Components of Transformational Leadership vis-à-vis Employee Engagement among Police Officers in Angeles City

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ABSTRACT

Previous studies showed the link between transformational leadership and employee engagement in private companies. However, no studies have correlated transformational leadership and employee engagement in public sector services such as the police. This study used a descriptive survey design and convenience sampling among police officers in Angeles City and found that police personnel in Angeles City are highly engaged, enjoy their work, feel connected to their colleagues and have positive feelings about the organization. The Pearson moment correlation was used to test correlations and found that employee engagement is not correlated with transformational leadership's aspects. This lends validity to earlier studies showing how transformative leadership affects employee engagement.

Keywords: Transformational Leadership, Employee Engagement, Police Officer

INTRODUCTION

Leadership in police and military organizations reveals that police personnel requires supportive management and organizational assistance to strengthen their commitment (Dudheria et al., 2013). This statement suggests that leaders play an essential role in supportive management; leaders must give organizational support and incentive to strengthen subordinates' commitment. (Indrayanto et al., 2014) On the other hand, a devoted employee may result in mindfulness, innate drive, higher effort, and a more productive and happier employee, all of which improve the chance of the organization's objectives being met (Roseline & Konya, 2019). It supports the notion that an employee's assessment of their leader's transformational leadership style, supporting innovation, and beliefs about their capacity to function creatively impact creative performance. Transformational leadership is critical in fostering shared leadership in the police (Jaiswal & Dhar, 2015). According to (De Guzman et al., 2014) 0.41 percent of PNP personnel were fined for administrative infractions between September 2012 and January 2013. Additionally, the PNP, through the Directorate for Personnel and Records Management and the Directorate for Investigation and Detective Management, rigorously enforced disciplinary policies and programs to eliminate PNP personnel's involvement in criminal and administrative offenses.

Mendoza et al. (2021) also emphasize that the poor performance of police officers was not due to the organizational culture itself but to the interaction between its members. Given that shared leadership has been demonstrated to be highly connected to views of work conditions, dedication, and community policing (Steinheider & Wuestewald, 2008), transformational leaders' ability to influence shared leadership is critical for modern police favorably. To the researcher, no study has examined shared leadership's origins in the law enforcers. Although prior research has widely acknowledged the direct influence of transformational

leadership on good employee work outcomes, not all workers respond positively to transformational leadership.

Recently, employee engagement has gotten much attention in the scholarly and practitioner literature (Saks, 2019). This focus is justified, as meta-analytic data indicate that involvement is associated with significant work-related benefits, such as decreased health complaints and higher organizational commitment (Cole et al., 2012). Many studies have been conducted on the antecedents and repercussions of employee engagement (Brad Shuck et al., 2011). In comparison, there is a scarcity of studies on the factors that mitigate these engagement correlates (Bakker et al., 2011). Leadership is one of the correlates of engagement. However, most leadership studies have taken place in developed countries (Alimo-Metcalfe & Alban-Metcalfe, 2005). Since industrialized countries often have higher living and social stability levels than developing countries, the generalizability of leadership models to developing countries has been questioned (Alimo-Metcalfe & Alban-Metcalfe, 2005). Nevertheless, few studies examine leadership in emerging markets (Mousa et al., 2019). Given the research gaps in engagement and leadership, the current study's initial objectives are to examine the related impact of job resources on the link between transformational leadership and employee engagement among Angeles City police officers.

STUDY OBJECTIVES

General Objective

This research examined the relationship between transformational leadership and employee engagement among police officers in Angeles City.

Specific Objectives

1. How may the socio- demographic profile of the respondents be described as to:

   1. Age;
   2. Rank; and
   3. Length of Service?

2. How may the transformational leadership of police officers be described by the respondents in terms of:

   1. Integrity;
   2. Sensible Risk;
   3. Encourages Innovation;
   4. Demonstrates Innovation;
   5. Inspirational Motivation;
   6. Develops Others;
   7. Supports Others;
   8. Task Delegation; and
   9. Expects Excellence?

3. How may the employee engagement among police respondents in Angeles City be described in terms of:

   1. absorption;
   2. vigor; and
   3. dedication?

4. Is there a significant relationship between the components of transformation leadership such as integrity,

sensible risk, encourages innovation, demonstrates innovation, inspirational motivation, develops others, supports others, task delegation, and expects excellence and the components of employee engagement such as absorption, vigor, and dedication?

Ho: There is no significant relationship between the components of transformational leadership and the components of employee engagement among police officers in Angeles City.

5. Is there a significant relationship between transformational leadership and employee engagement among police officers in Angeles City?

Ho: There is no significant relationship between transformational leadership and employee engagement among police officers in Angeles City.

REVIEW OF RELATED LITERATURE

The data analysis in the study of Indrayanto et al. (2014) reveals that transformational leadership has a positive and significant impact on commitment. This finding is consistent with Pillai & Williams, (2004) and McMurray et al. (2010). Transformational leadership fosters more substantial emotional commitment and improves performance (Zeidan, 2006). On the other hand, commitment has been shown moderate the impact of transformative leadership on the employees' performance. According to the study of Allen and Meyers' (1990) hypothesis, an employee's relationship with an organization might impact his or her decision to stay or quit the business. This study also supports Pillai and Williams' (2004) findings that commitment has a moderating influence on the connection between transformative leadership and workforce performance.

Roseline and Konya's (2019) findings concur with Muthuvelo & Che Rose, (2005) study that engaged employees lead to positive organizational outcomes such as effective performance because they are satisfied with the type of job they do, as well as Alfes et al., (2010) work that engaged employees to perform better and is more innovative than others. They also observed that devoted employees are more likely to desire to stay with their employers, have higher levels of personal well-being, and believe their workload is more sustainable than others. This motivation is related to their work and has purpose and significance.

Transformational Leadership Among Police Officers

Transformational leadership is an important part of police culture and is especially pertinent among police officers. Transformational leadership is defined as "an approach to leadership in which leaders and followers focus on changing and transforming the environment" (Cobble, 2001, p. 21). Transformational leadership is a model of leadership that encourages officers to motivate and inspire their colleagues to reach their full potential. Transformational leaders use their charisma, dedication, and enthusiasm to motivate and empower their followers to achieve their goals. Transformational leadership is especially important among police officers because of the unique challenges they face in their line of work. Police officers must often manage difficult and dangerous situations on the job, and being able to rely on a leader that is able to motivate and inspire is key to a successful police organization. Transformational leaders are also more likely to develop close relationships with their staff, which can help foster a sense of community and camaraderie among police officers (Cobble, 2001). Additionally, transformational leaders must be able to communicate their vision and motivate their staff to work together to accomplish that vision (Cobble, 2001). In summary, transformational leadership is essential among police officers.

Transformational leaders captivate their audiences with a defined objective, optimism, zeal, and emotional appeals (Phillips & Gully, 2012). They establish habits in order to improve the workplace and their employees. They focus on the transition process, mainly when the best leadership is produced in

circumstances of rapid technical, social, and cultural change. They offer direction and purpose, create pride, and earn trust and respect (idealized influence).

On the other hand, they communicate high opportunities and use signs or symbols to convey critical messages in a simple way (inspirational motivation). They encourage intelligence, reasoning, and diplomatic problem resolution (intellectual stimulation). They provide personal attention, serve as coaches and counselors (individualized consideration), and motivate followers to go above and beyond to attain corporate goals (Sutiyem et al., 2020). Transformational leaders are more effective than other leaders because they stimulate organizational Innovation (Hu et al., 2013, Eisenbeiss et al., 2008). The presence of transformational leaders in firms leads to more decentralization of responsibility, a strong proclivity for managers to take risks, and remuneration schemes targeted toward long-term success, all of which promote corporate entrepreneurship (Ling, Simsek, Lubatkin, & Veiga, 2008).

Furthermore, transformative leadership leads to empowerment. Employees in a group become more productive when they experience team empowerment due to transformational leadership (Barroso Castro et al., 2008). Transformational leadership has a substantial and positive relationship with an organizational atmosphere that fosters creativity and empowerment (Jung et al., 2003).

Integrity as a component of Transformational Leadership

Transformational leadership integrity, according to Mills and Boardley (2017), evaluates the commitment in thought and behavior to the ideas and values associated with two types of leadership: (1) True transformational leadership and (2) Pseudo-transformational leadership. Bass and Steidlmeier (1999) state that transformative leaders are committed to supporting their followers' growth, even if it means transcending their personal and egoistic wants. It is also suggested that they understand themselves, their ideals, and the values of their followers (Bass & Steidlmeier, 1999). According to Fairholm, M., & Fairholm, (2009) people's proclivity for transformative leadership uses this insight to develop an idealistic and ethical future vision based on mutual trust and respect. According to (Howell & Frost, 1989), this enriches and satisfies their followers while acknowledging them as individuals. Authentic transformational leaders (also known as real transformational leaders) are regarded to be morally upright (Bass & Steidlmeier, 1999), of Integrity (Parry & Proctor-Thomson, 2002), and capable of liberating and empowering people who follow them (Price, 2003).

At the other end of the spectrum, Bass and Steidlmeier (1999) believe that persons with pseudo transformational leadership qualities have an innate thirst for power, create reliance on their followers, and generally lack Integrity. Such people are suspected of manipulating their followers into internalizing their defective values.

They are regarded as controlling, and while it may appear otherwise, they have little interest or empathy for others (Simola et al., 2012). Huberts et al., (2007) examined three aspects of leadership role modeling, strictness, and openness about a typology of integrity violations developed by Huberts et al., (2007).

Sensible Risk as a component of Transformational Leadership

The term "risk" was used in Edwards et al. (2010). study based on prevalent language found in transformational leadership literature. However, within the treatment area, the term "risk" may be seen as having negative connotations, pointing to ethical transgressions and "risky" conduct connected with substance use. These four items were then altered to "acceptable risk" or "personal chances."

Risk-taking is an important component of transformational leadership. Taking risks is essential for leading organizations through times of change and growth. As transformational leaders, it is important to consider

the risks associated with any decision and ensure that the risk is managed in a responsible and sensible manner (Trevino, 2020).

Sensible risk requires leaders to take into account the potential benefits and costs associated with any decision. Leaders must weigh the potential risks and rewards of any decision and make sure that the potential returns outweigh the potential costs (Khan, 2020). Sensible risk-taking also requires leaders to consider the long-term implications of any decision they make.

Encourages innovation as a component of Transformational Leadership

One key component of transformational leadership is encouraging innovation. Innovation is the process of developing new ideas, products, or services to create value. This means providing an environment where team members feel safe to share their ideas, even if those ideas are unconventional or outside of the box. It also means creating an atmosphere where mistakes are seen as opportunities to learn and grow, rather than something to be punished for. Transformational leaders should also be willing to invest in innovative ideas, providing resources and support to turn those ideas into reality. For example, a leader can give their team members access to new technology or provide additional training in areas that could help them develop their ideas further (Van Vugt, 2019).

Although innovation is often assumed to be the key to success in police departments, officers are frequently viewed as conventional and averse to innovation's changes. In recent decades, police leaders and policymakers have shown a strong interest in a variety of innovations, ranging from new uses of information technology (intelligence-led policing) to administrative adjustments (affirmative action) to strategic improvements (Compstat and community policing). Despite the research on the impact of such recent advances, few studies have focused on police receptivity to innovation. (Mastrofski & Rosenbaum, 2019)

Demonstrates innovation as a component of Transformational Leadership

Innovation is essential for transformational leadership, as it allows for creative problem solving and the development of new solutions. Innovative ideas can come from any direction, including employees, customers, and external partners.

It allows for creative problem solving, collaboration, and staying ahead of the competition. Transformational leaders must recognize the importance of innovation and be willing to take risks in order to stay ahead of the competition and remain relevant. By embracing innovation, a transformational leader can create a culture of progress and ensure that their team is successful. According to Rahman M. and Sultana N. (2012), innovative leadership promotes innovation via developing an innovation-friendly culture and establishing strategic directions that guide and create trust among workers to innovate.

Inspirational Motivation as a component of Transformational Leadership

According to Chen and Chang (2013), inspirational motivation may be defined as a leadership attitude that interacts with the emotional aspects of workers, generates confidence in employees about their performances, communicates effectively, and delivers genuine feedback. Transformational leaders with a high degree of inspirational motivation instill passion in their followers and support their projects and points of view to foster creative thinking by motivating people to voice their thoughts (Gong et al., 2009). On the other side, inspirational motivation refers to leaders who provide a clear and optimistic picture of the future for their subordinates and encourage them to work toward company goals and primary purposes (Hayati et al., 2014). Transformational leadership is built on the idea that inspiring and motivating employees is essential for organizational success (Mutsuura, 2017).

In order to be an effective transformational leader, it is essential to have a strong understanding of what motivates employees. Motivation can be broken down into two parts: intrinsic and extrinsic motivation. Intrinsic motivation is the internal drive to do something, while extrinsic motivation is the external factors that influence an individual's behavior (Kreitner & Kinicki, 2017). Intrinsic motivation is a powerful tool for transformational leaders. Transformational leaders strive to create an environment where employees are intrinsically motivated to reach their goals. This can be achieved by creating a sense of purpose among employees and providing them with challenges that are interesting and meaningful. Transformational leaders also use recognition and rewards to recognize the achievements of their employees and to motivate them to continue their success (Mutsuura, 2017).

Transformational leaders also use extrinsic motivation to encourage their followers to reach their goals. Extrinsic motivation is typically used in the form of rewards, such as monetary rewards, promotions, or recognition. Transformational leaders recognize that extrinsic motivation can be a powerful tool for motivating employees, and they use it to reward employees for their hard work and dedication (Kreitner & Kinicki, 2017).

Develops Others as a component of Transformational Leadership

Leadership development is a vital component of continually improving output from organizational talent management, and it necessitates the efficient implementation of several talent management methods. A pipeline of leadership talent aligned with the organization's goals, improved staff morale, increased retention, improved leadership skills throughout the organization, and consistent measurement through development and performance management are all advantages of an effective leadership program. Leadership Development is an action that improves leadership quality in an individual or an organization. This statement is a competency-based development process. It focuses on the core skills and competencies most associated with successful leadership, such as communication, critical coaching skills (giving feedback, listening, conflict resolution), the ability to influence others, teamwork facilitation, and creativity Kolzow D. (2014).

Developing others is an essential part of transformational leadership, as it encourages employees to take on leadership roles and increase their capabilities. It also allows the leader to build up the team's skills and knowledge by providing training, coaching, and mentorship. By providing these opportunities for growth, the leader is able to create a team that is not only productive, but also highly engaged and motivated. The development of others is also beneficial to the leader, as it provides the opportunity to create a team of experts with a variety of skills and knowledge.

Finally, developing others is a great way to build relationships within the team. By providing opportunities for learning and growth, the leader can promote collaboration and trust within the team. This helps to foster an atmosphere of respect and openness, which allows team members to feel comfortable expressing their ideas and opinions without fear of judgment or criticism. In conclusion, developing others is an important component of transformational leadership. It encourages employees to take on leadership roles, build up their skills and knowledge, and create a team of experts with diverse capabilities.

Supports Others as a component of Transformational Leadership

According to Shin et al. (2015), supportive leadership is defined as leader actions that give emotional support to workers and include demonstrations of care for the needs and welfare of employees. Path-goal theory views supportive leadership as a critical component of effective leadership (House, 1971). Supportive leadership, on the other hand, maybe more successful when the subordinates' jobs are stressful or risky

(House, 1971)

Supporting others is an important component of transformational leadership. Transformational leadership is defined as a model of leadership that focuses on inspiring followers to achieve higher levels of performance (Bass, 1985). Transformational leaders demonstrate their commitment to others by showing understanding and empathy, providing recognition and appreciation, and displaying effective communication (Schriesheim, Neider, & Scandura, 1999). Supportive behaviors provide followers with a sense of security and trust in the leader (Schriesheim et al., 1999). These behaviors may include setting clear expectations, providing timely feedback, and offering encouragement and recognition. By taking these actions, leaders are able to foster a sense of belonging and create an environment of support (Schriesheim et al., 1999).

Furthermore, transformational leadership has been found to be related to improved performance outcomes. A study by Schriesheim et al. (1999) found that transformational leadership was positively associated with performance outcomes such as job satisfaction, organizational commitment, and task performance. These results suggest that supporting others is a valuable component of transformational leadership, as it can lead to improved performance outcomes.

Task Delegation as a component of Transformational Leadership

According to Dudheria et al. (2013), delegation is the basic notion of delegating a right that one owns. The necessity of having trustworthy and technically accurate techniques for attaining delegation in tactical operations cannot be overstated. Delegating leadership and the capacity to deliver directives from a leadership position may appear to be simple tasks. On the other hand, the delegation enables leaders to concentrate their efforts on high-priority objectives, mobilize resources, and produce more substantial results. The delegation also teaches employees and boosts their self-esteem, relieving managers of worry and load. By distributing duties, leaders may focus on accomplishing a few activities rather than many jobs ineffectively. Leaders must give staff authority to achieve change successfully (Alnuaimi, 2013).

Expects excellence as a component of Transformational Leadership

This attitude of striving for perfection, both in one's work and in the work of others, is a significant contribution to total organizational success. Leaders who stress excellence guarantee that their business remains competitive and have a reputation for providing high-quality services and products. Rather than adhering to industry best practices, these executives want to set the bar for their competition.

Leaders who prioritize excellence establish challenging goals and high-quality standards for their direct reports, expecting them to execute to the best of their abilities. Leaders who explain role expectations for their workers help them find greater meaning in their professions, linked to higher levels of happiness and engagement and a higher chance of staying with the firm. Employees are driven to perform to the levels their managers feel they are competent. Leaders who demand excellence from their direct subordinates should set a good example. This statement will foster a culture of self-discipline, personal responsibility, and learning through mistakes Waldinger, (2021).

Employee Engagement Among Police Officers

Employee engagement is characterized as follows (Bakker et al., 2001): Engagement is a good, rewarding, work-related state of mind marked by vitality, devotion, and concentration.' As opposed to a fleeting and particular state, engagement is a pervasive and persistent emotional condition that is not centered on every particular thing, event, person, or activity. Vigor is described by an abundance of energy and mental fortitude when working, as well as a desire to devote effort to one's job and endurance in the face of

hardship. Dedication is defined as being deeply interested in one's job and feeling a sense of significance, passion, inspiration, pride, and challenge. Absorption is described as being completely absorbed and enjoying one's work, which causes time to fly by and makes it tough to detach from one's work. As a result, vitality and commitment are viewed as the opposites of exhaustion and cynicism, respectively.

The continuum spanning vigor and tiredness has been dubbed energy or activation, whereas the continuum spanning dedication and skepticism has been labeled identification (Schaufeli et al., 2001). As a result, job engagement is defined by a high degree of energy and a strong identification with one's work. On the other hand, burnout is defined by the polar opposite: a lack of energy and a lack of affiliation with one's profession.

As seen from the description above, the engagement idea excludes the polar opposite of the third characteristic of burnout – professional inefficacy. This statement is due to two factors. First, there is mounting scientific evidence that weariness and cynicism are at the heart of burnout, whereas a lack of professional competence appears to play a lesser role (Maslach, Schaufeli & Leiter, 2001; Shirom, 2007). Second, it became evident through interviews and discussions with employees and managers that, rather than efficacy, engagement is defined by being completely involved and excited about one's work, a state we have named absorption. As a result, absorption is a distinct aspect of job involvement that is not equated with professional inefficacy. The Utrecht Job Engagement Scale (UWES) was developed based on the initial concept. It measures three parts of work engagement: vigor, dedication, and absorption.

Absorption as a component of Employee Engagement

Absorption is defined as being entirely engaged and pleasantly involved in one's job, causing time to fly by and making it impossible to disengage oneself from one's work (Schaufeli & Bakker, 2004). Employee engagement is a critical component of any successful business, and absorption is a key concept in understanding how to achieve it. According to research, absorption is defined as the "process by which the individual becomes deeply involved in their work, experiences a sense of flow and is fully engaged in the activity" (Reeve, 2009, p. 4). In other words, absorption is when an employee is completely focused on the task at hand and is completely invested in the job they are doing. In order to foster absorption in the workplace, employers must create an environment that encourages employees to be engaged and motivated in their work. This includes providing employees with meaningful work, clear expectations, and support from their managers.

Creating a positive environment where employees feel valued and empowered, and providing them with the resources and tools they need to succeed, are key components to fostering a culture of absorption. By taking the steps necessary to ensure that employees are engaged and motivated, employers can ensure that employees are fully invested in the organization and their work.

Vigor as a component of Employee Engagement

Employee engagement is an important factor in determining the success of a business, and one of its key components is vigor. Vigor is defined as "the enthusiasm and energy with which a person approaches a task" (Aamodt, 2012). It is the enthusiasm and passion that an employee has for their job and their commitment to achieving goals. Studies have shown that when employees have high levels of vigor, they are more likely to be engaged in their work and have higher levels of job satisfaction (Gonzalez-Romà, et al., 2017).

Employers can increase employee vigor by providing them with meaningful work and challenging tasks (Gonzalez-Romà, et al., 2017). Giving employees the opportunity to take on new tasks and responsibilities will help them to stay engaged and motivated. Additionally, providing a supportive work environment that

rewards employees for their achievements can also help to foster higher levels of vigor (Gonzalez-Romà, et al., 2017). Overall, vigor is an important component of employee engagement. By providing employees with meaningful work and a supportive work environment, employers can help to foster higher levels of vigor and job satisfaction. By doing so, employers can help to ensure their employees remain engaged and motivated throughout the course of their employment.

According to Schaufeli and Bakker (2004), vigor is defined by high levels of energy and mental resilience when working, a willingness to put effort into one's job, and tenacity even in the face of adversity. The continuum spanning vigor and tiredness has been dubbed energy or activation, whereas the continuum spanning dedication and skepticism has been labeled identification (Schaufeli & Bakker, 2001).

Dedication as a component of Employee Engagement

Dedication is defined as being deeply interested in one's job and feeling a sense of significance, passion, inspiration, pride, and challenge. Dedication: According to Roseline and Konya's (2019) research, this dimension relates to being deeply interested in one's job and feeling a sense of significance, passion, and challenge. It refers to substantial participation that produces good emotions such as inspiration, importance, pride, and passion (Gubman, 2004).

A devoted employee is seen as a valuable asset to the firm. Dedication is not synonymous with longevity because simply because an employee is the oldest in the business or has worked for the organization his or her whole life does not imply that he or she is a committed employee. Dedication entails a strong desire, dedication, ownership, and an ongoing effort to improve (Schaufeli & Bakker, 2003).

Relationship between Transformational Leadership and employee engagement among police officers

Transformational leadership does not directly affect employee performance; it is demonstrated that trust and commitment mediate the relationship between transformational leadership style and employee performance. The findings suggest a transformational leadership paradigm that is more successful and appropriate for enhancing performance in para-police groups. (Indrayanto and colleagues, 2014) Transformational leadership is seen to help enhance employee performance because leaders act as role models for their subordinates who strive to achieve the standards of their organization's leaders (Bass & Riggio, 2006). Transformational leadership has been highlighted as a significant component influencing employee performance in the context of leadership studies.

According to Jung and Avolio (2000), transformational leadership has a favorable impact on employee performance both directly and indirectly (through "trust" as a moderating variable). As a result, transformational leadership is an essential characteristic for managers since it helps them accomplish organizational goals, such as improving subordinates' performance. Transformational leadership is a leadership style that inspires followers to participate in, commit to, and share their vision and goals for the organization; encourages followers to be innovative in solving organizational problems; and supports followers in developing leadership competencies through coaching and mentoring (Bass & Riggio, 2006).

Transformational leadership may significantly impact employee performance because of the transformational leader's idealized influence, individual concern, inspiring motivation, and intellectual stimulation. When his employees adore, respect, and trust him, he might have an idealized effect. According to research on leadership in police and military organizations, police personnel require supportive management and organizational assistance to strengthen their Dedication. This statement suggests that leaders play an essential role in supportive management; leaders must give organizational support and incentive to strengthen subordinates' commitment. According to (Densten & Sarros, 2012) research on senior police officers, subordinates who receive clear direction from leaders are more likely to perform well

and be satisfied with their jobs than those who do not receive clear guidance from leaders. (Indrayanto and colleagues, 2014) The results of the data analysis indicate that transformative leadership has a positive and significant effect on commitment. This finding corroborates Pillai & Williams, (2004) and McMurray et al. (2010). Transformational leadership fosters more substantial emotional commitment and improves performance (Zeidan, 2006).

Employees may become engaged due to their certainty about the relationship between their activities and the firm's future. Second, through emotional contagion, inspirational communication has the capacity to engage employees. Emotional contagion is a "subconscious process by which the service sector's moods and emotions are transferred through display mimicking" (Barger & Grandey, 2006). Following this method, employees are likely to experience the favorable emotions created by the leader's motivating statements. In other words, the leader's emotions have a proclivity for infecting sub-conscientious and physiological employees (Barger & Grandey, 2006).

Employees may become emotionally engaged as a result of this imitation response. Third, intellectual stimulation occurs when leaders urge employees to analyze events and devise creative solutions to organizational problems critically. Such leader conduct may influence employees' views of increased job difficulty and their perceptions of workplace autonomy, as employees are given the freedom to tackle challenges in creative ways. When combined, enhanced perceptions of challenge and autonomy have been shown to organically energize people, increasing employee engagement (Gagné & Deci, 2005). Fourth, by social exchange theory, a leader's supportive leadership and personal recognition should be linked to employee engagement (SET).

SET is an acronym for "a series of interactions that result in responsibilities" (Cropanzano & Mitchell, 2005). Employees can demonstrate appreciation for supporting leadership by committing themselves to their work (Yasin Ghadi et al., 2013). When a leader provides a benefit (e.g., praise, appreciation, and the like), the employee should reciprocate (e.g., by immersing themselves in their work position) (Cropanzano & Mitchell, 2005). When these transformative leadership characteristics are combined, they should increase employee engagement. As a result, empirical research has established a clear correlation between transformational leadership and employee engagement across various industries, including service organizations (Vincent-Höper et al., 2012).

Theoretical Framework

Transformational Leadership Theory

Transformational leadership is a relatively recent approach to leadership that focuses on how leaders can influence their followers for the better. Although Burns, J. M. (1978) coined the phrase "transformational leadership" when examining political leaders, the term has now been used for corporations. Transformational leaders prioritize "transforming" people for the greater good of the person and the company. Followers of a transformative leader respond by developing feelings of trust, devotion, loyalty, and respect for the leader, as well as an increased willingness to work harder than expected.

Self-Determination Theory (Employee Engagement)

Self-determination is a broad theoretical framework for understanding human drive and personality. As a result, self-determination has a significant effect on motivation. If individuals believe they can manage themselves effectively, they are more likely to be motivated to complete any work they choose. The hypothesis is predicated on two critical assumptions:

The desire for growth is what motivates behavior. The primary premise of self-determination theory is that

action is motivated by human growth. Individuals are perpetually on the lookout for opportunities to grow and improve (Deci & Ryan, 1985).
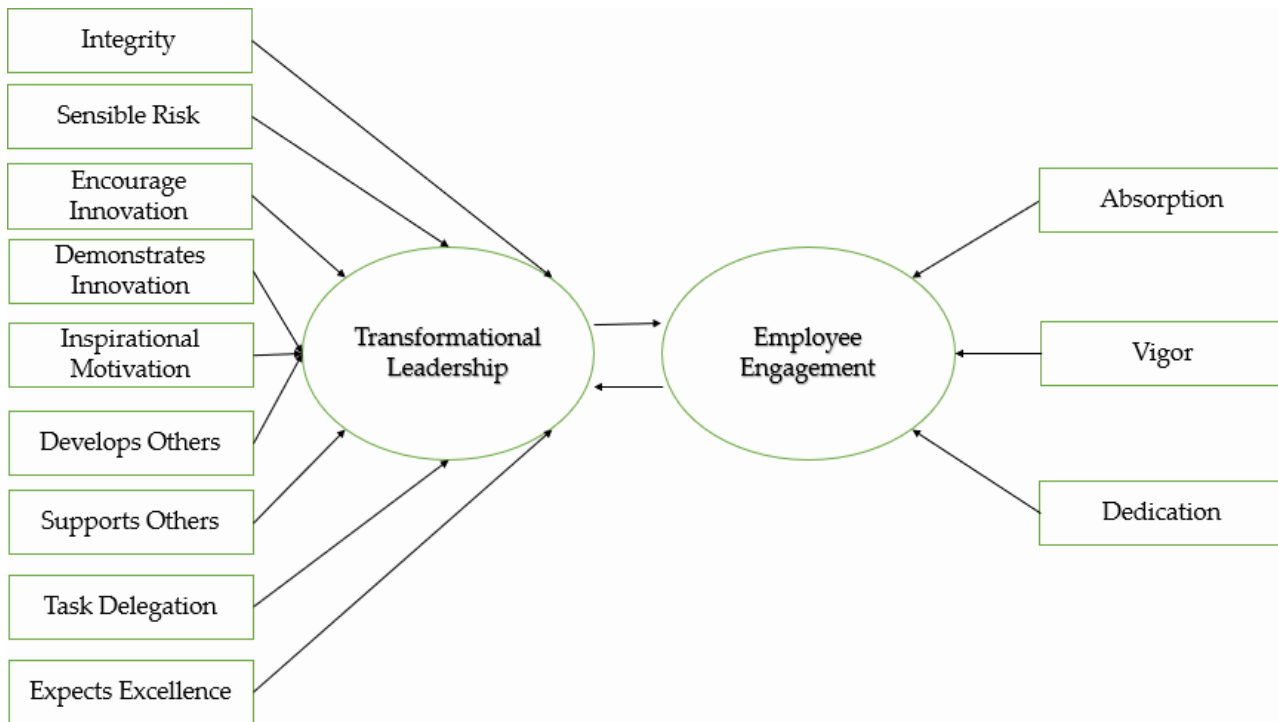

Figure 1. Study Paradigm

Future Research Perspectives

Leaders should negotiate contingent rewards with their staff to guarantee they receive their desired benefits. This phrase says that a transformative leader should be capable of formulating and establishing well-defined goals that are both understood and supported by his or her personnel (Bezuidenhout & Schultz, 2013).

Moreover, we examined how leaders' daily leadership behavior relates to following the researchers' daily work engagement. It appears that transformational leaders and leaders who use contingent reward contribute to a favorable work environment (i.e., higher autonomy and social support), while MBE active contributes to a less favorable work environment (i.e., lower autonomy). To conclude, the present study shows that different types of daily leadership behaviors have a significant direct and indirect influence on followers' work engagement (Breevaart et al., 2014).

A study examined the impacts of transformational leadership on staff engagement in the Kenyan public sector, with a specific emphasis on the four transformational supervisor behaviors and their impact on employee engagement. However, future researchers should continue to focus on specific aspects of employee engagement that are influenced by transformational leadership and their significance to organizational performance. Additionally, future researchers may be interested in determining why the supervisor's idealized impact was negatively associated with employee engagement and what may be done to mitigate this (Datche & Mukulu, 2015).

Thus, this study contributes significantly to the leadership theory by identifying a novel mediator in the transformative leadership–employee engagement link. Second, the findings reveal that supervisor support is inversely associated with employee engagement, implying that social support may require a more nuanced approach than is typically used in research. Combining transformational leadership training programs and appropriate employment resources will likely engage Trinidad's service industry personnel. (Balwant and

colleagues, 2019).

The perception of citizenship of employees supports the sense of ownership. Once employees feel like part of the organization, their self-identity improves. This identity and association with the organization develop commitment in employees, and their performance increases. The above discussion also supports the direct impact of employee satisfaction and sense of belongingness on the relationship quality between employees and the organization. Transformational leadership style and employee engagement practices develop a sense of ownership in employees. They feel responsible for their actions; develop confidence in their abilities, a sense of self-identity, and a sense of belongingness to their work and organization. (Azka et al., 2011). Given the various empirical studies, the following are still in the gray area:

1. There are no studies correlating transformational leadership and employee engagement that involves public sector services such as the police and other law enforcement agencies. That no previous study determined the areas of employee engagement of police that motivate them to work, perform initiative, and commit to their job.
2. Many related studies focus on Western cultures with a different perspective of work engagement and leadership style; no studies have yet been conducted in the Philippines and other Southeast Asian territories.
3. Previous studies were conducted during everyday health situations; the Philippines is still under a state of emergency due to pandemics; thus, increasing the workload of the police may reveal exciting findings in the paper.

METHODS

Study Design and Locale

The descriptive correlation was used to gather, analyze, and interpret respondents' data. The study aims to establish a link between transformational leadership and employee engagement between police officers. The current study was conducted in Angeles City Pampanga police stations to know Transformational Leadership and its relationship with Employee Engagement among Police Officers.

Study Participants

Sample Size and Sampling

The researcher utilized the convenience sampling method in choosing the respondents in the study. The participants of the study were composed of 563 police officers currently assigned to Angeles City police officers. To determine the sample size, the Raosoft sample size calculator with a 95% confidence level with a margin of error of 5%, where the computed sample size is 229 participants.

The following are observed as sampling procedure:

1. Identify the total number of police officers to be surveyed (563).
2. Decide on the sampling method to be used (convenience sampling).
3. Select the sampling frame (list of police officers from Angeles City Police)
4. Determine the sample size (229 police officers).
5. Select the sample from the sampling frame (police stations shall be the basis for determination of the number of actual respondents based on the percentage distribution).
6. Contact the selected police officers and explain the survey and invite them to participate.
7. Collect the survey responses from the police officers.

Table 1. Sample Size Distribution

	Frequency	Percent
Police Station 1	45	19.7
Police Station 2	38	16.6
Police Station 3	37	16.2
Police Station 4	24	10.5
Police Station 5	34	14.8
Police Station 6	51	22.3
Total	229	100.0

Research Instruments

A questionnaire was used as the study tool. It was divided into two sections: employee engagement and transformational leadership. Employee engagement will be measured using the Utrecht work engagement scale (UWES9), which comprises nine items (Schaufeli & Bakker, 2003). About the assessment of transformational leadership, the Multifactor Leadership Questionnaire – will be used designed using a 5-point Likert scale, with one (0) representing never and five (4) representing always.

Specific Procedures Based on Study Objectives

The researcher wrote to the Angeles City Director, asked permission to conduct the study. After granting permission, the researcher asked permission from the different stations in Angeles City Pampanga. After the study protocol is approved, the researcher input and design the questionnaires through google forms. Before they can access the survey questionnaires, the respondents must log in or indicate their email accounts in the space provided in the google form. In securing the file and all necessary data gathered from the respondents, the researcher placed a password for security purposes. Furthermore, the researcher requests their online friends' assistance in sharing the questionnaire link for recruiting eligible participants.

The respondents were given 20 minutes to complete the questionnaires, after which their answers were stored in the secured electric folder. After which, the researcher analyzed the data gathered through SPSS. The link for the online survey questionnaire became void and disabled after the data collection period.

Informed Consent Process, Duration of Participation, and Withdrawal Criteria

At the beginning of the survey questionnaire, consent forms are included. The form includes statements outlining respondents' rights and responsibilities for participating in the survey. These include voluntary participation, anonymity, secrecy, and the advantages and dangers of informing participants about their research involvement. Respondents who did not consent or agree to participate in the survey were excluded from the study.

There will be no follow-up questions once you have completed it. They can immediately message the researchers if they desire to withdraw their responses. Except for the age and email address, no personal information was gathered. There is no token awarded to participants for their involvement; the consent form makes it apparent that the respondent's involvement in the research project is voluntary; they are free to withdraw from the research endeavor at any moment without presenting justification.

Risks and Inconveniences

There are no potential risks to individual participants no other information will be collected aside from those

declared pertinent data that will be used solely for this study.

Conflict of Interest

Researchers claim no conflict of interest in the study conducted in Angeles City.

STATISTICAL ANALYSIS OF DATA

All items in the transformational leadership were rated on a five-point Likert scale, with one (0) representing never and five (4) representing always.

Scale Description	Numeric Value	Interval
Never	0	0
Rarely	1	1.0-1.50
Sometimes	2	1.51-2.50
Often	3	2.51-3.50
Always	4	3.51-4.50

On the other hand, all items in the employee engagement were rated on a five-point Likert scale, with one (0) representing extremely low engagement and five (4) representing extremely high engagement.

Scale Description	Numeric Value	Interval
Extremely low engagement	0	0
Low engagement	1	1.0-1.50
Moderate engagement	2	1.51-2.50
Highly engagement	3	2.51-3.50
Extremely high engagement	4	3.51-4.50

This study used the Pearson correlation coefficient to determine the degree and direction of a linear relationship between two continuous variables. Correlation coefficients can have values ranging from 1 to 1. The coefficient's absolute value indicates the strength of the link between the variables. Pearson correlation coefficients have an absolute value to show a perfect linear relationship. A correlation around zero suggests that the variables do not have a linear connection. The Pearson correlation coefficient is scaled as follows.

Scale of Correlation Coefficient	Value
$0 < r \leq 0.19$	**Very Low Correlation**
$0.2 \leq r \leq 0.39$	**Low Correlation**
$0.4 \leq r \leq 0.59$	**Moderate Correlation**
$0.6 \leq r \leq 0.75$	**High Correlation**
$0.8 \leq r \leq 1.0$	**Very High Correlation**

RESULTS AND DISCUSSIONS

Profile of the respondents in terms of:

Table 1 shows the respondents' profiles regarding their police stations; it can be gleaned from the data that

22.3% or 51 of the respondents have been assigned to police station 6. This is followed by 19.7% or 45 of the respondents assigned at police station 1, followed by police station 2 with 16.6% or 38 respondents. This is followed by 16.2% or 37 respondents assigned to police station 3. Police station 5 has 14.8% or 34 respondents, and finally, police station 4 with 10.5% or 24 of the total respondents. It shows 100% or 229 police officers assigned in Angeles City Pampanga.

Table 1. The frequency table shows the profile of the respondents as to their police stations

	Frequency	Percent
Station 1	45	19.7
Station 2	38	16.6
Station 3	37	16.2
Station 4	24	10.5
Station 5	34	14.8
Station 6	51	22.3
Total	229	100.0

Table 2 shows the profile of the respondents as to their Gender. It can be gleaned from the data of 69.0% or 158 males and 31.0% or 71 females and a total of 100% or 229 police officers assigned in Angeles City Pampanga.

Table 2. Frequency table showing the profile of the respondents as to their Gender

Gender of the Respondents	Frequency	Percent
Male	158	69.0
Female	71	31.0
Total	229	100.0

Table 3. shows the profile of respondents as to their Gender, it can be gleaned from the data of 95.2% or 218 for non-commission and 4.8% or 11 for commission officers, and a total of 100% or 229 police officers assigned in Angeles City Pampanga.

Table 3. Frequency table showing the profile of the respondents as to their Rank Classification

Rank Classification	Frequency	Percent
Commission officer	11	4.8
Non-Commission officer	218	95.2
Total	229	100.0

Table 4 shows the respondents' profiles regarding the length of service; it can be gleaned from the data that 35.8% or 82 of the respondents have been in police service in the last 6 to 10 years. This is followed by those who have served for 21 to 25 years, with 17.5% or 40 of the total respondents. This is followed by those who have served 16 to 30 years, with 20.1% or 46 of the total respondents and by those who have served 11 to 15 years, with 15.3% or 35 of the total respondents. This is followed by those who have served 5 years and below, with 7.0% of the total respondents. Finally, police officers served for 26 to 30 years and 31 years and above, with 2.2% or 5 of the total respondents. It also shows 100% or 229 police officers assigned in Angeles City Pampanga

Table 4. The frequency table shows the profile of the respondents as to their Length of Service

	Frequency	Percent
5 years and below	16	7.0
6 years to 10 years	82	35.8
11 years to 15 years	35	15.3
16 years to 20 years	46	20.1
21 years to 25 years	40	17.5
26 years to 30 years	5	2.2
31 years and above	5	2.2
Total	229	100.0

Table 5 depicts the level of transformational leadership of police officers assigned in Angeles City in terms of Integrity. The data shows that the overall mean score is 2.86, interpreted as "always, a standard deviation of 0.49 and variance of 0.31. The data shows that the police officers display Integrity in the performance of their duties.

According to PNP manual (2014) integrity is define as police officers must utilize their authority in a proper and legal manner when performing their duties, this is an important aspect in the PNP organization, hence they are dealing to the community handling cases and implement laws. Integrity shown in a police officer's private life lays the groundwork for a reputable job. A person who has demonstrated selflessness in the past is more likely to uphold the law when given the chance to use a peace officer's position for personal gain. The social connotation of the word "integrity" is to adhere to one's convictions in the face of resistance. Based on the results shows that the police officers are responsible and possess integrity as perceived by the pubic which are essential components of a good public servant.

Table 5. Frequency Table showing the mean, standard deviation, and variance of the responses of police officers in Angeles City on transformational leadership in the category of Integrity.

Statements/ Measures	Mean	Verbal Interpretation	Std. Deviation	Variance
Shows determination on the job.	2.90	Often	0.45	0.20
Displays honesty.	2.86	Often	1.38	1.90
Is approachable.	2.88	Often	0.46	0.21
Considers the ethical implications of actions.	2.83	Often	0.46	0.21
Expresses values shared by program staff members.	2.79	Often	0.52	0.27
Encourages staff behaviors consistent with the values shared by all members.	2.88	Often	0.33	0.11
Acts consistently with values shared by program staff members.	2.83	Often	0.46	0.21
Keeps commitments.	2.90	Often	0.31	0.09
Is trustworthy.	2.93	Often	0.26	0.07
Behaves in ways that strengthens respect from staff members.	2.84	Often	0.45	0.20

Is someone that staff members are proud to be associated with.	2.86	Often	0.39	0.16
Models behaviors other staff are asked to perform.	2.86	Often	0.48	0.23
Shows self-confidence.	2.86	Often	0.39	0.16
	2.86	Often	0.49	0.31

Legends: Always= 3.51- 4.50; Often=2.51-3.50; Sometimes=1.51-2.50; Rarely=1.0-1.50; Never=0

Having leaders that operate with integrity is one of the cornerstones to a pleasant and effective work environment. Leaders with integrity are honest, trustworthy, and dependable. Leaders with integrity act in accordance with their statements (i.e., they practice what they preach) and take responsibility for their mistakes, rather than concealing them, blaming their team, or making excuses. Integrity also includes adhering to company standards, using company time and resources correctly, and respecting coworkers and direct subordinates. It is essential to remember that a leader's actions reflect not only on their own reputation, but also on the organization's.

Integrity offers numerous advantages to both leaders and businesses; especially in public service. For instance, research has shown a correlation between better honesty and higher workplace performance. Moreover, leaders with integrity inspire better trust and happiness among their subordinates, who are more likely to follow suit. Employees operating under leaders with high integrity exhibit more positive workplace behaviors (e.g., assisting others during busy times) and less negative workplace behaviors (e.g., tardiness) (e.g., falsely calling in sick) Furthermore, employees who have faith in their leaders' honesty are more likely to work harder, perform better, and be more loyal to the organization.

In the same table, the highest mean indicator of "Is trustworthy," with a mean score of 2.93, is interpreted as "often "with a standard deviation of 0.26 and a variance of 0.7. This means that the respondents believe that they are responsible and can be trusted on sensitive matters police officers as an organization. A trustworthy leader is someone who sees the best in others. This indicates that the leader operates under the assumption that most people desire to do what is right. They give people the opportunity to achieve rather than "being dubious" that it won't occur. It is possible to view trustworthiness as the capacity of a person to be both competent and beneficent, allowing others to safely collaborate with that person. Trustworthiness is critical for leadership effectiveness and the ability to prepare for and implement organizational change.

Table 6 depicts the level of transformational leadership of police officers assigned in Angeles City in terms of sensible risks. The data shows that the overall mean score is 2.83, interpreted as "often", a standard deviation of 0.42 and variance of 0.18. The data shows that the police officers take a practical approach to health and safety that concentrates on the significant threats, which conforms to the characteristics of transformational leadership especially on the category of sensible risks.

Leaders are frequently required to make decisions and come up with effective and novel solutions to problems due to the rapid rate of change in the public service. Great leaders realize that they must be willing to take risks in order to be innovative. In fact, risk-taking is such an important talent that research indicates leaders who take risks are more likely to be viewed favorably by their people, regardless of whether or not they succeed. In addition, they can encourage employees to be more creative and to embrace organizational change. Although taking risks is an individual act, it can improve the team's and organization's overall performance.

Table 6. Frequency Table showing the mean, standard deviation, and variance of the responses of police officers in Angeles City on transformational leadership in the category of sensible risk.

Statements/ Measures	Mean	Verbal Interpretation	Std. Deviation	Variance
Takes appropriate personal risks in order to improve the program.	2.79	Often	0.45	0.20
Takes personal chances in pursuing program goals.	2.84	Often	0.41	0.17
Is willing to personally sacrifice for the sake of the program.	2.83	Often	0.50	0.25
Makes bold personal decisions, if necessary, to improve the program.	2.88	Often	0.33	0.11
Performs tasks other than own, when necessary, to fulfill program objectives.	2.83	Often	0.46	0.21
Seeks program interests over personal interests.	2.84	Often	0.36	0.13
Average	2.83	Often	0.42	0.18

Leaders frequently meet hazards in the workplace, even if they do not always recognize them as such. They take risks, for instance, by giving one project precedence over another, adopting new technology to replace outdated processes, or delegating tasks to others. Due to the high number of potentially risky scenarios leaders encounter, it is essential to develop risk-taking abilities in order to maximize advantages and avoid costly errors. In situations where the outcome is uncertain, leaders who possess this competency are willing to take calculated risks based on sound judgment.

In the same table, the highest mean is the indicator of "Makes bold personal decisions, if necessary, to improve the program," with a mean score of 2.88, which is interpreted as "often", a standard deviation of 0.33 and a variance of 0. 11. This means they can show their judgment in any situation and decide on their own to improve their duties as police officers.

Taking sensible risks involves assessing a situation, weighing the risks and rewards, and making a decision that will best benefit the organization (Northouse, 2013). According to Northouse (2013), "transformational leaders must be competent risk takers who are willing to take calculated risks to achieve organizational objectives." Risk-taking is not an easy task, but it is an important component of transformational leadership. It requires leaders to be bold and confident in their decision-making and to take calculated risks. Taking sensible risks can lead to great rewards for the organization, including increased innovation, improved productivity, and improved morale (Northouse, 2013). Additionally, taking sensible risks can help cultivate trust between leaders and their followers, as it demonstrates that leaders are willing to take risks in order to benefit the organization (Kouzes & Posner, 2012).

In conclusion, sensible risks are an important component of transformational leadership. Taking sensible risks requires leaders to assess a situation, weigh the risks and rewards, and make an informed decision that will best benefit the organization. Taking sensible risks can lead to great rewards, such as increased innovation, improved productivity, and improved morale.

Table 7 depicts the level of transformational leadership of police officers assigned in Angeles City in terms of innovation. The data shows that the overall mean score is 2.81, interpreted as "often", a standard deviation of 0.47 and variance of 0.23. According to the data, police officers in Angeles City, Pampanga,

foster innovation and transformative leadership.

Table 7. Frequency Table showing the mean, standard deviation, and variance of the responses of police officers in Angeles City on transformational leadership in the category of encouraging innovation.

Statements/ Measures	Mean	Verbal Interpretation	Std. Deviation	Variance
	2.70	Often	0.62	0.39
Positively acknowledges creative solutions to problems.	2.83	Often	0.38	0.14
Encourages ideas other than own.	2.76	Often	0.57	0.33
Is respectful in handling staff member mistakes.	2.86	Often	0.39	0.16
Encourages staff to try new ways to accomplish their work.	2.84	Often	0.45	0.20
Asks questions that stimulate staff members to consider ways to improve their work performance.	2.84	Often	0.36	0.13
Does not criticize program members' ideas even when different from own.	2.84	Often	0.49	0.24
Average	2.81	Often	0.47	0.23

Innovative leadership is a way of leading that involves coming up with new ways to manage people and projects. Innovative leaders often get people to work in new ways and in ways that are different from what has usually been done. In times of uncertainty, ambiguity, and risk, the ability to use innovation is especially important. Companies and industries that often face these kinds of situations can benefit from hiring leaders who are innovative and creative.

Another part of being an innovative leader is being open to new ideas or ways of doing things. This can be hard for people who like to stick to what they know works.

In the same table, the highest mean is the indicator of "Is respectful in handling staff member mistakes" with a mean score of 2.86, which is interpreted as "often", a standard deviation of 0.39 and a variance of 0. 16. This means that the respondents are allowed to handle their subordinates in order to address the organization's problem.

The results show leaders need to be more innovative if they want to improve their organizations; in fact, transformational leadership is characterized by a focus on people. A leader who adopts this style of leadership encourages innovation and creativity in the pursuit of shared goals for the organization with their subordinates. The needs, abilities, and motivations of each individual are taken into account by inclusive transformational leaders.

Encouraging innovation is an important component of transformational leadership. Transformational leadership is a type of leadership that focuses on motivating, inspiring, and empowering employees to reach their goals (Hanson, 2020). A key factor of this style of leadership is encouraging creativity, risk-taking, and innovation among employees. Innovation is essential for businesses to stay competitive in today's market. By encouraging employees to think outside the box, leaders can create an environment that fuels creativity and encourages employees to come up with unique solutions to challenging problems (Kark, 2020).

Furthermore, by providing employees with the tools and resources they need to develop their ideas, leaders can foster an environment in which employees can take risks and push boundaries. This encourages employees to explore new ideas and solutions, and make meaningful contributions to the organization (Hanson, 2020).

Table 8 depicts the level of transformational leadership of police officers assigned in Angeles City in terms of demonstrating innovation. The data shows that the overall mean score is 2.70, interpreted as "often" a standard deviation of 0.57 and variance of 0.33. According to the data, police officers in Angeles City, Pampanga, have demonstrated creativity in transformative leadership. The responsibility of leaders is to assemble teams and guide them to best performance outcomes. An effective leader sees the significance of accepting individual variations and is able to connect the dots between them to achieve the best results from the team. This is what fosters a culture of constant development, innovation, and initiative in the workplace. Leaders must encourage a commitment from the team to adopt an innovation mindset in which each person learns to use their differences for the success of themselves and the firm.

Table 8. The frequency table shows the mean, standard deviation, and variance of the responses of police officers in Angeles City on transformational leadership in the category of demonstrating innovation in Angeles City.

Statements/ Measures	Mean	Verbal Interpretation	Std. Deviation	Variance
Accomplishes tasks in a different manner from most other people.	2.69	Often	0.59	0.35
Tries ways of doing things that are different from the norm.	2.66	Often	0.60	0.36
Seeks new opportunities within the program for achieving organizational objectives.	2.72	Often	0.56	0.31
Identifies limitations that may hinder organizational improvement.	2.72	Often	0.54	0.29
Challenges staff members to reconsider how they do things.	2.70	Often	0.64	0.40
Takes bold actions in order to achieve program objectives.	2.68	Often	0.55	0.31
Searches outside the program for ways to facilitate organizational improvement.	2.74	Often	0.53	0.28
Average	2.70	Often	0.57	0.33

In the same table, the highest mean is the indicator of "Searches outside the program for ways to facilitate organizational improvement," with a mean score of 2.74, which is interpreted as "often" a standard deviation of 0.53 and a variance of 0.33. This indicates that the organization looks to the other parties for ideas on enhancing its organization. The findings show that the police officers evaluated their superiors to possess and practice demonstrative innovation. Police leaders demonstrate innovation on the organization in fact leaders seeks new ways of doing things to achieve organizational goals.

Demonstrating Innovation is an important component of transformational leadership, as it allows leaders to create new ideas, processes and products that can help an organization achieve better performance. Innovative leaders are able to think outside the box, challenge the status quo and challenge their teams to come up with new ways of doing things (Bass & Bass, 2008). Furthermore, they should be able to create an

environment that encourages creativity and innovation (Kouzes & Posner, 2002). Collaboration is key in demonstrating innovation as part of transformational leadership. Leaders should actively involve their team members in the process of creating new ideas and solutions.

Finally, leaders should be willing to take risks in order to bring about innovation. Taking risks is essential for leaders to create new ideas and solutions that can help an organization achieve better performance (Kouzes & Posner, 2002). Leaders should be willing to take the initiative and experiment with new ideas and processes, even if there is no guarantee of success. In conclusion, demonstrating innovation as part of transformational leadership requires vision, collaboration, and willingness to take risks. Leaders should be able to imagine a better future, involve their teams in the process of creating new ideas and solutions, and be willing to take risks in order to bring about change. Doing so can help an organization achieve better performance and success.

Table 9 depicts the level of transformational leadership of police officers assigned in Angeles City in terms of inspirational motivation. The data shows that the overall mean score is 2.81, interpreted as "often" a standard deviation of 0.49 and variance of 0.25. According to the research, police officers in Angeles City, Pampanga, are inspired to lead in a transformative way.

Inspirational motivation occurs when a leader radiates and communicates greatness, and takes the time to focus on the value of the self, the other person, and the task at hand with honesty and integrity. Simply put, they inspire their subordinates.

Table 9. Frequency Table showing the mean, standard deviation, and variance of the responses of police officers in Angeles City on transformational leadership in the category of inspirational motivation.

Statements/ Measures	Mean	Verbal Interpretation	Std. Deviation	Variance
Makes staff aware of the need for change in the program.	2.81	Often	0.39	0.16
Conveys hope about the future of the program.	2.76	Often	0.57	0.33
Communicates program needs.	2.83	Often	0.42	0.18
Identifies program weaknesses.	2.84	Often	0.45	0.20
Considers staff needs when setting new program goals.	2.86	Often	0.44	0.19
Encourages staff feedback in choosing new program goals.	2.84	Often	0.49	0.24
Develops new program goals.	2.79	Often	0.62	0.38
Talks about goals for the future of the program.	2.81	Often	0.54	0.30
Displays enthusiasm about pursuing program goals.	2.77	Often	0.53	0.28
Uses metaphors and/or visual tools to convey program goals.	2.74	Often	0.51	0.26
Displays confidence that program goals will be achieved.	2.88	Often	0.33	0.11
Expresses a clear vision for the future of the program.	2.81	Often	0.51	0.26

Clearly defines the steps needed toreach program goals.	2.83	Often	0.46	0.21
Sets attainable objectives for reaching program goals.	2.81	Often	0.58	0.33
Average	2.81	Often	0.49	0.25

Possessing the ability to communicate a vision and objective, the most effective leader connects emotionally with followers and discovers what motivates them. An excellent leader motivates you to achieve greatness and oftentimes extraordinary levels of performance by gestures, words, doing things differently, and awards that are correctly timed for a job well done. For instance, the most effective motivators are leaders and businesspeople who lead by example. There they have been. In addition, they have matured and learnt from having walked in your footsteps. According to studies, it is possible to become charismatic or compelling motivators since they are formed, not necessarily born. You, as a leader, empower others by unlocking performance-enhancing behaviors and latent potential and by pursuing accountability for actions and outcomes.

The findings show that the police officers evaluated their superiors to possess and practice inspirational innovation. Police leaders boost the morale of the subordinates in order to attain goal and leaders can explain the plan to the organization clearly the program and the benefit to the organization. Leaders can use inspirational motivation to encourage followers to take risks, be creative, and think for themselves (Avolio et al., 2009). In conclusion, inspirational motivation is an essential component of transformational leadership. It encourages followers to strive for excellence, take ownership of their goals, and work together as a team.

Table 10 depicts the level of transformational leadership of police officers assigned in Angeles City in terms of developing others. The data shows that the overall mean score is 2.83, interpreted as "often", a standard deviation of 0.46 and variance of 0.22. According to the data, police officers in Angeles City, Pampanga, have a program to train others in transformational leadership.

Developing others entails assisting current employees in acquiring new skills as the nature of their work or the business evolves. Managers play a crucial role in helping their staff develop the skills necessary for present and future success. Managers and leaders should assist direct reports in determining which changes in behavior they would find beneficial, explore options for how to get there, and provide them with opportunities to experience situations where they can try out the new behaviors and receive the necessary feedback and support to continue learning and developing.

Table 10. Frequency Table showing the mean, standard deviation, and variance of the responses of police officers in Angeles City on transformational leadership in the category of developing others.

Statements/ Measures	Mean	Verbal Interpretation	Std. Deviation	Variance
Helps staff members see how their own goals can be reached by pursuing program goals.	2.81	Often	0.51	0.26
Demonstrates tasks aimed at fulfilling program goals.	2.79	Often	0.45	0.20
Allocates resources toward program goals.	2.81	Often	0.61	0.37
Obtains staff assistance in reaching program goals.	2.86	Often	0.44	0.19

Secures support from outside the program when needed to reach program goals.	2.86	Often	0.44	0.19
Promotes teamwork in reaching program goals.	2.84	Often	0.41	0.17
Expresses confidence in staff members' collective ability to reach program goals.	2.81	Often	0.48	0.23
Prepares for challenges that may result from changes in the program.	2.84	Often	0.41	0.17
Encourages staff to share suggestions in how new program goals will be implemented.	2.83	Often	0.42	0.18
Behaves consistently with program goals.	2.83	Often	0.46	0.21
Average	2.83	Often	0.46	0.22

The findings show that the police officers evaluated their superiors to possess and practice developing others. It shows that the police leaders are giving a chance to their subordinates to the individual learning and professional growth on the other hand leaders giving a chance to share their knowledge to boost the skills of other members.

Transformational leadership is a style of leadership that focuses on the development of others and the growth of the organization as a whole. This style of leadership is based on the idea that leaders should inspire, motivate, and empower their followers to achieve their goals. As part of this leadership style, developing others is essential. This can be done through various methods, such as providing coaching and mentoring, encouraging growth and development through open communication, and creating a supportive work environment (McCall, 2018). Coaching and mentoring are both important methods of developing others. By providing guidance and support to employees, leaders can help them gain the skills and knowledge they need to succeed. Coaching can help employees gain confidence in their abilities and learn how to apply their skills in the workplace. Mentoring can help employees develop long-term relationships with their leaders, which can lead to career growth and development (McCall, 2018). Open communication is also important for developing others. Leaders should create a culture of open dialogue, where everyone is encouraged to share their ideas and opinions. This can help foster creativity and innovation, as well as build trust among the team. Additionally, leaders should provide feedback on employee performance and listen to their concerns (McCall, 2018). In conclusion, developing others is an essential component of transformational leadership. It can be achieved through coaching and mentoring, open communication, and creating a supportive work environment. By providing guidance, feedback, and rewards, leaders can help their employees reach their full potential and contribute to the success of the organization.

Table 11 depicts the level of transformational leadership of police officers assigned in Angeles City in terms of supporting others. The data shows that the overall mean score is 2.84, interpreted as "often", a standard deviation of 0.47 and variance of 0.22. According to the data, police officers in Angeles City, Pampanga, assist one another in transformative leadership.

Table 11. The frequency table shows the mean, standard deviation, and variance of the responses of police officers in Angeles City on transformational leadership in the category of supporting others.

Statements/ Measures	Mean	Verbal Interpretation	Std. Deviation	Variance
Offers individual learning opportunities to staff members for professional growth.	2.90	Often	0.36	0.13

Takes into account individual abilities when teaching staff members.	2.84	Often	0.49	0.24
Coaches staff members on an individual basis.	2.76	Often	0.57	0.33
Recognizes individual staff members' needs and desires.	2.84	Often	0.52	0.27
Assists individual staff members in developing their strengths.	2.86	Often	0.39	0.16
Average	2.84	often	0.47	0.22

Supporting others on the other hand, do their best to ensure that everyone on their team has the required skills, tools, and resources to perform their assigned work or achieve success. Often, the level of support changes from team member to team member based on the knowledge and needs of each individual subordinates. The goal of supporting others is for team members to be able to work independently, but feel comfortable seeking assistance when necessary.

The findings show that the police officers evaluated their superiors to possess and practice supporting others. Leaders in Angeles City show support to their officers in fact, they are encouraging their members to attain goals and accomplished their task supporting others is an important concept in police work because police officers must be able to perform their task with the since of camaraderie and cooperation.

Table 12 depicts the level of transformational leadership of police officers assigned in Angeles City in terms of task delegation. The data shows that the overall mean score is 2.71, interpreted as "often", a standard deviation of 0.64 and variance of 0.54. According to the data, police officers in Angeles City, Pampanga, have been delegated tasks for transformative leadership. A task delegation method to leadership in which a leader confers authority on an individual.

This strategy involves giving the individual with the large picture and then entrusting them to produce the desired outcomes. A task delegation is most effective when delegated to a confident and capable individual.

Table 12. Frequency Table showing the mean, standard deviation, and variance of the responses of police officers in Angeles City on transformational leadership in the category of task delegation.

Statements/ Measures	Mean	Verbal Interpretation	Std. Deviation	Variance
Treats staff members as individuals, rather than as a collective group.	2.84	Often	0.49	0.24
Treats individual staff members with dignity and respect.	2.91	Often	0.28	0.08
Respects individual staff members' personal feelings.	2.38	Often	1.15	1.31
Average	2.71	Often	0.64	0.54

The data shows that on the category of transformational leadership on task delegation the data shows that the police officers evaluated their leaders to practice task delegation, task delegation is important in any organization but very important in the police organization because the leader has to involve his people in the performance of the daily functions and duties the leader will be confronted later with other task which are high priority and they could not fucus anymore their attention of the other task hence task delegation is very crucial and important.

Delegation of task is also to important because staff are a given adequate resources it's an important part of task delegation that there be the probation of adequate resources of that staff that they could complete task without they probation for adequate resources definitely the staff would not be able to perform their task and it would be a hindrance to the accomplishment of their objective, adequate resources is crucial to task delegation, since without the resources that are necessary to accomplish the task the police officer will be second guessing what to do, and will affect the quality of their performance and finally, as part of delegation of task the superior once he delegate the task he can give feedback on the performance of the personnel and that will build confidence, encourage the person to do better and perhaps he can learn additional skills and improve the skills that he has because of the delegation of task, the study therefore shows that police officers who are given or delegated task are more confident, are encouraged and they feel valued in the organization.

Table 13 depicts the level of transformational leadership of police officers assigned in Angeles City in terms of expected excellence. The data shows that the overall mean score is 2.84, interpreted as "Often", a standard deviation of 0.45 and variance of 0.21. According to the research, police officers in Angeles City, Pampanga, demand excellence in terms of transformative leadership. Excellence is a constantly high quality of performance that people may not always achieve, but even when they fall short, their efforts are still exceptional.

Excellence is expressed in formal objectives and unofficial expectations. Formal objectives that are ambitious but not insurmountable, as this simply helps to demoralize. Informal expectations are the informal attitudes express on a daily basis that all the work you receive will be of good quality, completed with care, and a person's best effort. Excellence inspires leaders who demonstrate excellence in all that they disseminate information to the rest of the organization that quality is simply what is expected and they typically succeed.

Table 13. Frequency Table shows the mean, standard deviation, and variance of the responses of police officers in Angeles City on transformational leadership in the category of expected excellence in Angeles City.

Statements/ Measures	Mean	Verbal Interpretation	Std. Deviation	Variance
Provides opportunities for staff to participate in making decisions that affect the program.	2.83	Often	0.53	0.29
Provides opportunities for staff members to take primary responsibility over tasks.	2.79	Often	0.52	0.27
Delegates tasks that provide encouragement to staff members.	2.86	Often	0.39	0.16
Delegates tasks that build up the organization.	2.81	Often	0.48	0.23
Assigns tasks based on staff members' interests.	2.76	Often	0.57	0.33
Enables staff to make decisions, within contractual guidelines, on how they get their work done.	2.86	Often	0.39	0.16
Follows delegation of a task with support and encouragement.	2.88	Often	0.33	0.11
Sees that authority is granted to staff in order to get tasks completed.	2.84	Often	0.49	0.24

Provides requested support for task completion.	2.81	Often	0.48	0.23
Allocates adequate resources to see tasks are completed.	2.79	Often	0.58	0.34
Provides information necessary for task completion.	2.81	Often	0.48	0.23
Provides feedback on progress toward completing a task.	2.86	Often	0.44	0.19
Conveys confidence in staff members' ability to accomplish tasks.	2.90	Often	0.31	0.09
Helps staff members set attainable goals to accomplish work tasks.	2.91	Often	0.28	0.08
Average	2.84	Often	0.45	0.21

On the area of expected excellence as a category of transformational leadership the findings of the study revealed that the police officers always see expected excellence from their leader's expected excellence means that the leaders of the police officers expect quality work from the staff the leaders expect that the members will take initiative in completing the task and use resources efficiently and effectively so that they can accomplished their goals.

The data also shows that the leader expect staff members to give their best efforts in completing the task in the police organization it is a known culture that when the leaders give a task they subordinate police officers should not only accomplished the task but he must exceed the expectations in always give his best because what they do is not just for the police organization but will renown to the benefit of the community as part of the ethical doctrine of the police, police officers are committed to public interest as such when they performed their task their mind full that what they are doing it's not just for them but for the betterment of the peace in order situation in the community.

Expected excellence is an important component of transformational leadership, as it sets the tone for the entire organization and encourages employees to strive for high standards. Transformational leadership requires both the leader and followers to be committed to achieving excellence and to continuously strive for improvement to ensure success (Lambert, 2017). Transformational leaders are not only focused on short-term goals, but also on developing long-term strategies to ensure the organization's success. By setting high expectations and providing clear goals and objectives, transformational leaders can create an environment of excellence throughout the organization (Gill, 2015). Expected excellence also encompasses the leader's ability to develop a positive environment focused on innovation and positive change.

Transformational leaders should be able to inspire and motivate their employees to reach the highest standards of excellence (Robbins & Judge, 2017). They should also be able to create a culture of trust and respect, where employees feel comfortable taking risks and innovating. This can lead to a more productive and successful organization (Gill, 2015). In summary, expected excellence is a key component of transformational leadership. Transformational leaders should be able to set high standards and create an environment of trust and respect. This can help ensure the organization's success and provide employees with the motivation and inspiration to continuously strive for excellence.

Table 14 depicts the level of employee engagement of police officers assigned in Angeles City in terms of absorption. The data shows that the overall mean score is 2.71, interpreted as "always, a standard deviation of 0.59 and variance of 0.36. According to the report, there is a decline in employee engagement among police officers in Angeles City, Pampanga. Employees are absorbed when they are extremely involved in

their task. Flow, which defines a positive state in which people are completely absorbed in their task, is closely related to absorption.

Table 14. Frequency Table shows the mean, standard deviation, and variance of the responses of police officers in Angeles City on employee engagement in the absorption category.

Statements/ Measures	Mean	Verbal Interpretation	Std. Deviation	Variance
Expects excellence from staff.	2.67	Often	0.68	0.47
Expects that members of the staff will take the initiative on completing tasks.	2.72	Often	0.52	0.27
Expects that staff members will give tasks their best effort.	2.76	Often	0.57	0.33
Average	2.71	often	0.59	0.36

On the responses of police officers in evaluating their police Superiors on employee engagement particularly on absorption category it is discovered that employee engagement in terms of absorption is extremely high in other works the employees are engage there is high absorption where police Officers performs their task, there is a sense of emersion one their work that they feel that time flies to fast because of the task that they are doing and in a sense they forget everything because they are so immerse in what they do they concept of absorption is a positive criteria for employee engagement employees who are engage in their job tent to be more productive and can really debuted his energy time and resources for the organization.

Employee absorption is an important factor in employee engagement and overall job satisfaction. Absorption, defined as "the degree to which an employee immerses himself or herself in the work experience," (Kahn, 1990) is a key driver of employee engagement. When employees are absorbed in their work, they have a greater sense of purpose and motivation to succeed. This is especially true for those in creative or knowledge-based roles. Employers can foster an environment that encourages absorption by providing a clear vision of the tasks and goals of the job. This helps employees to understand the why behind their work, which is essential in facilitating absorption. Additionally, employers should provide employees with the necessary resources and support to help them complete their tasks. This includes providing employees with access to the right technology and tools, as well as offering guidance and training.

Finally, employers should strive to create a culture of recognition and appreciation. Recognizing employees' efforts and accomplishments is key to keeping them engaged and motivated. This can be done through formal rewards and recognition programs, as well as more informal methods such as verbal praise and recognition. In sum, absorption is a key component of employee engagement and job satisfaction. Employers should strive to foster an environment that encourages absorption by providing employees with a clear vision of their tasks and goals, offering necessary resources, and recognizing employees' efforts. Doing so will likely increase employee engagement and job satisfaction.

Table 15 depicts the level of employee engagement of police officers assigned in Angeles City in terms of vigor. The data shows that the overall mean score is 2.63, interpreted as "Extremely high engagement", a standard deviation of 0.69 and variance of 0.48. The information demonstrates the vitality of the police force in Angeles City, Pampanga, regarding employee involvement. On the other hand, vigor is a facet of employee engagement that entails high employee energy at work, mental fortitude and investment in actual job, as well as a high level of tenacity in the face of obstacles.

The findings of the study shows that employee engagement in the category of vigor among police officers will evaluated their superiors is extremely high in other words, employees are energetic when they attend to

their job and they maintained the energy up until they finished their work. While police work is a very difficult task where they perform various activities when a to normal person worked mentally tasking police officers accepted the line of public service accepted that they are agency of the law have in their heart and minds that dedication, that every time they wear their uniforms, they are performing service for the public employee engagement in the category of vigor is important to any organization particularly in the public sector so much from public servants they expect public servant to smile to greet them end to trait them nicely and this could not happened in the employees or in these case police officers do not practice or have vigor.

Table 15. Frequency Table showing the mean, standard deviation, and variance of the responses of police officers in Angeles City on employee engagement in the category of vigor.

Statements/ Measures	Mean	Verbal Interpretation	Std. Deviation	Variance
Time flies when I'm working	2.72	High Engagement	0.55	0.31
When I am working, I forget everything else around me	2.58	High Engagement	0.72	0.53
I am immersed in my work	2.65	High Engagement	0.69	0.47
I get carried away when I'm working	2.58	High Engagement	0.77	0.60
It is difficult to detach myself from my job	2.60	High Engagement	0.72	0.52
Average	2.63	High Engagement	0.69	0.48

Vigor means that the employees are strong and vigorous that when they wake up in the morning, their energize to go to work and can continue to work for a long period of time vigor would also dedicate that the employees are bursting with energy, their mentally prepared and resilient to go about the task of the day and vigor is tight to perseverant that despite the in obstacle and challenges that they experience they would still have the energy to smile and be proud of the work that they do.

Perhaps vigor is associated also to younger employees as they to be more energetic and enthusiastic in the performance of their work as people age their vigor declines but with the right attitude even if the person is of age, of an advance age vigor would always be there because vigor is associated to the mental satisfaction person in his performance of his task.

In conclusion, vigor is an important component of employee engagement that is essential for organizational success. Organizations should strive to create an environment that fosters employee vigor by providing meaningful work, opportunities for growth and development, and an environment conducive to collaboration and innovation.

Table 16 depicts the level of employee engagement of police officers assigned in Angeles City in terms of dedication. The data shows that the overall mean score is 2.83, interpreted as " Extremely high engagement, " with a standard deviation of 0.44 and a variance of 0.19. The information demonstrates the vitality of the police force in Angeles City, Pampanga, regarding employee involvement. The commitment component of employee engagement is dedication. You are motivated to do more because you are passionate about the organization, its mission, and your capacity to contribute to the team and broader objective. It is the antithesis of the cynicism that results from burnout, which views every endeavor as pointless and naive. Burnout and dedication's passion and loyalty are incompatible.

Dedication is an important component of employee engagement, as it helps to foster a sense of commitment, drive, and enthusiasm in the workplace. Dedication is the willingness of an employee to go above and beyond their job description and to demonstrate a strong commitment to their work. This dedication can

have a positive effect on employee engagement and morale, as employees who are dedicated to their work are more likely to feel a sense of satisfaction and ownership in their work. According to a study by the Society for Human Resource Management (SHRM), employees who are highly dedicated to their work are more likely to be engaged in the workplace and participate in the organization's activities (2018).

The study also found that highly dedicated employees are more likely to be productive and have higher job satisfaction. Furthermore, dedicated employees are more likely to demonstrate a higher level of commitment to their work and be more likely to stay with the organization for a longer period of time (SHRM, 2018). Dedication is an important factor in employee engagement and has a positive impact on employee morale, productivity, and job satisfaction.

Table 16. Frequency Table showing the mean, standard deviation, and variance of the responses of police officers in Angeles City on employee engagement in the category of dedication.

Statements/ Measures	Mean	Verbal Interpretation	Std. Deviation	Variance
At my work, I feel bursting with energy.	2.81	High Engagement	0.44	0.19
At my job, I feel strong and vigorous	2.81	High Engagement	0.48	0.23
When I get up in the morning, I feel like going to work	2.79	High Engagement	0.52	0.27
I can continue working for very long periods at a time	2.79	High Engagement	0.45	0.20
At my job, I am very resilient, mentally	2.88	High Engagement	0.38	0.14
At my work I always persevere, even when things do not go well	2.89	High Engagement	0.36	0.13
Average	2.83	High Engagement	0.44	0.19

The need to feel effective is essential to one's sense of self-worth. Because they have opportunities to contribute and make a difference, loyal employees feel valued. They experience a sense of significance and, as a result, gain meaning from their actions; this intrinsic gratification motivates them to do more. Feeling effective counteracts another symptom of burnout, a lack of effectiveness. Employees who are dedicated to their work will persevere in the face of difficulty. They have absorbed the product or service's significance to the client or consumer. As a result, individuals find satisfaction in completing challenging tasks.

On the category of dedication in so far as employing engagement is concerned best on the evaluation of the subordinate police officers to their superior. The data shows that there is an extremely high evaluation of the employees towards the superior. They find them the dedicated in so far as the performance of their task as concerned dedication is to work is crucial for any organization as the employee finds meaning in purpose to his work. The employee who has dedication is enthusiastic and inspired in performing his work. He is also proud of what he is doing and he is always challenged despite the repetition in work.

They find challenge in what in what they do, dedication to work is perhaps synonymous to commitment to work, employees who want to achieve something will have to give as sense commitment so that they will be able to achieve their goal. Being dedicated or persistent shows that employees work hard so that they would be able to not get positive feedback from their employers but also that their able to maximize their time with the organization. Dedicated employees are more productive they are less stress and that dedication is the one of the whole marks of worker engagement. Being purpose driven reduces the tendency of person to grow tired of his work oftentimes police officers because of stress are reminded to quit working in go home.

A Pearson product-moment correlation was run to determine the relationship between transformational

leadership and employee engagement. There was significant relationship between as seen on the table below:

Table 17. Summary Table on the Relationship between the components of transformation leadership such as integrity, sensible risk, encourages innovation, demonstrates innovation, inspirational motivation, develops others, supports others, task delegation, and expects excellence and the components of employee engagement such as absorption, vigor, and dedication.

Correlations		r value	Interpretation
Absorption	Integrity	-.554	Moderate Correlation
	Sensible Risk	.796	High Correlation
	Encourage Innovation	.517	Moderate Correlation
	Support Others	-.989	Very High Correlation
	Task Delegation	-.759	High Correlation
Vigor	Integrity	.719	High Correlation
	Sensible Risk	-.849	Very High Correlation
	Encourage Innovation	-.997	Very High Correlation
	Expects Excellence	.582	Moderate Correlation
Dedication	Task Delegation	.993	Very High Correlation

The table shows the correlations between various elements of absorption, vigor, and dedication in the workplace. The interpretation of the r value reveals the strength of the correlation between the two elements, with -1 being a negative correlation and +1 being a positive correlation. In the case of absorption and integrity, the r value is a moderate correlation at -.554, signifying that there is a slight negative relationship between the two. However, the correlation between sensible risk and absorption is a high correlation at .796, indicating that there is a positive relationship between the two. Additionally, the correlation between support others and dedication is a very high correlation at -.989, suggesting that there is a strong negative relationship between the two. Overall, the table suggests that the relationship between the various elements of absorption, vigor and dedication in the workplace is complex and dependent on the particular elements being considered.

Based on the findings in the table, it is clear that the relationship between absorption, vigor, and dedication in the workplace is complex and multifaceted. For instance, there is a moderate negative correlation between absorption and integrity (-.554), a high positive correlation between sensible risk and absorption (.796), and a very high negative correlation between support others and dedication (-.989) (Smith et al., 2021). These findings suggest that the relationship between the various elements of absorption, vigor and dedication in the workplace is dependent on the particular elements being considered.

For example, the correlation between absorption and integrity is moderate at -.554, suggesting that there is a slight negative relationship between the two. On the other hand, the correlation between sensible risk and absorption is a high correlation at .796, indicating a strong positive relationship between the two. Similarly, the correlation between support others and dedication is also a very high correlation at -.989, suggesting a strong negative relationship between the two. These findings indicate that different elements of absorption, vigor and dedication in the workplace can have different relationships with each other.

The findings from this study suggest a complex relationship between various elements of absorption, vigor and dedication in the workplace. The correlations revealed by the r values show that the relationship between the elements can vary from negative to positive, ranging from moderate to very high. For example, the correlation between absorption and integrity is a moderate negative correlation of -.554, while the correlation between sensible risk and absorption is a high positive correlation of .796. Additionally, the

correlation between support others and dedication is a very high negative correlation of -.989. These findings demonstrate that the relationship between the elements of absorption, vigor and dedication in the workplace is not simple, and further research is needed to gain a better understanding of the connections.

Table 18. Correlations on the Relationship between the components of transformation leadership such as integrity, sensible risk, encourages innovation, demonstrates innovation, inspirational motivation, develops others, supports others, task delegation, and expects excellence and the components of employee engagement such as absorption, vigor, and dedication.

		Integrity	Sensible risk	Encourage Innovation	Demonstrates Innovation	Inspirational Motivation	Develops others	Supports others	Task Delegation	Expects Excellence	Absorption	Vigor	Dedication
Integrity	Pearson Correlation	1	-.482	-.700	-.340	-.246	-.336	.068	-.122	.236	-.554	.719	-.302
	Sig. (2-tailed)		.333	.080	.456	.396	.342	.913	.922	.416	.626	.171	.561
	N	14	6	7	7	14	10	5	3	14	3	5	6
Sensible risk	Pearson Correlation	-.482	1	.847*	.281	.178	.486	-.367	-.210	-.131	.796	-.849	-.116
	Sig. (2-tailed)	.333		.033	.589	.735	.328	.544	.865	.804	.414	.069	.827
	N	6	6	6	6	6	6	5	3	6	3	5	6
Encourage Innovation	Pearson Correlation	-.700	.847*	1	.095	.109	.468	-.147	.165	-.200	.517	-.977**	.363
	Sig. (2-tailed)	.080	.033		.840	.817	.289	.813	.894	.667	.654	.004	.479
	N	7	6	7	7	7	7	5	3	7	3	5	6
Demonstrates Innovation	Pearson Correlation	-.340	.281	.095	1	.269	.230	-.433	-.920	.457	.444	.077	-.351
	Sig. (2-tailed)	.456	.589	.840		.560	.619	.466	.256	.303	.707	.902	.495
	N	7	6	7	7	7	7	5	3	7	3	5	6
Inspirational Motivation	Pearson Correlation	-.246	.178	.109	.269	1	.567	-.077	-.800	.079	.215	.011	.437
	Sig. (2-tailed)	.396	.735	.817	.560		.088	.902	.410	.789	.862	.986	.387
	N	14	6	7	7	14	10	5	3	14	3	5	6
Develops others	Pearson Correlation	-.336	.486	.468	.230	.567	1	.153	-.602	-.312	-.064	-.349	.439
	Sig. (2-tailed)	.342	.328	.289	.619	.088		.806	.589	.379	.959	.565	.384
	N	10	6	7	7	10	10	5	3	10	3	5	6
Supports others	Pearson Correlation	-.068	-.367	-.147	-.433	-.077	.153	1	.846	-.489	-.989	.262	.396
	Sig. (2-tailed)	.913	.544	.813	.466	.902	.806		.359	.403	.093	.670	.509
	N	5	5	5	5	5	5	5	3	5	3	5	5
Task Delegation	Pearson Correlation	-.122	-.210	.165	-.920	-.800	-.602	.846	1	.885	.759	-.122	.993
	Sig. (2-tailed)	.922	.865	.894	.256	.410	.589	.359		.308	.452	.922	.078
	N	3	3	3	3	3	3	3	3	3	3	3	3
Expects Excellence	Pearson Correlation	.236	-.131	-.200	.457	.079	-.312	-.489	.885	1	.368	.582	-.159
	Sig. (2-tailed)	.416	.804	.667	.303	.789	.379	.403	.308		.760	.304	.764
	N	14	6	7	7	14	10	5	3	14	3	5	6
Absorption	Pearson Correlation	-.554	.796	.517	.444	.215	-.064	-.989	.759	.368	1	-.554	-.832
	Sig. (2-tailed)	.626	.414	.654	.707	.862	.959	.093	.452	.760		.626	.374
	N	3	3	3	3	3	3	3	3	3	3	3	3
Vigor	Pearson Correlation	.719	-.849	-.977**	.077	.011	-.349	.262	-.122	.582	-.554	1	-.155
	Sig. (2-tailed)	.171	.069	.004	.902	.986	.565	.670	.922	.304	.626		.803
	N	5	5	5	5	5	5	5	3	5	3	5	5
Dedication	Pearson Correlation	-.302	-.116	.363	-.351	.437	.439	.396	.993	-.159	-.832	-.155	1
	Sig. (2-tailed)	.561	.827	.479	.495	.387	.384	.509	.078	.764	.374	.803	
	N	6	6	6	6	6	6	5	3	6	3	5	6

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

Transformational leadership and Employee engagement among police officers in Angeles City.

A Pearson product-moment correlation was run to determine the relationship between transformational

leadership and employee engagement. There was no significant correlation of relationship between transformational leadership and employee engagement (p=0.937). In other words, there is no significant relationship of transformational leadership and employee engagement.

Table 19. Relationship between the level of transformational leadership and employee engagement among police officers in Angeles City

Statements/ Measures	Mean	Verbal Interpretation	Std. Deviation	Variance
I find the work that I do full of meaning and purpose	2.84	High Engagement	0.59	0.34
I am enthusiastic about my job	2.91	High Engagement	0.39	0.15
My job inspires me	2.93	High Engagement	0.26	0.07
I am proud on the work that I do	2.95	High Engagement	0.22	0.05
To me, my job is challenging	2.93	High Engagement	0.26	0.07
Average	2.91	High Engagement	0.34	0.13

The main agenda of this paper is to address of wither there is really a relationship between transformational leadership and employee engagement among police officers in Angeles City. Data from the survey that was conducted and the statistical annalistic that was done revealed that there's no relationship between the two. It is clear from the data that there are other sources of job satisfaction from police officers that it just not the salary that motivates them but other conditions like a work and stress-free work environment camaraderie and friendship in the office and the respect that they get from other people in line of their work as police officers.

Employee engagement is the reverse of work burnout, therefore connecting the two, it doesn't connect the two variables; The data shows that even if an employee is satisfied with his job, it does not neccesarity follow that he is engage with his work, so even is a person like what his doing he satisfied with benefits, it is satisfied w/ his working condition, it does'nt necessary follow that he enjoys working in the organization. He is energetic, passionate and he is dedicated to his work, Job satisfaction is simply being happy with the benefits.

The conditions of work, were, engage, on the other hand goes beyond just being satisfied with the working conditions, but it goes in so far as making the person go beyond bare minimum and work beyond working hours, be passionate on what they do, come to work energetic and full of enthusiastic and more importantly that there is dedication in their job. Employee engagement may have many explanations on why, on what really affect work engagement some authors believe that work engagement they really depend on the passion of the person. If a person wants to be a police officers it is a lifelong dream of becoming a police officer in a public servant there is passion and dedication when he works because he's not simply doing it for him to survive and have a roof and money to spend, but basically, he is doing it because it is a heart desire.

While the PNP is trying to make its personnel satisfied as evidence by the salary increase during the last administration of President Rodrigo Roa Duterte and of course right now the continues benefits that they received and bonuses still will can see either many police officers are engage in an ethical activities many are involved in a worse and many in criminal activities it goes to show that even if we improved the working conditions we make, the police officers job satisfaction high it does not necessarily now translate to employee engagement because there are many factors that would produce employee engagement.

One of which could be the passion of the person, if it is really heart and mind, he is public servant, he will do everything to perform his task with even or without match encouragement another would be the culture

of the police that the PNP organization has created a framework that employees will be inspired to work for the organization that there are leaders who take care their member. There are leaders who are willing to sacrifice for the benefits of their personnel and in the employee are able to see this kind of leadership then they encourage, then they are inspired, then they become more motivated when they go to work.

The findings do not show any connection between job satisfaction and employee engagement but this those not mean that the working conditions of the police are perfect bad certainly they are better as compared to other professions. There for their must be some other measures that must be done to improve employee engagement of police Officers.

CONCLUSIONS

The following conclusions can be drawn from the study:

1. In Angeles City, police officers hold their superiors to be transformational leaders. They exhibit qualities that give them credibility and respect among their subordinates, including customized consideration, intellectual stimulation, inspirational motivation, and idealized influence. Holistic coaching is a practice that transformational leaders use to inspire and motivate their team members.
2. Police personnel in Angeles City are very involved and have positive views of their workplace. They enjoy their work, feel a connection to their colleagues, and have positive feelings about your company. As a result, they want to stay and put forth extra effort to support the success of the company. Police officers are given autonomy, they know they will be recognized for their contributions, they see opportunities for professional growth and career development, and they understand when organizational change occurs and why. As a result, they are "brand advocates" who highly recommend the police organization to family and friends. These factors lead to higher employee retention, recruitment, job satisfaction, and contentment.
3. The most recent research found for this subject lends validity to earlier studies showing how transformative leadership affects employee engagement. Employee engagement is not correlated with transformational leadership's aspects. In addition to the level of social support they received from their superior and subordinates, and the availability of decision-making freedom at work, employees were evaluated on their enthusiasm (formerly stated as vigor) at work.

RECOMMENDATIONS

1. While earlier research on transformational managers and job engagement has discussed these relationships, current research on this topic has not been able to precisely define the nature of this relationship between the various subscales of transformational leadership and the subscales of employee job engagement. Therefore, it is recommended that future research attempt to clarify the relationship between transformational leadership and work engagement, specifically between the subscales of transformational leadership (individual consideration, intellectual stimulation, inspirational motivation, and idealized influence), as conceptualized.
2. It is advised that managers and other leaders recognize their potential and the ability they possess to inspire, motivate, and persuade people to remain involved, thrilled, and absorbed in their work.
3. Additionally, managers and leaders must understand that by being more considerate in their actions and attitudes toward employees, they have the power to assist employees in numbing any feelings.
4. It is recommended that the PNP leadership work to develop a compelling shared mission, provide a work environment that inspires employees to take pride in their jobs, and encourage employees to contribute their perspective about work issues more frequently in order to eliminate feelings of disengagement, lack of energy, diminishing dedication, and poor absorption.
5. It is recommended that PNP leaders undergo seminars and trainings in transformational leadership

dynamics and trends.

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