

Work-Life Balance, Ethics, and Engagement of Police Personnel

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ABSTRACT

This study determined the levels of work-life balance, work ethics, and work engagement and examined the relationships among these variables among selected Philippine National Police (PNP) personnel in the Negros Island Region in year 2026. Using a descriptive-correlational research design, data were collected through standardized survey instruments adapted from the Multidimensional Work Ethic Profile (MWEP), the Work-Life Balance Scale, and the Utrecht Work Engagement Scale (UWES). Descriptive and inferential statistics were employed to analyze the data in relation to the research objectives. The findings revealed that police officers demonstrated a very high level of work-life balance and work ethics, while their level of work engagement was high. Correlation analysis further indicated significant positive relationships between work-life balance and work engagement, as well as between work ethics and work engagement. The findings suggest that maintaining a healthy balance between professional and personal responsibilities, together with strong ethical values, contributes to greater engagement among police officers. Overall, the study underscores the importance of promoting employee well-being and ethical practices to sustain a committed, motivated, and highly engaged police workforce.

Keywords: Work-Life Balance; Work Ethics; Work Engagement; Philippine National Police; Police Personnel; Employee Well-Being; Ethical Practices.

INTRODUCTION

Work-life balance, ethical conduct, and work engagement have become increasingly recognized as interconnected factors that influence employee well-being and organizational effectiveness across different professions. In policing, these variables are particularly important because officers are routinely exposed to irregular work schedules, operational stress, public scrutiny, and high-risk situations that often blur the boundaries between professional and personal life. Recent studies have shown that inadequate work-life balance contributes to emotional exhaustion, reduced job satisfaction, and lower work engagement, while strong ethical standards reinforce professionalism, accountability, and public trust. Moreover, engaged police officers are more likely to demonstrate commitment, resilience, and high-quality service despite the demanding nature of their work. These findings suggest that maintaining a healthy balance between work and personal life, together with adherence to ethical principles, is essential in sustaining police officers' motivation and performance in contemporary law enforcement organizations (Antunes et al., 2024; Piotrowski et al., 2021; Bishnoi & Singh, 2024).

Police officers continue to perform multifaceted responsibilities that extend beyond crime prevention and law enforcement to disaster response, community engagement, and public safety initiatives. These expanding roles frequently require extended working hours, shifting assignments, and immediate deployment during emergencies, creating challenges in balancing occupational demands with family and personal responsibilities. At the same time, ethical behavior remains a cornerstone of the Philippine National Police as it directly influences public confidence and organizational credibility. Research conducted among Philippine police personnel has demonstrated that work-life balance is associated with psychological well-being, while

organizational conditions significantly influence the quality of work-life and professional functioning of police officers. Despite these developments, many local police units continue to encounter operational pressures that may affect officers' engagement and ethical decision-making, emphasizing the need for continuous assessment within specific organizational contexts (Papagayo, 2024; Sumalapao & Besas, 2024).

Although previous investigations have separately examined work-life balance, psychological well-being, organizational support, conflict management, and work engagement among police personnel, limited empirical studies have simultaneously explored the relationships among work-life balance, ethics, and work engagement, particularly within local police organizations in the Philippines. Existing literature has largely focused on psychological outcomes or organizational predictors, leaving insufficient evidence regarding how these three variables collectively influence one another in the policing profession. This gap highlights the need for a comprehensive investigation that will provide updated empirical evidence on the interplay of work-life balance, ethics, and engagement among police officers. The findings of the present study are expected to contribute to the growing body of knowledge on police management and human resource development while providing administrators and policymakers with evidence-based information for designing interventions that promote ethical behavior, improve employee engagement, and foster healthier work environments for police personnel (Sandhya, 2024; Papagayo, 2024; Piotrowski et al., 2021).

METHODOLOGY

The study employed a descriptive-correlational research design to determine the levels of work-life balance, work ethics, and work engagement and examine the relationships among these variables among police personnel in a selected police station in the Negros Island Region in 2026. The respondents comprised 106 police personnel, representing the entire population; hence, total enumeration was employed.

Data were collected using a standardized survey questionnaire consisting of three parts: the Work-Life Balance Scale, the Multidimensional Work Ethic Profile (MWEP), and the Utrecht Work Engagement Scale (UWES). The instruments measured work-life balance, work ethics, and work engagement, respectively, using a 5-point Likert scale. The adopted instruments had established reliability, with reported Cronbach's alpha coefficients of 0.81, 0.78, and 0.93, respectively.

Permission was secured from the Chief of Police prior to data collection. The questionnaires were personally administered and retrieved by the researcher, after which the responses were organized, tabulated, and analyzed. Mean and standard deviation were used to describe the levels of the three variables, while Spearman Rank-Order Correlation was employed to determine the significant relationships between work-life balance, work ethics, and work engagement.

RESULTS AND DISCUSSIONS

Level of Work-Life Balance of Police Personnel

Table 1. Level of Work-Life Balance of the Police Personnel as a whole, and when grouped in terms of Nature of Work Itself, Moral Attitude toward Work, and Intrinsic Motivation.

Statement		Mean	SD	Interpretation
	Work Itself	4.45	.54	Very High
1.	I consider my occupational career to be one of the most essential activities in my life.	4.49	.707	Very High
2.	I believe that a person is known in society by the work he does.	4.47	.665	Very High
3.	Even if I do not have to work to earn a living, I would still prefer to continue working.	4.22	.743	Very High

4. I believe that work provides a powerful channel for expressing one's knowledge, abilities, and creativity.	4.60	.546	Very High
Moral Attitude toward Work	4.49	.48	Very High
5. I believe that even in this fast-changing world, sincerity, hard work, and integrity are still the key factors to my success in my work life.	4.55	.60	Very High
6. I feel a moral obligation to give a full day's work for a full day's pay.	4.45	.59	Very High
7. I believe that one should never be last for work unless there is a real emergency.	4.30	.77	Very High
8. I believe that having strong ethics involves being reliable and accountable.	4.58	.52	Very High
9. Even if it means risking my position, I am prepared to defend what is morally correct.	4.57	.57	Very High
Intrinsic Motivation	4.60	.46	Very High
10. A job well done is a reward in itself.	4.64	.52	Very High
11. I welcome jobs that involve greater responsibility and challenge, as they contribute to my learning and growth.	4.59	.51	Very High
12. I often set personal objectives that inspire me to do better at work.	4.56	.54	Very High
Work-Life Balance As a whole	7774.50	.45	Very High
Legend: (4.21-5.00)-Very High; (3.41-4.20)-High; (2.61-3.40)-Moderate; (1.81-2.60)-Low; (1.00-1.80)-Very Low			

Table 1 presents the level of work-life balance of police personnel in terms of work itself, moral attitude toward work, and intrinsic motivation. As reflected in the results, all three dimensions obtained very high ratings, indicating that the respondents maintain a strong and positive outlook toward their work despite the demands of police service.

Overall, work-life balance obtained a very high level ($M = 4.50$, $SD = 0.45$). This indicates that police personnel demonstrate a strong capacity to maintain positive attitudes toward their work through meaningful job perceptions, high ethical standards, and strong intrinsic motivation. The relatively low standard deviation suggests that respondents shared similar perceptions regarding their work-life balance. The results further reveal that intrinsic motivation emerged as the strongest dimension, while work itself obtained the lowest mean, although all dimensions remained within the very high category. These findings suggest that police personnel possess the personal values and internal drive necessary to remain committed to their profession while managing its demands effectively. Strengthening programs that promote employee well-being, ethical leadership, and professional growth may further sustain this high level of work-life balance and contribute to improved organizational effectiveness.

The findings are consistent with the Job Demands–Resources perspective discussed by Bakker and Demerouti (2023), which emphasizes that personal and organizational resources enable employees to remain motivated and psychologically healthy despite demanding work conditions. Likewise, Haar et al. (2021) concluded that employees who experience positive work attitudes and sufficient personal resources demonstrate better work-life balance, higher job satisfaction, and stronger organizational commitment.

Among the three dimensions, intrinsic motivation obtained the highest mean ($M = 4.60$, $SD = 0.46$), interpreted as very high. This suggests that police personnel are primarily driven by personal satisfaction, a sense of purpose, and the desire to perform their duties effectively rather than by external rewards alone. The highest-rated indicator is A job well done is a reward in itself ($M = 4.64$, $SD = 0.52$), followed by I welcome jobs that involve greater responsibility and challenge, as they contribute to my learning and growth ($M = 4.59$, $SD = 0.51$), and I often set personal objectives that inspire me to do better at work ($M = 4.56$, $SD = 0.54$). These findings imply that police personnel possess a strong internal commitment to excellence and continuous self-improvement,

which enables them to remain motivated despite the demanding nature of their profession. The relatively low standard deviation also indicates that these positive perceptions are consistently shared among the respondents.

These findings are consistent with Ryan and Deci (2020), who emphasized that intrinsic motivation enhances employees' persistence, job satisfaction, and psychological well-being by encouraging them to perform tasks because they find them personally meaningful. Similarly, Schaufeli (2021) explained that employees who are intrinsically motivated are more likely to remain energized, committed, and engaged in their work, resulting in better individual and organizational outcomes.

Moral attitude toward work ranked second with a mean of 4.49 (SD = 0.48), interpreted as very high. This indicates that police personnel strongly value integrity, accountability, honesty, and responsibility in carrying out their duties. The highest-rated indicator is I believe that having strong ethics involves being reliable and accountable (M = 4.58, SD = 0.52), closely followed by Even if it means risking my position, I am prepared to defend what is morally correct (M = 4.57, SD = 0.57) and I believe that even in this fast-changing world, sincerity, hard work, and integrity are still the key factors to my success in my work life (M = 4.55, SD = 0.60). The lowest-rated indicator, although still interpreted as very high, is I believe that one should always be punctual for work unless there is a real emergency (M = 4.30, SD = 0.77). These findings suggest that ethical principles remain deeply embedded in the professional values of police personnel, reinforcing their commitment to responsible and lawful public service. The relatively consistent standard deviations indicate that these ethical beliefs are commonly observed across the respondents.

The findings support the study of Engelbrecht et al. (2021), who found that integrity and ethical values strengthen employees' commitment, trust, and professional behavior within organizations. Likewise, Al Halbusi et al. (2022) reported that ethical work environments encourage responsible decision-making and reinforce employees' dedication to organizational goals through enhanced intrinsic motivation and organizational trust.

Work itself obtained a mean of 4.45 (SD = 0.54), which is likewise interpreted as very high. This indicates that police personnel highly value the significance of their profession and recognize the meaningful contribution of their work to both personal fulfillment and society. The highest-rated indicator is I believe that work provides a powerful channel for expressing one's knowledge, abilities, and creativity (M = 4.60, SD = 0.55), followed by I consider my occupational career to be one of the most essential activities in my life (M = 4.49, SD = 0.71) and I believe that a person is known in society by the work he does (M = 4.47, SD = 0.67). Meanwhile, even if I do not have to work to earn a living, I would still prefer to continue working received the lowest mean (M = 4.22, SD = 0.74), although it remained within the very high category. These findings imply that police personnel view their profession as an important source of personal identity, accomplishment, and service to the community. Their positive perception of work itself reflects a strong sense of purpose that supports their ability to balance occupational responsibilities with personal values.

The findings are supported by Bakker and Demerouti (2023), who explained that meaningful work functions as an important job resource that enhances employees' motivation, resilience, and overall well-being. Similarly, Mazzetti et al. (2023) concluded that employees who perceive their work as meaningful are more likely to remain engaged, committed, and capable of coping with demanding work conditions.

Level of the Work Ethics of Police Personnel

Table 2. Level of the Work Ethics of the Police Personnel as a whole, and when grouped in terms of Nature of Work, Work Flexibility, Workload, Compensation, Organizational Support, and Personal Life.

Statements	Mean	SD	Interpretation
Nature of work	4.45	.50	Very High
1. This job is matching with my skill set	4.43	.63	Very High
2. This job requires lot of planning and skill	4.46	.64	Very High

3. The job needs interpersonal skills to achieve the targets	4.51	.57	Very High
4. The job does not give me freedom to take my own decision to suggest apt investment plans	4.15	.73	High
5. I am happy with the nature of work assigned by the organization	4.46	.62	Very High
6. This organisation helps me to grow professionally	4.57	.59	Very High
7. I believe that my job has societal benefit	4.58	.55	Very High
Work Flexibility	4.14	.60	High
8. Strict login rules are followed in the work place	4.36	.72	High
9. My superior is not empathetic to understand whenever I need time off	4.20	.72	High
10. I can share my work with my colleagues in case of emergency	4.36	.80	Very High
11. The job provides me the option of work from home	3.67	1.26	Very High
12. Job rotation practice is not encouraged.	4.10	.74	High
Work Load	4.06	.57	High
13. I cannot complete any assigned work in the specified time	4.13	.76	High
14. I have unachievable deadlines at workplace	4.16	.74	High
15. I do official work at home also.	3.67	1.20	High
16. I neglect some tasks because of too much work load.	4.03	.81	High
17. The work pressure makes it difficult for me to fulfil family responsibilities	4.14	.74	High
18. When dependents are sick at home I find it difficult to get leave.	4.23	.73	Very High
Compensation	4.16	.56	High
19. I get remuneration as per the Industrial standards.	4.03	.77	High
20. I get compensated for my extra efforts in the organisation.	4.12	.73	High
21. The organization provides medical benefit to me and my dependents.	4.12	.78	High
22. The organization does not take care of employee welfare schemes.	4.25	.77	Very High
23. I work in such a place that is supportive of my family commitments	4.09	.88	High
Organizational Support	4.36	.52	Very High
24. My casual leave is not easily sanctioned by my manager.	4.01	.77	High
25. Medical leave is allowed when it is needed	4.55	.62	Very High
26. Organisation provides paid paternity/maternity leave.	4.54	.64	Very High
27. This organisation does not encourages the employees to be physically fit	4.48	.67	Very High
28. The organisation offers personal counselling for enhancing mental health	4.25	.75	Very High
Personal Life	4.09	.58	High
29. On-site child care facility is not provided	4.06	.77	High
30. I can have at least 8 hours of sleep	4.18	.74	High
31. I always manage to have food on time.	4.22	.66	Very High
32. I can't spend quality time with my loved once.	4.11	.73	High
33. I am able to make myself free to attend the social gatherings.	3.92	.75	High

34. My personal life is not moving according to my expectation.	4.07	.75	High
Work Ethics As a whole	4.21	.47	Very High
Legend: (4.21-5.00)-Very High; (3.41-4.20)-High; (2.61-3.40)-Moderate; (1.81-2.60)-Low; (1.00-1.80)-Very Low			

Table 2 presents the level of work ethics of police personnel in terms of nature of work, work flexibility, workload, compensation, organizational support, and personal life. Overall, the results indicate that police personnel demonstrate a high level of ethical values and professional commitment across all dimensions.

Overall, work ethics obtained a very high level ($M = 4.21$, $SD = 0.47$). This indicates that police personnel consistently demonstrate professionalism, responsibility, integrity, and commitment in the performance of their duties. The relatively low standard deviation suggests that respondents share similar perceptions regarding their ethical work practices. Among the six dimensions, nature of work emerged as the strongest aspect of work ethics, while workload received the lowest mean, although both remained within favorable levels. These findings suggest that police personnel possess a solid ethical foundation supported by meaningful work, organizational support, and positive workplace values. Strengthening programs that promote employee welfare, workload management, and flexible organizational policies may further reinforce ethical behavior and sustain high-quality public service.

The findings are consistent with Engelbrecht et al. (2021), who emphasized that ethical workplaces foster integrity, accountability, and professional commitment. Likewise, Caesens et al. (2021) concluded that supportive organizational environments strengthen employees' ethical behavior, organizational commitment, and overall work performance.

Among the six dimensions, nature of work obtained the highest mean ($M = 4.45$, $SD = 0.50$), interpreted as very high. This indicates that police personnel perceive their work as meaningful, professionally fulfilling, and beneficial to society. The highest-rated indicator is I believe that my job has societal benefit ($M = 4.58$, $SD = 0.55$), followed by This organization helps me to grow professionally ($M = 4.57$, $SD = 0.59$) and the job needs interpersonal skills to achieve the targets ($M = 4.51$, $SD = 0.57$). Meanwhile, this job gives me freedom to make my own decisions and suggest appropriate investment plans obtained the lowest mean ($M = 4.15$, $SD = 0.73$), although it remained at the high level. These findings imply that police personnel recognize the importance of their profession in serving the community while appreciating opportunities for professional growth and the development of interpersonal competencies. The relatively low standard deviations further suggest that these perceptions are consistently shared among the respondents.

The findings support the study of Todak and James (2023), who emphasized that meaningful police work strengthens professionalism, ethical behavior, and commitment to public service. Similarly, White et al. (2023) found that police personnel who clearly understand the significance of their roles demonstrate stronger accountability, integrity, and dedication in carrying out their responsibilities.

Organizational support ranked second with a mean of 4.36 ($SD = 0.52$), interpreted as very high. This indicates that police personnel generally perceive their organization as supportive of their welfare, professional development, and overall well-being. The highest-rated indicator is medical leave is allowed when it is needed ($M = 4.55$, $SD = 0.62$), followed by Organization provides paid paternity/maternity leave ($M = 4.54$, $SD = 0.64$) and the organization encourages employees to maintain physical fitness ($M = 4.48$, $SD = 0.67$). The lowest-rated indicator is My casual leave is easily sanctioned by my manager when needed ($M = 4.01$, $SD = 0.77$), although it still received a high interpretation. These results suggest that police personnel appreciate organizational policies that promote employee welfare, health, and work-life balance. Such support reinforces ethical behavior by making employees feel valued and respected within the organization.

These findings are consistent with Eisenberger et al. (2020), who explained that perceived organizational support strengthens employees' commitment, responsibility, and ethical behavior. Likewise, Brough et al. (2023) reported that supportive organizational practices contribute to resilience, professional conduct, and improved performance among law enforcement personnel.

Compensation obtained a mean of 4.16 (SD = 0.56), interpreted as high. This indicates that police personnel generally perceive their salaries, benefits, and welfare programs as satisfactory in supporting their professional responsibilities. The highest-rated indicator is the organization provides adequate employee welfare schemes (M = 4.25, SD = 0.77), followed by I get compensated for my extra efforts in the organization (M = 4.12, SD = 0.73) and the organization provides medical benefit to me and my dependents (M = 4.12, SD = 0.78). The lowest-rated indicator is I get remuneration as per the industrial standards (M = 4.03, SD = 0.77). These findings imply that while police personnel appreciate the welfare benefits provided by the organization, there is still room to further enhance perceptions regarding financial compensation and rewards. Appropriate compensation systems encourage employees to maintain professionalism, loyalty, and ethical conduct in performing their duties.

The findings agree with Kim and Park (2023), who concluded that fair compensation promotes organizational commitment, responsible behavior, and ethical performance among employees. Similarly, Sharma and Tiwari (2022) emphasized that equitable compensation systems enhance employee motivation and strengthen adherence to organizational values.

Work flexibility registered a mean of 4.14 (SD = 0.60), interpreted as high. This indicates that police personnel perceive a reasonable degree of flexibility in managing work responsibilities while fulfilling personal obligations. The highest-rated indicator is I can share my work with my colleagues in case of emergency (M = 4.36, SD = 0.80), together with strict login rules are followed in the workplace (M = 4.36, SD = 0.72). This was followed by My superior is empathetic and understanding whenever I need time off (M = 4.20, SD = 0.72). The lowest-rated indicator is the job provides me the option of work from home (M = 3.67, SD = 1.26), reflecting the nature of police work, which primarily requires physical presence and field operations. These findings imply that although flexible work arrangements are naturally limited in policing, cooperation among colleagues and supportive supervision help personnel manage personal concerns without compromising their professional responsibilities.

These findings support the study of Kurniawaty et al. (2022), who found that flexible workplace practices strengthen employee commitment and responsible work behavior. Likewise, Ipsen et al. (2021) reported that supportive work arrangements contribute to employee well-being, cooperation, and ethical performance even in occupations with limited flexibility.

Personal life obtained a mean of 4.09 (SD = 0.58), interpreted as high. This indicates that police personnel generally maintain a healthy balance between their occupational responsibilities and personal well-being. The highest-rated indicator is I always manage to have food on time (M = 4.22, SD = 0.66), followed by I can have at least 8 hours of sleep (M = 4.18, SD = 0.74) and I am able to spend quality time with my loved ones (M = 4.11, SD = 0.73). The lowest-rated indicator is I am able to make myself free to attend social gatherings (M = 3.92, SD = 0.75), suggesting that work responsibilities may occasionally limit participation in social activities. These findings imply that although police officers generally maintain positive personal well-being, the demands of law enforcement can sometimes reduce opportunities for social interaction outside work.

The findings are supported by Haar et al. (2021), who reported that employees who successfully balance their work and personal lives demonstrate greater well-being, commitment, and responsible workplace behavior. Likewise, McCreary et al. (2022) found that strong family support and personal well-being enhance resilience and professional functioning among police officers.

Workload received the lowest mean among the six dimensions (M = 4.06, SD = 0.57), interpreted as high. This indicates that although police personnel generally manage their work demands effectively, workload remains one of the more challenging aspects of their profession. The highest-rated indicator is I am able to obtain leave

when my dependents are sick at home ($M = 4.23$, $SD = 0.73$), followed by I am given achievable and realistic deadlines at my workplace ($M = 4.16$, $SD = 0.74$) and My workload allows me to fulfill my family responsibilities ($M = 4.14$, $SD = 0.74$). The lowest-rated indicator is I do official work at home also ($M = 3.67$, $SD = 1.20$), indicating that some officers continue their work beyond official duty hours. These findings suggest that while police personnel generally cope well with their workload, the demands of the profession may occasionally extend into their personal time. Continued efforts to ensure balanced workloads and adequate staffing may further strengthen ethical performance and employee well-being.

These findings are consistent with Queirós et al. (2022), who found that manageable workloads reduce occupational stress and support responsible decision-making among police officers. Similarly, McCarty and Aldirawi (2023) concluded that balanced workload distribution and organizational support improve officer wellness, ethical behavior, and overall job performance.

Level of Work Engagement of Police Personnel

Table 3. Level of Work Engagement of Police personnel as a whole, and when grouped in terms of Vigor, Dedication and Absorption.

Statement	Mean	SD	Interpretation
Vigor	4.08	.62	High
1. At my work, I feel bursting with energy	3.94	.88	High
2. At my job, I feel strong and vigorous	4.17	.75	High
3. When I get up in the morning, I feel like going to work	4.07	.77	High
4. I can continue working for very long periods at a time	4.00	.85	High
5. At my job, I am very resilient mentally	4.18	.64	High
6. At my work, I always persevere, even when things do not go well	4.14	.68	High
Dedication	4.29	.60	Very High
7. I find the work that I do full of meaning and purpose	4.31	.70	Very High
8. I am enthusiastic about my job	4.23	.65	Very High
9. My job inspires me	4.35	.66	Very High
10. I am proud on the work that I do	4.49	.68	Very High
11. To me, my job is challenging	4.42	.73	Very High
Absorption	3.97	.70	High
12. Time flies when I'm working	4.32	.70	Very High
13. When I am working, I forget everything else around me	3.66	1.08	Very High
14. I feel happy when I am working intensely	4.08	.87	High
15. I am immersed in my work	4.13	.72	High
16. I get carried away when I'm working	3.79	.90	High
17. It is difficult to detach myself from my job	3.84	.97	High
Work Engagement As a whole	4.12	.60	High
Legend: (4.21-5.00)-Very High; (3.41-4.20)-High; (2.61-3.40)-Moderate; (1.81-2.60)-Low; (1.00-1.80)-Very Low			

Table 3 presents the level of work engagement of police personnel in terms of vigor, dedication, and absorption. The findings reveal that police personnel exhibit a generally high level of work engagement, indicating that they remain committed and actively involved in carrying out their duties.

Overall, work engagement obtained a high level ($M = 4.12$, $SD = 0.60$). This indicates that police personnel are generally energetic, committed, and actively involved in carrying out their responsibilities. The relatively low standard deviation suggests that respondents shared similar perceptions regarding their level of work engagement. Among the three dimensions, dedication emerged as the strongest aspect of work engagement, while absorption obtained the lowest mean, although it remained at a favorable level. These findings suggest that police officers possess a strong sense of purpose and commitment to public service while maintaining the resilience needed to meet the demands of their profession. Continued initiatives that strengthen employee well-being, professional development, and organizational support may further enhance officers' engagement, ultimately contributing to improved service delivery and organizational effectiveness.

The findings are supported by Lesener et al. (2023), who emphasized that adequate job resources, supportive leadership, and positive work environments significantly strengthen employees' work engagement. Likewise, Bakker and Demerouti (2023) explained that employees who receive sufficient organizational and personal resources are more likely to remain engaged, motivated, and effective in performing their work responsibilities.

Among the three dimensions, dedication obtained the highest mean ($M = 4.29$, $SD = 0.60$), interpreted as very high. This indicates that police personnel possess a strong sense of purpose, enthusiasm, and pride in their profession. The highest-rated indicator is I am proud of the work that I do ($M = 4.49$, $SD = 0.68$), followed by to me, my job is challenging ($M = 4.42$, $SD = 0.73$) and My job inspires me ($M = 4.35$, $SD = 0.66$). The lowest-rated indicator within the dimension is I am enthusiastic about my job ($M = 4.23$, $SD = 0.65$), although it still falls within the very high category. These findings imply that police personnel derive a strong sense of meaning and fulfillment from their profession, enabling them to remain committed even in demanding situations. The relatively consistent standard deviations also indicate that these positive perceptions are commonly shared among the respondents.

The findings support the study of Borst et al. (2020), who reported that employees with high levels of dedication demonstrate stronger organizational commitment, greater job satisfaction, and improved performance. Similarly, Schaufeli (2021) emphasized that dedication reflects employees' enthusiasm, pride, and sense of purpose, all of which contribute to sustained work engagement and professional effectiveness.

Vigor ranked second with a mean of 4.08 ($SD = 0.62$), interpreted as high. This indicates that police personnel generally possess the physical and mental energy needed to perform their duties effectively despite the demanding nature of law enforcement. The highest-rated indicator is at my job, I am very resilient, mentally ($M = 4.18$, $SD = 0.64$), followed by at my job, I feel strong and vigorous ($M = 4.17$, $SD = 0.75$) and at my work I always persevere, even when things do not go well ($M = 4.14$, $SD = 0.68$). The lowest-rated indicator is at my work, I feel bursting with energy ($M = 3.94$, $SD = 0.88$), although it remains within the high category. These findings suggest that while police personnel generally demonstrate resilience and perseverance, the physically and emotionally demanding nature of their work may occasionally affect their energy levels. Nevertheless, they continue to display the determination necessary to fulfill their responsibilities effectively.

These findings are consistent with Bakker and Demerouti (2023), who explained that vigor reflects employees' energy, resilience, and persistence in meeting work demands. Likewise, Santa Maria et al. (2021) found that resilient police officers are better able to cope with occupational stress while maintaining high levels of work engagement and professional performance.

Absorption obtained the lowest mean among the three dimensions ($M = 3.97$, $SD = 0.70$), interpreted as high. This indicates that police personnel generally become focused and immersed in their work, although the extent of deep involvement varies across individuals. The highest-rated indicator is Time flies when I'm working ($M = 4.32$, $SD = 0.70$), interpreted as very high, followed by I am immersed in my work ($M = 4.13$, $SD = 0.72$) and I feel happy when I am working intensely ($M = 4.08$, $SD = 0.87$). Meanwhile, When I am working, I forget everything else around me ($M = 3.66$, $SD = 1.08$) received the lowest mean, indicating greater variation in responses among the respondents. These findings imply that although police personnel are generally attentive and engaged while performing their duties, they also maintain awareness of their surroundings and personal

responsibilities, which is particularly important in policing where situational awareness and sound judgment are essential. The relatively higher standard deviations suggest differences in the degree to which personnel become fully immersed in their work depending on their assignments and work conditions.

The findings agree with Mazzetti et al. (2023), who concluded that absorption enables employees to remain focused and productive while effectively managing job demands. Similarly, Rahmadani et al. (2023) found that employees who are deeply immersed in their work demonstrate greater concentration, persistence, and overall work effectiveness, particularly when supported by positive organizational resources.

Relationship between the Level of Work-Life Balance and the Level of Engagement of Police Personnel

Table 4. Relationship between the Level of Work-Life Balance and the Level of Engagement of Police Personnel.

Variable	Test Statistics (r_s)	p-value	Decision for H_0	Interpretation
Level of Work-Life Balance vs. Level of Engagement	.418**	<.001	Reject H_0	Significant

Table 4 presents the relationship between the level of work-life balance and the level of engagement of police personnel. The results revealed a significant relationship between work-life balance and work engagement ($r_s = 0.418$, $p < .001$). Since the obtained p-value is less than the 0.05 level of significance, the null hypothesis was rejected. Therefore, there is sufficient evidence to conclude that work-life balance is significantly related to the work engagement of police personnel. This indicates that police personnel who experience a healthier balance between their professional responsibilities and personal lives are more likely to demonstrate higher levels of energy, dedication, and absorption in their work.

The findings further imply that promoting work-life balance through supportive organizational policies, manageable workloads, flexible leave arrangements, wellness initiatives, and family-support programs can enhance police personnel ' engagement in the workplace. When personnel are able to effectively balance the demands of their profession with their personal and family responsibilities, they are more likely to remain motivated, committed, and psychologically resilient. Consequently, improving work-life balance may contribute not only to higher levels of work engagement but also to better job performance, improved service delivery, and stronger organizational commitment within police organizations.

These findings are consistent with Žnidaršič and Bernik (2021), who found that employees who experience a healthy work-life balance demonstrate significantly higher levels of work engagement because they are better able to manage work demands without compromising their personal well-being. Similarly, Haar et al. (2021) reported that employees with balanced work and personal lives exhibit greater motivation, job satisfaction, and organizational commitment, resulting in stronger engagement at work. Likewise, Mazzetti et al. (2023) concluded that adequate personal and organizational resources, including work-life balance, enhance employees' work engagement by increasing vigor, dedication, and absorption while reducing the negative effects of occupational demands.

Relationship between the Level of Work Ethics and the Level of Engagement of Police Personnel

Table 5. Relationship between the Level of Work Ethics and the Level of Engagement of Police Personnel.

Variable	Test Statistics (r_s)	p-value	Decision for H_0	Interpretation
Level of Work Ethics vs. Level of Engagement	.590**	<.001	Reject H_0	Significant

Table 5 presents the relationship between the level of work ethics and the level of engagement of police personnel. The results revealed a statistically significant relationship between work ethics and work engagement ($r_s = 0.590$, $p < .001$). Since the obtained p-value is less than the 0.05 level of significance, the null hypothesis was rejected. Therefore, there is sufficient evidence to conclude that work ethics is significantly related to the work engagement of police personnel. This indicates that police officers who demonstrate stronger ethical values, professional responsibility, integrity, accountability, and commitment to their duties are more likely to exhibit higher levels of vigor, dedication, and absorption in their work.

The findings further imply that strengthening ethical values through ethics training, leadership development, organizational support, and the consistent promotion of professional standards can substantially enhance police personnel's engagement in the workplace. A strong ethical culture encourages personnel to perform their duties with honesty, responsibility, and commitment, fostering a greater sense of purpose and motivation. As a result, police organizations that prioritize ethical behavior are more likely to develop an engaged workforce capable of delivering quality public service, maintaining public trust, and effectively fulfilling their law enforcement responsibilities.

These findings are consistent with Engelbrecht et al. (2021), who found that ethical leadership and integrity-based organizational cultures significantly enhance employees' work engagement by fostering trust, accountability, and commitment. Similarly, Al Halbusi et al. (2022) concluded that ethical work environments strengthen employees' engagement through increased organizational trust and intrinsic motivation, enabling them to perform their responsibilities more effectively. Likewise, Schaufeli (2021) emphasized that organizations that cultivate ethical leadership and positive workplace values create conditions that promote higher levels of vigor, dedication, and absorption, leading to sustained employee engagement and improved organizational performance.

CONCLUSIONS

Based on the findings of the study, the following conclusions were formulated:

Police personnel demonstrated a very high level of work-life balance, with intrinsic motivation emerging as the strongest dimension, reflecting their strong internal drive and commitment to their profession.

Police personnel exhibited a very high level of work ethics, with the nature of work and organizational support serving as their strongest areas, while workload remained the aspect with the greatest opportunity for improvement despite its favorable rating.

Police personnel manifested a high level of work engagement, with dedication identified as the strongest dimension, indicating their strong sense of purpose, commitment, and pride in performing their duties.

A healthy balance between professional and personal responsibilities contributes to higher levels of engagement of police personnel.

Stronger ethical values and professional conduct are associated with higher levels of work engagement of police personnel.

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