



**TRANSFORMATIONAL LEADERSHIP OF
POLICE COMMISSIONED OFFICERS AND SERVICE
ENGAGEMENT OF NON-COMMISSIONED PERSONNEL:
THE MEDIATING ROLE OF PERSONAL ETHICS**

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Abstract:

The purpose of this research study is to determine the service engagement of police personnel as a function of the transformation leadership of commissioned officers and mediated by their personal ethics. The researcher surveyed 348 Police Officers, selected using a stratified technique. Data were gathered using standardized, adapted instruments. Data were analyzed and interpreted using Mean, Pearson Product Moment Correlation, Medgraph using Sobel z-test, and Path-analysis. The study findings revealed as follow: the personal ethics of police personnel, transformational leadership of commissioned officers and service engagement of police personnel obtained a very high level. A significant correlation between the transformational leadership of commissioned officers and the service engagement of police personnel was observed. There is also a significant correlation between the transformational leadership of commissioned officers and the personal ethics of police officers; and, as

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well as the personal ethics and service engagement of police personnel. The test of mediation revealed that personal ethics partial mediates the relationship between transformational leadership of police commissioned officers and service engagement of personnel: the mediating role of personal ethics.

Keywords: criminal justice, transformational leadership, commissioned officer, service engagement personal ethics, Philippines

1. Introduction

Service engagement for law enforcers is providing services to the community and eradicating criminality, maintaining peace and order in society. However, confusion sets in when one asks who the police officers are servicing because most are protecting the government officials and see all people as criminals when the people protest the specific policy of the government that is abusive' when clearly the criminal justice system spelled out that it is the community where the police should engage with and render their services by eradicating criminal in their midst. The term protecting the innocent civilian is a term that can easily be erased when a civilian is accused of violating the law; hence, protection is gone, and harassment begins. This study will take the premise that the recipients of service engagement are the civilians in the community under the order and leadership of commissioned police officers (Mendoza, Ilac, Francisco, & Casilao, 2020).

The importance of studying advantage engagement has a substantial and positive connection to an organization's performance (Kumar & Pansari, 2016). Furthermore, the advantages of service engagement are positive workstation circumstances, social relationships, and typical well-being (Anitha, 2014). Commonly, many advantages accumulate to organizations from an efficient service engagement approach, containing increased employee execution and reasonable benefit (Anitha, 2014).

Additionally, it was noted that achieving structural objectives requires service engagement, prompting researchers to investigate the factors that either encourage or hinder employee engagement (Gelderman, Semeijn, and Bruijn, 2015). Bakker and Albrecht (2018) proposed that employee commitment remains popular since it can predict managerial results. Numerous findings have demonstrated that optimistic management approaches, such as transformational leadership, play a crucial role in fostering worker service performance and outcomes. Moreover, the servant leadership style, particularly in relation to the provision perspective, has garnered significant consideration in existing literature (Zheng, Graham, Epitropaki, & Snape, 2020).

Employee engagement in providing efficient service in the public domain has grown in importance over time. Within the realm of positive realization, employee service involvement is a crucial notion. It involves the concentrated energy sought at organizational goals, playing a significant and fundamental part in environmental structural change and transformation. High levels of dedication among public sector

workers may be particularly beneficial for fostering the value of public services (Bakker & Albrecht, 2017; Kim et al., 2016). However, governmental employees tend to hire fewer people than those in the private sector.

Previous studies on service leadership have primarily relied on social learning theory (Bandura, 1977) and have proposed that, at the group level, service leadership improves performance by creating a collective service-oriented environment that influences employees' perception of the importance of delivering exceptional service (Jiang et al., 2015). However, there is still a need for further research to comprehensively understand the factors and contexts that drive service leadership and motivate employees to consistently exhibit high-quality service behavior.

Ethics lies at the core of effective leadership, and a good leader is both ethical and practical. Leadership is fundamentally a relationship between individuals (Waggoner, 2010). Therefore, the ability to ethically influence others is a crucial determinant of effective leadership. Empirical evidence suggests that an individual's disposition to prioritize moral values shapes the association between ethical leadership and follower outcomes (Haller, Fischer, & Frey, 2018).

2. Literature Review

In recent times, there has been a surge in research concerning service engagement in the public sector, attracting the attention of researchers and law enforcement professionals alike. The aim is to enhance the productivity and efficiency of performance, organization, decision-making, and change processes (Ancarani et al., 2017; Saks, 2019). Moreover, the research suggests that fostering the development of this relationship will necessitate dedicated efforts, with the government actively engaging with communities and encouraging reciprocal interaction (Hashagen, 2002; O'Mara-Eves et al., 2013).

For a number of reasons, personal values are a crucial factor in organizational behavior. In order to have a substantial impact on the ethical behavior of their individual employees, it has been discovered that more than 85% of firms have created and published organizational codes of organization (Rossy, 2011). A codified code of ethics is suggested as a way to enforce the highest standards of behaviour and deter unethical behavior among organizational members. The application of informal codes is known as norms, which are primarily defined by solidarity and isolation, nevertheless, experience has shown that these formal codes are frequently subverted (Msanze, 2013).

To compete in the 21st-century global economic environment, organizational leaders improved their organizations' responsiveness and competitiveness (Garg, 2014). Researchers claimed that disengaged workers are responsible for a global loss in productivity that impacts all sorts of firms (Anitha, 2014; Shuck & Reio, 2014). As a result, executives globally should pay special attention to productivity and engagement levels. It can be difficult to get workers to fully commit to their work, engage in it, and perform admirably under trying circumstances (Keating & Heslin, 2015). In businesses, effective leadership fosters employee growth and success by inspiring workers. Engaged employees are those whose mental health enables them to believe committed

and committed to their workplace (Nasomboon, 2014). The utmost valuable and operational administrations involve employees who participate physically, cognitively, and psychologically in their employment (Storm, Sears, & Kelly, 2014).

As opposed to this, transformational management is characterized as a management style that affects an alteration in both social systems and individuals. In its optimum state, it brings about a significant and advantageous change in the followers, transforming them from followers into leaders. A leader that possesses transformational leadership skills may unite all of their subordinates, change their own views, attitudes, and aspirations, and inspire others to follow in their footsteps. When a transformative leader is in charge of them, subordinates will have faith in, admiration for, pride in, loyalty toward, and respect for their superiors, which will inspire them to go above and beyond what is expected of them. Therefore, it may be said that transformative leadership has a focus on followers or workers (Mousa, 2019).

According to the research done by Gozukara and Simsek in 2015, transformative leadership affects service engagement. Additionally, Lai et al. (2020) contend that properly applied transformational leadership philosophies can improve worker productivity. Stewart (2012) demonstrated, however, that workplace engagement has not considerably increased as a result of transformative leadership. It is clear from the research of the previous academics mentioned above that further research is required to fully understand the impact of transformative leadership on workplace engagement.

Surprisingly, Balwant (2017) and Mousa (2019) discovered that each transformational leadership behavior with a focus on vision increases employee engagement. An organization's goals and values are more internalized by its staff when it has a clear vision, and they are more aware of the importance of their own contributions and objectives in accomplishing the vision. Second, through emotional contagion, a subconscious process whereby moods are transmitted through imitation of displays, inspiring communication engages staff members. Third, leaders should encourage their teams to think critically about conditions and come up with innovative solutions to organizational challenges. Fourth, according to the social exchange hypothesis, a leader's use of encouraging leadership and individual praise was associated with staff engagement.

The psychological relationship between police officers and their work has gained significant importance in the information/service-driven economy of the 21st century. In modern police organizations, there is a growing need for police officers who are emotionally connected to their work, willing and capable of fully investing themselves in their responsibilities, and committed to maintaining high-quality standards. It is crucial to have engaged police officers who are actively involved in their work (Bakker & Leiter, 2010). Likewise, considering the multiple roles that police officers are expected to fulfill, along with the various external and internal influences that shape police policies and public expectations, it becomes crucial to establish the appropriate level of discretionary authority for the police. Ethical conduct is of utmost importance for police officers due to the authority entrusted to them and the challenges involved in supervising their daily actions on the streets. Both the organization and the individuals

performing their policing duties should be held responsible and accountable for their behavior (Stone & Travis, 2011).

Moreover, ethics plays a significant role in Transformational leadership, which refers to managers who strive to transform their organization's core values to align with higher standards of fairness and justice. These managers demonstrate an understanding of and adaptability to the needs and motivations of their followers. They possess qualities centered around values, ethics, emotions, and long-term objectives and employ a charismatic, visionary, and persuasive leadership style that emphasizes motivation and inspiration. Transformational leadership views leadership as a process involving both leaders and followers, offering a broader perspective that complements other leadership models. It strongly emphasizes the needs, values, and ethics of followers and has been recognized as an effective leadership approach (Northouse, 2016).

Similarly, community service engagement ethics must come to the forefront of police work. Ethical community service engagement involves working to high ethical standards, and so how police officers go about the engagement is vitally important. One of them is always respecting the right of every individual regardless of the offense they have committed unless it is necessary to use force. Like many ethical issues, there are also grey fields where different people have diverse positions. Closely related to purpose is a question about whose importance is being served. As stated, with ethical issues, there are many grey areas, and there will not permanently be clear-cut answers. It can be ease to think about a scale, with one end being where the focus is the interests of the administration and the other being where the main emphasis is the community's interests (Stuart, 2013).

A commitment to serving the community is encompassed within an Ethic of Service, which involves the approach taken by the police workforce toward community work. This encompasses their philosophy, motivations, and understanding of the desired outcomes of their work. This task provides an opportunity for police personnel to engage in critical thinking about their service ethic and their reasons for participating in service-related activities. Successful and ethical engagement acknowledges the diverse nature of communities and seeks to learn from them directly, including how they are defined and perceived by different individuals within the community. Establishing a productive partnership relies on the development of trust and respect between all parties involved. To ensure effective service engagement, police personnel must dedicate themselves to working alongside the community, which necessitates establishing relationships with community leaders and members (Sherzoi, 2018).

The research study utilized Bass's Transformational Leadership Theory, which was developed in 1985 (McCleskey, 2014). This theory suggests that a leader who exhibits transformational qualities can significantly impact the level of engagement displayed by their subordinates when it comes to carrying out their required duties. This theory has been validated in various fields, including the military, education, project management, and coaching. With the implementation of community policing, police officers' work is being transformed, granting them greater autonomy.

Additionally, they express trust, admiration, pride, loyalty, and respect for their superiors. Consequently, when led by a transformational leaders, they are motivated to engage in service activities ethically beyond expectations. Thus, it can be concluded that transformational leadership has a focus on subordinates or employees.

Moreover, the Theory of Purposeful Work Behavior, as proposed by Barrick et al. (2013), highlights the significance of the social context as a crucial motivational element in the workplace. When jobs have an optimistic social perspective, such as those influenced by transformational leadership, employees have greater access to substantial interpersonal support and encouragement. Transformational leadership, known for promoting goal pursuit, empowers followers to discover purpose and significance in their work. Consequently, their level of engagement is facilitated (Barrick et al., 2013; Saks & Gruman, 2014).

Furthermore, Myhill (2012) put forth a compelling theoretical argument in favor of service engagement within the realm of policing. According to his proposition, informal mechanisms of social control have a more significant impact than formal mechanisms that rely on traditional, reactive, enforcement-oriented policing. When the community is more actively involved in policing efforts, it is likely to yield benefits in terms of improving police-community relations as well as reducing levels of crime and disorder. The review examines the consistency of the evidence supporting various potential advantages, including: a decrease in crime rates; a reduction in disorder; an increase in feelings of safety; an enhancement of police-community relationships and community insights; an augmentation of community ability; and a transformation of officer attitudes and behavior by observing to the police code of integrities and demonstrating respect for every individual, regardless of their social status.

3. Material and Methods

Presented in this section are the methods that were used in the study such as study research subject, instruments, as well as design, and procedure.

3.1 Research Respondent

The respondents of the study were the police personnel of Davao City Police Office (DCPO) in Davao City; all are non-commissioned police officers, considering that leadership was gauged in the study. The researcher took 348 Police Officers as respondents to the study. Furthermore, according to Miles and Shevlin's (2001) findings, a sample size of 200 participants is considered conservative yet sufficient to detect a medium effect size in analyses involving up to 20 predictors. Considering previous research on transformational leadership, service engagement, and personal ethics, which have reported effect sizes ranging from small to medium, it was determined that a sample of N=348 would adequately capture these effect sizes in the study variables. It is worth noting that Davao City boasts one of the world's lowest crime rates, with an average of only 0.8 incidents per 10,000 individuals per month. The Davao City Police Office consistently receives recognition as the Best Police Office in the

entire country and has been commended by the Philippine National Police (PNP) for its exceptional performance as a police unit in the region.

The study employed a stratified random sampling technique, wherein only the available and willing police officers of the mentioned police organizations, especially those who have been assigned to the organization for more than one year comprise the headquarters, namely Camp Domingo Leonor and the 12 police precincts located in the strategic areas of Davao City were taken as respondents of the study. Stratified random sampling, also denoted to as relational random sampling and quota random sampling, is a method of probability sampling that includes dividing the whole population into distinct and homogeneous clusters, known as strata, for the purpose of conducting the sampling process. This technique is commonly employed when analyzing data from various subgroups or strata, enabling researchers to efficiently obtain a sample population that accurately represents the entire population under study (Qualtrics, 2022).

In terms of inclusions, respondents taken were the willing non-commissioned Police Officers of DCPO with the rank of Police Corporal up to Police Executive Master Sergeant who has experienced leadership for quite some time; while in terms of exclusion, Police Officers with the rank of Patrolman/Patrolwoman were excluded as well as the commission officers and those working in Police organizations located outside Davao City. In terms of withdrawal, non-commissioned Police Officers who have expressed willingness and later on changed their mind and opted to discontinue their participation have all the right to do so; it was their prerogative, and the researchers respected their decision.

3.2 Materials and Instruments

In this study, a questionnaire comprising three variables was utilized, with each variable adapted from different sources. The mediating variable was adapted from Boretti's (2003) research, the independent variable from Hughes (2014), and the dependent variable from Jojo's (2016) study. The initial draft of the questionnaire was submitted to the research adviser for review and potential suggestions for improvement. Subsequently, the questionnaire underwent validation by a panel to assess its reliability and validity.

The questionnaire was structured into three distinct sections. The first section focused on the mediating variable, namely personal ethics, and consisted of 12 items. The second section explored the independent variable, transformational leadership of commissioned Police officers, which encompassed indicators such as idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. This section comprised a total of 21 items. The third section addressed the dependent variable, service engagement, and included indicators of physical engagement, emotional engagement, and cognitive engagement, amounting to 18 items. The panel responsible for instrument validation provided a summary of ratings, which yielded a mean score of 4.77, indicating a very good level of instrument validation. To ensure the questionnaire's reliability, a pilot testing phase was conducted involving 40

respondents. The computed Cronbach's Alpha coefficient for the pilot test was found to be .976, confirming the questionnaire's validity and reliability.

The responses of the study participants were analyzed using the following scale: With a range of mean of 4.20-5.00 describe as very high which means that the respondents always agree with the stated attributes of Commissioned Police Officers; 3.40-4.19 describe as high which means that the respondents often agree with the stated attributes of Commissioned Police Officers; 2.60-3.39 describe as moderately high which means that the respondents sometimes agree with the stated attributes of Commissioned Police Officers; 1.80-2.59 describe as low which means that the respondents seldom agree with the stated attributes of Commissioned Police Officers; and 1.00-1.79 describe as very low which means that the respondents almost never agree with the stated attributes of Commissioned Police Officers.

3.3 Design and Procedure

Quantitative non-experimental research utilizing descriptive-correlation technique was employed in this study. Descriptive research design gauge the behaviors and attitudes that are being observed during the probe, while correlational research involves identifying statistical relationships between two variables (Vandertoep & Johnston, 2009). Similarly, descriptive research is used to obtain information on the current setting and status of the phenomena to describe (Shuttleworth, 2008) and in fact this involves a fact-finding study that allowed the researcher to examine characteristics, attitudes, behaviors and experiences of the subject study (Calmorin & Calmorin 2007).

Correlation design was used to identify the strength and nature of the suggestion between two or more variables; it was applied and dealt with the relationship that correlating variables could vary directly with one another and vary inversely as one decreases and the other increases as vary independently with each other (Creswell, 2003). This design was appropriate in determining the service engagement of police personnel as a function of transformation leadership of commissioned officers: the mediating role of personal ethics.

The mediation test technique was used to evaluate the mediating function of personal ethics in the relationship between the service engagement of non-commissioned employees and the transformational leadership demonstrated by police commissioned officers. Three regression equations had to be calculated for this. First, the regression analysis assessed how personal ethics, a mediator, was affected by transformational leadership. Regression analysis was also used to examine how transformational leadership affected the dependent variable, service engagement. Finally, the regression analysis considered the presence or absence of the independent variable, transformational leadership, in order to determine the effect of the mediator, personal ethics, on the dependent variable, service involvement. Certain requirements must be completed for the mediation to be considered stable. In the first regression equation, the independent variable (transformational leadership) should have a significant impact on the mediator (personal ethics). In the second regression equation, the independent variable (transformational leadership) should significantly influence

the dependent variable (service engagement). Finally, in the third regression equation, the mediator (personal ethics) should have a significant effect on the dependent variable (service engagement) even in the absence of the independent variable (transformational leadership).

Additionally, the study was carried out according to the correct procedures. After validating the reliability and validity of the questionnaire, the first step was to draft letters written to the DCPO Police Director, as mentioned by the University of Mindanao's Dean of Professional Studies, requesting permission to conduct a survey among the police personnel. After securing the approval, questionnaires were administered to the police officers in a face-to-face manner considering the lenient situation today. The answered questionnaires were collected by the researcher, and only valid ones were included by tallying the same and forwarded to the school statistician for the computed data, which was analyzed and interpreted in the succeeding sections.

Mean, Pearson Product Moment Correlation, Regression, and Medgraph employing Sobel z-test were all used in the study. The levels of transformative leadership among commissioned Davao City police officers were calculated using the mean. The correlations between personal ethics and service engagement, personal ethics and transformational leadership, and transformational leadership and service engagement were examined using Pearson Product Moment Correlation. To ascertain the mediating impact of personal ethics on the connection between transformative leadership and service engagement, Medgraph with Sobel z-test was used.

The links between transformational leadership and ethical standards, personal ethics and service engagement, as well as transformational leadership and service engagement, were investigated using regression analysis. The Sobel test was used in the Medgraph mediation analysis to assess the importance of the mediation effect. Indicating full mediation, which means that all effects were mediated by the mediating variable (MV), is the case where the influence of the independent variable (IV) on the dependent variable (DV) ceased to be statistically significant at the last stage of the analysis. However, partial mediation was shown if the regression coefficient significantly decreased but remained significant at the last step. In this instance, a portion of the IV's effect was partially mediated by the MV, while other portions may have been either direct or indirectly mediated by factors outside of the model.

The study was carried out under strict adherence to ethical norms. The university's research ethics committee gave this study its approval under UMERC protocol no. 2023-019. It conformed to the following norms: Voluntary participation, privacy, confidentiality, informed consent process, risks, and benefits. All police personnel has the prerogative for voluntary participation. The study properly informed the respondents of the consequences that may derive from their participation as well as the time they were going to spend answering the questionnaire that required their honesty.

4. Results and Discussion

This section exhibited the result and discussion of the study. The order of presentation follows that of the study objectives.

4.1 Transformational Leadership of Police Commissioned Officer

Table 1 presents the findings regarding the level of transformational leadership exhibited by Police commissioned officers. The overall mean score obtained was 4.38, indicating a very high level of transformational leadership. The standard deviation of .512 suggests that the responses from the participants were closely grouped together. When arranged in descending order based on mean scores, the first two indicators, inspirational motivation and individualized consideration, obtained identical mean scores of 4.41, reflecting a very high level of these aspects. The standard deviations of .593 and .537 respectively indicate clustered responses among the participants for these indicators. Following these indicators is idealized influence, which attained a mean score of 4.37. The standard deviation of .555 reveals clustered responses in relation to this indicator. Finally, intellectual stimulation received the lowest mean score of 4.34, signifying a very high level of this aspect. The standard deviation of .624 indicates clustered responses in relation to intellectual stimulation. Overall, the results demonstrate that the transformational leadership displayed by commissioned officers is of a very high standard.

Table 1: Transformational Leadership of Police Commissioned Officers

Indicators	Mean	SD	Descriptive Level
Idealized Influence	4.37	.555	Very High
Inspirational Motivation	4.41	.593	Very High
Intellectual Stimulation	4.34	.624	Very High
Individualized Consideration	4.41	.537	Very High
Overall	4.38	.512	Very High

The level of transformational leadership exhibited by commissioned officers is remarkably high, as evidenced by the indicators discussed below: Regarding inspirational motivation, commissioned officers demonstrated their proficiency in articulating a compelling vision for the organization's future. They effectively communicated what needed to be accomplished, expressed unwavering confidence in achieving goals, and fostered team spirit and overall enthusiasm for the organization. This signifies that commissioned officers firmly believe in the power of inspirational motivation to align the entire organization towards its objectives and goals, enabling them to efficiently serve their country and the people.

The results of the study support the statement made by Ray (2021) regarding the effectiveness and elusive nature of a key motivator employed by transformational leaders: genuine recognition and acknowledgment of others' efforts. According to the findings, superficial compliments can have a negative impact, as team members are able

to discern insincerity. In the absence of a formal recognition and rewards program, there are several ways to demonstrate appreciation. Building reliable communication channels can lead to remarkable outcomes, such as stronger relationships, increased confidence, enhanced engagement, and greater loyalty.

In terms of individualized consideration, commissioned officers demonstrate a remarkably high level of individualized consideration by engaging in practices such as coaching, teaching, actively listening to concerns, and aiding in the development of their team members' strengths. This signifies that transformational leaders must genuinely care for and deeply understand each individual under their guidance, allowing them to address personal needs when necessary. These findings align with the assertion made by Khan et al. (2022) that transformational leaders prioritize identifying individual needs and empowering followers, thereby fostering a learning environment and garnering support for senior-level goals and objectives. To achieve this, transformational leaders engage in one-on-one mentoring, delegate challenging tasks to deserving individuals, and maintain open lines of communication with their followers. Each follower is treated as a unique individual, with the transformational leader actively recognizing and valuing the differences among them.

Commissioned officers exhibited a high degree of idealized influence through their exemplary practices, which involved actions that surpassed personal interests for the betterment of the administration. They displayed a perception of power and confidence that served as a role model for their subordinates, emphasizing the importance of collective missions that tested their teamwork capabilities. This suggests that commissioned officers demonstrated idealized influence through selfless decision-making and confident leadership, driven by the organization's welfare and the well-being of the people it serves. These findings support the assertion made by Hartzell (2021), highlighting the importance of transformational leaders showcasing their ability to lead by example. Transformational leaders perform as role models to their followers by adhering to the same principles they expect from their followers. It is evident that transformational leaders never ask their followers to engage in actions that they themselves would not undertake.

When it comes to intellectual stimulation, commissioned officers very highly expressed their roles by encouraging their subordinates to non-traditional thinking, suggesting new ways of observing implementation assignments, and re-examining critical expectations in the operations. This implies that commissioned officers still value the thoughts and ideas of their subordinates and might consider it in their decision later on embracing innovative ideas that might bring development to the organization. The result is incongruent with the concept of Hackman & Johnson (2018) stating that providing intellectual stimulation involves the transformational leader encouraging individuals in teams to be strong role models and coaches and empowering others to embrace creativity and innovation. Leaders must take innovative steps to provide new conduits for team members, workers, and staff to connect and share ideas, network, and collaborate. In today's context, this could be face-to-face or online. In addition, creating an exciting and challenging work environment for

individuals and teams leads to positive work culture, increased productivity, and higher worker engagement.

4.2 Service Engagement of Non-Commissioned Police

Table 2 presents the findings regarding the level of service engagement among personnel. The overall mean score obtained was 4.54, indicating a very high level of service engagement.

Table 2: Service Engagement of Non-Commissioned Police Personnel

Indicator	Mean	SD	Descriptive Level
Physical Engagement	4.55	.508	Very High
Emotional Engagement	4.52	.473	Very High
Cognitive Engagement	4.54	.508	Very High
Overall	4.54	.454	Very High

The standard deviation of .454 suggests that the responses from the participants were closely grouped together, indicating clustered responses. When arranged in descending order based on mean scores, the indicator with the highest mean score is physical engagement, which obtained a mean score of 4.55, indicating a very high level of engagement. The standard deviation of .508 reveals clustered responses for this indicator. Following physical engagement is cognitive engagement, which received a mean score of 4.54, also indicating a very high level of engagement. The standard deviation of .508 suggests clustered responses in relation to cognitive engagement. Lastly, emotional engagement obtained the lowest mean score of 4.52, indicating a very high level of engagement. The standard deviation of .473 reveals clustered responses for emotional engagement. Overall, these results demonstrate that service engagement among police personnel is at a very high level.

The service engagement of police personnel was very high in level as complimented by the indicators discussed in detail as follows: in terms of physical engagement, the assessment showed a very high level highlighted through the effort exerted by police personnel such as exerting their full effort to their jobs as well as trying their hardest effort to perform well on their jobs, and exerting lots of energy on their respective jobs. This implies that police personnel are very aware of the importance of giving their full effort in fulfilling their jobs as law enforcers. The findings corroborated the assertion made by Gelderman et al. (2015) emphasizing the significance of service engagement in attaining managerial objectives. As a result, researchers have recognized the importance of investigating service engagement and recognizing factors that either foster or hinder employee assignment.

In terms of physical engagement, it was gauged by the respondents very high, highlighted by statements such as exerting their full effort to their jobs, trying their hardest effort to perform well in their respective jobs, and the reiterating that they exerted lots of energy on their respective jobs. This implies that police personnel are doing their best to physically engage in their respective jobs. The outcome supports the

statement of Tenney (2020) who elucidated that physically engaged employees feel enthusiasm for the work they do and have an improvement mindset, as well as taking advantage of learning and development opportunities.

When it comes to cognitive engagement, police personnel gauged it very high in level claiming that they their minds are focused on their jobs in the workplace, paying almost all their attention to the task assigned to them, and devoting their mind and concentration to their jobs. This implies that police personnel is using their intelligence when they are on duty processing all the information and action to be able to make a wise decisions and actions. The finding coincides with the statement of Bakker and Albrecht (2018) who stressed that employees who engaged cognitively are better able to focus on their work, even during distractions and other work interruptions.

In terms of emotional engagement, it was rated very high in level by the police personnel highlighted by statements such as having enthusiasm and interest in their respective jobs, as well as concentrating on their job with passion, and devoting lots of attention to their job wholeheartedly. This implies that they love the job that they have chosen, even willing to gamble their lives for their job as police officers. The result is in accordance with the statement of Anitha (2014) who emphasized that employees need to feel committed to the organizations they work for, need to feel valued, and need to feel that they are contributing to something meaningful, all of which can influence and be influenced by emotions.

4.3 Personal Ethics of Non-Commissioned Police Personnel

Table 3 showcases the level of personal ethics among both commissioned officers and police personnel. The overall mean score obtained was 4.39, denoting a very high level of personal ethics. The standard deviation of .506 suggests clustered responses from the participants, indicating a close grouping of their assessments of personal ethics. The Police officers best expressed their ethics by maintaining appropriate confidentiality, declining inappropriate requests, knowing how to balance organizational and personal needs, and challenging themselves to do the right thing. This shows that the level of personal ethics of both commissioned officers and police personnel is very high.

Table 3: Personal Ethics of Non-Commissioned Police Personnel

Indicator	Mean	SD	Descriptive Level
Overall Personal Ethics	4.39	.506	Very High

The personal ethics of both the commissioned officers and police personnel were very high—highlighted through their maintained appropriate confidentiality, declining inappropriate requests, knowing how to balance organizational and personal needs, and challenging themselves to do the right thing. This implies that commissioned officers and police personnel understand the importance of personal ethics in their jobs as law enforcers. The findings agree with the statement of Msanze (2013) who accentuated that the existence of a formal code of ethics will generally ensure the

highest standards of behavior and inhibit unethical conduct amongst organizational members, particularly law enforcement organizations.

4.4 Correlation among the Variables

The study uncovered a noteworthy three-way correlation among the variables, as follows: Firstly, the analysis revealed a significant and robust relationship between the transformational leadership exhibited by commissioned officers and the service engagement demonstrated by police personnel. This was supported by a strong correlation coefficient (r value) of 0.810, indicating a high level of association between the variables. The obtained p-value of 0.001, which is below the predetermined significance level of 0.01, provides conclusive evidence of a significant relationship. Consequently, the null hypothesis is rejected, affirming the existence of a meaningful connection between transformational leadership and service engagement among police personnel.

Furthermore, the examination of the relationship between the transformational leadership displayed by commissioned officers and the personal ethics upheld by police officers revealed a statistically significant correlation. The computed correlation coefficient (r value) of 0.754 signifies a high level of association between these variables. The resulting p-value of 0.001, which is lower than the predetermined significance level of 0.01, supports the rejection of the null hypothesis and establishes the presence of a meaningful relationship between transformational leadership and personal ethics.

Table 4: Correlation Matrix of the Variables

Pair	Variables	Correlation Coefficient	p-value	Decision on Ho
IV and DV	Transformational Leadership and Service Engagement	0.810	<0.001	Reject
IV and MV	Transformational Leadership and Personal Ethics	0.754	<0.001	Reject
MV and DV	Personal Ethics and Service Engagement	0.669	<0.001	Reject

p<0.01

Moreover, the analysis demonstrated a significant relationship between personal ethics and the service engagement demonstrated by police personnel. The correlation coefficient (r value) of 0.889 suggests a strong association between these variables. The obtained p-value of 0.001, below the significance level of 0.01, provides further evidence for rejecting the null hypothesis and confirms the existence of a significant relationship between personal ethics and service engagement. In summary, the findings emphasize significant relationships among transformational leadership, personal ethics, and service engagement, highlighting the interconnected nature of these variables.

The analysis conducted indicated a notable and statistically significant relationship between the transformational leadership demonstrated by commissioned police officers and personal ethics. This relationship was characterized by a strong correlation coefficient (r value) of 0.754. The obtained p -value of 0.001, which is below the predetermined significance level of 0.01, supports the rejection of the null hypothesis and provides strong evidence for the existence of a significant association between transformational leadership and personal ethics. Thus, it can be concluded that there is a meaningful and significant relationship between the transformational leadership exhibited by commissioned police officers and the personal ethics displayed by these officers.

Furthermore, the computed results demonstrated a significant relationship between personal ethics and the service engagement of police personnel, with a substantial correlation reflected by an r value of 0.889. The p -value obtained, which is 0.001 and below the significance level of 0.01, strongly supports the rejection of the null hypothesis and provides compelling evidence for a significant relationship. Therefore, it can be inferred that there is a significant association between the personal ethics of police personnel and their level of service engagement.

The results indicate a significant correlation between the independent variable and the dependent variable, highlighting a substantial relationship between the transformational leadership exhibited by commissioned officers and the level of service engagement displayed by police personnel. This implies a direct link between the leadership of commissioned officers and the active involvement of police personnel in performing their duties. These findings align with a study conducted by Balwant, Mohammed, and Singh (2019), which also found a positive relationship between transformational leadership and employee engagement.

Moreover, a noteworthy correlation is evident between the independent variable and the mediating variable, confirming a significant relationship between the transformational leadership exhibited by commissioned officers and the personal ethics demonstrated by police officers. These findings align with the study conducted by Berkovich and Eyal (2019), which emphasized the predictive nature of transformational leadership in fostering ethical practices and a discerning mindset within the profession. Additionally, the results indicate a correlation between personal ethics and the service engagement of police personnel, highlighting a significant relationship between the ethical values held by police officers and their active engagement in performing their duties. This finding supports the results of a study by Aluwi, Omar, and Johar (2020), which emphasized the significant relationship between participants' perception of an ethical work environment and their level of employee engagement.

5. Influence of Transformational Leadership of Commissioned Police Officers on Service Engagement of Non-Commissioned Police Personnel as Mediated by Personal Ethics

Table 5 presents the results of the regression analysis, revealing the presence of linear correlations among the independent variable and the dependent variable, as well as between the independent variable and the mediating variable, and the mediating variable and the dependent variable.

The observed correlations among the variables demonstrate significant relationships within the model. Path c represents the linear correlation between the independent variable (transformational leadership) and the dependent variable (service engagement). The Beta Coefficient of 0.810 signifies a strong influence of transformational leadership on service engagement. Similarly, Path A reveals the linear correlation between the independent variable (transformational leadership) and the mediating variable (personal ethics), with a Beta Coefficient of 0.754, indicating a significant impact of transformational leadership on personal ethics. Path b reflects the linear correlation between the mediating variable (personal ethics) and the dependent variable (service engagement), resulting in a Beta Coefficient of 0.134, suggesting that personal ethics also exert a noticeable influence on service engagement. Additionally, the constant term computation yielded a Beta Coefficient of 0.709, highlighting a substantial overall influence within the model.

These findings demonstrate the interconnectedness of transformational leadership with both service engagement and personal ethics. This relationship is further supported by the independent variable's noteworthy impact on the mediating and dependent variables. These findings are consistent with those of Sandell (2012), who underlined that transformational leaders can increase engagement and performance by influencing followers in regular contacts based on personal ethics.

Table 5: Influence of Transformational Leadership on Service Engagement as Mediated by Personal Ethics

Step	Path	B	S.E.	β
Step 1	c	0.719	0.028	0.810**
Step 2	a	0.745	0.035	0.754**
Step 3	b	0.121	0.043	0.134**
Step 4	c	0.630	0.042	0.709**

Note: **p<0.01

6. Mediating Effect of Personal Ethics on Transformational Leadership of Commissioned Officers and Service Engagement of Non-Commissioned Police Personnel

Table 6 presents the path analysis, examining the mediating effect of personal ethics between the transformational leadership exhibited by commissioned officers and the service engagement demonstrated by police personnel. The mentioned steps in Table 5

disclosed that all three paths (Path a, b, and c) demonstrated statistical significance, as indicated by Sobel z-values yielding p-values below 0.01.

These findings provide evidence of significant partial mediation. The relationship between transformational leadership (IV) and service engagement (DV) showed a notable attenuation when the mediating variable, personal ethics, was included. This can be observed in Table 6, where the correlation coefficient decreased from 0.719 to 0.630 in the subsequent regression analysis. Additionally, the 95% confidence interval provided conclusive evidence of significant mediation. Specifically, after controlling for the mediating variable (personal ethics), the impact of the independent variable (transformational leadership) on the dependent variable (service engagement) was significantly diminished. Therefore, mediation occurred as the effect was deemed statistically significant.

The effect size was employed to quantify the extent to which the influence of transformational leadership (IV) on service engagement (DV) could be attributed to the indirect path (IV to MV to DV). The total effect, indicated by a raw correlation value of 0.719, captured the overall relationship between transformational leadership (IV) and service engagement (DV). Conversely, the indirect effect, measured at 0.630, reflected the correlation between transformational leadership (IV) and service engagement (DV) when considering personal ethics (MV) as a mediating variable in the regression analysis. The indirect effect represented the portion of the original correlation between the IV and DV that passed through the mediator (MV) to reach the DV, where "a" represented the path between the IV and MV, and "b" denoted the path between the MV and the DV.

Table 6: Mediation Analysis

Sobel z	2.801317, $p < 0.05^*$
Percentage of the total effect that is mediated	12.498727%
Ratio of the indirect to direct effect	0.142841
Effect Size Measures	
Unstandardized Coefficients	
Total:	.719
Direct:	.745
Indirect:	.630
Ratio Index:	1.038

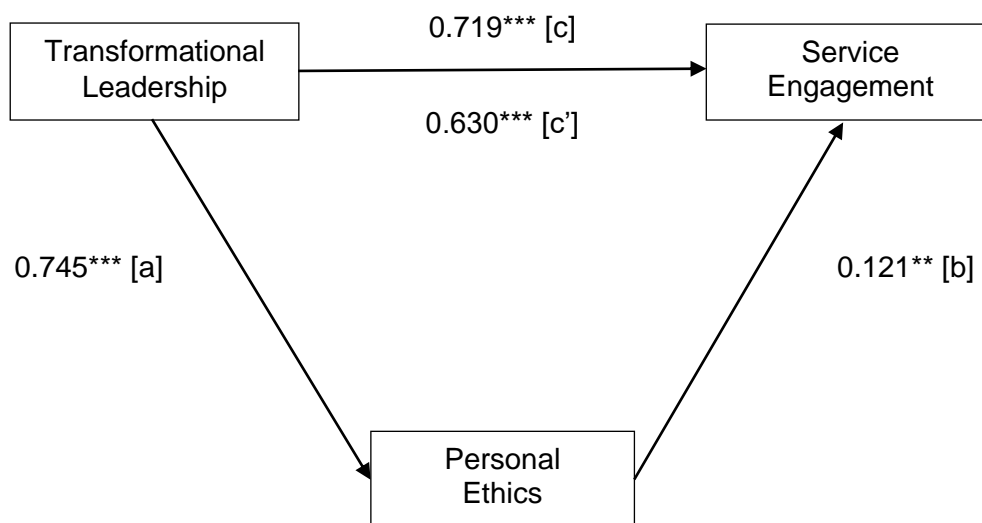


Figure 2: Medgraph Showing the Variables of the Study

It was discovered that 87.6% of the entire influence of the IV on the DV passed through the MV by computing the ratio index, which divides the indirect effect by the total effect (0.630 divided by 0.719). Therefore, only 12.4% of the overall effect was either affecting the DV directly or was being mediated by other variables that were not considered in the study.

These findings align with Stuart's (2013) assertion that ethics plays a significant role in transformational leadership. Stuart defines transformational leadership as a managerial approach that aims to transform corporate values to reflect higher standards of fairness and justice, characterized by a manager's understanding and adaptation to the needs and motivations of their followers. Thus, within the 100% direct relationship of transformational management as the independent variable to service assignment as the dependent variable, partial mediation occurs, with 87.6% of the relationship passing through the mediating variable, while 12.4% can be attributed to other variables not considered in the study.

7. Recommendations

Based on the conclusion of the study the researcher offers recommendations such, as the commission officers should prioritize ethical behavior as a core value of the organization. This can be accomplished through training, policies, and modeling ethical behavior by leaders. the researcher recommends that to maintain and enhance the transformational leadership of police commissioned officers, they should foster a culture of innovation which can be accomplished by providing opportunities for officers to engage and promote self-development; police personnel should create a sense of purpose and foster a culture of service because service-oriented cultures emphasize the importance of serving the community.

It is crucial for police commissioned officers to encourage organizational leaders to establish a clear mission and vision, and effectively communicate how each officer

contributes to achieving those objectives. Furthermore, law enforcement agencies should prioritize providing leadership training to all personnel throughout their careers, as well as develop and adopt policies and strategies that emphasize the significance of community engagement in ensuring public safety.

Additionally, a correlation can be observed between the personal ethics of police officers and their service engagement. Therefore, it is recommended that law enforcement agency leadership thoroughly examine opportunities to integrate procedural justice into the internal discipline process, emphasizing adherence to values rather than rigid adherence to rules. In this process, it is essential for union leadership to be active partners.

Law enforcement personnel should develop strategies to promote ethical behavior; given the significance of personal ethics in this relationship, it may be beneficial to develop strategies to promote ethical behavior among leaders and followers. Enhancing the ethical climate within the organization may encompass various measures, including the implementation of training programs, ethical guidelines, or other interventions. In addition, future researchers could build upon the findings of this study, using them as a foundation and point of reference for investigating the firsthand experiences of police personnel engaged in community service.

8. Conclusions

Based on the findings of the study, the following conclusions are drawn: the personal ethics of both the commissioned officers and police personnel are of a very high level. The transformational leadership of police commissioned officers is of a very high level. The level of service engagement exhibited by police personnel is remarkably high. There exists a strong correlation between the transformational leadership of police commissioned officers and the level of service engagement displayed by personnel. Similarly, there is also a correlation between the transformational leadership of commissioned officers and the personal ethics of police officers. There is partial mediation of personal ethics between transformational leadership and service engagement reaching 87.6 percent. The study best proved the veracity of the proposal adopted Bass's Transformational Leadership Theory (developed in 1985 (McCleskey, 2014). Accordingly, a transformational leader can influence subordinates' engagement in the performance of the services required from them. Moreover, they stated that they trust, admiration, pride, loyalty, and respect for superiors, and therefore, they are motivated to do service engagement ethically more than expected when they are led by a transformational leader.

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Conflict of Interest Statement

The author declares no conflicts of interest.

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Appendix

a. Figures and Tables

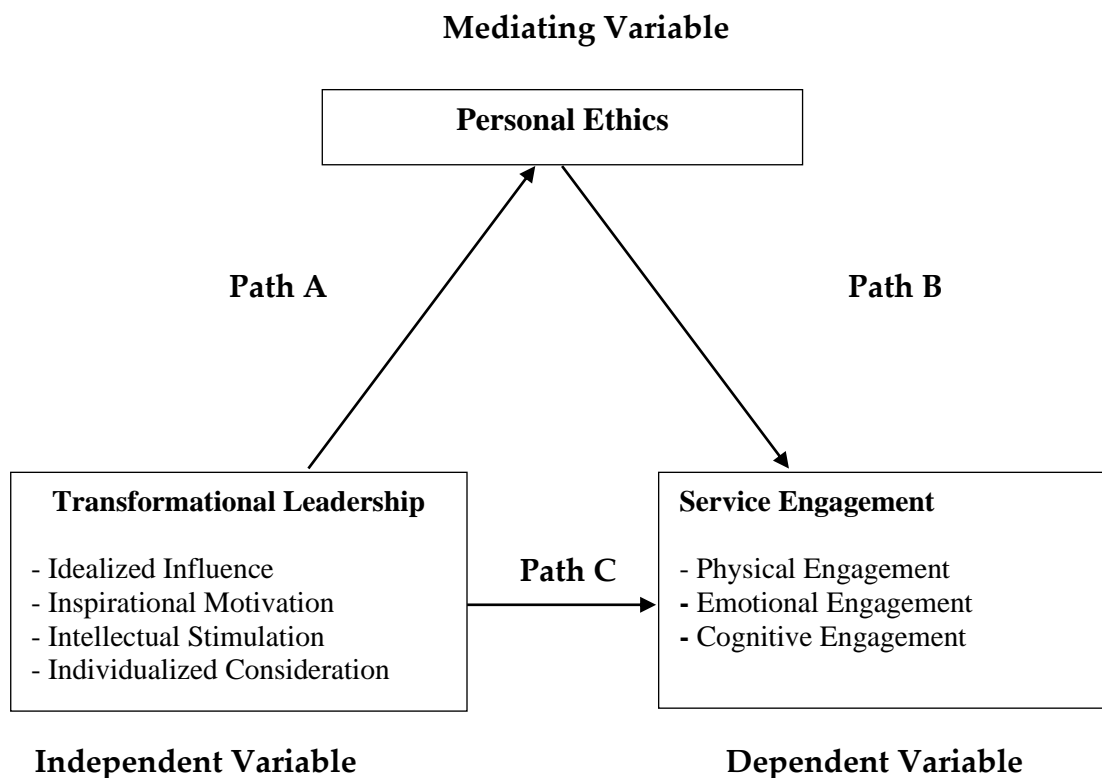


Figure 1: Conceptual Framework of the Study

b. Individual Means Per Items

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
PEPP1	348	3	5	4.55	.617
PEPP2	348	1	5	4.55	.598
PEPP3	348	1	5	4.40	.762
PEPP4	348	1	5	3.88	1.285
PEPP5	348	2	5	4.49	.642
PEPP6	348	3	5	4.44	.703
PEPP7	348	3	5	4.36	.684
PEPP8	348	3	5	4.41	.720
PEPP9	348	2	5	4.39	.776
PEPP10	348	3	5	4.49	.702
PEPP11	348	3	5	4.44	.699
PEPP12	348	1	5	4.31	.852
ETHICS	348	3.0000	5.0000	4.392241	.5057329
II1	348	2	5	4.34	.663
II2	348	2	5	4.38	.617
II3	348	2	5	4.45	.680

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II4	348	2	5	4.32	.624
II5	348	3	5	4.36	.628
Ideallnf	348	2.2000	5.0000	4.371839	.5549983
IM1	348	3	5	4.36	.645
IM2	348	2	5	4.49	.685
IM3	348	3	5	4.38	.679
IM4	348	2	5	4.41	.688
IM5	348	3	5	4.39	.681
InspiMotiv	348	2.8000	5.0000	4.407471	.5931904
IS1	348	2	5	4.29	.703
IS2	348	2	5	4.32	.679
IS3	348	2	5	4.34	.759
IS4	348	2	5	4.37	.747
IS5	348	2	5	4.39	.692
IntelStim	348	2.0000	5.0000	4.341379	.6238399
IC1	348	3	5	4.43	.611
IC2	348	3	5	4.35	.739
IC3	348	2	5	4.38	.692
IC4	348	3	5	4.39	.628
IC5	348	3	5	4.43	.591
IC6	348	3	5	4.45	.653
IndiCon	348	3.0000	5.0000	4.405651	.5367893
TRANS	348	2.8500	5.0000	4.381585	.5115058
PE1	348	3	5	4.50	.595
PE2	348	3	5	4.54	.559
PE3	348	3	5	4.53	.627
PE4	348	3	5	4.57	.561
PE5	348	3	5	4.49	.642
PE6	348	3	5	4.66	.554
PhysEng	348	3.0000	5.0000	4.548372	.5079962
EE1	348	3	5	4.47	.555
EE2	348	3	5	4.45	.649
EE3	348	3	5	4.55	.547
EE4	348	3	5	4.52	.585
EE5	348	3	5	4.53	.560
EE6	348	3	5	4.58	.570
EmoEng	348	3.0000	5.0000	4.517241	.4732921
CE1	348	3	5	4.59	.563
CE2	348	3	5	4.58	.555
CE3	348	3	5	4.50	.576
CE4	348	3	5	4.47	.663
CE5	348	3	5	4.56	.630
CE6	348	3	5	4.57	.576
CogniEng	348	3.0000	5.0000	4.545977	.5075098
ENGAGE	348	3.0556	5.0000	4.537197	.4543700
Valid N (listwise)	348				

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