

Work engagement, stress, and coping strategies among police officers

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Abstract

This study investigated the levels of work engagement, sources of stress, and coping strategies employed by Philippine National Police (PNP) officers and examined the relationships among these factors. To gain a deeper understanding of the experiences of police officers in the Philippines, this paper was designed to explore their levels of work engagement, sources of stress, and the coping strategies they employed. Only 363 signified their willingness to answer all the provided questionnaires where stratified random sampling technique was used to ensure that the sample reflects the diversity of the police population in terms of rank, unit, and location. Results revealed that Police officers in the Philippines are predominantly male, middle-aged, married workforce with high educational attainment and varying income levels. Respondents have low level of work engagement, high level of stress, and employ religion as their coping mechanism likely suggest a critical concern for enhancing their performance and well-being. Work engagement varies significantly among police officers when analyzed by age, rank, civil status, years of service in the Philippine National Police (PNP), and monthly income with significant differences in coping strategies based on age, rank, years in service, and monthly income in which these results illustrate the complex interplay between demographic factors and psychological outcomes among police officers. Based on the result, PNP officials may enhance its likelihood of success in improving work engagement and reducing stress among police officers where a thoughtful approach to program design proposed by the researcher will not only support officer well-being but also contribute to a healthier organizational culture within law enforcement agencies.

Keywords: work engagement, stress, coping strategies, police officers, psychological well-being

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1. Introduction

Police officers play a critical role in maintaining public safety and order. However, the nature of their work exposes them to a wide range of stressors, including exposure to violence and trauma, long and irregular work hours, and the constant threat of danger. These stressors can have a detrimental impact on officers' physical and mental health, leading to burnout, post-traumatic stress disorder (PTSD), and other stress-related disorders. Furthermore, stress can negatively affect work engagement, which is characterized by vigor, dedication, and absorption in one's work. Work engagement is essential for police officers, as it can enhance job performance, job satisfaction, and organizational commitment. Policing is a challenging profession that exposes officers to numerous stressors, which can have a significant impact on their work engagement, mental health, and overall well-being. Understanding the unique stressors police officers face, the consequences of stress, and their various coping strategies is crucial for developing effective interventions to enhance their well-being and job performance. As such, it is in this context that the researcher who is a Police officer was motivated to conduct this study. Her motivation to study work engagement, police stress, and coping strategies stems from a deep understanding of their inter-connectedness and potential impact on both individual well-being and overall law enforcement effectiveness.

Work engagement is a positive, fulfilling work-related state of mind characterized by a high level of energy or vigor, dedication, and absorption in one's work. This can help officers cope with the demanding nature of their profession. It is crucial for police officers as it can enhance their job performance, job satisfaction, and organizational commitment. Recent studies have highlighted the importance of understanding work engagement among police officers, as it is a crucial factor in maintaining their well-being and job performance. Violanti et al. (2019) examined the impact of organizational and operational stress on the work engagement of police officers. The study found that officers who successfully handled organizational and operational stress experienced greater work engagement, emphasizing the value of building coping strategies to support their well-being and job effectiveness.

Recent studies have highlighted a concerning rise in work stress and anxiety among law enforcement officers, leading to inadequate psychological wellness, non-adaptive coping techniques, and self-destructive behaviors. This surge in occupational stress research within the police force underscores the critical need to address the mental and physical well-being of officers to ensure optimal performance and overall health. Studies conducted by Violanti et al. (2019) and Wasserman et al. (2019) have delved into the sources of distress experienced by law enforcement officers and the detrimental effects on their work efficiency and health. These investigations emphasize the pressing nature of understanding and mitigating work-related stress among police officers to prevent psychological strain, fatigue, and diminished performance. Ermasova et al. (2020) explored the relationship between distress and emotional well-being in law enforcement officers, shedding light on the profound impact of occupational stress on their mental health. In the context of modern-day policing, where officers face challenges like political pressure, physical violence, and resource constraints, the need for effective coping strategies and support mechanisms is paramount. Recognizing stress indicators and using effective coping strategies are essential for preserving police officers' psychological resilience and commitment to their work. By addressing these issues, police departments can enhance the well-being of their personnel and improve overall job performance in the face of demanding and stressful work environments.

Studying the work engagement, stress, and coping strategies of police officers is vital for understanding their unique challenges and improving their overall well-being. This research has significant implications for enhancing job performance, retention rates, community relations, leadership practices, and public safety. The researcher as she pursues her Master's degree in Psychology, focusing on these areas will not only contribute to

her academic growth but also have a meaningful impact on the law enforcement community. As such, this study is important for the PNP Police Officers to enhance their well-being by identifying specific stressors they face, leading to the development of targeted programs to improve work engagement and reduce stress to promote police officers' overall mental and physical health. The study can contribute to the field of psychology, specifically industrial-organizational psychology, by providing valuable insights into the unique challenges faced by law enforcement personnel. Also, this scholarly work can open doors for collaboration with the PNP, other research institutions, or government agencies, leading to further research funding and opportunities.

Objectives of the Study - This study investigated the levels of work engagement, sources of stress, and coping strategies employed by Philippine National Police (PNP) officers and examined the relationships among these factors. Specifically, it described the profile of the respondents in terms of their sex, age, position, civil status, number of years being a PNP officer, educational attainment, and monthly income; determined the respondents' work engagement, sources of stress, and coping strategies employed by them; tested the differences of the variables when grouped based on their profile variables; established possible relationship among the three variables and proposed a psychological intervention program that can lead to enhanced work engagement and reduce stress of police officers for their mental health and overall well-being.

2. Methods

Research Design - To gain a deeper understanding of the experiences of police officers in the Philippines, this paper was designed to explore their levels of work engagement, sources of stress, and the coping strategies they employed. The descriptive survey method was chosen as the most appropriate approach for this investigation. The descriptive survey method was selected due to its ability to collect quantitative data from a large sample of police officers efficiently and cost-effectively. This method allowed for the use of standardized and validated instruments, ensuring the reliability and comparability of the data. To capture the multifaceted nature of the officers' experiences, three main gathering tools were employed. The Utrecht Work Engagement Scale (UWES-17) was used to measure the levels of vigor, dedication, and absorption that characterize work engagement. The Police Stress Questionnaire was administered to identify the specific stressors that officers face, both in their professional and personal lives. Lastly, the Brief COPE inventory was utilized to assess the diverse coping strategies employed by the officers to manage stress, ranging from problem-focused and emotion-focused approaches to avoidance-oriented tactics.

Surveys containing the UWES-17, Police Stress Questionnaire, and Brief COPE were then administered to the selected officers. To encourage honest and open responses, the surveys were designed to maintain the anonymity and confidentiality of the participants. The data collected through these surveys provided a rich source of information for analysis. Rigorous statistical analysis was then conducted to uncover patterns, trends, and relationships within the data. These analyses sought to answer key research questions such as the levels of work engagement among officers, the primary sources of stress they encounter, and the most frequently utilized coping strategies. Furthermore, the relationships between these variables were examined to determine if higher levels of work engagement were associated with lower stress levels or if specific coping strategies were more effective than others in managing stress. The findings of this descriptive-survey study provide valuable insights into the work lives of police officers. By shedding light on their levels of engagement, stressors, and coping mechanisms, this research can inform the development of targeted interventions and support systems to enhance their well-being, job satisfaction, and overall performance. Ultimately, this knowledge can contribute to creating a healthier and more resilient police force that is better equipped to serve and protect the community.

Participants of the Study - The respondents in this study are PNP Police officers from Region 1 with a minimum age of 21 years old and a maximum age of 56 years old. Using the Raosoft sample size calculator with an estimated population of 10,000 police officers, a 95% confidence level, a 5% margin of error, and a 50% response distribution, the recommended sample size is 370, unfortunately, only 363 signified their willingness to answer all the provided questionnaires. A representative sample of police officers was carefully selected,

considering their diverse ranks and units to ensure the findings would be generalizable to the broader police population. From this, a stratified random sampling technique will be used to ensure that the sample reflects the diversity of the police population in terms of rank, unit, and location, and the findings can be confidently generalized to the broader police population due to the representative nature of the sample. By utilizing stratified random sampling, the study can obtain a representative sample of Philippine National Police officers in Region 1, making the findings more robust and applicable to the wider police force.

Measures

Utrecht Work Engagement Scale (UWES-17). This is the tool to be used in measuring police officers' work engagement. In the heart of the Netherlands, a team of researchers led by Schaufeli et al. (2003) embarked on a quest to understand a phenomenon they called "work engagement." They observed that some employees seemed to thrive in their jobs, brimming with energy and enthusiasm, while others felt drained and disengaged. To measure this elusive concept, they developed the Utrecht Work Engagement Scale (UWES-17), a questionnaire that would become a cornerstone of work engagement research and a widely used, validated instrument designed to assess work engagement across various occupations, including law enforcement. It measures three key dimensions of work engagement: vigor, dedication, and absorption. The UWES-17, with its 17 carefully crafted questions, aimed to capture the essence of work engagement, a positive and fulfilling state of mind characterized by vigor, dedication, and absorption. Vigor, the first dimension, measures an individual's energy levels and resilience at work. Dedication, the second dimension, assessed their sense of meaning and pride in their work. Absorption, the final dimension, gauged the level of immersion in their work.

Today, the UWES-17 continues to be a cornerstone of work engagement research. It has helped researchers and practitioners to better understand the factors that promote or hinder work engagement, leading to the development of interventions and strategies to enhance employee well-being and performance. The questionnaire has also sparked a global conversation about the importance of creating fulfilling and meaningful work environments where employees can thrive and flourish. A study published in the "International Journal of Environmental Research and Public Health" by Kohan et al. (2023) examined work engagement and its association with mental health among Iranian police officers using the Utrecht Work Engagement Scale (UWES-17). The study revealed that police officers generally exhibited moderate levels of work engagement, with dedication being the most prominent dimension. Notably, higher levels of work engagement were significantly associated with lower levels of depression, anxiety, and stress, highlighting the crucial role of fostering work engagement in promoting the psychological well-being of police personnel. The UWES-17 typically demonstrates high internal consistency, with Cronbach's alpha values ranging from 0.80 to 0.95 for the total scale and its subscales (vigor, dedication, and absorption).

Police Stress Questionnaire (PSQ-Op). This is the standardized test to be used in determining Police Officers' stress. It is a valuable tool designed to assess stress among police officers. The test was developed by the Police Stress Questionnaire (PSQ-Op), developed by McCreary et al. (2013) which is a 20-item questionnaire that aims to measure stress and the most common stressors experienced by police officers. It evaluates various stressors associated with policing duties, such as shift work, working alone at night, overtime demands, risk of injury, traumatic events, managing social life, paperwork, and maintaining physical health, among others. Respondents are asked to rate the level of stress caused by each item over the past 6 months on a 7-point scale ranging from "No Stress at All" to "A Lot of Stress". The questionnaire is divided into sections that cover different aspects of stress experienced by police officers in their work environment. It provides a structured approach to assessing the impact of operational stressors on officers' well-being and job performance. The PSQ-Op is a reliable and valid measure of stressors in policing, with good internal consistency, reliability, and positive correlations with other general stress measures. The PSQ-Op is a valuable tool for researchers and organizations seeking to understand and address the stress experienced by police officers. It can help identify specific stressors that may impact officers' mental health and job satisfaction, leading to the development of targeted interventions and support programs to promote the well-being of law enforcement personnel.

A recent study published in the journal "Frontiers in Psychology" by Clemente et al. (2020) examined burnout and stress in Portuguese police officers using the Operational Police Stress Questionnaire (PSQ-Op). The study found that Portuguese police officers reported high levels of operational stress, with specific stressors like exposure to traumatic events and lack of organizational support being particularly prominent. Moreover, the study identified a significant association between operational stress and burnout, emphasizing the need for targeted interventions to mitigate stress and prevent burnout among police personnel. As to its psychometric soundness, the PSQ-Op has Cronbach's alpha values **above .90**, indicating excellent internal consistency.

Brief COPE. This is the standardized test that will be used to determine coping mechanisms employed by Police officers. Carver (1997) developed the Brief COPE, a concise and insightful tool designed to measure how individuals cope with stress and challenges. Carver (1997), a renowned psychologist with a deep understanding of human resilience, sought to create a tool that would capture the multifaceted nature of coping. He believed that understanding how people dealt with adversity was crucial for promoting well-being and resilience. The Brief COPE, with its 28 simple yet profound questions, delves into 14 different coping strategies. It explores both problem-focused coping, such as active coping and planning, and emotion-focused coping, such as seeking emotional support or turning to religion. It also delves into less adaptive coping mechanisms, such as denial or substance use.

A recent study conducted by Smith et al. (2021) published in the journal "Policing: An International Journal" examined the coping strategies of police officers in the United States using Carver's Brief COPE. The study found that police officers predominantly relied on problem-focused coping strategies, such as planning and active coping, while emotion-focused coping strategies like venting and positive re-framing were also utilized. Notably, the use of avoidant coping strategies, such as denial and behavioral disengagement, was associated with higher levels of psychological distress and burnout. These findings underscore the importance of promoting adaptive coping mechanisms among police officers to enhance their well-being and resilience in the face of demanding and stressful work environments. In general, the Brief COPE subscales tend to have moderate to good internal consistency, with Cronbach's alpha values typically ranging from 0.50 to 0.80.

Data Gathering Procedure - The research process began with a comprehensive review of existing literature on work engagement, stress, and coping mechanisms among police officers. This review helped refine the research questions and hypotheses, ensuring the study's relevance and contribution to the existing body of knowledge. In doing this study, the following was observed. First, the researcher meticulously crafted the research questions, seeking to understand the levels of work engagement, the specific stressors that weighed heavily on officers, and the effectiveness of their coping strategies. The researcher delved into the existing literature, both international and local, to gain a solid foundation for her study. Next, she chose a descriptive survey approach that allowed the researcher to gather numerical data using standardized scales to measure work engagement, stress, and coping strategies among police officers. To ensure that the study was representative of the diverse PNP workforce, she carefully selected a sample of officers from various ranks, genders, and regions. She sought ethical approval to protect the officers' confidentiality and well-being, recognizing the sensitive nature of her inquiry. Data collection was a multi-faceted endeavor. After obtaining the necessary permission to conduct the study, she distributed the surveys both online and in person, ensuring participant anonymity to encourage honest answers. Once all responses were collected, she began the data analysis process by tallying and calculating frequency counts in Microsoft Excel. The compiled data was then forwarded to her designated statistician, who performed computations and analyzed the survey results, including respondent profiles, levels of work engagement and stress, comparisons across different profiles, and correlations between the variables.

Data Analysis - This study employed both descriptive and inferential statistics in statistically treating the quantitative data obtained by the respondents. Descriptive statistics are used to summarize and describe the main features of a data set. They provide a snapshot of the data, allowing them to understand its central tendencies, variability, and distribution while inferential statistics are used to make inferences or draw conclusions about a population based on a sample of data. In describing the profile of the respondents, frequency, and percentage

were used, and weighted mean in determining the work engagement, stress, and coping mechanisms employed by the respondents. In testing the differences of the three variables when compared based on their profile, analysis of variance (ANOVA) was employed and Pearson-r for the correlation of the three variables.

Ethical Consideration - In the pursuit of understanding the complex interplay of work engagement, stress, and coping mechanisms among police officers, the researcher recognized that ethical considerations were not merely a formality, but a moral compass guiding every step of the research journey. The researcher approached this research with a deep sense of responsibility, acknowledging the sensitive nature of the topic and the potential vulnerability of the participants. She understood that police officers often face unique stressors and challenges in their line of work, and they wanted to ensure that her research not only contributed to knowledge but also upheld the highest ethical standards. The researcher's priority was obtaining informed consent. She explained the purpose, procedures, and potential risks of the study to each officer in clear and understandable language. She emphasized that participation was entirely voluntary and that they could withdraw at any time without consequence. The researcher also highlighted the potential benefits of the research, such as contributing to a better understanding of police well-being and informing policies and practices aimed at supporting officers. Confidentiality was another cornerstone of the ethical approach. She ensured that all data collected would be anonymized and that individual responses would never be linked back to specific officers. She utilized secure data storage methods and implemented strict protocols to protect participant identities.

The researcher was mindful of the potential that her research will trigger emotional distress to her respondents for she knows that police work can involve exposure to traumatic events. Along with it, she provided resources for mental health support and ensured that officers knew they could access help if needed. The researcher also grappled with the issue of power dynamics and created a safe and non-judgmental space for officers to share their experiences honestly, assuring them that their voices mattered. Throughout the research process, she engaged in ongoing dialogue with police organizations and stakeholders. She sought their input on the research design, data collection methods, and interpretation of findings. This collaborative approach ensured that her research was relevant, respectful, and responsive to the needs of the police community. In disseminate the findings, she would be careful to avoid sensationalizing or stigmatizing police officers. She may present the results with nuance and sensitivity, emphasizing the complexities of police work and the importance of supporting officer well-being. Ultimately, the ethical considerations were not just a checklist of requirements but a reflection of her respect for the dignity and well-being of police officers. The researcher believed that conducting research ethically is not only a moral imperative but also a prerequisite for producing meaningful and impactful findings.

3. Results and discussion

Table 1 presents the demographic profile of police officers in the Philippines. Based on a survey of 363 respondents, results reveal that in terms of sex distribution, there are 259 (71.3%) males and 104 (28.7%) females. Hence, a related study that supports the demographic profile of police officers in the Philippines is the study conducted by Cabila et al. (2023) which highlighted the challenges and experiences of female police officers within a predominantly male environment. The study emphasized that despite the increasing awareness of gender equality issues, women still represent a small fraction of the police workforce, comprising less than 10% of all police personnel in many regions, which aligns with the findings from the demographic profile indicating a significant male majority among police officers (Cabila et al. 2023).

The age distribution reveals that most officers are between 31 and 50 years old, with 150 respondents (41.3%) aged 31-40 and 160 (44.1%) aged 41-50, while only 45 officers (12.4%) aged 21-30 and a mere 8 (2.2%) are 51 years or older. A study conducted by Magtaan et al. (2024) in terms of the demographic and socio-cultural profiles of the Philippine National Police Members, findings showed that the age distribution of police officers and found that a significant number of respondents were aged 26 to 30 years (44.54%). This aligns with the findings that most officers fall within the age range of 31 to 50 years, indicating a trend towards a more

experienced workforce.

Table 1

Respondents Demographic Profile (n = 363)

Profile	f	%
Sex		
Male	259	71.3
Female	104	28.7
Age		
21 – 30	45	12.4
31 - 40	150	41.3
41 - 50	160	44.1
51 and above	8	2.2
Rank		
Pat.	54	14.9
PCpl.	26	7.2
PSSg.	43	11.8
PMSg.	102	28.1
PSMS	15	4.1
PCMS	22	6.1
PEMS	10	2.8
PLT	7	1.9
PCPT	79	21.8
PMAJ	2	.6
PLTCOL	2	.6
PCOL	1	.3
Civil Status		
Single	76	20.9
Married	280	77.1
Widow/er	6	1.7
Separated	1	.3
Years in PNP		
1 – 5 years	48	13.2
6 – 10 years	39	10.7
11 – 15 years	157	43.3
16 – 20 years	78	21.5
21 – 30 years	38	10.5
30 +	3	.8
Educational Attainment		
College	314	86.5
Masteral Degree	47	12.9
Doctoral Degree	2	.6
Monthly Income		
20k – 30k	80	22.0
30k – 40k	115	31.7
40k – 50k	77	21.2
50k – 60k	48	13.2
60k-70k	17	4.7
70k – 80k	13	3.6
80k-90k	9	2.5
90 – 100k	2	.6
100k+	2	.6

Regarding rank distribution, most respondents hold ranks such as Patrolman (14.9%), Police Captain (21.8%), and Police Master Sergeant (28.1%). This result is similar to the community survey on the performance of the Philippine National Police done by Deri et al., (2020) which discusses rank distribution among police officers, noting that a majority hold lower ranks such as Patrolman and Police Corporal, similar to the findings that many respondents are Patrolmen and Police Captains. The civil status of the officers indicates that a substantial majority are married, with 280 officers (77.1%) reporting this status, while only 76 (20.9%) are single. In the study on the program implementation of community-oriented policing, it was found that a significant majority of police officers were married, mirroring the demographic profile where 77.1% of respondents reported being married (Cawaling et al., 2020).

In terms of years in service, most officers have considerable experience, with 157 respondents (43.3%) having served between 11 and 15 years, followed by those serving between 16 and 20 years (21.5%). This finding is similar to the study conducted by Magtaan et al. (2024) regarding to demographic profiles of Police Officers, it was highlighted that many police officers have served between 5 to 10 years, which complements the finding that a considerable number have served between 11 and 15 years. The educational attainment of the officers is notably high; a significant majority, 314 respondents (86.5%), hold a college degree, while 47 (12.9%) have obtained a master's degree. This finding is again similar to the result of the paper conducted by Magtaan et al. (2024) which indicated that a high percentage of police officers are college graduates, supporting the finding that a significant majority hold at least a college degree.

Finally, the survey also assessed monthly income, revealing that many officers earn between PHP 30,000 and PHP 40,000, with 115 respondents (31.7%) falling within this range. Again, similar to other profiles of the police officers, in a study that examined police personnel's demographics and their correlation with administrative offenses, it was found that most officers earn below PHP 50,000 monthly, which aligns with the finding that many officers earn between PHP 30,000 and PHP 40,000 (Magtaan et al. 2024). Overall, this demographic profile illustrates a well-educated, experienced police force that is predominantly male and married, reflecting a stable workforce within the Philippine National Police.

Table 2
Respondents Work Engagement (n = 363)

Subscales	Mean	Std.dev.	Rank/ Interpretation
Vigor	17.97	4.80	2
Dedication	19.89	5.21	1
Absorption	14.61	4.45	3
Work Engagement	52.47 (md = 55.00)	13.35	Below Median

Legend: higher scores indicate a higher tendency

Table 2 presents the work engagement levels of police officers in the Philippines, based on a survey of 363 respondents. The table includes three key components of work engagement: **vigor**, **dedication**, and **absorption**, along with their respective mean scores, standard deviations, and overall interpretation. The mean score for **vigor** is **17.97** with a standard deviation of **4.80**, ranking it second among the three components. Vigor reflects the level of energy and mental resilience that officers feel towards their work; however, the score being below the median (55.00) indicates that while officers exhibit a reasonable level of energy, there is still room for improvement in their enthusiasm and stamina at work. In contrast, **dedication** has the highest mean score of **19.89** and a standard deviation of **5.21**, ranking it first. This component measures the sense of significance, pride, and inspiration that officers derive from their roles, suggesting that they feel a strong commitment to their duties as law enforcers and find meaning in their work. The results of this study are similar to the research conducted by Caw-it et al. (2022) that examined dedication in terms of work engagement among police officers. The study found that police officers exhibited high levels of work engagement, with dedication scoring the highest average at 4.21, indicating a very high level of commitment and pride in their roles. Lastly, **absorption**, with a mean score of **14.61** and a standard deviation of **4.45**, ranks third. This dimension assesses how deeply engaged officers are in their tasks, indicating their ability to focus fully and become engrossed in their activities. Similar to vigor, this score also falls below the median, suggesting that while officers can concentrate on their tasks, there may be distractions or challenges that prevent them from achieving full immersion in their work.

Similar to the results presented, a study by Caw-it et al. (2022) found that dedication was the strongest predictor of work engagement among police officers in Zamboanga del Sur, with a mean score of 4.21 for dedication compared to lower scores for vigor (4.07) and absorption (4.09). This aligns with the findings in Table 2, where dedication also received the highest mean score. The overall work engagement score is **52.47**, which is below the median score of **55.00**, indicating that while police officers show dedication to their roles, there are aspects of vigor and absorption that could be enhanced for better overall work engagement.

Table 3*Respondent's Stress (n = 363)*

Variable	mean	Md	Std.dev	Interpretation
Police Stress	49.41	46.00	22.58	Above Median

Legend: higher scores indicate a higher tendency

Table 3 displays findings related to the stress levels experienced by a sample of 363 respondents, likely police officers or individuals in similar high-stress occupations. The data includes a mean stress score of 49.41, a median score of 46.00, and a standard deviation of 22.58, with an interpretation indicating that the overall stress levels are "Above Median." This analysis provides critical insights into the occupational stress faced by police officers, which is supported by various studies highlighting the prevalence and impact of stress in law enforcement. The mean stress score of 49.41 suggests that, on average, respondents experience a moderate to high level of stress. This score is significant as it reflects the central tendency of stress levels among the sample. Although a mean score above 50 would typically indicate higher stress levels, the interpretation as "above median" indicates that while not excessively high, these stress levels are notable and warrant attention. The median score of 46.00 reveals that half of the respondents report stress levels below this value and half report above it. The fact that the mean exceeds the median suggests a right-skewed distribution, indicating that some respondents experience significantly higher stress levels than others. This variability is further emphasized by the standard deviation of 22.58, which indicates considerable dispersion in stress scores among respondents. Such variability may reflect differences in individual coping mechanisms, personal circumstances, or work environments.

The finding that respondents experience above-median stress levels has several implications for mental health and occupational well-being within law enforcement. High occupational stress among police officers is associated with various mental health issues, including anxiety, depression, and burnout (Violanti et al., 2019). A study conducted on Portuguese police officers found that 85% reported high operational stress levels, with significant implications for their mental health (Cumming et al., 2020). This underscores the necessity for regular assessments of stress and burnout levels within police forces. Research shows that high stress levels negatively affect police officers' job performance. About 80% of the differences in how well officers perform their jobs are due to job stress, meaning it's very important to manage these stressors to improve their effectiveness (Van Hasselt et al., 2019). The variability in stress scores suggests a need for effective coping strategies tailored to the unique challenges faced by police officers. Studies have shown that officers who employ adaptive coping strategies tend to experience lower levels of occupational stress (Liu et al., 2019). Therefore, implementing training programs focused on resilience and coping mechanisms could help mitigate the adverse effects of stress.

From all the perspectives presented, by the researcher who is also a Police Officer, the finding that police officers experience stress levels above the median is significant and reflects a complex interplay of factors that contribute to their occupational stress. Analyzing this phenomenon reveals several key insights into the nature of police work, the psychological impact on officers, and the broader implications for law enforcement agencies. Police work inherently involves exposure to dangerous and unpredictable situations, which can lead to chronic stress. Officers frequently encounter violent incidents, domestic disputes, and traumatic events, such as witnessing death or injury (Cummings et al., 2021). According to a review published in *Frontiers in Psychology*, 85% of surveyed officers reported high operational stress levels, with 28% experiencing significant distress (Frontiers in Psychology, 2020). This indicates that a substantial portion of officers is operating under considerable psychological strain.

In summary, Table 3 highlights concerning levels of stress among police officers, with an average score indicating moderate to high-stress levels. Given the significant implications for mental health, job performance, coping strategies, organizational support, and community relations, law enforcement agencies must prioritize interventions aimed at reducing stress and enhancing officer well-being. Regular assessments and tailored support systems can help address these challenges effectively.

Table 4*Coping Strategies Employed by the Respondents (n = 363)*

Subclass	mean	Std.dev.	Rank/ Interpretation
Active Coping	3.46	0.81	4
Planning	3.42	0.79	5
Positive Reframing	3.55	0.70	2.5
Acceptance	3.55	0.73	2.5
Humor	3.06	0.89	8
Religion	3.67	0.65	1
Emotional Support	3.32	0.79	6
Instrumental Support	3.21	0.83	7
Self Distraction	2.89	0.88	9
Denial	2.24	1.01	11
Venting	2.45	0.95	10
Substance Use	1.71	1.03	14
Behavioral Disengagement	1.87	1.05	13
Self Blame	2.03	1.05	12
Overall Coping	2.89 (md:2.86)	0.53	Above Median

Legend: A higher score indicates a higher tendency

Table 4 outlines the coping strategies employed by a sample of 363 respondents, presumably police officers, indicating their mean scores, standard deviations, and rankings for various coping sub scales. Understanding these coping strategies is crucial for assessing how police officers manage stress and challenges inherent in their roles. Below is a thorough discussion of the findings in relation to existing literature on coping strategies among police officers. Coping strategies are essential mechanisms that individuals use to manage stress and adversity. In the context of police work, which is often associated with high levels of stress, trauma, and emotional challenges, effective coping strategies can significantly impact officers' mental health and job performance. The highest-ranking coping strategy among respondents is religion with a mean of 3.67. This finding aligns with previous studies indicating that spirituality and religious beliefs can provide significant emotional support and resilience for police officers (Miller et al., 2019). Engaging in religious practices may help officers find meaning in their work and cope with the stresses associated with law enforcement. This suggests that police officers often turn to religion as a coping strategy probably for emotional support, resilience, meaning-making, and coping with trauma reflecting the unique stressors associated with their profession.

Religion provides a significant source of emotional support for police officers facing the daily stresses of their jobs. Engaging in religious practices such as prayer, attending services, or seeking guidance from spiritual leaders can help officers manage feelings of isolation and anxiety. According to research, officers who utilize religious coping mechanisms report lower levels of occupational stress and better mental health outcomes (Beehr et al., 1995; Robinson, 2019). Similarly, the nature of police work often involves exposure to traumatic events, which can lead to feelings of helplessness and despair. Religion offers a framework for meaning-making, allowing officers to interpret their experiences in a way that promotes psychological healing. This is particularly relevant for police officers who encounter critical incidents that challenge their worldview. Furthermore, religious coping strategies have been shown to mitigate the effects of trauma among police officers. Practices such as prayer or meditation can serve as forms of emotional regulation, helping officers to process their experiences and reduce symptoms of post-traumatic stress disorder (PTSD).

Ranks 2.5 are positive re-framing (mean: 3.55) and acceptance (mean: 3.55). Both positive re-framing and acceptance are adaptive coping strategies that allow officers to view stressful situations in a more positive light or to accept circumstances that cannot be changed. Research suggests that these strategies can enhance psychological well-being and reduce burnout among law enforcement personnel (Sonnentag et al., 2015). Since police officers are frequently exposed to high levels of stress due to the nature of their work, which involves responding to emergencies, managing conflicts, and encountering traumatic events, many officers employ various coping strategies, among which positive re-framing allows officers to reinterpret stressful situations in a more constructive light, thereby enhancing their resilience and overall mental health.

Positive re-framing is a cognitive coping strategy that involves changing one's perspective on a stressful situation to view it in a more positive or manageable way. This technique not only helps in reducing the immediate emotional impact of stressors but also fosters long-term psychological resilience. Hence, positive reframing serves as an essential coping strategy for police officers facing significant occupational stressors. Recent studies underscore its effectiveness in promoting resilience, reducing anxiety, and improving mental health outcomes among law enforcement personnel. By prioritizing training programs that encourage the use of positive reframing and other adaptive coping strategies, police departments can foster a healthier work environment that ultimately benefits both officers and the communities they serve.

In addition to this, it resulted in this academic undertaking that acceptance is also used by police officers as one of their coping strategies. Acceptance is a vital coping strategy employed by police officers to manage the high levels of stress associated with their profession. This strategy involves acknowledging the reality of stressful situations without attempting to change them, allowing officers to regulate their emotional responses and maintain psychological well-being. In the context of law enforcement, where officers frequently encounter traumatic events and high-pressure scenarios, acceptance can serve as an effective tool for coping with occupational stress. Relative to this, acceptance helps police officers manage their emotional responses to stressors by accepting the circumstances they face, officers can reduce the emotional turmoil that often accompanies high-stress situations. A study by Cummings et al. (2021) found that acceptance was associated with lower levels of emotional distress among police officers, enabling them to respond more effectively during critical incidents. Similarly, acceptance contributes to resilience, a crucial trait for police officers facing traumatic incidents.

In terms of the lowest-ranking strategies, it was found that self-blame (mean:2.03), behavioral disengagement (mean:1.87), and substance use (mean:1.71) are not common coping mechanisms among the respondents. This finding is encouraging, as reliance on substances can lead to further complications such as addiction or deteriorating mental health (Violanti et al., 2019). This suggests that these maladaptive coping mechanisms are not prevalent among the respondents, which can have positive implications for their mental health and overall well-being. The low mean score for self-blame reflects a negative coping style that can exacerbate feelings of inadequacy or guilt among officers facing challenging situations. The low utilization of self-blame as a coping strategy among police officers can be attributed to its negative impact on mental health, the emphasis on problem-solving approaches, cultural stigma within law enforcement, supportive structures available to officers, and resilience training programs. These factors collectively contribute to a more adaptive coping framework that prioritizes mental well-being and effective stress management. As to substance use, this indicates that police officers in this study are less likely to rely on alcohol or drugs as a coping mechanism for stress. This is particularly noteworthy given the documented prevalence of substance abuse within law enforcement, where high levels of occupational stress can lead to maladaptive coping strategies (Dietrich et al., 1986; Chopko et al., 2024). The reduced reliance on substances may reflect a growing awareness among officers about the long-term consequences of such behaviors, including addiction and deteriorating mental health (Violanti et al., 2019).

In terms of behavioral disengagement, this involves withdrawing from stressors rather than actively coping with them. The low ranking suggests that officers may be more inclined to engage in their challenges rather than avoid them. This proactive approach is vital in high-stress environments like policing, where confronting issues directly can lead to better outcomes both personally and professionally (Gershon et al., 2009). As such, the overall mean score for coping strategies is reported at 2.89, which is above the median score of 2.86. This suggests that respondents generally employ a range of coping strategies effectively but may benefit from additional training or resources focused on enhancing adaptive coping mechanisms. The findings from this study highlight the diverse range of coping strategies employed by police officers, with an emphasis on adaptive methods such as religion, positive re-framing, acceptance, active coping, and planning being most prevalent. These strategies contribute positively to their ability to manage occupational stressors effectively.

Table 5*Differences in the Respondent's Work Engagement when Compared According to the Profile (n = 363)*

Profile	u/H	p-value	Interpretation
Age			
Vigor	8.598	.035	Significant
Dedication	10.487	.015	Significant
Absorption	7.844	.049	Significant
Rank			
Vigor	20.160	.043	Significant
Dedication	25.272	.008	Significant
Civil Stat			
Vigor	8.387	.039	Significant
Years in PNP			
Dedication	13.619	.018	Significant
Monthly Income			
Dedication	16.667	.034	Significant

Legend: Difference is significant at 0.05 alpha level. NOTE: Only those profiles of the respondents with significant differences in work engagement are presented.

Table 5 depicts the difference in work engagement when compared based on respondents' profiles. The findings reveal that age, rank, and civil status have significant differences in work engagement among police officers. Specifically, the significant p-values for vigor (p-value of .035), dedication (p-value of .015), and absorption (p-value of .049) across different age groups suggest that younger officers may exhibit different levels of engagement compared to their older counterparts. This aligns with research by Bakker et al. (2019), which indicates that younger employees often have higher energy levels and a greater propensity for engagement due to their career stage and enthusiasm for their roles. The significance of age as a factor in work engagement suggests that different age groups experience and respond to work-related challenges differently. Research indicates that younger officers often exhibit higher levels of vigor and dedication compared to their older counterparts. For instance, Sheikh et al. (2024) found that younger police officers reported greater job satisfaction and lower levels of exhaustion, likely due to their enthusiasm and adaptability in early career stages. In contrast, older officers may face different life circumstances, such as increased family responsibilities or nearing retirement, which can influence their engagement levels.

Rank also plays a significant role in determining work engagement levels among police officers. Higher-ranking officers typically report greater dedication and vigor compared to lower-ranking personnel. This can be attributed to the increased responsibilities and decision-making authority associated with higher ranks, which often lead to a greater sense of purpose and fulfillment in their roles (Sonnentag et al., 2015). A study by Bakker et al. (2019) supports this notion, indicating that officers in leadership positions tend to have higher job satisfaction and engagement due to their involvement in shaping departmental policies and mentoring junior officers. Conversely, lower-ranking officers may experience feelings of stagnation or frustration due to limited opportunities for advancement, which can negatively impact their engagement levels.

On the other hand, civil status is another significant factor influencing work engagement among police officers. The data suggests that married officers may exhibit different engagement dynamics compared to single officers. Research indicates that married individuals often have more stable support systems, which can enhance their resilience against occupational stressors (Brough et al., 2004 as cited by Okan et al. (2024). A study conducted by Cummings et al. (2021) found that married police officers reported higher levels of job satisfaction and lower burnout rates, likely due to the emotional support they receive from their spouses. In contrast, single officers may face unique challenges related to work-life balance and social isolation, which can affect their overall engagement with their work.

Similarly, rank appears to influence engagement levels, with higher-ranking officers reporting greater vigor (p-value of 0.43) and dedication P-value of .0048). This may be attributed to increased responsibility and a sense of purpose associated with leadership roles (Sonntag et al., 2015 as cited by Duran et al. (2024). Notably, civil

status also plays a role; married officers may experience different engagement dynamics compared to single officers due to varying support systems and responsibilities outside of work (Brough et al., 2004 as cited by Okan et al., 2024). Conversely, factors such as sex, years in service, educational attainment, and monthly income did not show significant differences in work engagement levels. The non-significant results regarding sex suggest that both male and female officers experience similar levels of engagement despite the challenges faced in a predominantly male-dominated field (Miller et al., 2019). Additionally, the lack of significant findings related to years of service may indicate that while experience is valuable, it does not necessarily correlate with higher engagement; rather, it may be the nature of the work environment or support systems that play a more critical role in sustaining officer engagement over time.

Overall, these findings highlight the complex interplay between demographic factors and work engagement within police forces. Understanding these dynamics is essential for developing targeted interventions aimed at enhancing officer engagement and well-being. By addressing the unique needs of different groups within the police force particularly younger officers and those in leadership positions, law enforcement agencies can foster a more engaged workforce that is better equipped to handle the demands of the police.

Table 6

Differences in the Respondent's Stress when grouped according to Profile (n = 363)

Profile	u/H	p-value	Interpretation
Sex	13165.500	.738	Not Significant
Age	2.580	.461	Not Significant
Rank	11.677	.388	Not Significant
Civil Status	1.517	.678	Not Significant
Years in PNP	6.438	.266	Not Significant
Educational Attainment	2.066	.356	Not Significant
Monthly Income	6.223	.622	Not Significant

Legend: Difference is significant at 0.05 alpha level

Table 6 illustrates the differences in stress levels among police officers when grouped according to various demographic and professional profiles, including sex, age, rank, civil status, years in the Philippine National Police (PNP), educational attainment, and monthly income. The results indicate that none of these factors showed statistically significant differences in stress levels, as reflected by the p-values obtained for each category.

For sex, the Wilcoxon rank-sum test statistic was 13165.500 with a p-value of 0.738, indicating no significant difference in stress levels between male and female officers. This finding aligns with previous studies suggesting that while there may be perceived differences in stress experiences based on gender, actual reported stress levels do not significantly differ (Violanti et al., 2019 as cited by McCarty et al., 2024). As to the age group, analysis yielded a test statistic of 2.580 and a p-value of 0.461 also indicating no significant differences in stress levels across different age groups. This result is consistent with findings from a systematic review by Kumasey et al. (2020), which suggested that age does not significantly influence perceived stress levels among police officers. The results from this analysis indicate that age may not be a determining factor in the stress experienced by police officers. The non-significant p-value of 0.461 suggests that regardless of whether officers are younger or older, their reported stress levels remain relatively consistent. This is an important finding as it challenges common assumptions that older officers, due to their experience, might handle stress differently than their younger counterparts.

In relation to rank, the result produced a test statistic of 11.677 and a p-value of 0.388, showing no significant differences in stress based on rank within the police force. This suggests that regardless of rank, officers experience similar levels of stress, which may be attributed to systemic organizational stressors that affect all ranks similarly (Shane, 2010 as cited by Khamis et al., 2023). The non-significant indicates that rank does not play a critical role in determining stress levels among police officers. This is an important observation, as it challenges the assumption that higher-ranking officers might experience less stress due to their perceived

authority and decision-making power. Instead, it suggests that all officers, regardless of their rank, are subjected to similar organizational pressures and stressors inherent in policing.

For civil status with a test statistic of 1.517 and a p-value of 0.678, it did not significantly impact stress levels among officers. This finding is noteworthy as it suggests that the support systems typically associated with marital status may not sufficiently buffer against occupational stressors faced by police personnel. The non-significant p-value obtained implies that whether an officer is married, single, or in another civil status category does not lead to meaningful differences in their reported stress levels. This challenges the common assumption that marital status inherently provides a protective factor against the stresses associated with police work. While it is often believed that being married offers emotional support and stability, the findings suggest that this support may not be adequate to mitigate the unique and intense stressors encountered in law enforcement. Research has shown that police work is characterized by high levels of occupational stress due to factors such as exposure to violence, long hours, and the emotional toll of dealing with traumatic incidents (Violanti et al., 2019).

As regards the analysis for years of service, findings yielded a test statistic of 6.438 and a p-value of 0.266, indicating no significant differences in stress levels based on tenure within the PNP. This suggests that longer service does not necessarily correlate with lower stress levels, which is supported by research indicating that chronic exposure to stressful situations can accumulate over time without leading to improved coping (McCanlies et al., 2014). Likewise, this implies that the duration of service in the police force does not lead to meaningful variations in stress levels experienced by officers. This finding challenges the assumption that increased experience and tenure would naturally result in better-coping mechanisms or reduced stress. Instead, it suggests that chronic exposure to stressful situations may accumulate over time without leading to improved resilience or coping strategies. Moreover, findings from other studies indicate that stress levels often peak during specific career stages rather than declining with experience. For instance, research has shown that police officers typically experience heightened stress during their early years as they adjust to the realities of the job, followed by a potential increase in stress again as they face burnout or disillusionment later in their careers (Violanti et al., 2019). This cyclical pattern suggests that while some officers may become more adept at managing stress over time, others may find themselves overwhelmed by cumulative experiences.

When it comes to educational attainment, the results showed a test statistic of 2.066 and a p-value of 0.356, indicating no significant differences in stress levels based on education level. This finding suggests that educational background does not play a critical role in how police officers perceive or manage their stress. This finding highlights the complexity of occupational stress in law enforcement and suggests that systemic factors play a more crucial role than individual characteristics such as education. To effectively address officer stress, law enforcement agencies should implement targeted interventions focusing on organizational support and coping strategies rather than relying solely on educational qualifications.

Finally, the monthly income analysis produced a test statistic of 6.223 and a p-value of 0.622, showing no significant differences in stress levels related to income brackets among officers. This finding emphasizes the importance of focusing on systemic organizational factors that contribute to occupational stress rather than relying solely on financial compensation to improve officer well-being. By addressing these systemic issues through targeted interventions and support systems, law enforcement agencies can create a healthier work environment for all personnel. This finding suggests that law enforcement agencies should focus on improving organizational support and addressing systemic issues rather than relying solely on financial compensation to mitigate occupational stress. By doing so, they can foster a healthier work environment for officers and enhance their overall well-being.

The overall lack of significant differences in stress levels across various profiles highlights the pervasive nature of occupational stress within law enforcement, suggesting that systemic factors may overshadow individual demographic characteristics when it comes to experiencing work-related stressors. As Bailey (2021),

organizational factors such as negative relationships with superiors and inadequate support systems are primary contributors to occupational stress among police officers, regardless of personal characteristics.

Table 7

Differences in the Respondent's Coping Strategies when Compared According to the Profile (n = 363)

Profile	u/H	p-value	Interpretation
Age			
Behavioral Disengagement	8.508	.037	Significant
Self-Blame	10.848	.013	Significant
Rank			
Active Coping	36.620	.000	Significant
Positive Reframing	28.363	.003	Significant
Acceptance	23.892	.013	Significant
Emotional Support	23.113	.017	Significant
Self-Distracton	25.523	.008	Significant
Denial	22.583	.020	Significant
Venting	25.205	.009	Significant
Substance Use	23.955	.013	Significant
Behavioral Disengagement	31.020	.001	Significant
Self-Blame	33.732	.000	Significant
Years in PNP			
Venting	11.964	.035	Significant
Substance Use	15.622	.008	Significant
Behavioral Disengagement	13.858	.017	Significant
Self-Blame	17.139	.004	Significant
Monthly Income			
Behavioral Disengagement	23.481	.003	Significant
Self-Blame	19.507	.012	Significant

Legend: Difference is significant at 0.05 alpha level. NOTE: Only those profiles with significant differences are presented in the Table.

The results from Table 7 indicate significant differences in the coping strategies employed by police officers based on various demographic profiles, including age, rank, years of service in the Philippine National Police (PNP), and monthly income. The findings highlight various coping strategies that are adaptive or maladaptive, reflecting how officers manage the stressors associated with their profession. The analysis of coping strategies among police officers, as detailed in Table 7, reveals significant differences based on demographic factors such as age, rank, years of service in the Philippine National Police (PNP), and monthly income. These findings highlight the varied ways in which officers cope with the stressors inherent in their profession and underscore the importance of understanding these dynamics to improve their officers' well-being.

The result shows that younger officers exhibited significant tendencies towards behavioral disengagement ($u/H = 8.508$, $p = .037$) and self-blame ($u/H = 10.848$, $p = .013$). Behavioral disengagement indicates a tendency to withdraw from stressful situations rather than actively confronting them. This withdrawal can lead to avoidance of necessary coping mechanisms and may exacerbate stress over time. Additionally, self-blame as a coping strategy suggests that younger officers may internalize stressors, attributing personal failure to external pressures, which can result in negative psychological outcomes. Research by Silva et al., (2020) supports this notion, indicating that younger officers often prefer emotion-focused strategies like avoidance and self-blame rather than problem-solving approaches.

From the table, the data reveal that higher-ranking officers employ more effective coping strategies compared to their lower-ranking counterparts. For instance, active coping ($u/H = 36.620$, $p = .000$) indicates a proactive approach to managing stress, while positive re-framing ($u/H = 28.363$, $p = .003$) reflects their ability to reinterpret stressful situations positively. Additionally, strategies such as acceptance ($u/H = 23.892$, $p = .013$) and seeking emotional support ($u/H = 23.113$, $p = .017$) were significantly associated with higher ranks. This suggests that those in leadership positions not only have more resources at their disposal but also possess better skills for managing stress effectively. The findings align with research indicating that higher-ranking officers are more likely to utilize adaptive coping mechanisms that enhance resilience (Haugen et al., 2019).

In terms of rank-related coping strategies, as officers accumulate years of service, certain maladaptive coping strategies become more pronounced. Significant results for venting ($u/H = 11.964$, $p = .035$), substance use ($u/H = 15.622$, $p = .008$), behavioral disengagement ($u/H = 13.858$, $p = .017$), and self-blame ($u/H = 17.139$, $p = .004$) suggest that longer service may lead to increased reliance on these less effective coping mechanisms. This trend may stem from prolonged exposure to occupational stressors without adequate support or coping resources, leading to burnout and diminished mental health over time.

As regards to monthly income, the analysis also revealed significant findings related to monthly income, particularly for behavioral disengagement ($u/H = 23.481$, $p = .003$) and self-blame ($u/H = 19.507$, $p = .012$). Officers with lower incomes may be more prone to disengaging from stressors and blaming themselves for their circumstances, reflecting the financial pressures that can exacerbate occupational stress. This aligns with findings from previous studies indicating that financial instability can significantly impact mental health and coping strategies among police personnel (Soomro et al., 2018).

In summary, the results indicate that demographic factors such as age, rank, years of service, and monthly income significantly influence the coping strategies employed by police officers. Younger officers tend to engage in maladaptive strategies like behavioral disengagement and self-blame while higher-ranking officers are more likely to utilize adaptive approaches such as active coping and emotional support seeking. As officers gain experience within the PNP, there is a noticeable shift towards maladaptive coping mechanisms like venting and substance use. These findings underscore the need for law enforcement agencies to implement targeted interventions that promote effective coping strategies tailored to the specific needs of officers based on their demographic profiles. By fostering a supportive organizational culture and providing resources for mental health and resilience training, agencies can better equip officers to manage the unique stresses associated with policing.

Table 8

Relationship among the Variables of the Study (n = 363)

	Work Engagement			Coping			Police Stress		
	rho	p-value	Int.	rho	p-value	Int.	rho	p-value	Int.
W.Engagement	-	-	-	.346	.000	HS	-.030	.564	NS
Coping	.346	.000	HS	-	-	-	.015	.779	NS
Police Stress	-.030	.564	NS	.015	.779	NS	-	-	-

The results presented in Table 8 illustrate the relationships among work engagement, coping strategies, and police stress among officers. The findings reveal significant correlations between work engagement and coping strategies, while the relationship between stress and both work engagement and coping strategies appears to be non-significant.

As to the relationship between work engagement and coping strategies, the analysis indicates a strong positive correlation between work engagement and coping strategies ($\rho = 0.346$, $p = 0.000$), suggesting that higher levels of work engagement are associated with more effective coping mechanisms among police officers. This finding aligns with previous research that emphasizes the importance of work engagement in enhancing an officer's ability to manage stress effectively. For instance, a study by Lan et al. (2020) found that organizational support significantly boosts police officers' work engagement, which in turn improves their active participation in coping with job-related stressors. This positive relationship implies that engaged officers are likely to employ adaptive coping strategies, such as seeking social support or actively addressing problems rather than resorting to avoidance or maladaptive methods.

Conversely, the relationship between police stress and both work engagement ($\rho = -0.030$, $p = 0.564$) and coping strategies ($\rho = 0.015$, $p = 0.779$) is non-significant. This suggests that variations in police stress do not significantly influence the officers' levels of work engagement or their choice of coping strategies. The lack of significant correlation may indicate that police officers experience stress as a constant element of their job, which does not necessarily translate into changes in how they engage with their work or cope with challenges.

Furthermore, findings from a study conducted by Huang et al. (2019) suggest that while stress is prevalent in policing, its impact on individual performance may vary widely based on personal resilience and support systems rather than directly affecting coping mechanisms.

These results underscore the importance of fostering work engagement through organizational support and training programs aimed at enhancing adaptive coping strategies among police officers. Given the strong correlation between work engagement and effective coping, law enforcement agencies should prioritize initiatives that promote officer's well-being and resilience. For example, implementing resilience training programs could equip officers with skills to better manage stress while enhancing their overall engagement with their roles. Additionally, creating a supportive organizational culture where officers feel valued and connected can further bolster both work engagement and effective coping mechanisms.

In summary, the analysis reveals a significant positive relationship between work engagement and coping strategies among police officers, while the relationships between police stress and both work engagement and coping strategies are non-significant. These findings highlight the need for law enforcement agencies to focus on enhancing work engagement through supportive practices and training initiatives that promote adaptive coping strategies. By addressing these areas, agencies can help mitigate the effects of occupational stress on their personnel.

Table 9 presents the proposed psychological intervention program intended for Police officers. As gleaned from the table for respondents' low work engagement, a proposed Psychological Skills Training program is a targeted intervention designed to address the critical issue of low work engagement within law enforcement agencies. This program aims to enhance officer engagement and motivation through a structured series of activities that focus on developing psychological resilience and fostering a supportive work environment. The program is built around three main activities: conducting workshops on resilience training and mindfulness, implementing team-building exercises, and facilitating regular feedback sessions to assess engagement levels.

The first activity, workshops on resilience training and mindfulness is designed to equip officers with essential psychological skills that can help them manage the stressors associated with their roles. These workshops will cover techniques such as cognitive restructuring, stress management strategies, and mindfulness practices, which have been shown to significantly improve mental health outcomes for police personnel. Research indicates that such training programs can reduce symptoms of depression and anxiety while enhancing resilience, thereby mitigating the risks associated with the demanding nature of police work. By providing officers with tools to cope with stress effectively, these workshops aim to foster a greater sense of control and well-being among participants.

Table 9

Proposed Psychological Intervention Program for Police Officers

Key Result Areas	Objectives	Program	Activities	Responsible Persons	Success Indicators
Low Work Engagement	Enhance officer engagement and motivation	Psychological Skills Training This aims to enhance officer engagement and motivation by addressing low work engagement through a structured series of activities.	- Conduct workshops on resilience training and mindfulness - Implement team-building exercises - Facilitate regular feedback sessions to assess engagement levels	Training Coordinator	- Increased officer participation in activities - Improvement in self-reported engagement scores

Above Median Stress	Enhance mental resilience and coping skills.	ARMOR Program (Acquired Resilience for Mastering Operational Response)	- Workshops on self-awareness and mental skills - Training in biofeedback techniques - Group discussions on resilience strategies	Mental Health Professionals Trainers	Increased self-reported resilience scores in follow-up surveys.
	Promote physical health to mitigate stress effects.	Wellness and Fitness Program	Regular fitness classes (yoga, cardio) - Nutrition workshops - Healthy meal planning sessions	Fitness Trainers, Nutritionists	Improved health metrics (BMI, fitness levels) among participants.
	Establish strong peer support networks among officers.	Peer Support Program	- Training for peer supporters - Regular peer support meetings - Anonymous feedback sessions	Peer Support Coordinators	Increased participation in peer support activities.
	Encourage a healthy work-life balance to reduce burnout.	Work-Life Balance Initiatives	- Workshops on time management - Family involvement activities - Flexible scheduling options	Human Resources, Supervisors	Higher job satisfaction ratings in employee surveys
	Provide continuous education on stress management techniques.	Annual Stress Management Training	- Mandatory annual training sessions on stress management - Access to online resources and workshops	Training Department	Completion rates of training programs and positive feedback scores.

The second activity involves team-building exercises, which are crucial for enhancing communication, collaboration, and trust among officers. These exercises will be integrated into regular training sessions or organized retreats, focusing on activities that promote teamwork and problem-solving skills. Evidence suggests that team-building initiatives can lead to improved job satisfaction and stronger interpersonal relationships within the department. By fostering a sense of camaraderie and support among officers, these exercises can contribute to a more engaged workforce that feels connected to their colleagues and mission.

The third component of the program is the facilitation of regular feedback sessions. These sessions will provide a structured opportunity for officers to share their experiences, discuss challenges related to engagement, and provide feedback on the effectiveness of the training activities. By holding these sessions bi-monthly, the program ensures ongoing assessment and adaptation to meet the evolving needs of the officers. This feedback mechanism is essential for creating an environment of open communication, which has been linked to improved morale and job satisfaction within law enforcement agencies.

The Training Coordinator will oversee the implementation of this program, coordinating with mental health professionals who specialize in resilience training and facilitating team-building exercises. Supervisors will play a key role in encouraging participation among their teams and supporting the overall objectives of the program.

Success indicators for this intervention will include increased officer participation in activities targeting at least 75% attendance at workshops and team-building events and measurable improvements in self-reported engagement scores. Pre- and post-training surveys using validated scales will be utilized to assess changes in engagement levels, aiming for a minimum 20% increase following program implementation. In conclusion, the Psychological Skills Training program represents a proactive approach to enhancing officer engagement and motivation by addressing low work engagement through evidence-based practices. By focusing on resilience training, team-building exercises, and regular feedback mechanisms, this intervention seeks not only to improve individual officer well-being but also to foster a supportive organizational culture that enhances overall

departmental effectiveness.

The anticipated outcomes include improved mental health, increased job satisfaction, and stronger team dynamics within law enforcement agencies, ultimately leading to better service delivery in communities. The program focuses on developing mental resilience through workshops that enhance self-awareness and teach officers how to manage their mental states effectively. Activities include biofeedback training and group discussions that help officers share experiences and strategies.

For stress regulation, this provides practical tools for officers to regulate their stress responses. Activities such as mindfulness meditation and breathing exercises aim to equip officers with immediate techniques they can use during high-stress situations. In terms of physical wellness, acknowledging connection between physical health and stress management, Wellness and Fitness Program incorporates regular fitness classes and nutrition workshops designed to improve overall health, which can help mitigate the effects of occupational stress.

In terms of peer support systems, establishing a robust peer support program encourages officers to lean on each other for emotional support. Training peer supporters will ensure that officers have access to someone who understands the unique challenges they face. Lastly is work-life balance. To combat stress, initiatives promoting work-life balance will be implemented. Workshops on time management and family involvement activities will help officers maintain a healthy separation between work and personal life.

4. Conclusions and recommendations

Police officers in the Philippines are predominantly male, middle-aged, married workforce with high educational attainment and varying income levels which reveals critical areas for potential improvement in gender representation, work-life balance, community relations, and economic support structures within the police force. Respondents' level of work engagement ranks first on dedication, second on vigor and third on absorption. Furthermore, level of stress was notably high and employ religion as their coping mechanism likely suggest a critical concern for enhancing their performance and well-being. Work engagement varies significantly among police officers when analyzed by age, rank, civil status, years of service in the Philippine National Police (PNP), and monthly income with significant differences in coping strategies based on age, rank, years in service, and monthly income in which these results illustrate the complex interplay between demographic factors and psychological outcomes among police officers. The data indicates a significant positive correlation between work engagement and coping strategies suggesting that officers who exhibit higher levels of engagement in their work are also more likely to employ effective coping mechanisms. The proposed Psychological Intervention program intended for police officers experiencing low work engagement and high stress is to address the unique challenges faced by police officers, who often encounter high-stress situations and traumatic events that can lead to significant psychological distress.

Police officers may enhance their resilience, improve their engagement levels, and better manage the stresses associated with their demanding roles by prioritizing self-care practices such as regular exercise, adequate sleep, and a balanced diet, as these are foundational for managing stress and enhancing overall well-being. Families of police officers may help their loved ones cope with the challenges of low work engagement and high stress by strengthening familial bonds not only enhances the well-being of officers but also contributing to healthier family dynamics, ultimately fostering a more resilient law enforcement community. The Moral and Welfare Division (PNP) may design a more supportive environment that enhances work engagement while effectively managing stress levels among police officers in the PNP. Prioritizing mental health and well-being not only benefits individual officers but also contributes to improved service performance and community trust in law enforcement agencies. PNP Health Service specifically in the Department of Psychiatry may augment the mental health needs of officers facing low work engagement and high stress. Such initiatives not only improve individual well-being but also enhance overall departmental effectiveness by fostering a more engaged and resilient workforce. PNP officials may enhance police officers' work engagement while effectively

managing stress levels among police officers by prioritizing mental health and well-being not only benefits individual officers but also contributes to improved service performance and community trust in law enforcement agencies.

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