



**THE MODERATING EFFECT OF ORGANIZATIONAL ENVIRONMENT ON THE RELATIONSHIP BETWEEN SPIRITUAL LEADERSHIP AND QUALITY OF WORK-LIFE AMONG POLICE OFFICERS**

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**Abstract:**

The study deals with the moderating effect of organizational environment on the relationship between spiritual leadership and quality of work-life among police officers. The quantitative non-experimental design was used in the study. The respondents of the study were the police non-commission officers, non-uniform personnel, and commission officers. There were 400 respondents were used as study participants. The researcher collected information from Region X police stations with 22 police stations for Bukidnon Provincial Police, Provincial Police Office. The statistical tools used were Mean in order to describe the level of spiritual leadership and organizational environment; Pearson's  $r$  to determine the significance of the relationship between spiritual leadership, quality of the work-life and organizational environment, hierarchical regression analysis, and Hayes Process modgraph were used to establish the significance of the influence between spiritual leadership, quality of the work-life and organizational environment and the modgraph Sobel z-test to determine the moderating effect of organizational environment on the relationship of spiritual leadership and quality of work-life. Findings revealed significant relationship between the three variables. Finally, organizational environment was seen to fully moderate the already significant effect of spiritual leadership towards quality of work-life among police personnel. Implications were discussed.

**JEL:** L10; O15

**Keywords:** criminal justice education, moderating effect of organizational environment, spiritual leadership, quality of work-life, police officers, Philippines

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## 1. Introduction

Police organizations have essential roles today as they are responsible in the prevention of crime, maintaining order and improving citizens' quality of life. Stressors then which comprise work engagement and procedures within the public sector, such as policing to maintain effective delivery of service relative to the availability of resources abound (Kaya, 2019). Consequently, when a police officer lacks the quality of work life, stress surfaces as an issue among the men in uniform. More specifically, high incidence rate of work-related mental illness for various staff groups in public sector or on security-based occupation such as police officers becomes evident (Hart, 2019). Therefore, it is imperative to evaluate the awareness of the causes and consequences of stress in policing which results in decreased work performance, increased staff turnover, and low morale within the police organization is necessary (Martel & Dupuis, 2016).

In this study, the quality of work life among police officers through providing a workable organizational environment, sustainable compensation benefits, career development, and satisfying police working organization to ensure operational productivity is the focus (Chan & Wyatt, 2017). In addition, it delves on the effects of governance that strives to appropriately serve the public. However, insufficient human resources and manpower indirectly affect the government service efficacy and in protecting of the needs of society (Gani, Osman & Yusof, 2013). It is in this context then where private individuals form a non-government organization and offer their services to the police personnel in the area of moral or spiritual enrichment (Gatling and Kim, 2016). In addition, leaders of the working organization should acknowledge the existence of four human segments such as the body, mind, heart, and spirit (Moxley, 2019). Therefore, sustaining the consistency of values and practices must be emphasized with the aid of various spiritual teachers who motivate prospective followers with tasks to promote a good ethical climate in the police organization working together in order to achieve organizational goals (Boorom, 2019).

In this connection, all literatures establishing the relationship, link, connection, and correlation among spiritual leadership and quality of work life anchored to the theory of Bono & McCullough (2006) stated that spiritual leadership refers to positive emotions like gratitude, forgiveness, and hope that help the individual in the organization to engage in behaviors that contribute to productivity. On the other hand, quality of work life is considered as the degree of excellence and the working conditions that determine the relationship between workers and the environment in which organizational members are working (Shani, 2013).

Moreover, effective leaders know how to utilize knowledge vital to make accurate decisions and build trust to make relationships motivating workers to become loyal to the organization by way of giving their commitment and willingness to share their knowledge for the benefit of the entire organization. Leaders must inspire courage, integrity, trust, and personal brilliance in their employees and curtail the exploitation of people and the inequalities of the police organization (Wight, 2019). Therefore, this study

was conducted to determine the moderating effect of organizational environment on the relationship of spiritual leadership and quality of work life among police officers suitable to become efficient in the performance of their duties and functions, thereby making this undertaking imbued with social relevance.

## 2. Literature Review

Spiritual leadership has produced a significant understanding of the impact of leaders in the organization through actively involving in visionary activities like foretelling the future, supporting growth, and promoting learning within the organizational environment. Further, spiritual leaders could also encourage their followers to extend themselves beyond their commitment by successfully refocusing their attention from immediate self-interest towards a distant common vision. Therefore, studies have shown that spiritual leadership conduct has stimulatory attributes on followers' positive attitudes, engagement, and ingenuity in the organization (Zhang et al., 2014).

As spirituality increasingly affects the corporate environment of the corporations by way of putting corporate meeting rooms in the entire business organizations, a growing number of business organizations have incorporated the adoption of spirituality in the workplace, strategies, and cultures. This initiative results in the formation of interfaith group dialog, organized reflection sessions in the workplace, and meditation and servant leadership enhancement activities that create closeness among employees in the working organization (Shankar, 2019). Moreover, Shankar further stresses that individual member of the organization within the working environment provides four hours to volunteer for community service and 10% of free tax revenues to charities every month which forms part of their contributions to sustain interest in spirituality that influence organizational performance.

Issues of quality of work life have become critical considering the increasing demand in the business environment nowadays which helps to give rise to an increased interest in quality of work life in the organization that includes many professionals and fields that always involve the interplay between the worker, job content and the context. Furthermore, job satisfaction is an attitudinal disposition as an outcome of the quality of working life scale that must assess key issues in the workplace such as job satisfaction.

Insignificant attention to the work environment may become a concern that affects employees' well-being and organizational productivity and enhancing work condition concerns help to inspire organizations to foster efficient growth (Searcy, 2016). Further, the relationship and collaboration are the rising efforts to establish policing reforms into place to enhance the relationship between the police and the public, reduce officer inappropriate behavior, strengthen accountability, and facilitate effective community outreach and coordination with the law within the police organization (Giacomantonio et al., 2016). These initiatives frequently revolve around educating and enforcing police officers to apply procedural justice while dealing with citizens (Murphy et al., 2014). The primary role of education is to prepare highly specialized staff that will effectively

perform duty tasks related to, among other things, state security and public order, the life of people and property which has widely understood criminological prophylaxis (Hryszkiewicz, 2020).

More importantly, compensation and rewards publicly encouraged to motivate police personnel because police stations provided such an essential service to communities to ensure safety and security, stability, peace, and other elements of law enforcement; with these, it is emphasized that police stations should be a haven and a sanctuary for both its members and the local community (Mofomme & Barnes, 2019). Therefore, in playing such a vital role, police need to always perform optimally; thus, ongoing and sufficiently inspiring motivation are essential.

This study also emphasizes that officers have such a demanding, high-risk line of work that frequently involves perilous missions, overseas assignments, the need to maintain physical fitness, shift work-related sleep deprivation, disengagement from family, and the burdensome and tedious nature of conducting non-combat functions the same as relief operations, peacebuilding initiatives, and other humanitarian pursuits. Thus, due to their frequent encounters with stressful and traumatic situations, police officers are at a significant chance of developing job burnout specifically pointed out on the idea of Hryszkiewicz (2020) about training and development to further enhance the working capabilities of police officers.

The effects of authentic leadership are the extent to which a leader exhibits openness and clarity through sharing information used in making decisions and accepting other input, disclosing information about personal values and motives. Moreover, authentic leadership is significantly associated with organizational behavior, and this relationship is mediated by followers' identification with their supervisor and feelings of empowerment (Yaffee & Kark, 2011). In the current world, becoming a police officer requires executing customer service responsibilities. The significant component of this service involves the accessibility of this service to the public, helping victims of crime file reports and informing victims of the status of their crime reports. Aside from it is significant to the public, service quality also has intrinsic effects on organizational and psychological well-being (Allen & Meyer, 2019).

### **3. Material and Methods**

#### **3.1 Research Design**

The descriptive-correlational research design was used in the study. Instead of assuming cause and effect correlations, this method was done to describe the relationship between the variables. Descriptive-correlational research is beneficial for articulating how one occurrence is associated with another in circumstances when the researcher has no control over the independent variables, the variables that are thought to cause or impact the dependent or outcome variable (Lappe, 2000). The descriptive survey method was appropriate for this present investigation for it deals with the moderating effects of

organizational environment and the relationship between spiritual leadership and quality of work life among police officers.

### 3.2 Population and Sample

The researcher has collected data and information from the participants of the study. There were 400 respondents utilized to represent as study participants. The researcher has collected information from Region X police stations with 22 police stations from Bukidnon Police Provincial Office. The total enumeration technique was used in this study. However, the researcher was getting sample with the use of stratified random sampling to get an exact number of participants described as follows: Police Non-Commissioned Officers with a total of 350 respondents; Non-Uniformed Personnel with a total number of 20 and Police Commissioned Officers with a total number of 30 respondents to come up with a total of 400 respondents needed in the study.

### 3.3 Data Collection Procedure

The researcher utilized the adapted survey questionnaire that was modified and constructed based on the variables of the study. The level of variables measures was described based on the 5-point Likert-scale, detailed below:

Range of Means	Descriptive Level	Interpretation
4.20 - 5.00	Very High	The measure described in the item is always manifested.
3.40 - 4.19	High	The measure described in the item is oftentimes manifested.
2.60 - 3.39	Moderate	The measure described in the item is sometimes manifested.
1.80 - 2.59	Low	The measure described in the item is seldom manifested.
1.00 - 1.79	Very Low	The measure described in the item is always manifested.

The data were collected from the police non-commissioned officers, non-uniformed personnel, and police commissioned officers of Region X more specifically in Bukidnon Police Provincial Office regarding their organizational environment. In addition, this study was inclusive to the respondents since it focuses on the relationship between spiritual leadership and quality of work life among police officers. On the other hand, the study excluded the police officers from evaluating themselves to refrain from biased self-evaluations of personal and professional characteristics.

### 3.4 Statistical Tools

The data collected through the questionnaires were tallied and treated using the following statistical tools.

- Weighted mean. This was used to describe the level of spiritual leadership and organizational environment.
- Pearson *r*. This was used to ascertain the significance of the relationship between spiritual leadership, quality of work life, and organizational environment.

- Hierarchical regression analysis. This was used to establish the significance of the influence between spiritual leadership, quality of work life, and organizational environment.
- Modgraph (Hayes PROCESS macro). This was used to determine the moderating effect of organizational environment on the relationship between spiritual leadership and quality of work life among police officers.

## 4. Results and Discussion

### 4.1 Level of Spiritual Leadership as Perceived by Police Officers

Shown in Table 1 are the results of the descriptive statistics on assessing the level of spiritual leadership as perceived by police officers, which has an overall mean of 4.39 ( $SD=0.120$ ), described as *very high*. The very high level is indicative of very high levels surmised of its indicators, including organizational commitment ( $\bar{x}=4.56$ ,  $SD=0.298$ ), meaning or calling ( $\bar{x}=4.55$ ,  $SD=0.284$ ), vision ( $\bar{x}=4.45$ ,  $SD=0.129$ ), hope or faith ( $\bar{x}=4.39$ ,  $SD=0.550$ ), membership ( $\bar{x}=4.35$ ,  $SD=0.216$ ), productivity ( $\bar{x}=4.32$ ,  $SD=0.380$ ), and altruistic love ( $\bar{x}=4.25$ ,  $SD=0.434$ ). Taken as a whole, it is inferred that police officers see their organization to give the highest importance in both commitment to the organization and seeing their profession as a calling. In addition, the very high levels of the rest of the indicators indicate a highly profound appreciation of the organization.

**Table 1:** Level of spiritual leadership as perceived by police officers

Indicators	Mean	SD	Descriptive Level
Vision	4.45	.129	Very High
Hope/faith	4.39	.550	Very High
Altruistic love	4.25	.434	Very High
Membership	4.35	.216	Very High
Meaning/calling	4.55	.284	Very High
Organizational commitment	4.56	.298	Very High
Productivity	4.32	.380	Very High
Overall	4.39	.120	Very High

The result signifies that police officers exhibit loyalty, a stronger bond, and recognition of their organization's norms, goals, and objectives (Baykal, 2019). The level of organizational commitment exhibited by police officers validates the claims of Mathieu and Zajac (1990) and Cooper and colleagues (2005) implying that an individual with a high level of organizational commitment makes a vigorous determination to attain the objectives of the organization through using all their cognitive, emotional and behavioral resources. More specifically, the result is a good indication that police officers trust their organization and can build a social network with colleagues and friends within the organization (Takrima and Amin, 2015).

#### 4.2 Level of Quality of Work-Life among Police Officers

Shown in Table 2 are the results of the descriptive statistics on assessing the quality of work-life among police officers, which has an overall mean of 4.51 ( $SD=0.042$ ), described as *very high* quality of work-life. The very high level is also reflected in the very high levels of its nine indicators, including compensation and rewards ( $\bar{x}=4.75$ ,  $SD=0.193$ ), adequacy of resources ( $\bar{x}=4.65$ ,  $SD=0.331$ ), organizational culture ( $\bar{x}=4.64$ ,  $SD=0.221$ ), relation and cooperation ( $\bar{x}=4.56$ ,  $SD=0.403$ ), and training and development ( $\bar{x}=4.55$ ,  $SD=0.398$ ). The indicators which have the lowest ratings (but still rated very highly) include work environment ( $\bar{x}=4.44$ ,  $SD=0.154$ ), autonomy of work ( $\bar{x}=4.43$ ,  $SD=0.314$ ), job satisfaction and job security ( $\bar{x}=4.32$ ,  $SD=0.149$ ), and facilities ( $\bar{x}=4.29$ ,  $SD=0.438$ ). The descriptive analysis of these indicators is consistent with the previous analysis, pointing rewards to be the most highly satisfying element that contributes to very high levels of both organizational environment and quality of work-life among police officers.

**Table 2:** Level of service quality of work life

	Mean	SD	Descriptive Level
Work environment	4.44	.154	Very High
Organizational culture	4.64	.221	Very High
Relation and cooperation	4.56	.403	Very High
Training and development	4.55	.398	Very High
Compensation and rewards	4.75	.193	Very High
Facilities	4.29	.438	Very High
Job satisfaction and job security	4.32	.149	Very High
Autonomy of work	4.43	.314	Very High
Adequacy of resources	4.65	.331	Very High
Overall	4.51	.042	Very High

The high-level quality of work life among police officers is influenced by its high-assessed components, with compensation and rewards being the highest. The result suggests that the respondents are satisfied with their work, have proper organizational commitment, exert personal effort, and have a pleasant working environment. High QWL among respondents is an indication that organizations adopt to socially responsible approach in monitoring their employees and form an upright working environment as part of the total reward system (Armstrong & Taylor, 2020; Ogbuabor & Okoronkwo, 2019) to help employees in their personal concerns. Further, high QWL is a guarantee that police officers recognize their functions as highly motivating and gratifying. Compensation and rewards obtained the highest score among its indicators, and this implies that police officers who have secured jobs and compensation feel comfortable at their workplace (Drobnič, Beham & Präg, 2010). Weisboard (2010) and Saraji and Dargahi (2006) affirmed the statement asserting that compensation and rewards are among the most important components and that sustaining fair compensation generates an appropriate work environment. With this assertion, organizations can provide the minimum requirements that gratify compensation and rewards for police officers.

### 4.3 Level of Organizational Environment as Perceived by Police Officers

Shown in Table 3 are the results of the descriptive statistics in measuring the perceived level of organizational environment of police officers. The overall mean of the organizational environment is 4.52 ( $SD=0.119$ ), assessed to be *very highly* favorable. The very high level could be attributed to predominantly very high ratings given by police officers on their organization's working environment, especially in terms of rewards ( $\bar{x}=4.72$ ,  $SD=0.213$ ), internal environment ( $\bar{x}=4.63$ ,  $SD=0.195$ ), and participation ( $\bar{x}=4.60$ ,  $SD=0.302$ ). These indicators are also followed by very high ratings of guidance ( $\bar{x}=4.59$ ,  $SD=0.353$ ), profession ( $\bar{x}=4.51$ ,  $SD=0.187$ ), team ( $\bar{x}=4.36$ ,  $SD=0.281$ ), and facilitation ( $\bar{x}=4.33$ ,  $SD=0.405$ ). In general, it is surmised that police officers see their working environment to be generally very highly favorable, especially in the delivery of the organization's mandate to police officers. An overall very high rating as well as low standard deviations among indicators could be indicative that police officers have almost similar perceptions and experiences pertaining to the favorability of the organization's environment in which they work in.

**Table 3:** Perceived level of organizational environment among police officers

	Mean	SD	Descriptive Level
Internal	4.63	.195	Very High
Profession	4.51	.187	Very High
Team	4.36	.281	Very High
Guidance	4.59	.353	Very High
Facilitation	4.33	.405	Very High
Participation	4.60	.302	Very High
Rewards	4.72	.213	Very High
Overall	4.52	.119	Very High

The overall extent of the organizational environment as perceived by police officers obtained a high level of assessment. The result suggests that police officers professed their organizations exhibit a positive relationship with the active engagement of colleagues in the decision-making system and management approach (Volkwein and Parmley, 2000). In addition, Al-Omari and Okasheh (2017) cited the importance of a positive organizational environment asserting that a decent working environment is where employees can do their responsibilities in an ideal, secure, healthy, and comfortable condition. Hence, police officers generally perceive their organization as a conducive working environment.

Each indicator of the organizational environment obtained high assessment with rewards being the highest, which implies that police officers exhibit content with the level of rewards they received after fulfilling their function. The result reflected the assertion of Malhotra, Budhwar, and Prowse (2007) highlighting the key function of rewards in maintaining and promoting commitment that safeguards efficient performance and organizational stability. Moreover, Fry, Matherly, and Vitucci (2006) affirmed that those



rewards resulted from the personal experience one has while carrying out an activity that provides gratification when accomplished.

#### 4.4 Correlation between Spiritual Leadership, Organizational Environment, and Quality of Work-Life among Police Officers

Displayed in Table 4 are the results of the relationship between the independent (spiritual leadership), dependent (quality of work-life), and mediator (organizational environment) variables. Bivariate correlation analysis using Pearson product-moment correlation was utilized to ascertain the correlation between variables in this study. The first zero-ordered correlation analysis between spiritual leadership and quality of work-life revealed a computed *r*-value of 0.327,  $p < 0.000$  which is significant at the 0.05 level. This indicates that there exists a positive yet weak correlation between variables. hence, the null hypothesis of no significant relationship is therefore rejected.

In the same manner, the second bivariate correlation analysis involving spiritual leadership and organizational environment yielded an *r*-value of 0.965,  $p < 0.000$ , which is significant at 0.05 level. This indicates that there exists a positive yet strong association between the two variables. Thus, the null hypothesis of no significant relationship is also rejected.

The third correlational analysis between organizational environment and quality of work-life yielded an *r*-value of 0.384,  $p < 0.000$ , which is significant at 0.05 level. This indicates that there exists a positive, yet weak association between the two variables. Thus, the null hypothesis of no significant relationship is therefore rejected.

**Table 4:** Correlation analysis of the variables

Pair	Variables	Correlation Coefficient	<i>p</i> -value	Decision on Ho
IV and DV	Spiritual leadership and quality of work-life	0.327	0.000	Reject
IV and MV	Spiritual leadership and organizational environment	0.965	0.000	Reject
MV and DV	Organizational environment and quality of work-life	0.384	0.000	Reject

The significance of the relationship between spiritual leadership and quality of work-life rejects the first null hypothesis of no correlation between the two variables. A positive relationship indicates that the higher the spiritual leadership exhibited by police officers, the higher the corresponding quality of work-life exhibited by them. Spiritual leaders create a positive work environment that fosters and promotes employee satisfaction through rewards, job stability, and promotion opportunities by fostering growth and inspiring learning (Gayathiri & Ramakrishnan, 2013).

As concrete evidence of the result, the established correlation between spiritual leadership and quality of work-life is consistent with the exploration of Nafei (2018) citing that successful managers can develop their workforce and spread social awareness in ways that better prepare them to deal with the demands of the workplace by means of

ensuring job security, employee freedom and independence, positive interaction between coworkers, and healthy relationships among themselves. With this assertion, police officers are encouraged to oversee management challenges and workplace concerns that may influence spiritual leadership and the quality of work-life. In a similar vein, the result was strengthened by several scholars stressing that quality of work-life is not a new feature in the organization, and it was confirmed by many scholars that quality of work-life is the most important concept that organizations must consider (Narehan, Hairunnisa, Norfadzillah & Freziamella, 2014). While spiritual leadership entails human values that constitute the working environment, its function relatively associates with quality of work life employing roles that will improve and enhance the performance of organizations and their employees (Burkhart, Solari-Twadell & Haas, 2008). This assertion suggests that the components of QWL are a good indicator to establish the extent of spiritual leadership the police officers have.

The analysis of the relationship between perceived spiritual leadership and the organizational environment of police officers obtained a significant relationship. A positive relationship entails that the higher the spiritual leadership perceived by the respondents corresponds to an increase in their perceived organizational level. These observations seemed to corroborate with the postulations of Samul (2020) indicating that spiritual leadership is crucially important for individuals with the goal to lead and generate a sustainable environment for employees within an organization. Selver (2013) agreed to specify that spiritual leadership plays a crucial function in enhancing a clearer perspective of identification as an essential member of the workplace, ascertaining how events and conditions occur in the workplace, and determining and directing employee values to a sense of purpose. Meang (2016) and Samul (2020) further accentuate the correlation between the two variables by pointing out the importance of spiritual leadership in an organizational environment. He stressed that spiritual leadership influences organizational behavior, which is characterized by the awareness of a higher purpose and a sense of meaning in a job, being engaged in diverse job responsibilities and ethical considerations, and finally being a part of the organization. As a result, the activities and procedures of spiritual leadership eventually encourage the creation and management of an organization that is a work in progress.

The significance of the relationship between organizational environment and quality of work-life rejects the first null hypothesis of no correlation between the two variables. The significant correlation signifies that the higher the perceived level of organizational environment of the respondents corresponds to an increase in their perceived organizational environment. The high level of the organizational environment is an indication that police officers are highly motivated (Butt, Hu, Shafi, and Malik, 2015) with which they perceive their organization as a healthy environment. According to Lau (2000), a healthy environment signifies high QWL, where support and sustenance to employees' satisfaction are evident.

To further strengthen the established relationship between organizational environment and QWL, Velayudhan and Yameni (2017) claim that if respondents have

good remarks about their jobs, colleagues, and the organization, it entails that they are stimulated of performing their job, and consequently, their perceive QWL is good. To emphasis, QWL is a construct that supports and stimulates employee satisfaction through establishing job security, work reinforcement, growth opportunities, and moral enrichment (Argentero, Miglioretti & Angilletta, 2007). The influence of these variables leads employees to assure job security and satisfaction and become more engaged and efficient in their respective organizations.

#### **4.5 Moderating Effect of Organizational Environment on Spiritual Leadership-Quality of Work-Life Relationship**

A moderated regression analysis was conducted to test hypotheses on moderating effect. The results of the regression are presented in Table 5. The independent variable spiritual leadership and the moderating variable organizational environment were both entered the hierarchical regression procedure as Step 1. When regressing spiritual leadership ( $\beta=0.219$ ,  $p<0.01$ ) and the moderating variable, organizational environment ( $\beta=-0.347$ ,  $p<0.01$ ) in the first step, they were found to be significant predictors of quality of work-life, in their capacities as separate variables.

The second and final step in the regression analysis was to develop the interaction effect of spiritual leadership and organizational environment (denoted as SL\*OE) to be regressed as a separate explanatory variable of quality of work-life in addition to the two variables entered in Step 1. As hypothesized in the moderating effect hypothesis, a higher organizational environment may not necessarily (and significantly) increase or decrease the relationship between spiritual leadership and the quality of work-life. When the influence of one variable varies depending on the extent of another variable, then an essential interaction arises.

In this case, the interaction effect ( $\beta=-3.858$ ,  $p<0.05$ ), which is the product of spiritual leadership and organizational environment is significant, hence rejecting the null hypothesis that organizational environment does not moderate the relationship between spiritual leadership and quality of work-life. The result proposes that the link effect indeed contributes to the model variance. In addition, the original significant effect of spiritual leadership on the quality of work-life also diminished to a non-significant coefficient, which indicates that the interaction term fully moderated the original effect of the main variable.

The result generated from this exploration could be scrutinized further by means of the  $R^2$  change in Table 5. The  $R^2$  change articulates the extent of the variance of quality of work-life these predictors explain in each of the steps. The  $R^2$  change in Step 2 is 0.087, which is an increment to 0.175 in Step 1. This means that there is an additional 8.7% in the addition to the two explanatory variables in Step 1, bringing the overall variance to 0.261. This means that the interaction contributed to a significant variance in the quality of work-life.

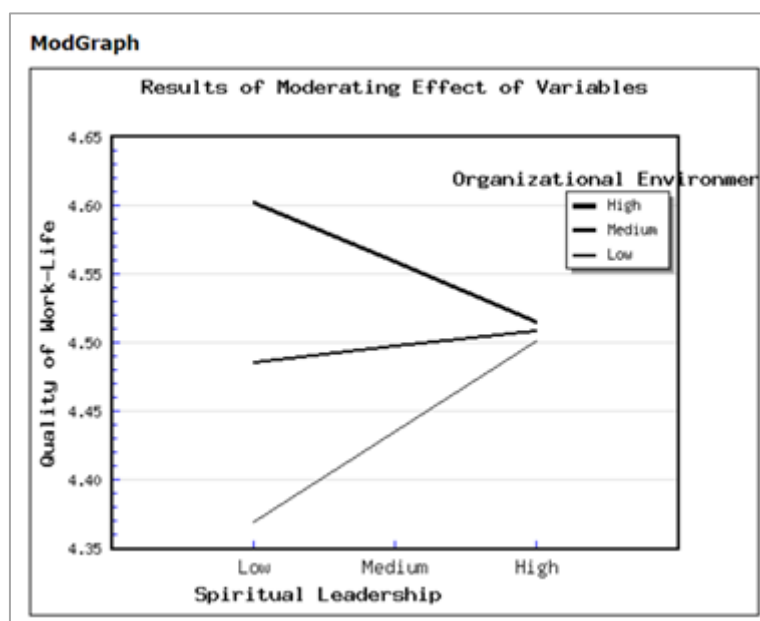
To validate the result of the regression, a modgraph (Figure 1) was generated from the interaction data as displayed in Tables 2 and 3. The graph shows that the highest level

of quality of work-life ( $\bar{x}=4.6022$ ) is evident in the interaction of high spiritual leadership and low organizational environment, while the lowest quality of work-life ( $\bar{x}=4.3687$ ) is evident in the manifestation of spiritual leadership and organizational environment both at the low levels.

**Table 5:** Hierarchical regression to assess the moderating effect of organizational environment on the relationship of spiritual leadership and quality of work-life

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	R <sup>2</sup> change
		B	S.E.	Beta			
Step 1	(Constant)	4.507	.002		2375.995	.000	0.175
	SL	.219	.061	.629	3.617	.000	
	OE	-.347	.061	-.991	-5.697	.000	
Step 2	(Constant)	4.560	.008		573.359	.000	0.261
	SL	-.108	.075	-.310	-1.441	.150	
	OE	-.529	.064	-1.509	-8.316	.000	
	SL*OE	-3.858	.566	-1.475	-6.816	.000	

The plots of the interactions can be further validated in the nature of the unstandardized betas of the variables for plotting in Table 3, noting that the betas of spiritual leadership (-0.108) and organizational environment (-0.529) as well as their interactions (-3.858) all exhibited negative coefficients. Finally, the  $R^2=0.261$  indicates that the variables jointly explain 26.1% of the variance of quality of work-life and that the unaccounted variance of 0.739 indicates that there are more variables that explain 73.9% of the variations of quality of work-life.



**Figure 1:** Graphical depiction of the moderating effect of organizational environment on spiritual leadership-quality of work-life relationship

As hypothesized in the moderating effect hypothesis, a higher organizational environment may not necessarily (and significantly) increase or decrease the relationship between spiritual leadership and the quality of work-life. The interaction of spiritual leadership and the organizational environment was found to be significant, suggesting further that the significant effect of spiritual leadership on the quality of work-life diminished to the point of non-significance. Simply put, between organizational environment and spiritual leadership, it is the former which espouses greater weight in ensuring the quality of work-life among police officers. In fact, this can be confirmed even in the descriptive analysis in the previous discussions. This is coherent with the pronouncements of Somech and Ron (2007), both stating that the quality of work-life in the workplace is heavily affected by social exchanges as well as citizenship behaviors. In addition, the greater weight of the correlation of organizational environment on quality of work-life from the very beginning confirms that police officers require a collaborative workforce to achieve. For Abbott (2006), for employees to be committed to the organization, the organization must reciprocate in the form of attention to what their subordinates need and become a workplace that espouses compassion and care by being able to share.

Finally, as it was able to fully mediate the originally significant role of spiritual leadership, the study believes that a much more favorable organizational environment provides better quality of work-life than relying on spiritual leadership alone. This is parallel to the idea of Searcy (2016), who mentioned that the work environment affects employees' interactions, and the lack of attention to it could be problematic as it will cause problems related to workers' health and organizational performance. Thus, to create meaningful improvements in work-life balance, a workplace environment is much of a necessity.

## **5. Recommendations**

The overall assessment of spiritual leadership, which is derived from a high level of its domain, implies that the spiritual leadership of police officers is always manifested. This suggests that police officers adapt and execute spiritual values and principles in their workplace. They understand the importance of colleagues finding meaning in their work and they demonstrate a sincere concern. However, the positive result does not necessarily benefit respondents in their practice, hence, they are bound to uphold appropriate character while maintaining organizational standards and employee morale. Respondents are also challenged to constantly lead by example and seek self-improvement. The said proposal will reinforce their spiritual leadership competencies and will eventually lead to self-expansion.

Quality of work life obtained a high rating as assessed by the respondents. This is evident in the high rating that respondents provide on each component. Quality of work-life stress is the significant relationship between employees and the total working condition including job satisfaction and employee engagement. Further, the need to

improve and maintain high-level quality of work life generates gratifying and productive job experience. Quality of work-life can improve if employees are committed to improvement in productivity and performance. Hence, it is recommended that police officers should undergo regular performance evaluation programs to assess work quality concerns and identify issues that impede performance and productivity.

The organizational environment together with its domains obtained high-level assessment. The result suggests that police officers perceive their workplace as a healthy environment, which in turn influences productivity and performance. Conversely, police officers are still encouraged to preserve organizational norms and conditions that favorably influence individual performance. They are supposed to establish openness and adaptability to adjust to the vast changing organizational environment, trust management leadership, and establish relationships between people and the organization.

Lastly, further studies may be conducted in other conditions or settings exploring other variables aside from spiritual leadership, organizational environment, and quality of work-life. Supplementary level of perceived spiritual leadership; level of the organizational environment; and level of quality of work-life must be dealt with by conducting another study that will focus on these variables. Thus, future researchers should also explore more components that establish a positive or negative influence on the variables of the study.

## 6. Conclusion

The study revealed an overall very high level of spiritual leadership as reflected in its entire domain with *organizational commitment* being assessed as the highest and *altruistic love* as the lowest. The overall level of the organizational environment obtained very high assessment along with its indicators, with *rewards* being assessed as the highest and *facilitation* as the least perceived indicator.

On the other hand, the overall quality of work-life as perceived by police officers was also rated as very high and a relatively high assessment on all its indicator. *Compensation and rewards* acquired the highest assessment score while *facilities* obtained the lowest. Collectively, the very high levels of these variables indicate that spiritual leadership, organizational environment, and quality of work-life are factors that help police officers maintain order, ensure efficient service delivery, and guarantee the quality of work-life.

The study further showed that spiritual leadership and quality of work-life established a positive correlation with the organizational environment. The study also established that there is a combined influence among spiritual leadership and organizational environment in the level of quality of work-life of police officers; however, the organizational environment was found to moderate the effect of spiritual leadership and quality of work-life. This supported Shani's (2013) postulation, which specifies that the concept of quality of work life focuses more on the standard of performance and

working circumstances that define the essence of the relationship involving the employee and the workplace conditions. Furthermore, parallel to the Code of Conduct of Uniformed Personnel in public service, the role of the organizational environment plays a cursory role in being able to produce a disciplined person who can balance work and life obligations. By fully moderating the effect of spiritual leadership, the work environment is evidently much valued in the context of police officers as far as quality of work-life is concerned.

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### **Conflict of Interest Statement**

The authors declare no conflicts of interest.

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