication channels where officers feel comfortable voicing their concerns and suggestions. Implement policies and practices that place a premium on employee well-being, work-life balance, and mental health care; and Leadership Development: Invest in leadership development programs for supervisors and managers within the police force in Region XII. Effective leadership plays a vital role in human resource management. Provide training and resources to develop leadership skills, including decision-making, conflict resolution, performance management, and mentoring. Strong and competent leaders can inspire and motivate officers, creating a positive work environment and fostering professional growth. Police officers have a very high level of knowledge of management practices. They possess positive perceptions, exhibit intrinsic and extrinsic motivation, effectively synthesize and share knowledge, cooperate reasonably, and operate within a supportive leadership and

organizational culture. While some barriers exist, they are not insurmountable, and officers demonstrate resilience and adaptability in overcoming them. These findings emphasize the relevance of knowledge management in the police force and its favorable impact on performance, problem-solving, and decision-making. According to the research, police personnel have high knowledge management practices. Evidently, they value and effectively utilize knowledge to enhance their performance, problem-solving, and decision-making. To further support and optimize knowledge management practices in the police force, here is a specific recommendation: Knowledge Sharing Platforms and Tools: Implement a robust knowledge-sharing platform or system within the police force in Region XII. This platform should facilitate the easy exchange of information, best practices, lessons learned, and other relevant knowledge among officers. It can include discussion forums, document repositories, and collaboration tools to encourage officers to share their expertise and experiences. By providing a centralized and accessible platform, knowledge sharing becomes efficient, leading to improved organizational performance and decision-making.

The level of police engagement among police officers is commendable. They are tremendously physically, emotionally, and cognitively engaged in their job. This indicates a deep commitment to their responsibilities, a solid connection to their profession, and a willingness to go above and beyond in their duties. Such engagement is vital for maintaining the effectiveness and efficiency of police services, as it leads to enhanced performance, improved community relations, and the ability to handle challenging situations effectively. Based on the commendable level of police engagement among police officers, it is evident that they are deeply committed and dedicated to their responsibilities. Their high levels of physical, emotional, and cognitive engagement contribute to their effectiveness, efficiency, and ability to handle challenging situations.

To further support and sustain this engagement, the following specific recommendation can be implemented: Recognition and Appreciation: Establish a system to recognize and appreciate police officers for their exceptional engagement and commitment to their work. This can include regular acknowledgment of achievements, commendations for outstanding performance, and opportunities for public recognition. By acknowledging and appreciating officers' efforts, their sense of purpose and value is reinforced, fostering a positive work environment and motivating them to maintain their high levels of engagement; Professional Development Opportunities: Provide meaningful professional development opportunities further to enhance officers' skills, knowledge, and abilities. Offer training programs, workshops, seminars, and specialized courses that allow officers to expand their expertise and stay up to date with evolving practices in law enforcement. This investment in professional development improves officers' talents and displays the organization's dedication to their growth and promotion. Furthermore, there is a significant relationship between safety management practices, human resource management practices, knowledge management practices, and police engagement. Organizations prioritizing safety, human resource management, and knowledge management create an environment where officers are more interested in their work. These findings underscore the importance of investing in these practices to promote the well-being, motivation, and overall engagement of police

officers, ultimately contributing to their effectiveness in serving and protecting their communities. Based on the conclusion that practices on safety management, human resource management, and knowledge management positively impact police engagement, here is a specific recommendation to further enhance these areas: Integrated Training and Development Approach: Implement a training and development program that integrates safety management, human resource management, and knowledge management components. This program should provide comprehensive training to police officers that focuses on their physical safety, emotional well-being, professional growth, and knowledge acquisition. By integrating these aspects, officers will receive holistic training that enhances their engagement, performance, and overall effectiveness; and Safety training: Provide regular and targeted safety training sessions that address situational awareness, de-escalation techniques, physical fitness, and self-defense. Also, officers should be well-prepared to handle potential risks and threats in the line of duty.

Based on the findings, among safety management, human resource management, and knowledge management practices, knowledge management practices have the most significant influence on the police engagement of police officers in Region XII. The study revealed that successful knowledge management strategies such as knowledge sharing, teamwork, and the establishment of a learning culture significantly impact police officer engagement levels. This suggests that when police organizations prioritize knowledge management, officers are more likely to be involved in their jobs. The significant impact of knowledge management practices on police engagement highlights the necessity of cultivating a culture of continual learning and knowledge sharing within the police force. Organizations can enhance their engagement levels by providing officers with the necessary tools, resources, and opportunities to acquire and apply knowledge. It is recommended that police agencies in Region XII focus on improving their knowledge management practices. This can be achieved through implementing strategies such as training programs, knowledge-sharing platforms, mentorship initiatives, and recognition of knowledge contributions. By doing so, police organizations can maximize the engagement and performance of their officers, leading to improved service delivery and stronger connections with the communities they serve. Out of the five analyzed structural models, Model 5 has the indices consistently indicating an excellent fit to the data. As a result, it was chosen as the model with the best fit. As remaining indicators and strong predictors of police engagement, the best-fit model includes indicators of safety training, management commitment, communication and feedback, and safety promotion and policies; human resource management practices such as work-life balance, performance appraisal, and training and development; and knowledge management practices such as cooperation, intrinsic motivation, and perceptions. Finally, using the structural equation model, a study on the excluded indicators must be conducted to investigate the characteristics of those indicators, which can also be used to determine police engagement in Region XII for the public perception of safety toward the reduction of disorder and anti-social behavior within the community. It is also suggested that a comparative study may be conducted to identify substantial factors not covered in this study. Future researchers may include other law enforcement agencies as the primary study participants.

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