

THE INFLUENCE OF WORK-LIFE BALANCE AND PERCEIVED ORGANISATIONAL SUPPORT ON EMPLOYEE ENGAGEMENT MEDIATED BY PSYCHOLOGICAL WELL-BEING

Audy Ratih PRATIWI¹, Arum Wardhani NUSANDARI², Rusmalia DEWI³

^{1,2,3}Psychology, University of Semarang, Indonesia

Corresponding author: Audy Ratih Pratiwi

E-mail: audyrath@gmail.com

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Abstract:

This study aims to determine the effect of work-life balance and organizational perception on employee engagement through psychological well-being among members of the Central Java Regional Police Traffic Directorate. The research method used is quantitative, with a population of 332 respondents. For sampling, the researcher employed purposive sampling, resulting in a sample of 120 respondents who met the criteria. Data collection was conducted using a scale method comprising the Work-Life Balance Scale, Perceived Organization Scale, Employee Engagement Scale, and Psychological Well-Being Scale. Furthermore, the analysis method used in this study was Structural Equation Modeling (SEM) using the SmartPLS 4.0 application. The results obtained in this study indicate that work-life balance affects employee engagement (T Statistic=2.753; P=0.000), perceived organization also affects employee engagement (T Statistic=5.055; P=0.000), Psychological Well-Being influences Employee Engagement (T Statistic=5.131; P=0.000), Work-Life Balance influences Psychological Well-Being (T Statistic=4.477; P=0.000), Psychological Well-Being influences Employee Engagement (T Statistic=3.138; P=0.002), furthermore, Work-Life Balance influences Employee Engagement through Psychological Well-Being (T Statistic=1.998; P=0.031), while Perceived Organization does not influence Employee Engagement through Psychological Well-Being (T Statistic=1.693; P=0.091).

Keywords: Work-Life Balance, Perceived Organization, Employee Engagement, Psychological Well-Being, Members of the Central Java Regional Police Traffic Directorate

INTRODUCTION

Human resources are a fundamental component in determining the success or failure of an institution in achieving its predetermined goals. Human resources are not only considered as objects for attaining institutional objectives, but also serve as the key actors in realizing those goals. Therefore, effective human resource management is crucial to enhancing institutional efficiency and performance. This importance applies not only to private organizations but also to government institutions, including law enforcement agencies such as the police.

The Indonesian National Police (POLRI) is a state institution mandated by the Indonesian constitutional system to maintain national security and enforce applicable laws across the country. According to Law No. 2 of 2002, the roles and functions of the police include fostering community relations, protecting the public, upholding the law, and maintaining public order. As a state apparatus, the police are also expected to provide excellent, prompt, and accurate public services to reflect their professionalism and accountability in law enforcement.

The complexity of a police officer's duties presents significant challenges. Police officers face irregular working hours, exposure to crime and traumatic situations, and must often make swift decisions in emergencies while upholding high ethical and moral standards. These demands



particularly affect officers in the Traffic Directorate (Ditlantas), who are tasked with ensuring road safety and order—duties that are highly stressful and require both mental preparedness and professionalism.

The Traffic Directorate of the Central Java Regional Police (Ditlantas Polda Jawa Tengah) is responsible for managing traffic-related functions, comprising several sub-directorates including education, traffic security, vehicle registration and identification, traffic law enforcement, administration, and highway patrol. This unit emphasizes the 3E + 1I approach (Education, Enforcement, Engineering, and Identification) in carrying out its duties. Given the significance of these responsibilities, high levels of employee engagement are crucial for ensuring effective performance and public service delivery.

Employee engagement refers to the physical, cognitive, and emotional investment that employees make in their work. According to Schaufeli and Salanova (2017), engagement fosters organizational health and enhances competitiveness. However, many organizations face challenges related to low levels of employee engagement. In the police force, officers must balance dual roles as law enforcers and public servants, making engagement even more critical.

Preliminary interviews with personnel from Polda Jawa Tengah revealed issues related to vigor, or the energy and mental resilience required for police work. Some officers reportedly experience low energy levels, affecting their ability to maintain focus and persistence, particularly in demanding tasks such as traffic control, accident response, and enforcement activities.

Furthermore, the concept of absorption—being deeply engrossed in one's work—is often lacking. Observations suggest that some officers show low concentration and enthusiasm in delivering services, possibly due to insufficient engagement. This lack of focus can undermine the police's effectiveness and damage public trust. A 2022 survey by the Indonesian Survey Institute (LSI) indicated a decline in public trust in the police, from 70% to 53%, highlighting the urgency of improving engagement and public service quality.

Several factors, including work-life balance, perceived organizational support, and psychological well-being influence employee engagement. Work-life balance refers to an individual's ability to manage both work responsibilities and personal life effectively. Imbalance in this area often leads to stress, which in turn hampers engagement and productivity. Officers who feel supported in balancing these roles tend to be more motivated and committed to their duties.

Perceived organizational support—employees' perception of how much the organization values their contributions and cares about their well-being—also plays a pivotal role in fostering engagement. Supportive environments with adequate facilities, recognition, and fair treatment can lead to higher morale and better performance.

Moreover, psychological well-being is essential in achieving employee engagement. It reflects a person's ability to accept themselves, cope with stress, and find meaning in their work. Officers who possess a strong sense of well-being tend to exhibit greater enthusiasm, resilience, and job satisfaction, all of which are essential for high-quality public service.

Despite adequate facilities in Ditlantas Polda Jawa Tengah, preliminary findings suggest that several officers still perform below expectations. This performance gap, marked by delays in task completion and lack of focus, indicates a deeper issue potentially rooted in low levels of employee engagement.

Therefore, this study aims to examine the influence of work-life balance and perceived organizational support on employee engagement, with psychological well-being serving as a mediating variable among police officers at Ditlantas Polda Jawa Tengah. This research is expected

to contribute to the development of strategies to enhance the quality of human resources in law enforcement institutions.

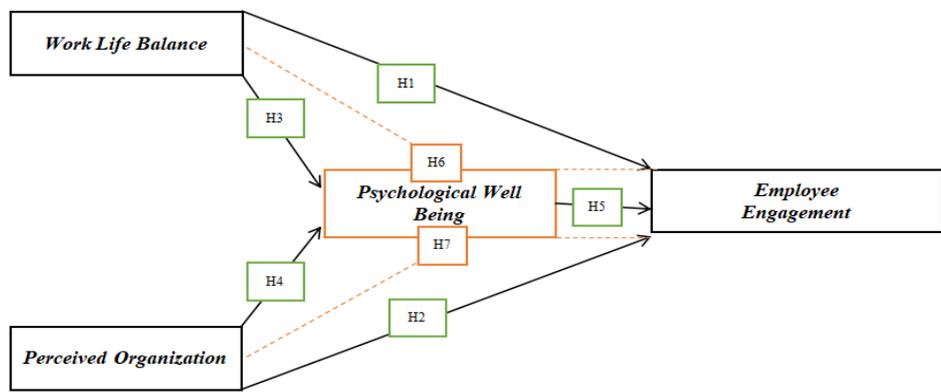


Figure 1. Research Framework

METHODS

This quantitative research employed a cross-sectional design using a purposive sampling technique. The population comprised active-duty police officers in the Solo Raya area, with 124 respondents participating in the study. Data collection was conducted through validated questionnaires, and data analysis used SEM-PLS via SmartPLS 4.0. Variables measured include work-life balance, perceived organizational support, psychological well-being, and employee engagement, using previously developed instruments adapted to the public sector setting.

RESULT AND DISCUSSION

The data analysis confirmed that both work-life balance ($\beta = 0.225, p < 0.05$) and perceived organizational support ($\beta = 0.318, p < 0.05$) positively influence employee engagement. Furthermore, psychological well-being significantly mediates these relationships. The mediation test results indicate that psychological well-being amplifies the effect of independent variables on engagement. These findings are consistent with prior studies indicating the pivotal role of well-being in sustaining employee commitment and motivation. Organizations that emphasize balanced life and social support mechanisms enhance engagement, especially in high-pressure environments like law enforcement.

Table 1. Structural Model Results

Variable	Original Sample (0)	Sample mean	Standard deviation	T-statistic	p-Value	Results
Z->Y	0,532	0,535	0,123	4,338	0,000	Significant
X1->Z	0,460	0,464	0,090	5,131	0,000	Significant
X1->Y	0,166	0,178	0,095	2,753	0,000	Significant
X2->Z	0,391	0,374	0,124	3,138	0,002	Significant
X2->Y	0,580	0,572	0,115	5,055	0,000	Significant
X1->z->y	0,179	0,145	0,150	1,998	0,031	Significant
X2->z->y	0,169	0,168	0,100	1,693	0,091	Not



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Significant

Source: Data Processed 2025

Based on the T-Statistics values with a significance level of 0.05, the model is considered valid or the hypothesis is accepted if the T-value > 1.96 or the p-value < 0.05.

Hypothesis 1: There is an influence between Work-Life Balance and Employee Engagement. Based on the table above, the T-statistic value is 2.753, and the p-value is 0.000. Therefore, there is a significant effect of Work-Life Balance on Employee Engagement.

Hypothesis 2: There is an influence between Perceived Organizational Support and Employee Engagement. The table shows a T-statistic value of 5.055 and a p-value of 0.000. Thus, Perceived Organizational Support significantly influences Employee Engagement.

Hypothesis 3: There is an influence between Work-Life Balance and Psychological Well-Being. The T-statistic value is 5.131 with a p-value of 0.000, indicating a significant relationship between Work-Life Balance and Psychological Well-Being.

Hypothesis 4: There is an influence between Perceived Organizational Support and Psychological Well-Being. The table also reports a T-statistic of 5.131 and a p-value of 0.000, confirming a significant influence of Perceived Organizational Support on Psychological Well-Being.

Hypothesis 5: There is an influence between Psychological Well-Being and Employee Engagement. With a T-statistic of 3.138 and a p-value of 0.002, the results show a significant effect of Psychological Well-Being on Employee Engagement.

Hypothesis 6: There is an influence between Work-Life Balance and Employee Engagement through Psychological Well-Being. The T-statistic is 1.998, and the p-value is 0.031, indicating that Psychological Well-Being mediates the relationship between Work-Life Balance and Employee Engagement.

To determine the mediating role, the Variance Accounted For (VAF) value is calculated. According to Hair (2014), VAF is interpreted as follows:

- VAF > 80% indicates full mediation
- 20% < VAF < 80% indicates partial mediation
- VAF < 20% indicates no mediation

The calculation is as follows:

$$VAF = (a \times b) / ((a \times b) + c) = 0.179 / 0.345 = 0.518 \text{ or } 51\%$$

Since the VAF falls between 20% and 80%, it indicates partial mediation. It shows that Psychological Well-Being plays a significant mediating role. Without Psychological Well-Being, the influence of Work-Life Balance on Employee Engagement is less impactful. Hence, Psychological Well-Being is a crucial variable in enhancing Employee Engagement among traffic police officers.

Hypothesis 7: There is no influence between Perceived Organizational Support and Employee Engagement through Psychological Well-Being. The T-statistic is 1.693, and the p-value is 0.091. Therefore, there is no significant mediating effect of Psychological Well-Being in the relationship between Perceived Organizational Support and Employee Engagement.

VAF is calculated as follows:

$$VAF = (a \times b) / ((a \times b) + c) = 0.169 / 0.749 = 0.225 \text{ or } 22.5\%$$



Since the VAF value falls between 20% and 80%, it can be interpreted as partial mediation. It implies that Psychological Well-Being does not have a strong direct mediating effect between Perceived Organizational Support and Employee Engagement, but still plays a moderate mediating role.

CONCLUSION

The study confirms that both work-life balance and perceived organizational support are significant predictors of employee engagement, with psychological well-being serving as a crucial mediator. Police officers who experience support from their organization and maintain a life balance are more likely to report higher levels of engagement when their psychological well-being is also nurtured. For future research, longitudinal studies are recommended to examine the long-term effects of these variables across different law enforcement contexts.

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