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STRUCTURAL EQUATION MODEL ON THE WELL-BEING OF PHILIPPINE NATIONAL POLICE PERSONNEL

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ABSTRACT

The main purpose of this study was to determine the best fit model of well-being of PNP personnel. Specifically, it recognized the interrelationship among the exogenous variables such as work environment, organizational social capital, social support and the endogenous variable well-being of PNP personnel in Davao Region. Structural Equation Modeling and quantitative research design were employed in this study. The data were gathered from 440 PNP active personnel in Davao Region. There were four adapted questionnaires used in the gathering of data. Findings revealed that the level of work environment and organizational social capital, and well-being are very high while social support is high. Anent to this, the three exogenous variables have a strong relationship to well-being and these greatly influence well-being of PNP personnel. Apparently, the best fit model is model number five on the organizational social capital in which cognitive and structural dimension are the best drivers towards well-being grounded on resilience, flourishing, depression anxiety and stress and job resource.

KEYWORDS:

Criminal justice, well-being, work environment, PNP Personnel, structural equation model, Philippines

INTRODUCTION

Police work has been recognized to be one of the most stressful occupations and more physically dangerous professional jobs. The severity of trauma, human misery, death exposures, violence and harsh social realities makes the policemen's job a psychologically high risk occupation. This challenge rests on the premise that this is a threat to physical well-being that make police, work stressful (Adbollahi, 2016). Recent studies revealed associations between police well-being, such as daily stress factor of work insomnia, suicide, and obesity, which leads policemen to suffer compared with the general population (Shani, Bamberger & Bacharach, 2015).

The study on well-being is significant because this would help boost morale of the PNP personnel and at the same time help in decreasing dishonest activities. Well-being can be regarded as happiness so happy employees produce healthy employees, healthy employees miss less time, and happy employees stay longer (De Jesus, 2017). Anent to this, commitment on well-being results to high productivity and positively work engagement (Aldana, 2018).

Indeed, work environment has to do with well-being, as seen when the employees' wellbeing is taken care of, companies and other workplaces improve their chances of booming and it boils down to personnel development, individual productivity and the success of organization (Litchfield, Cooper, Hancock & Watt, 2016). While, organizational social capital as mentioned by (Nahapiet & Ghoshal, 2013) have a positive impact on the well-being of employees, and plays a crucial role which leads to building of rapport/relationship towards the PNP personnel and community trust. However, (Johnston, 2015), recognized social support as being beneficial to well-being. These are family, friends, intimate partners and colleagues who have been studied as potential sources of social support. Supportive communication within a social support network will highly improve moral well-being of the PNP personnel (Salovey, Brackett, & Rivers, 2011).

Moreover, in the local setting, there is no tangible structure equation model for well-being to respond for the personnel development. The researcher has not come across a study of the work environment,

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organizational social capital, social support and well-being of PNP personnel in Davao Region, Philippines. It is in this context, that work environment, organizational social capital and social support can be a part of structural equation model on well-being, as this can raise awareness to the extended beneficiaries of the study and possibly develop intervention schemes to improve personnel development and strengthening services to community thus, the need to conduct this study.

OBJECTIVES

The study was conducted to determine the best fit model on the well-being of the PNP Personnel. The specific objectives of the study are as follows: to assess the level of work environment of PNP personnel in Davao Region in terms of; co-worker and superior; physical aspects of the work environment; overall satisfaction with government and department; current job; training and development; communication practices; and departmental vision and goals; to find out the level of organizational social capital in terms of relational dimension; cognitive dimension; and structural dimension; to identify the level of social support in terms of; communication about non-job topics; communication about negative aspects of work; communication about positive aspects of works; communication about disturbing events; and ease of communication; to ascertain the level of police well-being in terms of; brief resilience; flourishing; depression, anxiety, stress; work-related affect; and job resources; to determine the significant relationship between; work environment and the well-being of the PNP personnel; organizational social capital and the well-being of the PNP personnel; and social support and the well-being of the PNP personnel; to determine the best fit model on the well-being of the PNP personnel in Davao Region.

METHODOLOGY

In this study, the researcher used the descriptive-correlation technique using the Structural Equation Method (SEM). First, it employed method of descriptive-correlational research in which is measured the associations of variables with varying level of dimension. It was emphasized by (Gill, 2013), that descriptive study entails describing a certain aspect of a group of individuals whose responses provide continuous data where simple means on the average level is depicted. Furthermore, correlation is used to investigate and measure the connection between two or more variables. Second, the study used structural equation modeling that aims to come up with the best fit model on police well-being as it is influenced by work environment, organizational social capital and social support. This is an advanced multivariate method to scrutinize multiple dependence relationships between variables instantaneously. Specifically, this research examined the interrelationship of work environment, organizational social capital and social support and police well-being in the Davao region. This study also utilized structural equation modeling which is a complex method of data analysis compared to other statistical methods. Structural equation modeling can be used to determine interrelationships between the model variables. Exhausting SEM in data analysis has the strong point to extract measurement error from estimates of observed variables, which provides more accuracy in approximating the strength and degree of relationship (Byrne, 2013). Correspondingly, (Deshon, 1998), emphasizes the benefits of SEM. This inquiry method permits the investigator to simultaneously estimate a measurement model, postulating relations between measured variables and underlying latent variables, and to stipulate structural relations among the latent variables.

To determine the 440 respondents, suitable for Structural Equation Modeling, the rule of the thumb of (Bentler, Yuan, & Wu, 2011), was followed in which the investigator worked using the correct sample per strata in quota sampling, where 5% of the personnel from 6 provincial offices in Region XI were taken as respondents. The respondents of the study was the active Police to work environment, organizational social capital and social support in each police provincial office and within the region. These PNP members were the commissioned and non-commissioned officers deployed in the field and within their officer premises. There were only 440 maximum amount of respondents to be included in the study. Thus, this number substantially represents all PNP members concerning their well-being in the said police's office (Fowler & Weiser, 2016). Excluded groups are the Non Uniformed police personnel (NUP) who are the administrative staff tasked to make clerical works in each respective office. They were not included because the study focused on the relationship of PNP personnel towards their well-being. The respondents can be withdrawn from the research study if they commit falsification, plagiarism and other moral offenses or the respondents have health conditions and special needs. A participant can be pulled out from the research study any time they feel troubled or discomforted. If so, the

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participants should let the researcher know that they wish to withdraw. A participant may provide the researcher with the reason for leaving the study but not required to provide their reason.

The following numerical measures used in the computation of data and testing the hypotheses level significance of 0.05; the mean was used to determine the level of significance among work engagement, emotional intelligence, safety management and self-esteem; the pearson r was utilized to establish the interrelationship between work engagement, emotional intelligence, safety management, and self-esteem; the linear regression was used to determine the significant influence between work engagement, emotional intelligence, self-esteem and safety management and structural equation modeling (SEM) was utilized to explore for best fit model. Factor analysis would carry out in testing the latent variables.

RESULTS AND DISCUSSION

Exhibited in Table 1 is the level of work environment of Police Personnel in Region XI. This was measured by seven indicators, respectively; co-worker and superior, physical aspects of the work environment, overall satisfaction with government and your department, current job, training and development, communication practices, and departmental vision and goals. Each of these indicators described a specific aspect of the work environment of the PNP personnel. The overall mean of work environment of PNP personnel in Davao Region was 4.31, having a descriptive level of *very high*. Among the seven indicators, physical aspects of the work environment generated the highest mean value of 4.50 with a descriptive equivalent of very high. In contrast, communication practices got the lowest value which 4.05 with descriptive equivalent of high. This meant that the work environment as indicated by physical aspects was always manifested by the PNP personnel and communication practices was oftentimes manifested.

Table 1

Level of Work Environment of PNP personnel in Davao Region

Indicator	SD	Mean	Descriptive Level
Co-worker and Superior	0.44	4.17	High
Physical Aspects of the Work Environment	0.54	4.50	Very High
Overall Satisfaction with Government and your Department	0.47	4.46	Very High
Current Job	0.47	4.33	Very High
Training and Development	0.53	4.36	Very High
Communication Practices	0.45	4.05	High
Departmental Vision Goals	0.56	4.28	Very High
Overall	0.39	4.31	Very High

The very high level of work environment of PNP personnel in Davao Region is due to the very high ratings given to the indicators: co-worker and superior, physical aspect of work environment overall satisfaction with government and your department current job, training and development, communication practices, departmental vision goals respectively. PNP personnel are affirmative of work environment as contributory indicators in the well-being of PNP personnel. A positive work environment makes employees feel good about coming to work, and this provides the motivation to sustain throughout the day. This is in consonance with the study of (Poh, 2017), which stated that work environment develops a common set of traits that foster excellence, productivity and camaraderie. Further, (Lewis & Malecha, 2011), confirmed in their study that work environment can lead to high productivity, boosting of motivation and morale, creation of positive working place organizational culture and room for personal development. Thus, one factors that significantly influences

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employee well-being is the work environment, because it encompasses everything that forms part of employees' involvement with the work itself.

Displayed in Table 2 is the level of organizational social capital of the PNP personnel in Davao Region, which was measured by three indicators, namely: regional dimensional, cognitive dimensional, and structural dimensional. The three indicators of social capital obtained an overall meant rating of 4.31 described as very high. This meant that the social capital was always manifested in the PNP organization. The results showed that structural dimension had the highest mean among the three indicators of social capital.

Table 2

Level of Organizational Social Capital of PNP members in Davao Region

Indicator	SD	Mean	Descriptive Level
Relational Dimensional	0.57	4.34	Very High
Cognitive Dimension	0.51	4.32	Very High
Structural Dimension	0.53	4.28	Very High
Overall	0.47	4.31	Very High

The very high level of organizational social capital is caused by its three descriptors such as relational, cognitive and structural dimension. These dimensions are brought by the PNP personnel to enhance and strengthen linkage and networks. Parallel to this, (Portes & Landolt, 2016), believed that social capital originates and operated from a variety of different sources within the community. Building rapport in families, schools and other educational institutions, businesses, civic institutions and in the local community will create norms and networks that characterize smooth relationship within the organization.

In Table 3 is exhibited the level of social support of PNP members in Davao Region. There were five indicators contextualized under social capital, to wit; communication about non-jobs topics, communication about negative aspects of works, communication about positive aspects of works, communication about disturbing events and ease of communication. These indicators determined the social support among PNP members. The five indicators of social support acquired an over-all mean of 3.79, labeled as high. This was a positive result among PNP members since it indicated social support was oftentimes manifested.

Table 3

Level of Social Support of PNP members in Davao Region

Indicator	SD	Mean	Descriptive Level
Communication About Non-jobs Topics	0.80	3.91	High
Communication About Negative Aspects of Work	0.86	3.59	High
Communication About Positive Aspects of Work	0.61	4.24	Very High
Communication About Disturbing Events	1.04	3.44	High
Ease of Communication	0.92	3.79	High
Overall	0.59	3.79	High

The high level of social support in PNP personnel is due to the high rating given to its indicators such as communication about the non-job topics, communication about negative aspects of works, communication about the positive aspects of works, communication about disturbing events and ease of communication. These

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outputs therefore are congruent with the views of (MacGeorge, Samter, & Gilihan, 2017) that this is manifested through availability of helping relationships and the quality of those relationships through communication. This relationship is supported by the study of (Leavy, 2015), that social support is the communication both verbal and nonverbal that are intended to provide assistance for those who are in need of aid. Thus, communication is a very crucial element in organizational social support, because the communication aspect directs and mobilizes personnel towards the accomplishment of the organization goals and objectives.

Illustrated in Table 4 is the list of items expressly identified under well-being of PNP personnel. Five indicators comprise the well-being of PNP personnel, including: brief resilience, flourishing, depression, anxiety, stress, work-related affect and job resources. The overall mean value of well-being was 3.83 or high. The highest mean value among the indicators was the work related affect and the lowest value depression, anxiety, stress which was 2.55 or low. This connotes that well-being of PNP personnel was oftentimes manifested.

Table 4

Level of Well-being of PNP personnel in Davao Region

Indicator	SD	Mean	Descriptive Level
Brief Resilience	0.76	3.61	High
Flourishing	0.54	4.25	Very High
Depression, Anxiety, Stress	1.03	2.55	Low
Work-related Affect	0.54	4.38	Very High
Job Resources	0.60	4.33	High
Overall	0.44	3.83	High

The high level of well-being of PNP personnel in Davao Region is rooted on the high ratings of its indicators brief resilience, flourishing, depression, anxiety, stress, work-related affect and job resource for effective impact of well-being. Measures of well-being works in the organization through productivity, job resources and engagement. These positive traits are supported by (Howell, Coffey, Fosco, and Nelson, 2016) who impart that well-being promotes fine balance of enjoying occupation, maintaining strong relationships, having a nutritious diet, getting enough exercise, enough sleep and sustaining a positive outlook in life and emphasizing healthy lifestyles and work/life balance. Well-being is regarded as the extent to which employee are gratified with their job.

Indicated in Table 5, is the correlation between work environment and the well-being of PNP personnel. It can be gleaned from the result that there was a significant positive strong relationship between work environment and well-being of PNP personnel. It was observed that the P-value was less than 0.05 and the correlational coefficient yielded an overall r-value of 0.571 which is significant. Therefore, the null hypothesis, which states that there no significant relationship between work environment and well-being of PNP personnel, was rejected.

Thus, work environment and well-being of PNP personnel had strong significant relationship with each other. It could be noted that among the indicators of work environment such: co-worker and supervisor, physical aspects of the work environment, overall satisfaction with government, current job, training and development, communication practices, departmental vision and goals showed a significant relationship to overall well-being of PNP personnel as their overall P-values were less than 0.05. Thus, each indicator of work environment directly showed a strong relationship to the well-being of PNP personnel.

Table 5

Significance on the Relationship between Work Environment and the Well-being of PNP Personnel

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Work Environment	Well-being					
	Brief Resilience	Flourishing	Depression, Anxiety, Stress	Work-related Affect	Job Resources	Overall
Co-worker and Supervisor	.138** (.005)	.403** (.000)	.038 (.441)	.532** (.000)	.547** (.000)	.452** (.000)
Physical Aspects of the Work Environment	.066 (.175)	.465** (.000)	-.152** (.002)	.504** (.000)	.515** (.000)	.335** (.000)
Overall Satisfaction with Government	.091 (.061)	.453** (.000)	-.081 (.098)	.500** (.000)	.513** (.000)	.374** (.000)
Current Job	.282** (.000)	.465** (.000)	-.021 (.673)	.594** (.000)	.615** (.000)	.532** (.000)
Training and Development	.245** (.000)	.419** (.000)	-.008 (.865)	.537** (.000)	.589** (.001)	.491** (.000)
Communication Practices	.323** (.000)	.418** (.000)	.116* (.017)	.559** (.000)	.483** (.000)	.557** (.000)
Departmental Vision and Goals	.226** (.000)	.373** (.000)	-.044 (.367)	.576** (.000)	.527** (.000)	.447** (.000)
Overall	.245** (.000)	.539** (.000)	-.032 (.515)	.684** (.000)	.682** (.000)	.571** (.000)

There is a significant positive strong relationship between work environment and well-being of PNP personnel. These findings are aligned with the study of (Jonge, Bosma, Peter & Siegrist, 2010) which further explained a positive work environment significantly influenced workers' wellbeing within the organization. It explores the difference between the effort that workers put into their jobs and the reward that they get in return from the job or organization. It posits that, when workers expend high efforts but then receive low rewards, this is likely to give rise to continual negative emotions, which will manifest as sustained stress responses. On the other hand, when the effort-reward imbalance is reversed, the worker will develop positive emotions and thereby experience wellbeing, health and survival.

Therefore, the result is parallel with (Burke, 2007), who suggested detailed attention to evidence for the links between physical aspect of works as the highest predictor on work environment and impacts on well-being such work-related affect as the highest indicator. The work environment of the law enforcement officer can be thought of simply as the environment in which enforcers work. It encompasses the socialization of co-worker & supervisor, the physical aspects of the work environment, overall satisfaction with the government and assigned department, the current job, training and development, communication aspects and the department vision and goals. On the other hand, well-being can be categorized as brief resilience, flourishing, depression, anxiety, stress work related affects and job resource.

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However, (Ortega, Brenner, & Leather, 2007), agreed on the result that physical aspects of work environment bring significant relationship to well-being such work related to believing that the job of law enforcement has a meaningful contribution to the community. Police work is one the most stressful and dangerous work in the community thus, brings risk and hazard to health. Similarly, (Thompson, Kirk, & Brown, 2017), concurred the idea that risk and hazards were part of the job as law enforcer. The important aspect of law enforcement officers is to make the community feel the sense of public safety. Hence, police officers are aware of the risk and hazard as part of work environment; it connects to the well-being of the law enforcement officer, that despite of the stress, risk and hazards the community gives respect, and trust to the contribution of law enforcers to society.

Presented in Table 6 is the relationship between organization social capital and the well-being of PNP personnel. The indicators of organization social capital were relational dimension, cognitive dimension and structural dimension. At 0.05 level of significance, the overall r-value of 0.527 of social capital indicated a significant relationship to the well-being of PNP personnel. Thus, this led to the rejection of the null hypothesis. This implied that the organizational social capital was greatly linked to the well-being of PNP personnel. Analyzing closely the correlation of organizational social capital and the well-being of PNP personnel, it showed that relational dimension registered the highest r-value when it was correlated with well-being, with $r = 0.500$, $p < 0.05$. Cognitive dimension and structural dimension were also found to be significantly related to well-being of PNP personnel.

Table 6

Significance on the Relationship between Organizational Social Capital and the Well-being of PNP Personnel

Organizational Social Capital	Well-being					
	Brief Resilience	Flourishing	Depression, Anxiety, Stress	Work-related Affect	Job Resources	Overall
Relational Dimension	.283** (.000)	.417** (.000)	.018 (.710)	.533** (.000)	.529** (.000)	.500** (.000)
Cognitive Dimension	.234** (.000)	.484** (.000)	-.067 (.168)	.546** (.000)	.509** (.000)	.455** (.000)
Structural Dimension	.230** (.000)	.442** (.000)	.011 (.828)	.425** (.000)	.442** (.000)	.432** (.000)
Overall	.285** (.000)	.508** (.000)	-.013 (.789)	.570** (.000)	.562** (.000)	.527** (.000)

There is a significant relationship between the organizational social capital and the well-being of PNP personnel. The finding is parallel with the findings of (Eisenberger, Huntington, & Sowa, 2015), in their study where they concluded that the dense social networks with strong ties between members are necessary for social capital to produce the desired values and outcomes and well-being. In addition, (Capone, Joshanloo, & Schiefinger, 2019) confirmed that the closed networks are considered to have a strong positive relationship with trust because individuals in closed networks know and interact with each other more easily and develop trustworthy relationships. So, organizational social support will develop and maintain strong internal ties with others in the network enhances cooperation, resource exchange, and collective action, the bonding aspects of social capital generate significant benefits to well-being especially those pertaining to the public good, for collectivities.

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Further, the research conducted by (Siedlecki, Salthouse, & Jeswani, 2015), supports that well-being through life fulfilment was predicted by enacted and perceived support, positive affect predicted by family embeddedness and provided support. In addition, the outcome of the study concurs with the proposition of (Sahin, 2016), which clarifies how the dimensions of social support (relational, cognitive and structural dimension) empirically demonstrates that organizational social capital is correlated with organizational well-being. The relational specifically the trust, communication, sharing ideas in organization is aligned with the study of (Nahapiet & Ghoshal, 2013), which stated that it makes PNP personnel flourished in knowledge desirable for the work related reports thus, it affects well-being of personnel organization.

Revealed in Table 7 is the overall r- value, $r=0.562$ and the P-value that was less than 0.05 when the level of social support was correlated with the overall well-being of the PNP personnel. The null hypothesis, that there is no significant relationship between social capital and the well-being of PNP personnel was therefore rejected. This meant that all revealed indicators of social capital i.e. communication about non-job topics, communication about negative aspects of work, communication about positive aspects of work, communication about disturbing events and ease of communication were positively associated with the overall well-being of PNP personnel to wit; brief resilience, flourishing, depression, anxiety, stress work- related affect and job resources.

Table 7

Significance on the Relationship between Social Support and the Well-being of PNP Personnel

Social Support	Well-being					Overall
	Brief Resilience	Flourishing	Depression, Anxiety, Stress	Work-related Affect	Job Resources	
Communication About Non-job Topics	.366** (.000)	.235** (.000)	.140** (.004)	.342** (.000)	.371** (.000)	.456** (.000)
Communication About Negative Aspects of Work	.300** (.000)	.210** (.000)	.270** (.000)	.081 (.099)	.117* (.000)	.350** (.000)
Communication About Positive Aspects of Work	.175** (.000)	.500** (.000)	.060 (.222)	.482** (.000)	.374** (.000)	.442** (.000)
Communication About Disturbing Events	.334** (.000)	.219** (.000)	.345** (.000)	.055 (.261)	-.009 (.860)	.361** (.000)
Ease of Communication	.278** (.000)	.282** (.000)	.216** (.000)	.221** (.000)	.184** (.000)	.387** (.000)
Overall	.424** (.000)	.391** (.000)	.316** (.789)	.303** (.000)	.265** (.000)	.562** (.000)

There is a significant relationship between social support and the well-being of PNP personnel. The result supports (Johnston, 2015), that recognized social support as being beneficial to well-being. Family, friends, intimate partners and colleagues have been studied as potential sources of social support. Supportive

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communication within a social support network as (Salovey, Brackett, & Rivers, 2011) affirmed will lessen uncertainty and thereby establish reassurance of highly improved moral well-being of PNP personnel. Better social support influences factors for work performance, individual well-being and life satisfaction.

Similarly, the link between well-being and social support has been explained by (Krishantha, 2018), who stated that there is increasing evidence that provides people with social support, and pro-social opportunities is a key ingredient to improving well-being. It revealed that social support overall positively correlates with well-being. It further suggests that trust and volunteering have a positive relation to one’s subjective well-being

Anent to the social support (Johnston, 2015), pronounced that efforts to improve the well-being should be done through maximum support inside and outside organization. As supported by (Beehr, Bowling, & Benneth, 2010), the more social companionship and communication about positive aspects of works the more access to instrumental assistance, esteem support, and well-being of organization Thus, it is imperative to improve social support in the workplace like the supportive organizations, supervisors and peers for this makes work easy, less problematic and mitigates the contribution of stress to the personnel.

The finding is congruent with the study of (Cohen, 2017); and (Ducharme & Martin, 2010), that social support is linked to one’s well-being; it articulated that social support coming from people closest to an employee enhances the feeling of motivation and inspiration at work. It breaks the risk of depression anxiety and stress. Coping depression towards works is less when there is a healthy social support network. Thus, networks of social support have an impact on health and work outcome as well and important factors in workers’ health and well-being.

Establishing the Best Structural Model

In establishing research questions in relation to the model that best represents the variables that predicts well-being, the original proposed model outline in Figure 1 requires some modification in order to fit the data. There were five generated models presented in the study. The summary of the findings of the goodness of fit measure of these five generated models is presented in Table 8.

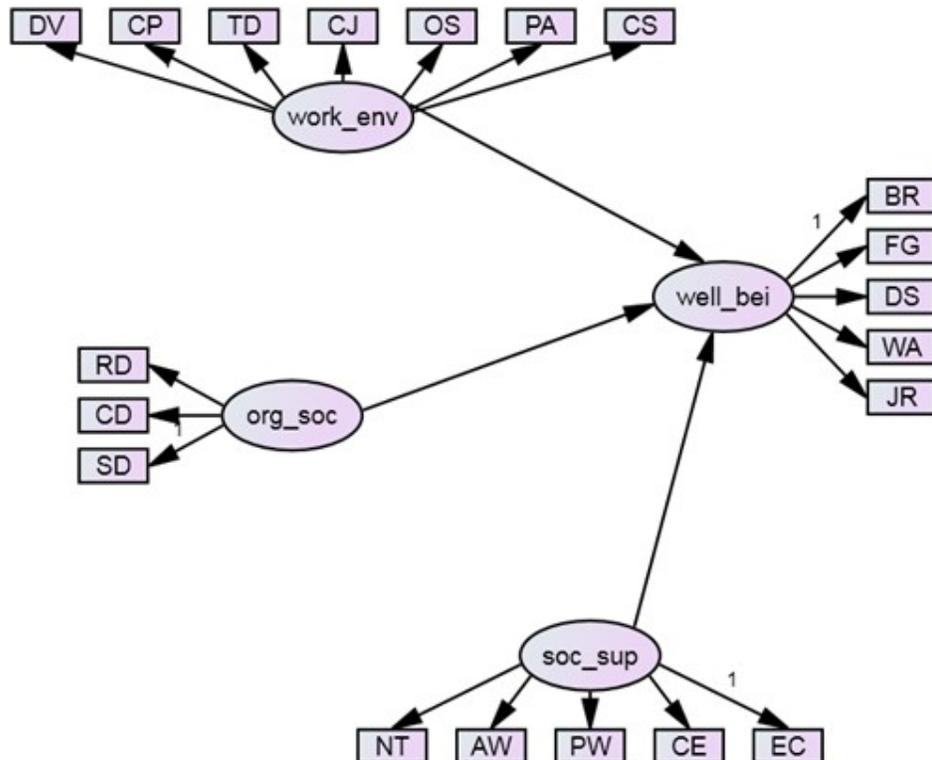


Figure 1. Hypothesized Model 1 shows the relationship between the independent variables: Work environment, Organizational Social Capital, Social support, to the dependent variable Well-being.

Legend:

DV- Department Vision	RD- Relational Dimension	EC- Ease of Communication
CP – Communication Practice	CD- Cognitive Dimension	Soc_sup- Social Support
TV-Training & Development	SD- Structural Dimension	BR- Brief Resilience
CJ- Current Job	Org_soc – Organizational Social Capital	FG- Flourishing
OS- Overall Satisfaction	NT- Non Job Topics	DS – Depression, stress
PA- Physical Aspects	AW- Negative Aspect of Work	WA – Work related Affect
CS- Co-worker & Superior	PW- Positive aspect works	JR- Job Resources
Work_env- Working Environment	CE- Communication disturbing events	Well_bei- Well-being

Table 8

Summary of Goodness of Fit Measures of the Five Generated Models

Mode 1	P-value (>0.05)	CMIN / DF (0<value<)	GFI (>0.95)	CFI (>0.95)	NFI (>0.95)	TLI (>0.95)	RMSEA A (<0.05)	P-close (>0.05)
1	.000	9.272	.740	.710	.687	.670	.141	.000
2	.000	6.818	.791	.798	.773	.768	.118	.000
3	.000	7.958	.790	.780	.758	.742	.129	.000
4	.000	9.465	.818	.775	.757	.717	.147	.000
5	.068	1.956	.991	.991	.982	.978	.048	.477

Legend: CMIN/DF – Chi Square/Degrees of Freedom
GFI – Goodness of Fit Index
RMSEA – Root Mean Square of Error Approximation

NFI – Normed Fit Index
TLI – Tucker-Lewis Index
CFI – Comparative Fit Index

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Further, to recognize the best fit model, all indices, must consistently fall within the acceptable ranges. Chi-square/ degrees of freedom value should be less than five with its corresponding p-value greater than 0.05. Root mean square error approximation value must be less than 0.05 and its corresponding P-close value must be greater than 0.05. The other indices such as the normed fit index, Tucker-Lewis index, comparative fit index and the goodness of fit index must all be greater than 0.95. Moreover, the first generated Structural Model 1 displayed the interrelationships of the exogenous variables: Work Environment, Organizational Social Capital and Social Support and its causal relationship on the endogenous variable which was the well-being of PNP personnel. All indices did not reach the acceptable ranges, hence, it is considered a poor fit.

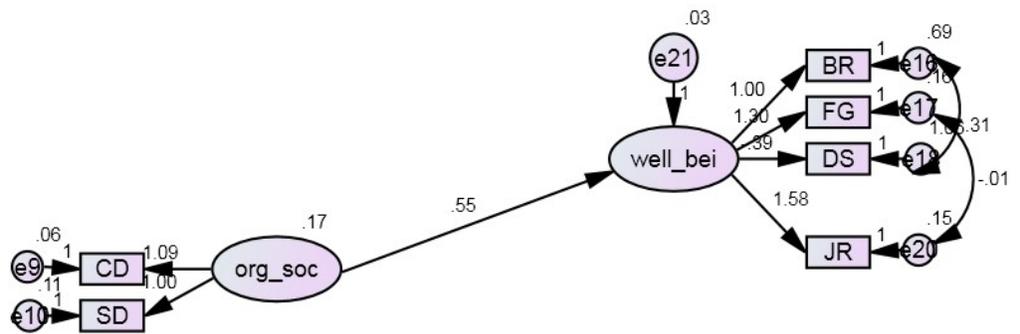
Furthermore, the second generated Structural Model 2 showed the direct causal relationship of the exogenous variable organizational social capital to well-being of PNP personnel. The model was also found to be a poor fit since all its indices did not reach the acceptable ranges. Likewise, the third generated Structural Model 3 presented a direct causal link of social support towards and the well-being. Though CMIN/DF is less than 5 its other indices failed to pass the other criterion, thus, model 3 was a poor fit.

Similarly, the fourth generated Structural Model 4 showed the direct causal relationship of the exogenous variable work environment, organizational social capital, social support and its causal relationship to the endogenous variable well-being. The model was still found not fitting even if CMIN/DF, NFI, CFI, and GFI passed the criterion. For the model to be declared as best fit, it has to pass all the other criterion.

Lastly, the fifth Structural Model 5 showing the direct causal link of the exogenous variable is shown in Figure 2 which was identified as the best fit model. It includes organizational social capital as the only latent variable which is expected to have influence on the latent endogenous variable on well-being of PNP personnel. The fitted model was calculated as being greatly acceptable as illustrated in Table 10. The Chi-square divided by the degrees of freedom was 1.956 with the P-value of .497. This indicated a very good fit model to the data. This was also strongly supported by RMSEA index of .048 which was less than to 0.05 level of significance with its P-close value > 0.05 . Likewise, the other indices such as NFI, TLI and CFI were found to be consistently indicating a very good fit model as their values, all fall within each criterion. Thus, there was no need to find another model for testing because it was already found to be the best fit among all the tested model. Therefore, the null hypothesis of no best fit model was rejected.

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Table 9

Goodness of Fit Measures of Structural the Best Fit Model

INDEX	CRITERION	MODEL FIT VALUE
P-Close	> 0.05	.497
CMIN/DF	0 < value < 2	1.956
GFI	> 0.95	.991
CFI	> 0.95	.991
NFI	> 0.95	.982
TLI	> 0.95	.978
RMSEA	< 0.05	.048

Legend:

CMIN/DF	-	Chi-Square/Degrees of Freedom
NFI	-	Normed Fit Index
TLI	-	Tucker-Lewis Index
CFI	-	Comparative Fit Index
GFI	-	Goodness of Fit Index
RMSEA	-	Root Means Square of Error Approximation
Pclose	-	P of Close Fit

Examining the details, the model represents the causal relationship between organizational social capital and well-being as represented by single-headed arrows. It further expressed that the latent variables as represented by an oval shape were organizational social capital and well-being. Organizational social capital indicator relational dimension was no longer part of the model, instead cognitive dimension and structural dimension were the two included. On the other hand, the model that reflected the indicators of the endogenous variable, well-being was: brief resilience, flourishing, depression, anxiety, stress and job resources. The omitted indicator under well-being was work-related affect and work demands.

Regression weights were estimated to measure the effects between measured and latent variables. As shown in Table 10, the model proposed that organizational social capital was a strong predictor of well-being of PNP personnel as signified by its level of significance (Beta .782, P-value < 0.000). This clearly indicate a very strong link of organizational social capital towards well-being of PNP personnel. The model evidently illustrates the importance of organizational social capital as a predictors of well-being. However, it could be gathered from the model that out of three indicators of organizational social capital, only two remained as significant predictors of well-being to wit: cognitive dimension and structural dimension. On the part of well-being, only four out of seven indicators remained to be measured; these are brief resilience, flourishing, depression, anxiety, stress and job resources. Thus, the findings suggest that well-being of PNP personnel was best anchored on organizational social capital which was measured in terms of cognitive dimension and structural dimension.

The best fit model apparently showed the importance that the factors of organizational capital such cognitive dimension and structural dimension and factors of well-being such brief resilience, flourishing, depression stress and job resoures have strong interconnectedness with one another. Organization social capital has a direct association with well-being. The best fit model showed that two factors or organizatinal social capital and four indicators of well-being were included. These result can further be explained by Johnson, Groff, and Taing (2009), that organizational capital such as cognitive dimension and structural dimension are factors affecting well-being of employees. As a result, identifying the possible applicants of PNP personnel or in promoting to positions by selecting the most developed cognitive and structural dimension is apparent to intensify excellent performance in any organization.

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Parellal to this, the outcomes of this study is geared towards the concept of (Claridge, 2018), who believes that social capital provide valuable insights into the social networks through structural dimensions such co workers, visiting other units, socializing outside departments and even exchanging job-related experience with other workers. While (Diener & Chan, 2011), evaluate the value of cognitive dimension as part of social capital, which assumes that the shape of cognition produces rational judgement on job and in life. Thus, cognitive dimension is demonstrated to be related to well-being because the evaluation of life realization is thru cognitive dimension.

Correspondingly, the study's results concur with the outcome study of (Park, Peterson, & Seligman, 2013), that well-being is the wellness of individual and the feeling of positive condition of well-being is fundamental to the overall success of the organization. Having a insightful commitment on well-being inclines the employee to remain within the organization and leads to high performance. In brief, involvement of personal well-being builds positive work. It can contribute to good social relations, creativity and diminished tendency to corrupt activity. Interpersonal relationships yield good outcomes such as compionship, security and well-being. When personnel possess work well-being they have the capacity to cope with adversity and avoid breakdown when confronted with stressors.

Employers will benefit more from contributing towards the well-being of the empolyees when commitment is contextualized within the agency. This statement supports (Brunetto, Teo, Shacklock, & Farr-Wharton, 2012), that commitment to well-being helps police to succeed in the demanding job of a PNP personnel. It is a driving force in reaching personal goals. The well-being at work is the combination of commitment, interests and challenges. When there is a stong commitment on well-being, (Beck & Wilson, 2014) affirms it builds trust to the law enforcement, high level of trust promote healthy interaction and constuctive relationship towards stakeholder and community. Thus, it is better to include in the promotion of PNP personnel the measurement of commitment of well-being.

The aspect of social capital such as cognitive and structural dimensions are important determinants of commitment to well-being. The social life that shapes social capital such as institutions, networks, norms reciprocity, social trust and quantity of social interactions will facilitate a collective action, coordination and mutual benefit towards well-being (Forsyth & Copes, 2013). Added to this, it reflects well-being as positive aspects, declining dishonest activity and yet, produces quality of work. When well-being is taken cared of PNP personnel are inspired to work diligently for the benefit of community.

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CONCLUSION

The use of structural equation model strenghtened the reliability of the study because the analysis goes through the steps of model specification, model estimation and model evaluation. Results revealed that the level of Work Environment and the level of Organizational Social Capital are *Very High* which means it is always manifested; while the level of Social Support is *High* which means it oftentimes manifested; there is a significant relationship among Work Environment, Social Capital, Social Support to Well-being of PNP; only structural Model 5 consistently indicated an outstanding fit to the data; therefore it is identified as the best fit model. This supports the anchor preposition of Litchfield, Cooper and Watt (2013), that well-being programs improve employee health behaviors, reduce elevated health risks, can decrease absenteeism, and build and help

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sustain high employee morale. Escalating program of well-being helps employees attain all of their needs both physical, social and emotional.

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