

Stress Condition, Work Engagement and Service Performance of PNP Personnel: A Multiple Regression Approach

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APPROVAL SHEET

This Thesis entitled “**STRESS CONDITION, WORK ENGAGEMENT AND SERVICE PERFORMANCE OF PNP PERSONNEL: A MULTIPLE REGRESSION**” prepared and submitted by **FELIX M. CORVERA JR.** in partial fulfillment of the requirements of the degree Master of Science in in Criminal Justice with specialization in Criminology, has been examined and is hereby recommended for approval and acceptance.

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ABSTRACT

This study investigated the status and the relationships stress condition, work engagement, and service performance of PNP personnel. Adapted questionnaires were administered among the 274 PNP personnel in Sarangani Province, Region XII as respondents of the study utilizing a stratified sampling technique, wherein only the available officers inside Sarangani Province Police Stations, and the data gathered were treated utilizing statistical tools such as Mean, Pearson r and Multiple Regressions. Data was collected face-to-face, considering the lenient interaction about health protocols. The result of the study manifested that the stress condition of the PNP personnel is low, indicating that they either do not experience them or ignore them; work engagement was very high, showing that the PNP personnel were devoted to their task as law enforcers; service performance was very high manifesting that as law enforcers, the PNP personnel exerted effort to provide quality service. There was a negative correlation between stress conditions and service performance among PNP personnel, while a positive correlation was observed between work engagement and service performance. Work engagement was the only vital variable influencing service performance of the two independent variables. Regarding sustainable development goals, the PNP's performance will be its contribution to fair justice in society (SDG 16). At the same time, the younger generation will look up to these PNP officers as their model in getting educated in law enforcement (SDG 4) and enforcing the law with justice.

Keywords:- *Criminal Justice, Stress Condition, Work Engagement, Service Performance, PNP Personnel, Philippines.*

- SDG 4. Quality Education
- SDG 16. Peace, Justice and Strong Institution

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DEDICATION

I would like to dedicate this research endeavor to my beloved Mother Dioscora M. Corvera for the support, patience and encouragement. Also, to my siblings who believing in me. I always encouraged pursuing my dreams throughout my academic journey.

To my beautiful daughter, Ayesha Althena Aerke I dedicates this thesis with all my heart. For my motivation, inspiration, and greatest joy. Watching them grow and learn has reminded me of the importance of education and its impact on shaping our lives. I proud to her father and I hope this achievement will inspire her to pursue her dreams with passion and dedication.

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CHAPTER ONE INTRODUCTION

Law enforcement is a profession considered a high-risk activity. The police officers are those professionals who face ferocity, cruelty, and the possibility of death in this kind of occupation. Currently, it is conferred that cops are among the professionals who experience too much stress. It is their job to intervene in situations with human problems that involve much conflict and tension (Baldwin et al., 2019). Consequently, they are constantly exposed to danger and aggression. Thus, it is expected to understand that their service performance will be significantly affected, knowing that their safety is in jeopardy (Violanti et al., 2017).

Service performance is an essential aspect for individuals and organizations. Under such circumstances, the organization needed to be aware that these critical factors, including work stress, social support, and emotional intelligence, could enhance individuals' job performance. Emotional intelligence is recognized as a significant predictor of the job performance of police (Ahmad et al., 2018). Policing jobs that can be adjusted to enhance the officers' performance involve responsiveness, a sense of purpose, task orientation, communication management, sharing responsibilities, and promoting innovation (Chikwem, 2017).

Consequently, police officers must be resilient and use adequate coping strategies to manage stress, burnout, and psychological consequences. They must be effective service providers to the community; when there is less stress among them, and a stable working condition are present, positive results in their service performance are manifested (Luceño-Moreno et al., 2016; Queirós et al., 2020). Similarly, organizational support boosts police officers' work engagement serving as motivation to improve police officers' active participation in their work and provide quality service performance (Lan et. al., 2020).

A study proved that work stress experienced by employees at work in which an individual is troubled by an excessive workload is actual among police officers. Workloads are some of the policing stress issues that increase the turnover rates among police employees (Liu et al., 2019). Also, in the police force, stress can be in the form of unnecessary shift work, unhealthy food choices, and lack of exercise. Stress usually occurs when one is stuck with a problem, and police officers start feeling pressured by that problem (Humayon et al., 2018).

Results in the study conducted by Lan et al. (2020) showed that work engagement should be strengthened by organizational support for police and helping them perceive that they are receiving more company assistance. Liu et al. (2019) also revealed that the leaders of police organizations should use positive management methods in the management process to satisfy the emotional needs of police. Also, police need to strengthen their ability to express positive emotions and to boost their capacity to manage negative ones. This is vital in improving police work engagement.

Service performance tends to improve when the leader is more of a coach than a manager, which is true in a police organization. This implies that police department leadership that embraces a coaching paradigm will work with officers to address the issues that cause stress and undermine wellness and job performance (Ahmad et al., 2018). Service performance can be improved by providing better leadership, which will, in turn, yield improved job performance of police officers through the management of stress. Thus, it can be concluded that improved leadership may also be correlated to improved stress management among individual officers within a police department (Chikwem, 2017).

The study was also based on the Coping Theory, which Lazarus and Folkman (1984) also created. The field of coping theory is vast and can be broadly categorized into approach-oriented theories (micro- and macro-analytic) and trait-oriented theories (focus). An individual's internal resources and mental capacities for assessing how effectively he can adjust to a circumstance are acknowledged by the focus-oriented state and trait theories of coping. Conversely, approach-oriented micro and macro-analytic coping theories focus on the degree to which coping mechanisms are tangible or abstract (Carver et al., 1989). This can be true for PNP personnel who adjust to their working conditions and adapt to the environment.

Furthermore, the cognitive-motivational-relational theory supports Lazarus's two earlier theories (1991). It involved aspects of relationships, motivation, and cognition. Lazarus argues that distinct emotions are evoked when situations are rated differently based on these three categories. However, a structural model of evaluation is required to assess each emotion separately (Lazarus, 1991).

Another support theory is the Work Engagement Job Demands-Resources (JDR) Theory developed by Bakker et al. (2006). They specified that employment and personal resources are the most significant predictors of engagement, and these resources become employee motivational strategies when faced with high job requirements. Work engagement, once accomplished, becomes service performance and is assessed as a whole for the organization.

Figure 1 exhibited the Conceptual framework of the study. The independent variable in this study is the stress conditions, defined as the body's reaction to harmful situations. Specifically, it has sub-variables such as work conflict and a vital workplace opinion difference. Professional recognition is the formal acknowledgment of an individual's professional status and right to practice the profession by professional standards and subject to professional or regulatory controls. I also managed the workload, efficiently distributing and managing work across the organization's members.

Correspondingly, another independent variable is work engagement, which is defined as harnessing the organization's members to their roles. It has sub-variables such as vigor work and approaching the job with physical and mental enthusiasm. Also, dedication work or the willingness to give a lot of time and energy to the job is essential. Finally, absorption, defined as being completely immersed in the job, often makes it difficult to decide if they are working or playing. Equally important, the dependent variable in this study is service performance, which is defined as ensuring that the functional requirements of the police organization are being met.

Accordingly, it has sub-variables such as tangibility, which refers to the appearance of physical facilities, equipment, personnel, and communication materials of the police organization.

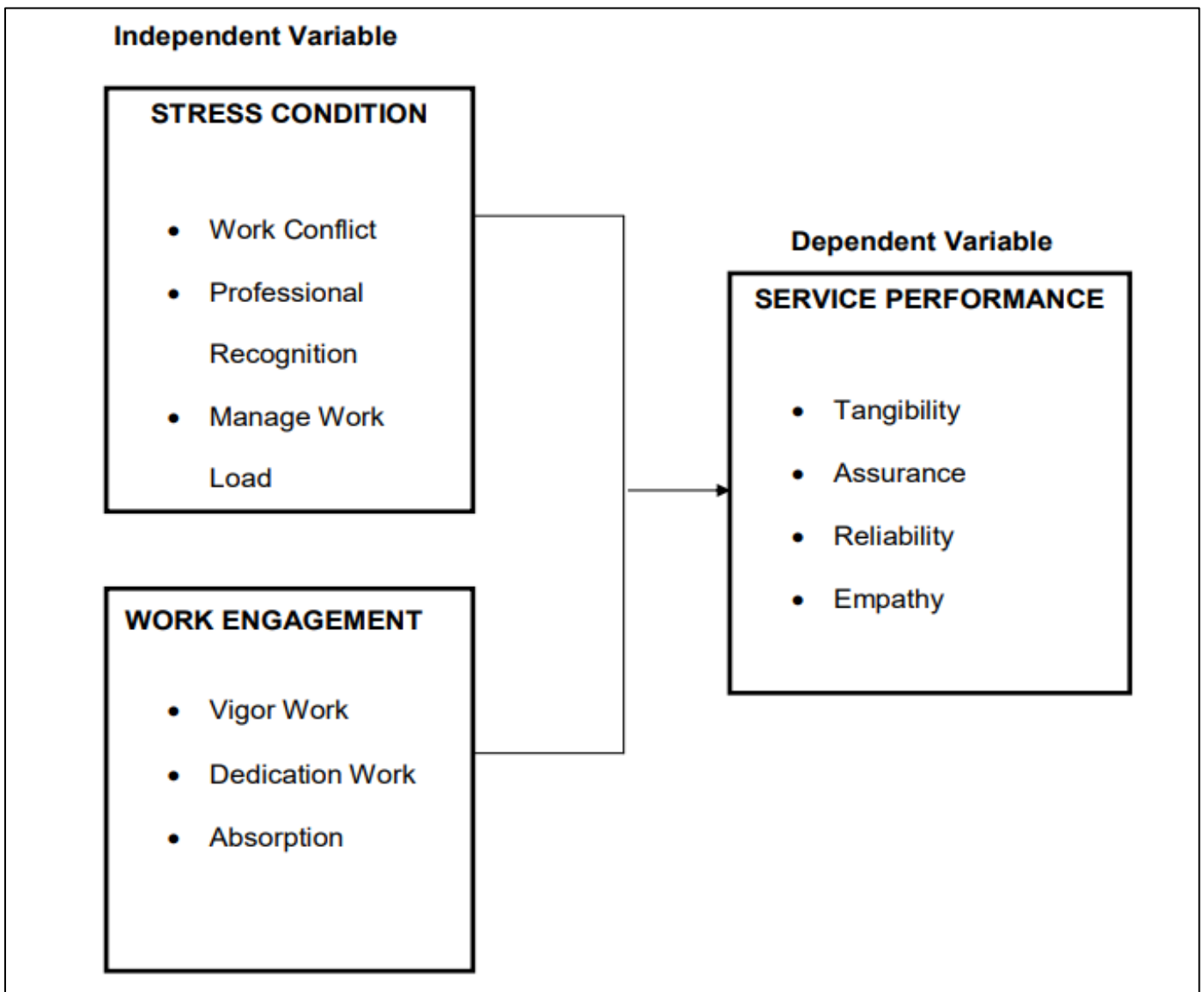


Fig 1 The Conceptual Framework of the Study

Likewise, another sub-variable is assurance, which states the knowledge and courtesy of employees and their ability to convey trust and confidence to the public they serve. Also, reliability refers to the ability to perform the promised service dependably and accurately. Finally, empathy refers to the care and individualized attention the police organization provides to the public.

The study's main objective was to determine the influence of stress conditions and work engagement on the service performance of the PNP personnel in Sarangani Province. Specifically, it sought an answer to achieve the following objectives: 1.) determine the extent of stress condition of the PNP personnel in terms of work conflict, professional recognition, and management load; 2.) ascertain the extent of work engagement of the PNP personnel in terms of vigor work, dedication work, and absorption; 3.) about describe the service performance of the PNP personnel respondents of Sarangani in terms of tangibility, assurance, reliability, and empathy; 4.) establish the significant relationship between stress condition and the service performance of PNP personnel, and between work engagement and service performance of PNP personnel; and, ascertaining the domain of the exogenous variables that significantly influence service performance of PNP personnel.

The null hypotheses were tested at 0.01 level of significance, stated as follows: There is no significant relationship between stress condition and the service performance of PNP personnel as well as between work engagement and service performance of PNP personnel, and there is no exogenous variable that significantly influences service performance of PNP personnel.

The study would generate new facts and knowledge that can be used by future graduate students who are studying criminal justice. The study's findings would show the extent of stress conditions and work engagement and their relationship to service performance. The importance of this study is that it will help reflect on what needs to be given to the police officers. Also, transparency and the minimization of subjectivity are intended to exist in evaluating their service performance; hence, training and development are a priority.

Similarly, this study would guide the PNP officials in formulating professional training. Seminars can improve the level of competence among uniformed personnel. In addition, this study would guide them as their basis for improving the quality of services and continuing to develop the organization to serve the people better. Also, this study would guide policymakers in developing policies to help police officers improve their competence in law enforcement by providing training to them. In addition, this would be the tool in the hand of the government to bring change in law enforcement and a manifestation of taking good care of the police force as well as raise awareness among them to take care of the environment while fulfilling their duties, educating the community at the same time about sustainable development and start adapting attitude and behaviors that would not violate the environment, which would, later on, consider a crime.

Furthermore, the result of this study would serve as the basis for the chief of police to plan out programs that would be included in their yearly planning to improve their offices in the places under their care. Moreover, the chief of police would become more engaged in the esteem needs of their subordinates and be able to assist them in delivering quality law enforcement to the people. Finally, the result of this study would enrich his knowledge and skills in understanding the strengths and weaknesses of his co-police officers. As a student of masters in criminal justice, this study would improve him when it comes to controlling his anger and being composed, especially in dealing with hooligans and criminals.

CHAPTER TWO METHOD

These chapters present the research respondents, materials and instruments, and design and procedure.

➤ *Research Respondents*

The respondents of this study were the 274 police officers assigned in Sarangani Province Region XII. They were selected using the stratified random sampling technique. This means that police officers in every municipal police station were approached as respondents to this undertaking regardless of their rank and position. As long as they were in the roster of police officers in the province, they were asked to participate and chosen randomly by the researcher.

In terms of inclusion criteria, the police officers assigned to Sarangani Province Region XII are the respondents of the study. The stratified random sampling technique was employed for the possible respondents regardless of age, sex, and gender, including the positions of Patrolman (PO1), Patrolman First Class (PO2), Police Corporal (PO3), Police Sargent (SPO1), Staff Sergeant (SPO2), Police Technical Sargent (SPO3), and Police Master Sargent (SPO4) and also included as the respondents were the Police Lieutenant, Police Captain, Police Major, Police Lieutenant Colonel, and finally the Police Colonel.

Excluded as the respondents of this study are those police officers who are set to retire on the day of the data collection. They may not be available anymore during the follow-up to clarify their answers if they are retired. Hence, they will be removed from the number of respondents. Respondents can leave the research study at any time. When withdrawing from the study, the respondents informed the researcher, letting him know that he/she wished to withdraw. A withdrawing respondent provided the researcher with the reason(s) for leaving the study but was not required to provide their reason.

➤ *Materials and Instrument*

The adapted research instrument validated by experts was utilized to gather the needed data. There were three sets of adapted assessment tools. The first one was adapted from the study of Doody (2012), which was used to determine the influence of stress conditions focusing on recent job assignments. Moreover, a second set of assessment tools was adapted from the study of Schaufeli and Bakker (2006), which was used to evaluate the work engagement of police officers.

Finally, the police officers' service performance evaluation adapted from the study of Chen, Lee, Chen, & Tsai (2014), which was utilized to assess the stress conditions of the police officers, their work engagement, and service performance, the following 5-Level Likert scale was used. The said set of questionnaires were all validated by the panel of experts and rated on a five-level scale as follows: Dr. Vicente De Los Reyes 4.29, Dr. William Revisa rated it 4.00, Dr. Carmelita Chavez rated it 4.00, Dr. Joel Tan rated it 4.71, and Dr. Roberto Magbojos rated it 4.14. The mean score of the validated questionnaire is 4.24.

The responses of the respondents were analyzed using the following scale: The range of the mean of 4.20-5.00, described as very high, which means that the measures of the variables are always evident among PNP personnel; 3.40-4.19 described as high, which means that the measures of the variables are evident among PNP personnel; 2.60-3.39 described as moderate, which means that the measures of the variables are sometimes evident among PNP personnel; 1.80-2.59 described as low, which means the measures of the variables are seldom evident among PNP personnel; and, 1.00-1.79 described as very low, which measures of the variables, seldom evident among PNP personnel.

➤ *Design and Procedure*

The researcher used the descriptive-correlational research method to determine the stress conditions and work engagement of the police officers and their relationship to their service performance. These designs aim to get a picture of the current thoughts, feelings, or behaviors in a given group of people. Moreover, Descriptive research is summarized using descriptive statistics. Correlational research designs measure two or more relevant variables and assess a relationship between or among them (Calmorin, 2010).

A correlational study is a research technique that describes and forecasts how variables are logically related in the real world without the researcher attempting to alter them or assign causation between them. Unlike experiments that manipulate one or more variables (the independent variable), correlations do not manipulate any variables. Correlations only measure pre-existing variables in a quantitative study, wherein the variables will be gauged by level and correlated after the level has been determined. In addition, a correlation examines the relationship between two or more variables. A correlation occurs between a series of data. In this study, the data collected from the respondents as they evaluated their stress conditions, work engagements, and service performance were correlated.

The researcher took the following procedures in collecting the necessary data: First, the researcher went to the Provincial Police office and personally gave the letter to the Provincial Police Director of the Philippine National Police in Sarangani Province to seek permission to conduct the study (see appendix A). After the approval was granted, the researcher prepared the research instrument to collect the data concerning the stress conditions and work engagements of Police personnel.

Likewise, their ratings were also utilized in this study. Upon approval, the respective chief of police of every municipality has furnished a copy of the communication sent through proper channels. After that, the researcher coordinated adequately with the police chief to schedule the actual study. Moreover, the researcher personally made the retrieval of the assessment tool. Data collected were tabulated and subjected to statistical treatment for analysis upon retrieval. Analysis of the data was carefully laid out to show the findings.

The following statistical tools were used in the study: *Weighted Mean* was used to determine the extent of stress conditions, work engagement, and service performance of police officers. *Pearson r Product Correlation* was used to determine the significant relationship between the Independent and Dependent Variables. *Multiple Regressions* were used to determine the exogenous variable that significantly influences the service performance of police officers.

The study was carried out under strict adherence to ethical norms. The University's research ethics committee approved this study under UMERC protocol no. 2022-210. It conformed to the following norms: Voluntary participation, privacy, confidentiality, informed consent process, risks, and benefits. All police personnel have the prerogative for voluntary participation. The study correctly informed the respondents of the consequences that may be derived from their participation and the time they would spend answering the questionnaire, which required their honesty.

CHAPTER THREE

RESULTS AND DISCUSSIONS

This portion exhibited the results of the study arranged according to the following subheadings: Level of Stress Condition of the PNP Personnel; Level of Work Engagement of the PNP Personnel; Level of Service Performance of the PNP Personnel; Significant Relationship between Stress Condition and Service Performance; Significant Relationship between Work Engagement and Service Performance; and, The extent of Influence of Exogenous Variables towards Dependent Variable.

➤ *Stress Condition of the PNP Personnel*

Table 1 shows the level of stress condition of the PNP personnel with mean scores ranging from 2.34 to 2.60 with an overall mean score of 2.51 classified as low with an accompanying standard deviation of 1.003 indicating spread out answers from the respondents because it exceeds 1.000. This means that the stress level of the PNP personnel is low.

The stress condition of the PNP personnel was low, which means that stressors in their line of duty did not pester them as law enforcers. The stressor work conflict was assessed low by the PNP personnel, which means they are not affected by stressors such as other professionals determining the way they work, conflict in entrusting some essential matters to their co-police officers, conflict in supervising the performance of co-police officers; disagreements on issues related to their work; and, experience conflicts among their co-police officers /superiors. This shows that the PNP personnel are cool-headed individuals and do not take seriously issues in work conflict.

Table 1 Level of Stress Condition of the PNP Personnel

Indicators	Mean	Standard Deviation	Descriptive Level
Work Conflict	2.34	1.081	Low
Professional Recognition	2.60	1.069	Moderate
Manage Work Load	2.57	1.055	Low
Overall	2.51	1.003	Low

The finding negated the statement of Magnavita & Garbarino (2013), who stated that studies on occupational stress have shown that police officers are exposed to acute and chronic stressful events at work, including conflict at work with fellow officers, which can result in impaired psychosocial well-being and physical health.

➤ *Work Engagement of the PNP Personnel*

Table 2 displays the PNP personnel's work engagement level with mean scores ranging from 4.16 to 4.36 with an overall mean score of 4.23, described as very high with an accompanying standard deviation of 0.607, indicating clustered answers from the respondents. This means that the work engagement of the PNP personnel is at a very high level.

PNP personnel's very high level of work engagement is necessary because of the nature of their job; the presence of mind and agility are necessary for law enforcers. However, vigor work on the part of the PNP personnel is only high in level, showing there is still room for improvement; nevertheless, they highly claimed that they feel bursting with energy at work, felt solid and vigorous at work, felt like going to work every morning; able to continue working for very long periods; challenging to detach oneself from job; and, always persevere, even.

Table 2 Level of Work Engagement of the PNP Personnel

Indicators	Mean	Standard Deviation	Descriptive Level
Vigor Work	4.17	0.749	High
Dedication Work	4.36	0.665	Very High
Absorption	4.16	0.727	High
Overall	4.23	0.607	Very High

When things do not go well at work, the result supports the statement of Lan et al. (2020), elaborating that energy and mental resilience while working is called vigor work; it is the willingness to invest effort in one's work and persistence even in the face of difficulties.

➤ *Service Performance of the PNP Personnel*

Table 3 presents the level of service performance of the PNP personnel with mean scores ranging from 4.21 to 4.28 and an overall mean score of 4.26 rated as very high, accompanied by a standard deviation of .614, indicating responses that are clustered. This means that the service performance of PNP personnel is at a very high level.

The PNP personnel rated Service performance very high, indicating the highest quality service they can offer to the organization and the government. Service performance was gauged through tangibility, which resulted in a very high level of assessment from the PNP personnel. This shows that there are many locations of police agencies where citizens can report crimes, the availability of equipment and facilities of police agencies, the provision of accessible contact information for hotlines for the public, and clear-cut criteria for service performance.

Table 3 Level of Service Performance of the PNP Personnel

Indicators	Mean	Standard Deviation	Descriptive Level
Tangibility	4.21	0.639	Very High
Assurance	4.25	0.686	Very High
Reliability	4.27	0.724	Very High
Empathy	4.28	0.729	Very High
Overall	4.26	0.614	Very High

This means that the PNP organization is equipped with the necessary equipment and facilities, including accessibility to the community to assist. The result supports the statement of Shah & Rizan (2015), emphasizing that service performance includes tangibility, which is visible and can be observed aesthetically, such as gadgets, equipment, and facilities.

➤ *Correlation between Stress Condition and Service Performance*

Table 4 analyzes the correlation between stress conditions and service performance. All the indicators of stress condition were correlated with all the indicators of variable service performance. Overall computation showed that the computed r value of -.341 manifested moderate correlation accompanied by the p-value of 0.000, which, compared with the significance level of 0.05, indicated a significant relationship and the rejection of the null hypothesis. This disclosed that the endogenous variable stress condition is negatively correlated with the endogenous variable service performance, which means a significant relationship exists. It could be surmised, therefore, that there is a significant relationship between stress conditions and service performance of PNP personnel.

Table 4 Correlation between Stress Condition and Service Performance

Stress Condition	Service Performance				
	Tangibility	Assurance	Reliability	Empathy	Overall
Work Conflict	.271**	-.345**	-.298**	-.321**	-.350**
	.000	.000	.000	.000	.000
Professional Recognition	-.264**	-.355**	-.235**	-.278**	-.320**
	.000	.000	.000	.000	.000
Managing Workload	-.259**	-.285**	-.245**	-.241**	-.291**
	.000	.000	.000	.000	.000
Overall	-.282**	-.350**	-.276**	-.298**	-.341**
	.000	.000	.000	.000	.000

**p<0.01

The negative significant relationship between stress conditions and service performance indicates that the PNP personnel considered stress conditions as their motivation to perform well in their respective tasks as law enforcers. The study's outcome coincides with the findings of the study of Rizan and Rozi (2015), which show a significant relationship between job stress and job performance. Furthermore, the result confirmed the findings of Ismail et al. (2015), who examined the relationship between workplace stress and job performance, revealing that physiological and psychological stresses are essential predictors of job performance in the studied organization.

➤ *Correlation between Work Engagement and Service Performance*

Table 5 shows the analysis of the correlation between work engagement and service performance. All of the exogenous variable work engagement indicators correlate with all the endogenous variable service performance indicators. The overall computation disclosed an r-value of 0.611, which indicated a high correlation, wherein the p-value of 0.000 is considered to be lesser than the level of significance of 0.01, which means there is a correlation between the two variables, thereby rejecting the null hypothesis. Therefore, there is a significant relationship between work engagement and service performance of PNP personnel.

Table 5 Correlation between Work Engagement and Service Performance

Work Engagement	Service Performance				
	Tangibility	Assurance	Reliability	Empathy	Overall
Vigor Work	.426**	.412**	.364**	.399**	.452**
	.000	.000	.000	.000	.000
Dedication Work	.474**	.531**	.425**	.498**	.545**
	.000	.000	.000	.000	.000
Absorption	.541**	.530**	.444**	.494**	.566**
	.000	.000	.000	.000	.000
Overall	.564**	.575**	.482**	.543**	.611**
	.000	.000	.000	.000	.000

**p<0.01

A positive correlation existed between work engagement and service performance among PNP personnel. This means that being engrossed with their work engagement resulted in excellent service performance that would benefit the PNP organization and the community. The outcome is the findings of the study of Yao et al. (2022), who conducted a study determining the relationships between work engagement, job performance, and psychological capital in industry employees and found that there is a relationship between work engagement and job performance,

➤ *Influence of Exogenous Variables on Service Performance*

Table 6 The Extent of Influence of Exogenous Variables on Service Performance

Service Performance (Dependent Variable)				
Independent Variables	B (Standardized Coefficients)	B (Unstandardized Coefficients)	t	Sig.
Constant	-	1.937	6.984	.000
Stress Condition	-.085	-0.052	-1.584	.114
Work Engagement	.573	.579	10.692	.000
R	1.615			
R ²	.379			
F	82.526			
P	.000			

The regression analysis results shown in Table 6 indicate a linear correlation between the independent variables (Exogenous variable) and dependent variable endogenous variable). The linear analysis shows no correlation between the first independent variable, namely stress condition, and service performance of PNP personnel (t = -1.584) with P-value = 0.114, which is greater than the level of significance of 0.05. The positive linear correlation between the second independent variable, namely work engagement and service performance of PNP personnel (t = 10.992), with a p-value of 0.000, is also shown, which is less than the significance level of 0.05.

The coefficient of determination (R²) suggests that 37.9 percent of the variance is due to the linear influence of the independent variable work engagement. This means that the work engagement of the PNP personnel is good by 37,9 percent. Thus, work engagement contributes significantly to the service performance of the PNP personnel. Thus, work engagement is the only strong predictor of the service performance of the PNP personnel.

Work engagement contributes significantly to the service performance of the PNP personnel. Thus, work engagement is the only strong predictor of the service performance of the PNP personnel. This means that the variable work engagement significantly influences the service performance of PNP personnel. The result is incongruent with the study of Ali et al. (2021), which aimed at investigating polychronicity as a potential moderator on the direct relationship between work engagement and job performance of the employees. The analysis showed that work engagement positively and significantly affected employees' job performance. These results confirm that the work engagement of PNP personnel positively influences the service performance of PNP personnel.

CHAPTER FOUR

CONCLUSION AND RECOMMENDATION

Based on the findings of the study, the conclusions are as follows: The stress condition of the PNP personnel is low, indicating that they either do not experience them or ignore them; the researcher recommends that the PNP administrators continue providing a conducive working environment to the PNP personnel, particularly those in the desk jobs and provide adequate protection and quality equipment. Work engagement is very high, showing that the PNP personnel are devoted to their task as law enforcers. The researcher recommends that the organization continue to motivate and inspire the PNP personnel to maintain high morale and work engagement.

Also, service performance is very high, manifesting that as law enforcers, the researcher recommends that the PNP personnel exert effort to provide quality service as law enforcers, which the PNP administrators may continuously instill among the PNP personnel the importance of service performance to give the community assurance that the PNP can be trusted. A negative correlation exists between stress conditions and service performance among PNP personnel. The PNP administrators may strive to lessen the stressors among the PNP personnel so that they would be more engaged in their tasks. Moreover, future researchers may pursue similar studies, such as determining the factors affecting the service performance of PNP personnel. Sustainable development goals include the recruitment of PNP personnel whose hearts and minds are dedicated to upholding justice in the land and, as part of justice institutions and organizations, would enforce the law without partiality while sharing the knowledge and experience with the younger generation aspiring to become law enforcers through educational institutions (SGD 16 and 4).

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APPENDICES

**APPENDIUX A
RESEARCH INSTRUMENT**

**STRESS CONDITION, WORK ENGAGEMENT AND SERVIC PERFORMANCE OF
PNP PERSONNEL: A MULTIPLE REGRESSION**

Name: _____ (OPTIONAL)

Station/Office: _____

INSTRUCTION: Please fill the spaces provided. Mark [√] the number where applicable

➤ *Stress Condition*

Numerical Equivalent	Description	Meaning
5	Always	Stress is constantly felt
4	Often	Stress is habitually felt
3	Sometimes	Stress is occasionally felt
2	Rarely	Stress is hardly felt
1	Never	Stress is by no means felt

Professional Recognition	5	4	3	2	1
I feel stressed when I am not being recognized or accepted as a true law enforcement professionals.					
2. I feel stressed that someone less qualified than me can do my job easily.					
3. I feel stressed when I do not receive of recognition of the general public.					
4. I feel stressed because opportunities for advancement in my job are very poor.					
5. I feel stressed when I am overwhelmed trying to meet problem expectations.					
6. I feel stressed because I do not know the type of job performance expected of me.					
7. I feel stressed because I feel that I am not being paid enough.					
8. I feel stressed when I am not able to use my abilities to the fullest.					
9. I feel stressed when do not receive adequate feedback on my job performance.					

Managing Work Load	5	4	3	2	1
1. I feel stressed because of excessive/ increased workloads.					
I feel stressed when I am interrupted by phone calls or other stuffs while performing work duties.					
3. I feel stressed when I am being challenged in my line of work					
4. I feel stressed when I have so much work to do and that everything cannot be accomplished according to the standards of the Philippine National Police.					
5. I feel stressed because I have no control over my workload.					
6. I feel stressed when I have to perform management duties for which I am not trained such as mediating in conflicts between PNP personnel's.					
7. I feel stressed when the PNP cannot provide necessary services adequately to the people.					
8. I feel stressed due to the high risk in the line of work of PNP personnel's.					

Work Conflicts	5	4	3	2	1
1. I feel stressed because other professionals determine the way I work.					
2. I feel stressed when I entrust some important matters to my co-police officers.					
3. I feel stressed supervising the performance of co-police officers.					
4. I feel stressed when disagree with other professionals on issues related to my work.					
5. I feel stressed when I experience conflicts among my co-police officers /superiors.					

➤ *Work Engagement Evaluation*

Numerical Equivalent	Descriptive Level	Meaning
5	Very High	Work engagement is at the optimum level
4	High	Work engagement is highly manifested
3	Fair	Work engagement is justly manifested
2	Low	Work engagement is fairly manifested
1	Very Low	Work engagement is poorly manifested

Vigor	5	4	3	2	1
1. At my work, I feel bursting with energy.					
2. At my job, I feel strong and vigorous.					
3. When I get up in the morning, I feel like going to work.					
4. I can continue working for very long periods at a time.					
5. It is difficult to detach myself from my job.					
6. At my work, I always preserve, even when things do not go well.					

Dedication	5	4	3	2	1
1. I find the work that I do full of meaning and purpose.					
2. I am enthusiastic about my job.					
3. My job inspires me.					
4. I am proud of the work that I do.					
5. To me, my job is challenging.					

Absorption	5	4	3	2	1
1. Time flies when I am working.					
2. When I am working, I forget everything else around me.					
3. I feel happy when I am working intensely.					
4. I am immersed in my work.					
5. I get carried away when I am working.					
6. It is difficult to detach myself from my job.					

➤ *Service Performance*

Numerical Equivalent	Descriptive Level	Meaning
5	Very High	Service Performance is at the optimum level
4	High	Services Performance is highly manifested
3	Fair	Services Performance is justly manifested
2	Low	Services Performance is fairly manifested
1	Very Low	Services Performance is poorly manifested.


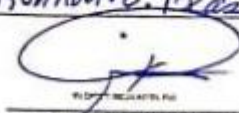
Tangibility There are.....	5	4	3	2	1
1. locations of police agencies for citizens to report crimes					
2. equipment's of police agencies					
3. facilities of police agencies					
4. availability of contact information					
5. criteria of service performance					

Assurance There are.....	5	4	3	2	1
1. evaluation and improvement of performance					
2. police staff's problem-solving skills					
3. consistency of police services					
4. tasks to ensure citizens' safety					
5. popularity of reform projects					



Reliability The following are observed among the PNP officers:	5	4	3	2	1
1. Police staff's trustworthy attitude					
2. Police staff's law-abiding ability					
3. Police staff's equity in law-enforcement					
4. Police staff's expertise in policing and law enforcement					
5. Preparation of policing information					

Empathy The following are observed among the PNP officers:	5	4	3	2	1
1. Immediate aid for the citizens					
2. Police staff's knowledge of police agencies' surroundings					
3. Police staff's knowledge of the citizens					
4. Understandability of citizens' opinions					
5. Communication with local citizens					


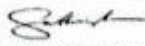
APPENDIX B VALIDATION SHEETS

 The University of Mindanao	PROFESSIONAL SCHOOLS [✓] Main [] Branch _____ VALIDATION SHEET FOR RESEARCH QUESTIONNAIRE																																																
Name of Evaluator : _____ Degree : _____ Position : _____ Number of Years of Teaching : _____ To the Evaluator : _____ Points of Equivalent : _____	<u>Vicente T. Delos Reyes, PhD.</u> _____ _____ _____ Please check the appropriate box for your ratings 5 - Excellent 2 - Fair 4 - Very Good 1 - Poor 3 - Good																																																
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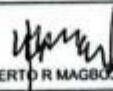
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F-13550-011/ Rev. # 3/ Effectivity: January 23, 2018

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Name of Evaluator : DR. JOEL TAN Degree : <input type="text" value="CPA DSA"/> Position : Research Coordinator Number of Years of Teaching : <input type="text" value="11 YEARS"/> To the Evaluator : Points of Equivalent :	Please check the appropriate box for your ratings 5 - Excellent 2 - Fair 4 - Very Good 1 - Poor 3 - Good																																																
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Research Adviser: <input type="text" value="DR. NABE"/>																																																	
Date of Evaluation of the Questionnaire: _____																																																	
Remarks of the Evaluation: <input type="text" value="Kindly see marginal notes and comments on the modified instrument. Refer to the highlighted texts. Thanks."/>																																																	
 DR. JOEL TAN Signature Above Printed Name																																																	

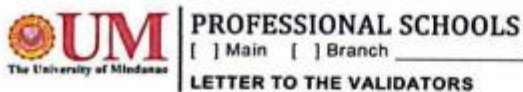
E-11550-011/ Rev. #3/ Effective: January 25, 2018

 <b style="font-size: 24px; color: red;">UM The University of Mindanao	<h2 style="margin: 0;">PROFESSIONAL SCHOOLS</h2> [✓] Main [] Branch _____																																																
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Name of Researcher: FELIX M. CORVERA JR																																																	
Research Adviser: NESTOR C. NABE, Ph.D.																																																	
Date of Evaluation of the Questionnaire: MARCH 21, 2022																																																	
Remarks of the Evaluator: Ok for administration																																																	
 _____ Signature Above Printed Name																																																	

 The University of Mindanao	<h3 style="margin: 0;">PROFESSIONAL SCHOOLS</h3> [<input checked="" type="checkbox"/> Main [] Branch _____ VALIDATION SHEET FOR RESEARCH QUESTIONNAIRE				
Name of Evaluator : <u>Dr. Roberto Magbojos</u> Degree : <u>PHD</u> Position : <u>Faculty</u> Number of Years of Teaching : <u>24</u> To the Evaluator : _____ Points of Equivalent : _____					
Please check the appropriate box for your ratings 5 - Excellent 2 - Fair 4 - Very Good 1 - Poor 3 - Good					
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7. Scale and Evaluation Rating Scale The scale adapted is appropriate for the items.	✓				
Title of Approved Research: <u>Stress Condition, Work Engagement and Service Performance of PNP Personnel: A Multiple Regression</u>					
Name of Researcher: <u>Felix M. Corvera Jr</u>					
Research Adviser: <u>Dr. Nestor Nabe</u>					
Date of Evaluation of the Questionnaire: _____					
Remarks of the Evaluator: _____ _____					
 ROBERTO R MAGBOJOS, Ph.D. Signature Above Printed Name					

F-13550-011/ Rev. # 3/ Effectivity: January 25, 2018

APPENDIX C LETTER TO THE VALIDATORS



March 15, 2022

CARMELITA B. CHAVEZ, PhD.
Dean – College of Criminal Justice Education
University of Mindanao
Davao City

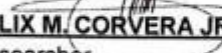
Dear Ma'am,

The undersigned would like to request your approval to be one of the evaluators in the research study entitled, "**Stress Condition, Work Engagement and Service Performance of the PNP Personnel: A Multiple Regression.**" as a requirement for the degree of **Master of Science in Criminal Justice – Criminology**. Undoubtedly, your expertise would make the instrument rich and substantive in content.

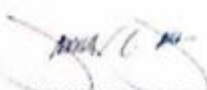
Attached to this request is the actual print-out of the interview guide, research objectives, population and sample of the study. Your comments and suggestions will be a great help in the realization of this study.

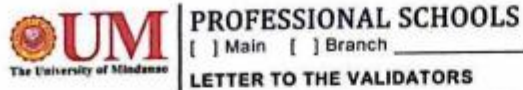
Looking forward for your favorable response on this request. Thank you and God bless.

Sincerely,


FELIX M. CORVERA JR. RCrim.
Researcher.

Noted by:


NESTOR C. NABE, PhD.
Research Adviser



March 15, 2022

Vic Delos Reyes, MSCrim.
Program Head - Bachelor of Science in Criminology
University of Southern Mindanao
Kabacan, Cotabato City

Dear Sir,

The undersigned would like to request your approval to be one of the evaluators in the research study entitled, "**Stress Condition, Work Engagement and Service Performance of the PNP Personnel: A Multiple Regression.**" as a requirement for the degree of **Master of Science in Criminal Justice – Criminology**. Undoubtedly, your expertise would make the instrument rich and substantive in content.

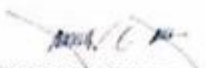
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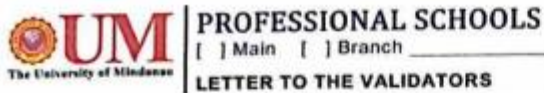
Looking forward for your favorable response on this request. Thank you and God bless.

Sincerely,


FELIX M. CORVERA JR. RCrim.
Researcher

Noted by:


NESTOR C. NABE, PhD.
Research Adviser



March 15, 2022

ROBERTO R. MAGBOJOS, PhD.
Program Head – College of Criminal Justice Education
University of Mindanao
Davao City

Dear Sir,

The undersigned would like to request your approval to be one of the evaluators in the research study entitled, "**Stress Condition, Work Engagement and Service Performance of the PNP Personnel: A Multiple Regression.**" as a requirement for the degree of **Master of Science in Criminal Justice – Criminology**. Undoubtedly, your expertise would make the instrument rich and substantive in content.

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Looking forward for your favorable response on this request. Thank you and God bless.

Sincerely,

A handwritten signature in black ink, appearing to read "Felix M. Corvera Jr.", is written over a horizontal line.

FELIX M. CORVERA JR. RCrim.
Researcher

Noted by:

A handwritten signature in blue ink, appearing to read "Nestor C. Nabe", is written over a horizontal line.

NESTOR C. NABE, PhD.
Research Adviser



March 15, 2022

WILLIAM A. REVISA, PhD.
Faculty – College of Criminal Justice Education
University of Mindanao
Davao City

Dear Sir,

The undersigned would like to request your approval to be one of the evaluators in the research study entitled, "**Stress Condition, Work Engagement and Service Performance of the PNP Personnel: A Multiple Regression.**" as a requirement for the degree of **Master of Science in Criminal Justice – Criminology**. Undoubtedly, your expertise would make the instrument rich and substantive in content.

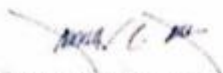
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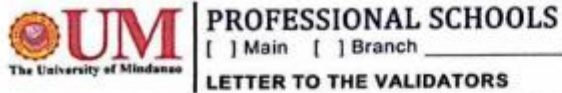
Looking forward for your favorable response on this request. Thank you and God bless.

Sincerely,


FELIX M. CORVERA JR. RCrim.
Researcher

Noted by:


NESTOR C. NABE, PhD.
Research Adviser



March 15, 2022

JOEL B TAN, PhD.
Research and Publication Center
Professional School
University of Mindanao

Dear Sir,

The undersigned would like to request your approval to be one of the evaluators in the research study entitled, "**Stress Condition, Work Engagement and Service Performance of the PNP Personnel: A Multiple Regression.**" as a requirement for the degree of **Master of Science in Criminal Justice – Criminology.** Undoubtedly, your expertise would make the instrument rich and substantive in content.

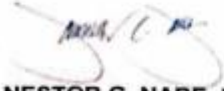
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Looking forward for your favorable response on this request. Thank you and God bless.

Sincerely,


FELIX M. CORVERA JR. RCrim.
Researcher

Noted by:


NESTOR C. NABE, PhD.
Research Adviser

APPENDIX D
SUMMARY OF THE RATINGS OF EXPERT AS TO THE VALIDITY OF THE QUESTIONNAIRES

Summary of the Ratings

Validators	Rating	Equivalent
Carmelita B. Chavez, Ph.D	4.0	Very Good
Roberto R. Magbojos, Ph.D	4.14	Very Good
Dr. Joel Tan	4.71	Very Good
Willam Revisa Ph.D	4.0	Very Good
Vic Delos Reyes Ph.D	4.28	Very Good
Overall	4.22	Very Good

APPENDIX E STATISTICAL TABLES

➤ *Stat Results*

Table 1 Level of Stress Condition of the PNP Personnel

Indicators	Mean	Standard Deviation	Descriptive Level
Work Conflict	2.34	1.081	Low
Professional Recognition	2.60	1.069	Moderate
Manage Work Load	2.57	1.055	Low
Overall	2.51	1.003	Low

Table 2 Level of Work Engagement of the PNP Personnel

Indicators	Mean	Standard Deviation	Descriptive Level
Vigor Work	4.17	0.749	High
Dedication Work	4.36	0.665	Very High
Absorption	4.16	0.727	High
Overall	4.23	0.607	Very High

Table 3 Level of Service Performance of the PNP Personnel

Indicators	Mean	Standard Deviation	Descriptive Level
Tangibility	4.21	0.639	Very High
Assurance	4.25	0.686	Very High
Reliability	4.27	0.724	Very High
Empathy	4.28	0.729	Very High
Overall	4.26	0.614	Very High

Table 4 Correlation between Stress Condition and Service Performance

Stress Condition	Service Performance				
	Tangibility	Assurance	Reliability	Empathy	Overall
Work Conflict	.271**	-.345**	-.298**	-.321**	-.350**
	.000	.000	.000	.000	.000
Professional Recognition	-.264**	-.355**	-.235**	-.278**	-.320**
	.000	.000	.000	.000	.000
Managing Workload	-.259**	-.285**	-.245**	-.241**	-.291**
	.000	.000	.000	.000	.000
Overall	-.282**	-.350**	-.276**	-.298**	-.341**
	.000	.000	.000	.000	.000

**p<0.01

APPENDIX F
LETTER OF PERMISSION TO CONDUCT STUDY



Professional Schools
Ground Floor, PS Building
Matina, Davao City
Telephone: (082)305-0645 Local 189

March 25, 2022

PCOL NICOMEDES PAÑA OLIVAR JR.
Provincial Director
Sarangani Provincial Police Office
Barangay Kawas, Alabel, Sarangani Province


Dear Ma'am/Sir:


The undersigned is currently working on his thesis entitled, **"Stress Condition, Work Engagement and Service Performance of PNP Personnel: A multiple regression."**

In this regard, the researcher would like to request your approval to conduct the study in your area of responsibility. Also, the confidentiality of the data will be an utmost priority. Attached herewith is the sample of the survey questionnaire that reflects the topics and questions to be discussed.

Looking forward to your favorable response on this request.

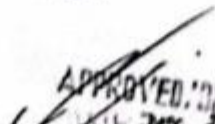
Respectfully yours,


FELIX M. CORVERA JR.
Researcher


NESTOR C. NABE PhD
Research Adviser

Noted by:


EUGENIO S. GUHAO, JR., DM
Dean


APPROVED: NESTOR C. NABE
DATE: June 28, 2024

APPENDIX G INFORM CONSENT FORM



University of Mindanao
Informed Consent Form (ICF)

UMERC - 006
Rev. 01 / December 1, 2016
Approved by:

Control No.: _____

University of Mindanao Ethics Review Committee
Matina, Davao City

Informed Consent Form for Stress Condition, Work Engagement and Service Performance of PNP Personnel: A Multiple Regression
Name of the Researcher(s) Felix M. Corvera Jr.
Institution: Primasia Foundation College Inc.,

INTRODUCTION

You are invited to participate in a research study conducted by Felix M. Corvera Jr. at the University of Mindanao, because you fit the inclusion criteria for informants of our study.

Your participation is completely voluntary. Please read the information below, and ask questions about anything you do not understand, before deciding whether to participate. Please take as much time as you need to read the consent form. You may also decide to discuss participation with your family or friends.

If you decide to participate, you will be asked to sign this form. You will be given a copy of this form.

PURPOSE OF THE STUDY

This study aims to predict the 1. To determine the extent of stress condition of the PNP personnel in terms of: 1.1 Work Conflict 1.2 Professional Recognition, 1.3 Manage work load. 2. To determine of work engagement of the PNP personnel in terms of: 2.1 Vigor work, 2.2 Dedication work, 2.3 Absorption. 3. to determine the service performance level of the PNP personnel respondents of Sarangani in terms of: 3.1 tangibility, 3.2 Assurance, 3.3 Reliability, 3.4 Empathy. 4. To determine the significant relationship between the stress condition and the service performance of the officers. 5. To determine significant relationship between work engagement and service performance of the officers. 6. To determine the significant relationship between stress condition, work engagement and service performance of police officers.

STUDY PROCEDURES

If you volunteer to participate in this study, you will be asked to participate by answering the survey questionnaire which you can finish in less than 30 minutes.

POTENTIAL RISKS AND DISCOMFORTS

You may feel discomfort during the course of the interview because of the sensitive nature of the topic being studied. You may opt not to answer questions which make you feel any psychological or emotional distress or you can withdraw as a participant of the study if you feel that you cannot discuss the information that is asked of you. The researchers value your participation and will place your welfare as their highest priority during the course of the study.

POTENTIAL BENEFITS TO PARTICIPANTS AND/OR TO SOCIETY

This study can generate relevant information which can be useful to public and private administrators, human resource managers, and policy-makers. The results, discussions, and findings from this study can spark evidence-based information which can be used by government agencies such as the outcome of the study will potentially benefit the police officers and the whole police force in the Province of Sarangani. The results of the study will become a springboard and a basis in crafting a Human Resource Capability Training Plan designed for the Police Force. Furthermore, the results of the study will benefit the civilians whom the Police Officers are serving for they will be able to avail the services of the



University of Mindanao
Informed Consent Form (ICF)

UMERC - 006
Rev. 01 / December 1, 2016
Approved by:

Control No.: _____

Police Force with utmost quality. Hence, having police officers absent of stress and good judgment can lead to better services.

CONFIDENTIALITY

We will keep your records for this study confidential as far as permitted by law. Any identifiable information obtained in connection with this study will remain confidential, except if necessary to protect your rights or welfare.

PARTICIPATION AND WITHDRAWAL

Your participation is voluntary. Your refusal to participate will involve no penalty or loss of benefits to which you are otherwise entitled. You may withdraw your consent at any time and discontinue participation without penalty.

INVESTIGATOR'S CONTACT INFORMATION

If you have any questions or concerns about the research, please feel free to contact the researcher at the Primasia Foundation College Inc., Alabel, Sarangani Province, through telephone number _____ or mobile phone number 09390972487 or through email at felixconverajir@yahoo.com; or if you need to see her, she can be located at the Office of the Poblacion, Alabel, Sarangani Province.

RIGHTS OF RESEARCH PARTICIPANT

If you have questions, concerns, or complaints about your right as a research participant or the research in general and are unable to contact the research team, or if you want to talk to someone independent of the research team, please contact the University of Mindanao Professional Schools at 305-06-45

RESEARCH PARTICIPANT'S CONSENT

I have read the information provided above. I have been given a chance to ask questions. My questions have been answered to my satisfaction, and I agree to participate in this study. I have been given a copy of this form. I can withdraw my consent at any time and discontinue participation without penalty.

Signature above _____
Printed Name of Participant

May 16 2022
Date Signed

To be accomplished by the Researcher Obtaining Consent:

I have explained the research to the participant and answered all of his/her questions. I believe that he/she understands the information described in this document and freely consents to participate.

Signature above _____
Name of Person Obtaining Consent

MAY 5, 2022
Date Signed

APPENDIX H ENDORSEMENT LETTER



Professional Schools
PS Building, Matina Campus
Matina, Davao City

March 23 , 2024

ENDORSEMENT FOR QUALITY CONTROL

This endorsement affirms that the manuscript of **FELIX M. CORVERA JR.**, MSCJ student, entitled **STRESS CONDITION, WORK ENGAGEMENT, AND SERVICE PERFORMANCE OF PNP PERSONNEL: A MULTIPLE REGRESSION APPROACH** has undergone a thorough quality check following the guidelines outlined in the PS IMRAD Research Guidelines and Minutes of Final Defense. It has adhered to the recommendations and comments provided during the Final Defense.


NESTOR C. NABE, PhD
Adviser

APPENDIX I UMERC COMPLIANCE CERTIFICATE



ETHICS REVIEW COMMITTEE (UMERC)
 Ground Floor, Professional Schools Building
 Mo-a Malinao Campus, Davao City
 Telephone: (082) 297-6115
umethicsreview@umindanao.edu.ph

FORM 2.6 Certificate of Approval

Date July 2, 2022

This is to certify that the following protocol and related documents have been granted approval by the University of Mindanao Ethics Review Committee for implementation.

UMERC Protocol No.	UMERC-2022-210	Sponsor Protocol No	N/A
Principal Investigator/s	Felix M. Corvera Jr	Sponsor	N/A
Title	STRESS CONDITION, WORK ENGAGEMENT AND SERVICE PERFORMANCE OF PNP PERSONNEL: A MULTIPLE REGRESSION		
Protocol Version No.	2	Version Date	June 30, 2022
ICF Version No.	2	Version Date	June 30, 2022
Other documents			
Members of research team			
Study sites	SOCSARGEN Region		
Type of review	<input checked="" type="checkbox"/> Expedited	Duration of Approval: July 2, 2022 – January 2, 2023	Approved Meeting Date: July 2, 2022
	<input type="checkbox"/> Full board		
UMERC Chairperson	Signature	Date	
HELEN Q. OMBLERO, DSD		July 2, 2022	

APPENDIX J
PUBLIC FORUM CERTIFICATE



APPENDIX K GRAMMARLY REPORT



Report: CORVERA 3

CORVERA 3

by Jerlyn Balones

General metrics

38,330	5,480	440	21 min 55 sec	42 min 9 sec
characters	words	sentences	reading time	speaking time

Score



This text scores better than 99% of all texts checked by Grammarly

Writing Issues

31	✓	31
Issues left	Critical	Advanced

Plagiarism

This text hasn't been checked for plagiarism

APPENDIX L EDITORS CERTIFICATION



Professional Schools
Ground Floor, PS Building
Matina, Davao City
Telephone: (082) 297-6115

CERTIFICATION

To Whom It May Concern:

This is to certify that the manuscript of **Felix M. Corvera Jr.**, entitled, "**STRESS CONDITION, WORK ENGAGEMENT AND SERVICE PERFORMANCE OF PNP PERSONNEL: A MULTIPLE REGRESSION APPROACH**" has been checked and edited by the undersigned in accordance with the standard mechanics, format, spacing, and references set by the university.

This certification is issued on April 22, 2024.


JERLYN G. BALONES, PhD
Reader