RESEARCH ARTICLE

A STRUCTURAL EQUATION MODEL ON ENGAGEMENT IN RELATION TO MORAL FOUNDATION, SELF-ESTEEM, AND QUALITY OF WORK LIFE AMONG CRIMINAL JUSTICE PRACTITIONERS IN REGION XII, PHILIPPINES

*Rogelio C. Palanog, JR. and Nestor C. Nabe, PhD

Master's student at Professional Schools, the University of Mindanao, Matina, Davao City, Philippines
The Faculty of Professional Schools, the University of Mindanao, Matina, Davao City, Philippines

ARTICLE INFO	ABSTRACT
	This paper utilized Structural Equation Modeling (SEM) in order to identify the best model for Criminal Justice Practitioners' employee engagement in relation to moral foundation, self-esteem and quality of work life. The study used a descriptive-predictive, quantitative, non-experimental research strategy. Using a stratified sampling procedure, 400 participants made up the sample size. Instruments that were adapted and standardized were used to survey these subjects. A range of statistical techniques, including the mean, multiple regression, Pearson product moment correlation, and structural equation model, were then used to assess the data. The study's outcomes disclosed that the level of self-esteem and level of moral foundation were all at a moderate level, and the level of quality of work life were rated as high, while the level of employee engagement were rank as very high. Additionally, it was shown that the participation of criminal justice practitioners was significantly correlated with all three exogenous variables. Regression analysis, however, revealed that moral foundation had no discernible impact on employee engagement, although self-esteem and work-life balance did. In terms of model fit comparison, the final model shows a significant enhancement in all fit measures. and out of the generated models it is considered the best-fit model of employee engagement of the criminal justice practitioners of region 12 and this was best anchored in direct relationship of the exogenous variable quality of work-life on the endogenous variable after model re-specification.

INTRODUCTION

Work engagement researches demonstrates the linkage intervening job reserve and work engagement and organizational-level resources and an organizational endeavor condition. In particular, they demonstrate that job resources and organizational engagement atmosphere are placed correlated with worker's work engagement, which is correlated with organizational resources including senior leadership, human resources practices, and strategic alignment. This implies that there may be significant promise in top-down strategies for employee engagement at work (Albrecht *et al.*, 2018). The level to which an employee is driven and has a good connection to their work is known as work engagement. Consequently, factors that affect work engagement have received a lot of attention (Aboramadan *et al.*, 2020; Aboramadan *et al.*, 2019). Research has demonstrated that work engagement has a favorable impact on performance, organizational commitment, innovation, and employee job

satisfaction (Agarwal, 2014; Lu *et al.*, 2014; Yalabik *et al.*, 2015). Furthermore, it has been demonstrated that job engagement affects personality traits (Woods &Sofat, 2013), self-regulation behaviors (De Clercq *et al.*, 2014), organizational trust (Ugwu *et al.*, 2014), and learning goal orientation (Adriaenssens *et al.*, 2015; Jones *et al.*, 2017; Matsuo, 2019).Thus, based on these organizational outcomes, it makes sense that ethical leadership could forecast work engagement. In effect, law enforcement is a profession that involves many moral and ethical issues. Reinforcing the weight of their ethical commitment and responsibility, criminal justice practitioners should develop a moral foundation. If it is not checked, it may compromise all other tasks and responsibilities (Russo, 2018).Employers are doing much effort to set up work-life equilibrium - promoting conditions for their personnel. Concurrently, businesses that are attentive with their organizational-level results are in favor of increasing employee engagement. This increased the inquiry of how work engagement and work-life equilibrium relate to each other. A related query relates to human resource development (HRD)

professionals who aim to assist companies with their organizational objectives as well as people in finding equilibrium between work and life (Wood *et al.*, 2020). This research on moral foundations is important because it will help criminal justice professionals identify moral content and become more sensitive to issues of right and evil. People must become acquainted with the substance of upholding moral standards and perceive the seriousness of their right commitments and obligations in order to carry out their work in the field. Criminal justice professionals must learn how to utilize force and authority over people, as well as power and compulsion in certain situations, in their capacity as authorities. To restate, the law would be of little service without ethics as its application would be uncertain. The criminal's connections will probably be governed by ethics, depending on their position within the criminal justice system (Tucker, 2018). Practitioners in criminal justice said they felt positively impacted by their professional job. Most of them said they are productive and proud of their work (Mondido, 2020). Worker's work engagement is positively impacted by their perceptual experience of corporate social responsibility, which is largely mediated by their joint self-esteem. Additionally, the association between employees' sensed CSR and joint self-esteem is tempered by their concern about face. CSR has a higher impact on employees' joint self-esteem when they care more about their appearance than when they care less. Businesses can more effectively develop their CSR strategy by having a profound discernment of the results, mediation mechanisms, and boundary conditions of perceived CSR on work engagement. First, we present joint self-esteem as a key step in factor in relation between CSR and workers' job satisfaction. Second, we find that the relationship between CSR and employees' collective self-esteem is significantly hampered by face-consciousness (Gao *et al.*, 2018).

In addition, all personal references had an affirmative effect on work engagement, which in turn had a counter effect on volume intent. The determinations also demonstrated that self-efficacy had the opposite effect on turnover intent, while optimism and organizational-based self-esteem both had a negative effect. Furthermore, the associations between self-efficacy, organizational-based self-esteem, optimism, and turnover intention were mediated by work engagemen (Kim *et al.*, 2017). Additionally, it was shown that role-overload had a detrimental effect on employee engagement at work. Self-esteem mediates the relationship between role-overload and work engagement and has a beneficial impact on it (Pathardikar *et al.*, 2023). Furthermore, self-esteem is a powerful energy that exists within each of us. It involves far more than the natural sense of self-worth that we, as psychotherapists or instructors, strive to instill in individuals with whom we work. That spark is merely the precursor to self-esteem (Branden, 2021). As a measure of the general human experience at work, quality work life has rightfully become more well-known in organizational behavior. It is essential to every organization and affects both the growth of the organization and its members as well as their work, performance, and personal growth. In essence, it relates to the interaction between the workers and the environment in which they operate (Daniel 2019). It focuses on establishing a workplace where staff members collaborate and accomplish goals as a group (Daniel 2019). Since engagement affects everyone, it has significant knock-on effects in groups (Bakker

et al., 2006; Gutermann *et al.*, 2017; Van Mierlo *et al.*, 2018). One of the most significant changes in the engagement literature in recent years has undoubtedly been the rise in the quantity of published intervention studies. As previously stated, The phrase includes how the workplace affects one's subjective well-being, personal happiness, job satisfaction, and enjoyment of life outside of work. Additionally, raising productivity will boost QWL, and raising employees' QWL will boost the organization's productivity (Sattar *et al.*, 2018). As was already indicated, several other studies have shown how work design interventions can increase employee engagement. A variety of definitions and theoretical frameworks have been proposed since the inception of the Quality of Work Life (QWL) concept more than 30 years ago in an effort to address the numerous issues the concept faces (Dhamija *et al.*, 2019). In addition, it is very advised to have a designed attack at both the organizational and personal levels. The management of the bank must recognize the value of its dedicated staff and give them a first-rate workplace. Stress-reduction measures like consistent exercise regimens can be implemented. Furthermore, to other regularly scheduled training sessions, some respondents stated the need for intercity branch associations that can assist them in resolving common issues and provide greater informal learning opportunities (Dhamija *et al.*, 2019). Further,in job satisfaction as elucidated by work-life quality frameworks. Job satisfaction has been found to be negatively correlated with an unfavorable work environment. The study aims to improve employees' overall job satisfaction by providing valuable information to the firms' senior management. A study claims that moral and right repercussions of poor self-confidence at the individual and interpersonal steady align with the sociological and mental records that have highlighted the importance of fostering confidence in order to avert wonders like brutality and the misuse of relationships. Self-esteem has all the makings of being essential to the ability to confide in one's own good and epistemic opinion, to adequately assess the opinions of others, and to hold them accountable for their transgressions (Bortolan's 2018). The ethical and moral ramifications of lack confidence at the individual and interpersonal even, according to a study, are consistent with the sociological and mental records that have emphasized the importance of building confidence in order to avert wonders like brutality and the misuse of relationships. We go over a number of open questions and offer some strategies (like moral reframing) for considering moral dilemmas involving AI (Telkamp *et al.*, 2022). Additionally, it was investigated whether a higher support for conspiracy theories could be linked to individual differences in fundamental moral concerns. We suggested that individual differences in moral concerns pertaining to group and community concerns (i.e., binding moral foundations) rather than to individual well-being (i.e., individualizing moral foundations) would be positively associated with conspiracy beliefs, building on the idea that conspiracy theories frequently deal with super-individual relevant events in which a group perspective is central. (Leone *et al.*, 2019).Further Support that moral principles have strong genetic roots. These had an impact on the particular foundations themselves as well as a broader concern for the collective, the individual, and morality in general (Zakharin *et al.*, 2022). Additionally, the study found that binding moral foundations slightly mediated the effects of both social ascendance position and right-wing absolutism, in contrast, the judgments of all three bunch of

dangerous, dissenter, and belittle out groups were positively correlated with individualizing moral underpinnings. These two factors also partially mediated the association between RWA and negative attitudes toward these groups. Based on these findings, we contend that moral concerns influence intergroup views to some extent and that various personal demands either stimulate or stifle moral care. Furthermore, the effect of binding moral foundations is selective, increasing prejudice primarily against harmful and derogated out groups that threaten one's personal desire for security and certainty, whereas individualizing moral foundations appears to have a general effect of lessening prejudice (Hadarics *et al*, 2018). Further, we conceptually look into the impact of harmony in leaders' and peoples' moral foundations in someones' views of ethical as well as unethical leading activity, drawing on growing research on moral harmony in organizational behavior. We establish some support for our theoretically generated expectations by using polynomial regression with surface outcome analysis to analyze objective harmony scores from 67 leader–follower pair. The authority, loyalty, and fairness moral foundations showed significant effects, but not the care and sanctity moral foundations (Egorov *et al*, 2020). Finally, it was found that self-regulation in relation to mindfulness also influenced self-transcendence, discovered that two higher rank self-policing metrics(self-preoccupation and self-compassion) were influenced by two higher-order measures of self-awareness (managed sense of self in the moment and reflecting awareness). The only moral principles that were associated with binding features were self-transcendence and social conservatism, such as a focus on authority, sanctity, and loyalty, according to path analysis; self-transcendence and reflective awareness were directly linked to individualizing aspects of morality, such as a focus on justice and compassion. According to Verhaeghen *et al*. (2020), the individualizing perspective consequently resulted in a decrease in overt prejudice, an increase in awareness of perquisite, and, in a way that, a greater drive to regulate one's biased responses. Moral Foundations Theory (MFT) (Simpson, 2017) was created by social psychologist Jonathan Haidt and his associates to explain the vast range of moral judgments, beliefs, and actions that people have in terms of the moral intuition and emotion that underlie them. This theory holds that at least five well-defined field of intuition—each of which is intended to process various types of moral information—are the major forces behind moral judgment. Before logic and consideration may play a role, these areas taken together serve as the foundation for our moral judgments. In other words, each field of moral intuition addresses one of the five questions that form the basis of man's morality, which are as follows:'Was someone harmed?' 'Is it fair?' 'Was someone disloyal?' 'Are we following those in charge?' and 'Do we find this disgusting or impure?' The five fundamental moral pillars are: Authority/subversion, Loyalty/betrayal, Fairness/cheating, Care/harm, and Sanctity/degradation, according to contemporary theory (Graham *et al*., 2013).Following an examination of the history and theoretical foundations of MFT, they will be explained in more depth. What exactly are philosophers doing when they theorize about morality? In the broadest sense, they are trying to give a methodical explanation of morality. Therefore, morality and morality as a system of norms are the subjects of moral theorizing. At its most basic level, morality is a collection of rules and guidelines that dictate how we behave toward one

another and are believed to carry a particular weight or authority (Williams 1985, Strawson 1961). By examining some of these basic issues, American psychologist Lawrence Kohlberg created one of the most well-known hypotheses. Even while his research built on and changed Jean Piaget's earlier work, it nonetheless sought to shed light on how infants acquire moral thinking. How children acquire morality and moral reasoning is the main emphasis of the concept of moral development. It implies that the pursuit and upholding of justice are the major goals of moral reasoning and that moral development happens in a sequence of sex stages. By arguing that moral development is an ongoing process that takes place throughout life, Kohlberg expanded on Piaget's theory (Kohlberg, 1985). This research study contributes in many ways. In order to hold the top-grade asset, the findings provided crucial scientific information on the self-worth, engagement, and work-life equilibrium of criminal justice professionals. This improved productivity and the organization's cognition to successfully administer justice. The outcome can also be used as a ground for improving organizational work standards and developing policies that will improve the positive job-related well-being of criminal justice practitioners. Additionally, it offers rules for the conduct of law enforcement officers and presents a new theoretical model on the moral basis of criminal justice practitioners' service. Nonetheless, there are innumerable ethical issues that crop up in the criminal justice system. Officials must make many difficult decisions. As directed by the ethical establishments, these decisions need them to reconcile opposing features and goals with moral norms, award an individual an infringement or not, grasp authority or not, and employ fatal force.
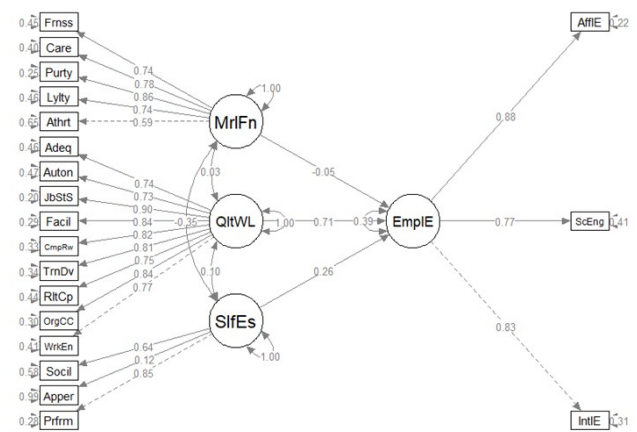
Conceptual Framework

Hypothesized Model 1

Figure 1. A baseline structural equation model that illustrates the clear connection between the exogenous factors influencing the endogenous variable

Legend:

MrlFn – Moral Foundation	Satisfaction and Job Security	Socil – Social Self-esteem
Frnss – Fairness	Facil - Facilities	Apper – Appearance Self-esteem
Care – Care	CmpRw – Compensation and Rewards	Prfrm – Performance Self-esteem
Purty – Purity	Trn Dv – Training and Development	EmplE – Employee Engagement
Lylty – Loyalty		
Athrt – Authority	RltCp – Relation and Co-operation	AfflE – Affective Engagement
QltWL – Quality of Work Life	OrgCC – Organizational Culture and Climate	ScEng – Social Engagement
Adeq – Adequacy of resources	WrkEn – Wirk Environment	IntlE – Intellectual E
Auton – Autonomy of WorkJbsSts – Job	SlfEs – Self-Esteem	

Such skepticism is exacerbated by the fact that officials frequently deal with inaccurate and insufficient facts, emotionally sensitive situations, such as domestically generated disturbing influence cases, and the enormous burden of maintaining public safety and authority.Subsequently, policing is a calling loaded with numerous moral and good complexities (Russo, 2018). Finding the best fit model for criminal justice practitioners' engagement with regard to moral foundation, self-esteem, and degree of work life is the intent of this research. To gauge a criminal justice practitioner's degree of self esteem in terms of occurrence, social confidence, and carrying out confidence. To evaluate criminal justice professionals' degree of affective, social, and intellectual involvement as well as their level of worker engagement. The following criteria will be utilized to evaluate the work-life scale of criminal justice professionals: workplace culture, kinship and collaboration, training and improvement, pay and benefits, facilities, job security and job satisfaction, liberty of work, and sufficient sources and supplies. The level of moral basis among criminal justice professionals in terms of authority, sanctity, loyalty, justice, and caring should also be ascertained. to determine whether there is a substantial correlativity between work-life degree and moral foundation, employee engagement and moral foundation, and self-worth and moral foundation.

To find out the individual and united effects of the self-directed variables on the moral foundation of criminal justice practitioners, as well as to determine which model best fits their employee engagement. Moreover, the significance threshold of 0.05 will be used to analyze the null hypothesis. Among Criminal Justice Practitioners in Region XII, Employee engagement cannot be predicted by a best fit model, and without discernible relationship between moral foundation, work-life equilibrium, or self-esteem and employee engagement. The study on employee involvement is important because it will help criminal justice practitioners better comprehend morality and right and wrong concerns. Additionally, the study is important because it reinforces the ethical commitment and responsibility of criminal justice practitioners. Examine how the general moral foundation of each human being gave rise to self-esteem, moral foundation, and work-life quality. As previously mentioned, the law would be meaningless without ethics as its application would be unpredictable. Therefore, it is indisputable that ethics is essential to comprehending how these factors are related to moral foundation. The study's proximate mental object is to greatly improve the commitment and responsibilities of Criminal Justice Practitioners. Similarly, it seeks to strengthen the engagement of Criminal Justice Practitioners in Region XII to ensure the just execution of justice for all justifiable causes. The findings of this study promise that Criminal Justice Practitioners in Region XII will become more involved, committed, and accountable in their profession. Promoting inclusive and peaceful societies, aiding access to justice, and creating strong, responsible institutions are the main objectives of this purpose. Criminal justice professionals are essential to this objective, and their involvement—including their moral compass and level of job satisfaction—affects both their efficacy and the integrity of the legal system.

METHODS

This section presence the Respondent of the study, Material and Instrument and Design and Procedure. The following methodology are used to the study fitting to place the procedure of the study.

Research Respondents: The respondents in this survey were selected using a scientific methodology. The researcher obtained information from the Bureau of Jail Management Penology (BJMP) XII, Police Regional Office (PRO) XII, Regional, Municipal Trial Court, Municipal Circuit Trial Court, and Regional, Provincial, and City/Municipal Prosecutors office in order to ascertain the number of Criminal Justice Practitioners in the area. The respondents of the study are as follows: 333 from police officers appointed in the Police Regional Office (PRO) XII, 48 Jail Officers from Bureau of Jail Management Penology (BJMP) XII, 14 respondents from Regional, Municipal Trial Court and Municipal Circuit Trail Court, and 5 Prosecutors from Regional Provincial and City/Municipal Prosecutors office. A total number of four hundred (400) respondents who were employed for more than (3) three years in service were the sample respondents. Convenience selection sampling was utilized to identify the study's sample respondents.Moreover SEM deals with large samples to be more effective and to reduce measurement errors (Hair *et al.*, 2021).

Therefore, it is proper and even to get a sample of 400 respondents for this investigation. Those were employed in less than (3) three years are excluded from the study. It is a type of nonprobability or nonrandom sampling where members of the target population that meet certain practical criteria, such as easy accessibility, geographical proximity, availability at a given time, or the willingness to participate are included for the purpose of the study (Dornyei, 2007). Although, nonprobability sampling has a lot of limitations due to the subjective nature in choosing the sample and thus it is not good representative of the population, but it is useful especially when randomization is impossible like when the population is very large (Etikan, 2016). Provinces of South Cotabato, North Cotabato, Sarangani Province, and Sultan Kudarat are the four provinces that make up Region XII, one of the Philippines' regions situated in South-Central Mindanao, where this study was carried out.The respondents of this study are Criminal Justice Practitioner designated in the Police Regional Office (PRO) XII, Bureau Jail Management Penology (BJMP) XII together with the Regional, Municipal Trial Court and Municipal Circuit Trail Court and Regional, Provincial and City/Municipal Prosecutors office because there is a prevailing issue on limited studies about the moral foundation of criminal justice practitioners this investigation is the first to be carried out in Region XII about the moral foundation of criminal justice practitioners. Further, it is characterized by work engagement, quality of work life, and self-esteem. In addition, numerous research had suggested that engaged workers are more like to be productive (Saks,2006) prefer to stay with their current employer (Harter *et al*, 2002; Saks,2006; Shuck *et al*,

2011), and respond positively with customers. Furthermore, the researcher may easily access the location, which made it simple for him to gather the data that was essential to accomplishing the study's objective.

Materials and Instrument: In order tocollect primary data covering and measuring the variables, a modified and adapted version of the study's survey questionnaires were gathered from other relevant researchers, namely: self-worth, involvement and work-life balance, and ethical basis among criminal justice professionals in Region XII. To make the instrument more appropriate to the ongoing projects, restructuring was done. Researchers utilize the Cronbach Alpha method to evaluate the reliability of surveys with numerous questions that employ the Likert scale that was used to pre-test the questionnaire in order to guarantee the instrument's appropriateness.Cronbach alpha determines how closely a group of test items are related (UCLA, 2021). The Cronbach's alpha acceptable value is 0.70 (Taber, 2018). Furthermore, as stated by Gliem and Gliem (2003) that the closer the Cronbach's alpha coefficient results to one, the larger the internal constancy of the items in the scale. The research instrument of the study was adopted from the online sources for self-esteem was taken from the study of Heatherton (1991),for the employee engagement was taken from the study of Soene (2012),for the quality of work life was taken from Nanjundeswaraswamy (2015) and the instrument for Moral foundation was taken from the study Silver (2018). The respondents indicated their answers using a five-point Likert scale that ranges from 1 to 5 with descriptions from "Never to Always". The following measure is used to interpret the degree of self- esteem, work engagement, quality of work life and moral foundation of criminal practitioners is as follows:The Range of Means from 4.20 - 5.00 is described as Very High, which conveyed that the observed variable is Always Observed, while the Range of Means from 3.40 - 4.19 is described as High, which signified that the observed variable is Oftentimes Observed. Alternatively, the Range of Means from 2.60 - 3.39 is described as Moderate, which suggested that the determined variable is Sometimes Observed, while the Range of Means from 1.80 - 2.59 is described as Low, which implied that the observed variable is Rarely Observed. Finally, the Range of Means from 1.00 - 1.79 is represented as Low, which denoted that the observed variable is Not Observed at all.

Design and Procedure: In order to provide the best-fit model based on moral foundation, A quantitative non-experimental research design was employed in this study methodology that made use of the descriptive-correlational and structural equation model.Non-experimental research is one of the main types of research designs in which the researcher examines things as they occur naturally without introducing any external factors (Radhakrishnan, 2013). Descriptive-correlational research design is used to explain the subject phenomenon and to articulate what variables, conditions and attributes were present (Abbott & McKinney, 2013). Moreover, non-experimental research, often called correlational research, seeks causes of behavior by looking for correlations among variables (Gunbayi&Sorm, 2018). Correlation study examines the links between variables. In particular, as the goal of this study is to determine the connection and the influence of employee engagement, quality of work life, and self-esteem among criminal justice practitioners in Region XII, correlational research and regression analytic methodologies were used. So as to create the best fit model for the subjects being studied, the study finally used structural equation modeling, or SEM.SEM is a powerful, multivariate technique found increasingly in scientific investigations to test and evaluate multivariate causal relationships (Fan *et al*., 2016). It is highlighted in the study of Tripathi *et al*. (2017) that structural model establishes the relationship among latent variables. The advantages of using SEM are that it models and analyzes the relationships among multiple independent and dependent constructs simultaneously (Molwus*et al*., 2017).

Several procedures were utilized to get the data used in the study. The initial step involved acquiring permission to pursue the study, which was obtained from the University of Mindanao Ethics Review Committee. Additionally, the dean of the university's professional school granted letters to conduct the survey. In order to obtain authorization to carry out the survey inside the province, city, and municipal offices, the researcher went to the Regional Offices of Region XII. Survey questionnaires were reproduced and made easier to use after the sample size was established. A schedule for the duration of the questionnaire's retrieval and floating was established after letter of desire, subscribed by the research adviser, were given to the chosen offices in Region XII. Data administration and retrieval were done gradually. Following data compilation and tabulation, a screening procedure was used to minimize any outliers for analysis. The next steps were encoding, tabulating, and analyzing. Finally, the results were analyzed and interpreted in light of the study's goal. According to the goal of the study, the analysis was conducted using the following statistical tools: Mean, which measured the degree of self-esteem, work engagement, quality of work life, and moral foundation among criminal practitioners in Region XII; Pearson Product Moment Correlation (Pearson R), which assessed the self-esteem, work engagement, quality of work life, and moral foundation among criminal practitioners in Region XII; and multiple regression analysis, which tested for the presence of domains of self-esteem, job engagement, quality of work life, and moral foundation among criminal practitioners in Region XII. Finding the best fit model for the research necessitates the use of structural equation modeling, or SEM. According to Bentler (2010), the purpose of the test is to check the elimination of characteristics with poor connection to the attributes of other latent variables in the final SEM. All of the included indices must be within the permissible range in the hope ofdetermining the best fit model. The chisquare/degrees of freedom number should be less than five, and a p-value of more than 0.05 is required. The approximate value for the root mean square error and the corresponding Pclose value need to be less than 0.05 and more than 0.05, respectively. The Tucker-Lewis, comparative, normed, goodness of fit, and other indices must all be greater than 0.95. In order to safeguard the respondents' rights, the privacy of the data they submitted, and their safety and security, the researcher conducted the study in accordance with ethical norms. Since the Researcher seek the respondents' information and response, confidentiality were observed. Assuring that the respondents' information were treated privately and were only be used and accessed for research purposes. The collected data were digitally stored for statistical analysis., and deleted after being utilized to avoid data

breaches and risks of public disclosures. When appropriate, the study protocol and standardized criteria were regularly reviewed for ethical implications. The University of Mindanao Ethics Review Committee approved this study with a certificate No. UMERC-2024-116 dated March 4, 2024, and the following were closely monitored: authorship, fabrication, private and confidentiality, plagiarism, informed consent process, recruitment, risks, benefits, falsification, deceit, conflict of interest (COI), organization/location permission, and voluntary participation.

RESULT AND DISCUSSION

Collectedinputs, together with a comprehensive account, synthesis, and consequences of the study's conclusion, are included in this section of the report. Employee engagement, work-life balance, moral underpinning, and self-esteem are all covered in the first section. The second segment looks at the connection between factors and employee engagement. Multiple regression analysis is used in the third section to ascertain how employee engagement is impacted by self-esteem, moral foundation, and work-life balance. In order to determine which model best predicts employee engagement, the study finally uses structural equation modeling.

Self-esteem: The statistics regarding the degree of self-esteem among criminal justice practitioners is displayed in Table 1.The self-esteem level for Criminal Justice Practitioners present an average mark of 3.26, showing moderate standard. This ponder the level of self-esteem for Criminal Justice Practitioners in Region XII for the most part. Performance self-esteem and social self-esteem both received the high mean score of 3.44 and were interpreted "high", while appearance self-esteem acquire the last-place mean score of 2.90 and were construed moderate. The results demonstrate that criminal justice practitioners' self-esteem has a legitimate impact. Additionally, this indicates that criminal justice professionals consistently displayed self-esteem in terms of looks, social self-esteem, performance self-esteem, and self-esteem.

Table 1. Level of self-esteem

Indicators	$\bar{x}$	SD	Descriptive Meaning
performance self-esteem	3.44	0.560	High
social self-esteem	3.44	0.521	High
appearance self-esteem	2.90	0.880	Moderate
Overall	3.26	0.464	moderate

Braden (2021) makes it clear that boosting one's achievement or lowering one's pretenses can both serve to safeguard one's self-esteem. This implies that a person with high success and excellent character and someone who aspires to nothing and succeeds in doing so are on an equal footing in terms of self-esteem. According to Mondido (2020),those who lack social confidence commonly suffer social unease and exhibit a high level of open hesitance. They are extremely concerned with their image and how others perceive them. Orth *et al.*, (2018)By no means is self-esteem an unchangeable personal trait. People experience both short-term growth or deteriorate in their sense of self-worth as well as long-term escalation or losses in their overall degree of self-esteem. Moreover, research shows that having high (as opposed to poor) self-

esteem has a variety of beneficial effects, such as improved social interactions, greater performance in school and the workplace, improved mental and physical health, and a decrease in antisocial conduct (Orth *et al.*, 2022). Therefore, self-esteem interventions that are well planned and executed may be advantageous to both individuals and society at large.

Moral Foundation: The study's conclusions about the degree of moral grounding among criminal justice professionals are displayed in table 2.With a deviation of 0.75 and an average rating of 3.25, the results indicated a moderate level of impact among Region XII's criminal justice professionals.Authority derived a high mean rating of 3.50; while purity obtained the lowest mean score of 2.98, which indicated a moderate level. The results showed that criminal justice professionals were quite moral in terms of authority, with an general mean rating of 3.50, which was classified as "high." Furthermore, the overall mean was 2.98 and characterized as moderate in terms of cleanliness. According to this research, most criminal justice professionals were morally upright. These findings imply that the observed moral foundational variables make sense to criminal justice practitioners, especially those in Region XII.

Table 2. Level of moral foundation

Indicators	$\bar{x}$	SD	Descriptive Meaning
Authority	3.50	0.672	High
Loyalty	3.23	0.837	Moderate
Purity	2.98	1.124	Moderate
Care	3.25	1.089	Moderate
Fairness	3.31	0.931	Moderate
Overall	3.25	0.753	moderate

Criminal justice practitioners often had a strong moral grounding. Criminal justice professionals reported that they place a high value on certainty, initiative, esteem, and conformity when it comes to authority. According to the respondents, they also place a great value on authority, convention, request, order, and respect for people of higher position. Moral Foundations Theory (MFT; Graham, Haidt, & Nosek, 2009; Graham *et al.*, 2011; Strimling, Vartanova, Jansson, & Eriksson, 2019; Waytz, Iyer, Young, Haidt, & Graham, 2019) investigates how people determine what constitutes appropriate behavior and "right versus wrong." Regarding puritycriminal justice practitioners also stated that their primary goal is to maintain the purity, dignity, sacredness, and cleanliness of the in-group. Graham *et al.* (2018) reported the following findings. "This foundation protects the in-group from perceived contamination, including perceptions of physical (e.g., disease), spiritual (e.g., curses or witchcraft), and social (e.g., immigration, tribal intermarriage, premarital sex) contamination," they said. According to this research, most criminal justice professionals were morally upright. These findings imply that the observed moral foundational variables make sense to criminal justice practitioners, especially those in Region XII. In any case, the current triggers for the establishment can be interactions with outsiders found through tattle or collaboration with dead objects (for instance, you put in a dollar and the machine doesn't pop). Words like reasonable, just, and dependable are used to commend those who establish themselves as reliable business partners.

Quality of Work-life: The degree of work-life balance between criminal justice professionals in Region XII is displayed in Table 3.which obtained a general mean rating of 4.16 with a 0.44standard deviation indicated a "high" degree of influence. Specifically, training and development garnered the advanced mean rating of 4.29 indicated as "very high", while autonomy of work achieved the lowest mean rating of 4.04 indicated as "high".

Table 3. Level of quality of work-life

Indicators	x̄	SD	Descriptive Meaning
work environment	4.10	0.493	High
organization culture	4.07	0.524	High
relation and co-operation	4.11	0.485	High
training and development	4.29	0.567	very high
compensation and rewards	4.22	0.588	very high
Facilities	4.21	0.562	very high
job satisfaction and security	4.26	0.511	very high
autonomy of work	4.04	0.558	High
adequacy of resources	4.18	0.592	High
Overall	**4.16**	**0.446**	**High**

With an aggregate average score of 4.10, the work-life balance of criminal justice professionals was exceptional. This implies that the practitioners' favorable working conditions and work-life balance were readily apparent at work. With an overall mean rating of 4.29, criminal justice practitioners' work-life quality was very high in terms of training and growth.Their organization's training programs assisted employees in acquiring the essential skills to do their jobs with efficiency and received great ratings. Criminal justice practitioners reported a positive work-life balance during training and growth.

With an overall mean of 4.04, criminal justice practitioners' work-life quality was strong in terms of autonomy at work. They are able to use their extraordinary talents and capabilities because of their occupation. This demonstrated that, in terms of autonomy, criminal justice professionals enjoyed a favorable work-life balance. The overall high score is a result of the exceptionally high performance in facilities, job satisfaction and security, training and development, and compensation and awards. Since it shows that criminal justice operates effectively in terms of work-life balance, this was a good result. Criminal justice professionals often expressed a high degree of job satisfaction. Criminal justice professionals said that the association's values, vision, standards, and other elements are reflected in the organizational culture and environment. The general perception and significance that respondents attribute to the tactics, procedures, and methods that employees come across were also conveyed. The observed behaviors are expected, rewarded, and supported. According to Daniel (2019), when a company provides a higher quality of work life (QWL), it fosters a healthy workplace and happy employees, High QWL can lead to improved organizational performance, efficacy, inventiveness, etc., which will improve the lives of all the people that the organization's members serve and engage with.

Employee Engagement: The degree of employee involvement among criminal justice practitioners in Region XII is displayed in Table 4.which garnered a mean rating of 4.39 for intellectual engagement, social engagement, and affective engagement, or 0.50 standard deviation. The highest

mean score is 4.40for affective engagement which indicated a "very high" interpretation, while the lowest is 4.29 for social engagement which also indicated a "very high" interpretation. With an aggregate mean of 4.39, the degree of employee involvement among criminal justice practitioners was rather high. This implied that there is typically a rather high level of employee involvement in criminal justice.

Table 4. Level of employee engagement

Indicators	x̄	SD	Descriptive Meaning
intellectual engagement	4.39	0.543	very high
social engagement	4.29	0.590	very high
affective engagement	4.40	0.556	very high
Overall	4.39	0.506	very high

In general, criminal justice practitioners reported very high levels of employee engagement. When performing their work, they fully focus on themselves, applying a powerful stream of personal energy to their physical, mental, and emotional tasks. According to a research conducted by International Survey Research (2003), employee engagement is a combination of representatives' psychological, behavioral, and thriving dedication to their organization. Additionally, engaged people who are drawn in are passionate about their work. They are unwavering and show concern for the association. They are excited to work harder on the organization's growth and progress. Representative satisfaction with their work is a benefit of worker dedication. They accept the association and have to stay with it for a long time. They have contributed overall and are glad to be a part of the association. Representatives with connections make a tangible contribution to reality, and their leadership demonstrates their commitment. Attractive representatives are advantageous to the affiliation, product assistance, and customer loyalty (Agarwal *et al*., 2015). The majority of responders said they were confident in their abilities to participate successfully. Criminal justice practitioners reported feeling a good influence while connecting with their professional role. Majority of them aforesaid they are proud of their work and are bearing. Bakker *et al*., (2008) provide more support for the finding, stating believe it is possible to explain how emotion plays a part in engagement. Relationship in terms of influence rather than emotions; thus, "The degree to which one experiences a state of good influence associating with one's work task" is the definition of emotional commitment.

In the end, criminal justice professionals firmly expressed that they actively seek out chances to talk with colleagues on social involvement and work-related improvements. According to the respondents, they share characteristics with their spouses and are socially related with their place of employment. Respondents also reported feeling a sense of community. The results of this study can therefore be based on the work of Salanova *et al*. (2005) and Rich *et al*. (2010), who simplified that other scholars had recognized the significance of the social scope to sincerity in the field, which can also be linked to frameworks' perspectives on HRD. The third factor, social seriousness, is defined as "the degree to which one is socially associated with the workplace and provides consistent qualities with partners." Finally, work engagement is an important factor in establishing organizational effectiveness, and it is the key to improving performance. Workers that are highly engaged at work will work with greater vigor and desire, and

with greater effort, resulting in favorable outcomes. Finally, it will benefit the company (Astuti *et al.*, 2016; Widiasih, 2017; Tripathi *et al.*, 2016; Markos *et al.*, 2010, Osborne *et al.*, 2017). Marciano elucidated that if workers are engaged in their work, the company will see an increase in worker productivity, low turnover, increased efficiency, law-breaking that occurs in low-level organization, enhanced client gratification, faded employee work absence, take down worker ailments against organization, and workplace mischance. Engagement occurs when a company expects 100% of its employees to contribute all sphere such as fruitfulness, creative thinking, and creation (Harter *et al.*, 2002). Work involvement is an important factor that workers must own because it has a big impact on their work performance (Sriwidodo *et al.*, 2010; Rachmawati, 2016; Tahir, 2013).

Correlation between self-esteem and Employee Engagement: Table 5 exhibit the correlation between different self-esteem indicators (intellectual, social, affective, and overall) and employee engagement indicators (performance, appearance, social, and overall). Particularly, intellectual self-esteem positively correlates with performance (r = 0.283, p < 0.001), appearance (r = 0.291, p < 0.001), and overall engagement (r = 0.284, p < 0.001), but not with social indicator of employee engagement (r = 0.097, p = 0.052). Social self-esteem shows significant correlations with performance (r = 0.227, p < 0.001), appearance (r = 0.260, p < 0.001), and overall engagement (r = 0.217, p < 0.001), but not with social engagement (r = 0.045, p = 0.368). Affective self-esteem is positively associated with all employee engagement indicators: performance (r = 0.293, p < 0.001), appearance (r = 0.284, p < 0.001), social engagement (r = 0.104, p = 0.037), and overall engagement (r = 0.290, p < 0.001). Overall self-esteem also correlates with performance (r = 0.254, p < 0.001), appearance (r = 0.286, p < 0.001), and overall engagement (r = 0.273, p < 0.001), but not with social engagement (r = 0.105, p = 0.076). These findings emphasize the importance of affective self-esteem in enhancing employee engagement across various roles, while social engagement may be less influenced by self-esteem.

Table 5. Correlation between self-esteem and employee engagement

		performance		Appearance		social	Overall	
intellectual	r-value	0.283	***	0.291	***	0.097	0.284	***
	df	398		398		398	398	
	p-value	< .001		< .001		0.052	< .001	
social	r-value	0.227	***	0.260	***	0.045	0.217	***
	df	398		398		398	398	
	p-value	< .001		< .001		0.368	< .001	
affective	r-value	0.293	***	0.284	***	0.104	*	0.290	***
	df	398		398		398	398	
	p-value	< .001		< .001		0.037	< .001	
Overall	r-value	0.254	***	0.286	***	0.105	0.273	***
	df	286		286		286	286	
	p-value	**< .001**		**< .001**		**0.076**	**< .001**	

A weakly positive association between self-esteem and employee involvement—including intellectual, social, and affective involvement—is showed by the calculatedr-values of 0.284, 0.217, and 0.290, independently.A weak positive correlation indicates that, although both self-esteem and employee engagement tend to go up in response to one another, the relationship is not very strong. According to research, those with high organizational self-esteem have better

life outcomes. In other words, individuals live a meaningful, purposeful, and significant existence, which results in reduced despair, more life satisfaction, and happiness (Pierce *et al.*, 2015). Furthermore, Pierce and Gardner (2004) highlight the significance of organizational self-esteem in handling job demands; according to their findings, organizational self-esteem mitigates the impacts of structure dictated stress. These are the difficult circumstances at work, like position ambiguity and organizational changes, which can quickly lead to depression, physical stress, and job discontent. It is implied that, despite facing obstacles in his career, an employee with a high organizational-based sense of self-worth believes that his involvement and role within the organization are critical to meeting his requirements. That kind of person will persevere and never give up. In a longitudinal study of Finnish health staff, Mauno *et al.*, (2007) discovered that organizational-based self-esteem (OBSE) predicted work engagement two years later. Qureshi *et al.*, (2011) analyzed 200 public university workers in Pakistan and found that OBSE is strongly related to organizational citizenship behaviour among permanent employees but not among contracted employees. This indicates that contracted workers do not think of themselves as important because they may be fired by the company at any time, therefore they do not feel the need to act outside of their roles.

Correlation between Moral Foundation and Employee Engagement: Table 6 shows correlation matrix that illustrates the connections between moral foundations. (authority, loyalty, purity, care, fairness) and employee engagement (intellectual, social, affective, overall). The analysis reveals a significant negative correlation with authority (r = -0.102, p = 0.042), loyalty (r = -0.103, p = 0.039), telling that employees who prioritize these moral foundations tend to have lower intellectual engagement. Social engagement does not exhibit significant correlations with any moral foundation, suggesting that these moral foundations do not notably impact social engagement. Affective engagement, however, has significant negative correlations with authority (r = -0.135, p = 0.007) and loyalty (r = -0.147, p = 0.003), and a weaker negative correlation with overall moral foundations (r = -0.124, p = 0.013). This indicates that higher adherence to authority and loyalty values is associated with lower affective engagement. Overall result shows no significant correlations with any moral foundation, implying that while specific aspects of engagement (intellectual and affective) are influenced by moral values, overall engagement remains unaffected. These suggest that certain moral foundations, particularly authority and loyalty, may negatively impact specific areas of employee engagement, particularly intellectual and affective engagement. According to the table, there was, on average, a weakly negative correlation (P-value = 0.149) between criminal justice practitioners' moral principles and employee engagement. The correlation coefficient was r = -0.085, and the P-value represented the weakly negative relationship. The correlation coefficient was r = -0.085. The results are contrary to the study by Niranjan *et al.*, (2018), which stated that there is a favorable correlation between hotel employees' moral basis dimensions and employee engagement. The consequence of the investigation displayed a momentous positive relation among employee loyalty and engagement. According to Endayani *et al.* (2018), teachers' work-life inspiration from the college, such as soul, prize, and employer stability, might

Table 6. Correlation between moral foundation and employee engagement

		authority	loyalty	purity	Care	fairness	Overall
intellectual	r-value	-0.102*	-0.103*	-0.058	-0.083	-0.043	-0.093
	df	398	398	398	398	398	398
	p-value	0.042	0.039	0.249	0.099	0.392	0.063
social	r-value	-0.073	-0.032	-0.027	-0.01	-0.044	-0.042
	df	398	398	398	398	398	398
	p-value	0.144	0.523	0.592	0.836	0.381	0.401
affective	r-value	-0.135**	-0.147**	-0.098	-0.054	-0.091	-0.124*
	df	398	398	398	398	398	398
	p-value	0.007	0.003	0.051	0.277	0.069	0.013
Overall	r-value	-0.087	-0.061	-0.057	-0.055	-0.085	-0.085
	df	286	286	286	286	286	286
	p-value	**0.142**	**0.303**	**0.336**	**0.351**	**0.150**	**0.149**

Table 7. Correlation between quality of work-life and employee engagement

		intellectual	social	affective	Overall
work environment	r-value	0.468***	0.463***	0.558***	0.580***
	df	398	398	398	286
	p-value	< .001	< .001	< .001	< .001
organization culture	r-value	0.504***	0.517***	0.575***	0.611***
	df	398	398	398	286
	p-value	< .001	< .001	< .001	< .001
relation and co-operation	r-value	0.447***	0.423***	0.492***	0.520***
	df	398	398	398	286
	p-value	< .001	< .001	< .001	< .001
training and development	r-value	0.485***	0.424***	0.558***	0.560***
	df	398	398	398	286
	p-value	< .001	< .001	< .001	< .001
compensation and rewards	r-value	0.419***	0.486***	0.527***	0.534***
	df	398	398	398	286
	p-value	< .001	< .001	< .001	< .001
facilities	r-value	0.496***	0.488***	0.528***	0.548***
	df	398	398	398	286
	p-value	< .001	< .001	< .001	< .001
job satisfaction and security	r-value	0.531***	0.499***	0.619***	0.621***
	df	398	398	398	286
	p-value	< .001	< .001	< .001	< .001
autonomy of work	r-value	0.367***	0.399***	0.393***	0.430***
	df	398	398	398	286
	p-value	< .001	< .001	< .001	< .001
adequacy of resources	r-value	0.416***	0.341***	0.435***	0.428***
	df	398	398	398	286
	p-value	< .001	< .001	< .001	< .001
Overall	r-value	0.556***	0.544***	0.630***	0.656***
	df	398	398	398	286
	p-value	**< .001**	**< .001**	**< .001**	**< .001**

Table 8. Regression Analysis of the Study Variable

Predictor		B	SE	Lower	Upper	t	p	B
(Constant)		0.9728	0.2669	0.4474	1.4983	3.64	< .001	
self-esteem		0.1784	0.0487	0.0825	0.2743	3.66	< .001	0.1643
quality of work-life		0.7075	0.0494	0.6102	0.8048	14.31	< .001	0.6303
moral foundation		-0.0370	0.0294	-0.0950	0.0209	-1.26	0.209	-0.0558
					Overall Model Test			
Model	R	R²	Adjusted R²	F	df1	df2	P	
	0.680	0.463	0.457	81.6	3	284	< .001	

Table 9. Best Fit Model of Employee Engagement

Measures of Fit	Standard	Baseline Model*	Final Model**
Standardized Root Mean Square Residual (SRMR)	≤ 0.08	0.093	0.029
Root Mean Square Error of Approximation (RMSEA)	≤ 0.08	0.083	0.080
Comparative Fit Index (CFI)	≥ 0.95	0.911	0.969
Tucker-Lewis Index (TLI)	≥ 0.95	0.895	0.953
Goodness of Fit Index (GFI)	≥ 0.95	0.866	0.950
Bentler-Bonett Non-normed Fit Index (NNFI)	≥ 0.95	0.883	0.957
Bollen's Relative Fit Index (RFI)	≥ 0.95	0.912	0.936
Bollen's Incremental Fit Index (IFI)	≥ 0.95	0.912	0.969

* Baseline model in full dataset. ** Final model after re-specification.

boost their commitment and sense of fulfillment. This runs counter to the earlier conclusions. Additionally, an open workplace and partner collaboration can increase instructors' dedication to the foundation and increase work satisfaction.

Correlation between Quality of Work-Life and Employee Engagement: Table 7 shows the reciprocal matrix amidst quality of work-life and employee engagement reveals significant relationships across different indicators. The work environment shows a brawny affirmative correlation with intellectual (r = 0.468), social (r = 0.463), affective (r = 0.558), and overall (r = 0.580) aspects of employee engagement. Similarly, organization culture demonstrates a strong correlation with all indicators of employee engagement, with r-values ranging from 0.504 to 0.611. The standing of these part in increasing employee engagement levels is demonstrated by the positive correlations found between intellectual, social, affective, and overall engagement and relationships, as well as collaboration, education and training, pay and benefits, facilities, employment stability and happiness, independence in the workplace, and adequate resources.Overall, the data highlights the connection of work-life quality and employee engagement, emphasizing the significance of a conducive work environment, supportive culture, effective training, fair compensation, and adequate resources in promoting high levels of engagement among employees. In their work "An empirical research on relationships Quality of Work Life and Work Engagement," Kanten*et al.*, (2012) discovered a substantial relation intervening Quality of Work Life and employee participation. White-collar and blue-collar workers have different levels of workplace involvement and place different priorities on the quality of their work lives. Additional research in the study Quality of Work Life as a Predictor of Work Engagement among the Teaching Faculty at King Abdulaziz University revealed a positive correlation between work engagement among King Abdulaziz University workers and all aspects of work-life quality. Although these results are unique to the organization where the study was carried out, we think they're still pertinent for they supply information about the quality of work life for Turkish marble enterprises. According to other study, King Abdul Aziz University employees' work engagement was most significantly impacted by two aspects of the prime of work-life: social relevance and human capability evolution (Alqarni, 2016). In addition, Gillet *et al.* (2013) found that the association between transformational leadership and nurses' quality of work life—which was positively correlated with their job engagement—was totally mediated by distributive justice and interactional justice. Further, from the study of Nurendra *et al.*, (2017) conducted a national study titled "The Relationship Between Quality of Work Life and Work Attachment in Women Workers" and discovered a positive relationship amidst the quality of work-life and work engagement, with a 48.3% helpful effort to work engagement of women workers. The study also discovered no deviation in job fondness between married female employees and those with children (Nurendra *et al.*, 2017).

Regression Analysis of the Study Variable: Regression analysis, which measures the relationship between an independent and a dependent variable, is displayed for the study variable in Table 8. The results show that the model fits the data well. The correlation coefficient (R) of 0.680 suggests

a strong affirmative relationship intervening the independent and dependent variables. The R2 value of 0.463 indicates that approximately 46.3% of the signals in the dependent variable can be explained by the model. The modified R2 of 0.457, which accounts for the number of independent variables and is marginally lower than R2, supports the model's ongoing dependability. The p-value of less than 0.001 indicates that the model is statistically significant, which means that the probability that these results are the result of chance is less than 0.1%. The degrees of freedom (df1 = 3 and df2 = 284) reflect the number of variables and the sample size, respectively. When taken as a whole, these metrics demonstrate how well and significantly the regression model explains the variables affecting employee engagement. The model is highly significant, as evidenced by the F-statistic of 81.6. The high F-value suggests that the independent variables together account for a sizable percentage of the indicators in the dependent variable. Regression research reveals that while moral foundation has no discernible positive effect on employee engagement, self-esteem and work-life balance do.The intercept is 0.9728 with a 95% C.I. ranging from 0.4474 to 1.4983, indicating statistical significance. Self-esteem has a regression coefficient of 0.1784 and a beta value of 0.1643, showing a strong positive effect. Quality of work-life has a coefficient of 0.7075 and a beta of 0.6303, making it the most influential predictor. In contrast, moral basis has a coefficient of -0.0370 and a beta of -0.0558, making it non-statistically significant. Overall, the study highlights the value of work-life balance and self-worth in raising employee engagement, but moral grounding has little bearing. Table 9 compares the fit measures of the baseline and final models. The final model has a lower SRMR (0.029) than the baseline model (0.093), indicating a better fit. Similarly, the RMSEA for the final model (0.080) is slightly better than the baseline model (0.083), meeting the acceptable standard. The CFI and TLI for the final model are also higher than the baseline model, indicating a superior fit. The GFI of the final model substantially improves from the baseline model. Both the NNFI and IFI for the final model surpass the standard, showing marked improvements. Despite the RFI being slightly lower than ideal, it still represents an improvement over the baseline model. Finally, the final model shows significant enhancements in all fit measures compared to the baseline model, indicating a much better fit to the data.

Having a better fit quality of work life is critical for any organization. It is more than just a desire; it is linked to the total plan of action and is critical to realizing the goal of a decent long-term, highly productive, and dependable organization, particularly in law enforcement. Organizations that focus on ensuring the highest manageable quality of work life are likely to have an advantage over their competitors, resulting in higher organizational performance and fewer turnover. Quality of work life is a deep notion that characterizes how people realize the psychological and physical challenges of their jobs. The process that an organization or business uses to ensure that workers have adequate resources, autonomy in their work, compensation and rewards, training and development, facilities, relationships and cooperation, and a work environment that is conducive to committing the organization's end is more specifically known as quality of work life. Therefore, one of the factors affecting employee engagement at work and a critical component of
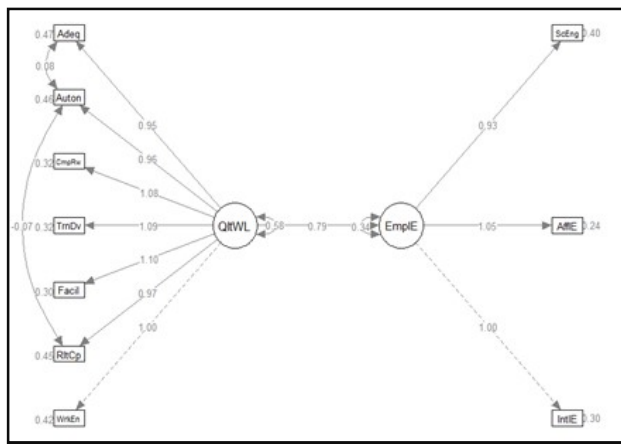
Figure 2. Final structural equation model showing the direct relationship of the exogenous variable quality of work-life on the endogenous variable after model re-specification

Legend:

QltWL- Quality of Work Life
Adeq – Adequacy of Resources
Auton – Autonomy of work
CmpRw – Compensation and Rewards
TmDv – Training and Development
Facil – Facilities

RltCp – Relation and co-operation
wrkEn – Work Environment
EmplE – Employee Engagement
SclEng – Social Engagement
afftE – Affective Engagement
IntlE – Intellectual Engagement

organizational performance is the work life quality. The work-life quality domain has an impact on employees' non-work lives in addition to their job satisfaction. When workers' inevitably not met at work, they are probable to content significant levels of stress, which can negatively affect their performance and general well-being. Even if they have a great quality of life at work, employees may not be very engaged at work. There has previously been research on organizational culture, employee engagement, and work-life quality. One of these is a research by Irmawati and Wulandari (2017) that shows that work engagement is partially influenced by the varied quality of work life. Additionally, Rahmayuni and Ratnaningsih (2018) did additional research on the quality of work life (employee engagement), and their findings show a positive correlation between the two variables. To boot, the findings of Nugroho *et al.* (2018) demonstrated that employee engagement is significantly impacted by work-life quality. Kurniawati's (2018) research also demonstrates that work engagement is significantly impacted by work life quality.

CONCLUSION AND RECOMMENDATION

Despite contributing to the corpus of knowledge among Philippine Criminal Justice Practitioners and beyond, this study has limitations. Supported by the following findings, the following conclusions were represented: The findings of this investigation indicate that the Criminal Justice Practitioners have a moderate level of self-esteem. As a result, it is recommended that criminal justice organizations investigate the seriousness of allowing individuals to invest in tasks they believe are crucial to their self-worth, as work provides a platform for employees to program themselves and display about their self-esteem. Similarly, the study suggest that Criminal Justice Practitioners have a moderate level of moral foundation. To address this, Criminal Justice Practitioners should demonstrate qualities such as being definite and dependable, taking initiative, and recalling a sense of commitment to others. In order to fulfill their responsibilities

in the field, people must get acquainted with the importance of adhering to principles and understand the gravity of their ethical commitments and obligations. Likewise, because the study's findings speak that both self-esteem and moral foundation are moderate, it is further recommended that Criminal Justice Practitioners elevate these two factors. It has also been discovered that higher self-esteem and moral foundation correlate with increased job effectiveness. Moreover, the study suggest that Criminal Justice Practitioners have a high level of work-life quality. To address this, through quality of work life programs, organizations can enrich occupations and charge a working environment that is beneficial to both people and the organization's economic health. It primarily covers prospect of work-related life such as working hours, salaries, perks and services, career opportunities, work environment, and interpersonal relations, all of which are linked to employee happiness and condition. Furthermore, the study suggest that criminal justice practitioners have a comparatively high level of employee engagement. It is recommended that organizations and individuals sustain job engagement. Therefore, workers should continue to deliver the best possible results in accordance with or even surpass the organization's goals. Additionally, efforts should be made to maintain or improve other facet of workers' work engagement, such as their level of moral foundation and self-esteem, as it is anticipated that if these two factors are already present in high-quality workers, they will also boost workers' work engagement. Accordant to the best-fit model of employee engagement, the study display that moral foundation, work-life quality, and self-esteem of criminal justice practitioners were all highly correlated with their level of employee engagement. This showed that the degree of employee engagement in between criminal justice practitioners was influenced by self-esteem, work-life balance, and moral foundation. Additionally, it has been determined that employee engagement is somewhat mediated by self-esteem, moral foundation, and work life quality. There exists chance of common method bias, as with many other research on the constructs of self-esteem, moral basis, quality of work life, and employee engagement; nonetheless, it is generally maintained that the constructions are all about thus persons see themselves, and self-rating is still significant. The study was limited to Criminal Justice Practitioners; for more generalization of findings, related research should be extended to employees of higher rank and position in a comparable context. Nonetheless, the findings provide a substantial addition to continuing discussions about the origins of employee engagement.

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