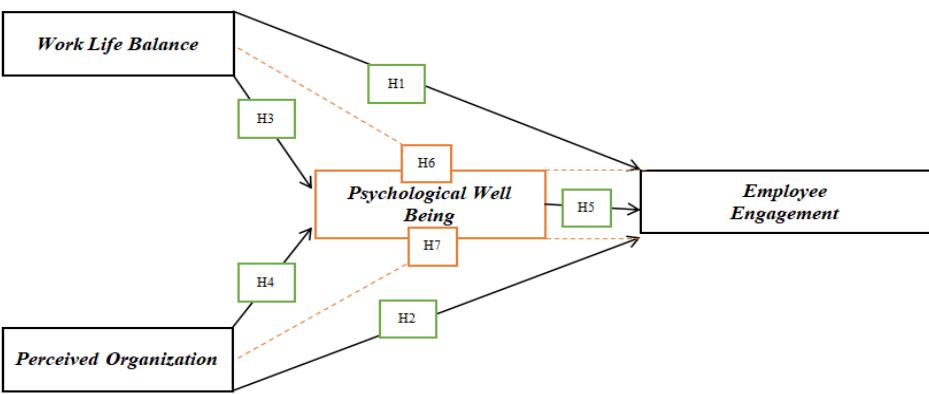






to contribute to the development of strategies to enhance the quality of human resources in law enforcement institutions.



**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





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:

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



This open-access article is distributed under a  
Creative Commons Attribution (CC-BY-NC) 4.0 license

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.

## REFERENCES

- Aubé, C., Rousseau, V., & Morin, E. M. (2019). Perceived organizational support and organizational commitment: The moderating effect of locus of control and work autonomy. *Journal of Managerial Psychology*, 22(5), 479–495. <https://doi.org/10.1108/02683940710757209>
- Azeem, S. M. & Akhtar, N. (2018). The Influence of Work Life Balance and Job Satisfaction on Organizational Commitment of Health Care Employees. *International Journal of Human Resource Study*. Vol. 04, No.02.
- Azwar, S. (2015). *Penyusunan Skala Psikologi*. Yogyakarta: Pustaka Pelajar
- Bakker, A. (2009). *Building Engagement in the Workplace*. (R. Burke, & C. Cooper, Eds.) UK: Routledge. <https://doi.org/10.4324/9780203971611.ch3>
- Bakker, A., & Leiter, M. (2010). *Work Engagement: A handbook of essential theory and research*. New York: Psychology Press. <https://doi.org/10.4324/9780203853047>
- Bakker, A. B. (2021). An Evidence-Based Model of Work Engagement. *Current Directions in Psychological Science*, 20(4), 265–269. <https://doi.org/10.1177/0963721411414534>
- Bakker, A. B., & Demerouti, E. (2018). Towards A Model of Work Engagement.
- Banu, A. R., & Duraipandian, K. (2019). Development of an Instrument to Measure Work-Life Balance of It Professionals in Chennai. Vol . 5, No.11.
- Becker, B. E., & Gerhart, B. (2018). The impact of human resources management on organization performance, progress and prospects. *The Academy of Management Journal*, 39(4), 779-801. <https://doi.org/10.1108/13620430810870476>
- Chusniyah, T., & Hakim, G. R. U. (2021). Tujuan Hidup sebagai Prediktor Kesejahteraan Psikologi pada Generasi Z. In *Seminar Nasional Psikologi UM*,1(1),413-423.
- Delecta, P. (2021). Review Article Work Work-Life Balance. *International Journal of Current Research*, Vol. 3, No. 4).
- Dessler, G. (2020). *Manajemen Sumber Daya Manusia*, Jakarta: PT. Indeks, Employee Engagement Insights for Business Leaders Worldwide, 1–23.
- Gallup, C. (2017). State of the Global Workplace. Executive Summary.
- Gallup. (2018). How Employee Engagement Drives Growth. Business Journal. Retrieved March 11, 2016, from: <http://www.gallup.com/businessjournal/163130/employee-engagementdrives-growth.aspx>
- Hasibuan, M. S. P. (2003). *Manajemen Sumber Daya Manusia*. Bumi Aksara: Jakarta.



- Ghozali, I. (2018). *Structural Equation Modeling, Metode Alternatif dengan Partial Least Square (PLS) (Edisi 4)*. Badan Penerbit Universitas Diponegoro.
- Ghozali, I., & Latan, H. (2017). *Partial least squares: Konsep, teknik, dan aplikasi menggunakan program smart PLS 3.0 (2nd ed.)* (2nd Editio). Universitas Diponegoro.
- Ghozali, I. (2018). *Structural Equation Modelling, Model Alternatif dengan Partial Least Squares*. Semarang. Badan Penerbit Undip.
- Ghufron, N., & Risnawati, R. (2021). *Teori-Teori Psikologi*. Ar-ruzz Media.
- Ginanjari., & Riyanti, B. P. D. (2018). Hubungan Antara Kepuasan Kerja dan Komitmen Organisasi pada Pekerja Lepas Biro Konsultan. *Jurnal Ilmiah Psikologi Manasa, Vol.4, No. 2*, 125-139.
- Greenhaus, J. H., Collins, K. M., & Shaw, J. D. (2023). The relation between work-family balance and quality of life. *Journal of Vocational Behavior*, 63(3), 510-531. [https://doi.org/10.1016/S0001-8791\(02\)00042-8](https://doi.org/10.1016/S0001-8791(02)00042-8)
- Hidayat, K. (2017). 'Pengaruh Work-Life Balance dan Lingkungan Kerja terhadap Kepuasan Kerja Karyawan', *Jurnal Administrasi Bisnis*, 49(1).
- Humas Polri. (2022). Tugas dan Fungsi -. <https://humas.polri.go.id/tugas-dan-fungsi/>
- Kahn, W. A. (2020). Psychological Conditions of Personal Engagement and Disengagement at Work.
- Lutfiah. (2017). *Metodologi Penelitian Kualitatif, Tindakan Kelas & Studi Kasus*. Sukabumi: CV Jejak.
- Macey, W. H., Schneider, B., Barbera, K.M., & Young, S.A. (2009). Employee engagement: tools for analysis, practice, and competitive advantage. USA: John Wiley & Sons <https://doi.org/10.1002/9781444306538>
- Maslach, C., & Leiter, M. P. (2018). Burnout. In G. Fink (Ed.), *Stress: Concepts, cognition, emotion, and behavior* (pp. 351-357). Academic Press. <https://doi.org/10.1016/B978-0-12-800951-2.00044-3>
- Moh. Nazir. (2014). *Metode Penelitian*. Bogor: Ghalia Indonesia
- Pangemanan, F. L.; Pio, R. J.; and Tumbel, T. M. (2018). Pengaruh Work- Life Balance Dan Burnout Terhadap Kepuasan Kerja. 8.
- Restu, K. (2020). *Asas Metodologi Penelitian*. Yogyakarta: Graha Ilmu.
- Rini, K. G. G. P., & Indrawati, K. R. (2019). Hubungan antara work-life balance dengan komitmen organisasi perempuan Bali yang bekerja pada sektor formal. *Jurnal Psikologi Udayana*. 153-164.
- Ryff, C. D. (2017). Psychological well-being in adult life. *Current Directions in Psychological Science*, 4(4), 99-104. <https://doi.org/10.1111/1467-8721.ep10772395>
- Ryff, C. D., Singer, B. H. (2017). Best news yet on the six-factor model of wellbeing. *Social Science Research* 35. <https://doi.org/10.1016/j.ssresearch.2006.01.002>
- Saks. (2020). Antecedents and Consequences of Employee Engagement. *Journal of Managerial Psychology*. Vol. 21 Iss:7 pp. 600- 619 <https://doi.org/10.1108/02683940610690169>
- Schaufeli. (2018). The Measurement of Engagement and Burnout: A Two-Sample Confirmatory Factor Analytic Approach. *Journal of Happiness Studies*.
- Schaufeli, W. B., Bakker, A. B., & Salanova, M. (2018). The measurement of work engagement with a short questionnaire: A cross-national study. *Educational and psychological measurement*.
- Schaufeli, W., Marisa, S., Vincente, G., & Bakker, A. (2020). The Measurement of Engagement and Burnout: A Two-Sample Confirmation Factor Analytic Approach. *Journal of Happiness Studies*, 3, 71-92. <https://doi.org/10.1023/A:1015630930326>



- Singh, S. K. (2017). Competing through employee engagement: a proposed framework. *International Journal of Productivity and Performance Management*, 65(6), 831–843.  
<https://doi.org/10.1108/IJPPM02-2016-0037>
- Sudjana. (2019). *Metode Statistika*. Bandung: Tarsito.
- Sugiyono. (2017). *Metode Penelitian Kuantitatif, Kualitatif dan R&D*, Cetakan ke 24. Bandung: Alfabeta.
- Sugiyono. (2021). *Metode penelitian pendidikan*. Bandung: ALFABET.
- Sugiyono. (2020). *Metode Penelitian Kuantitatif, Kualitatif dan R&D*. Bandung: Alfabeta.
- Wardani. (2021). *Psychological Capital, Psychological Empowerment, dan Employee*. E-Book.
- Widodo, P. (2022). Peranan Bhayangkara Pembina Keamanan dan Ketertiban Masyarakat Dalam Penanggulangan Tindak Pidana Pencurian Motor (Studi Kasus di Polsesk Genuk), Skripsi Ilmu Hukum, Fakultas Hukum, Universitas Islam Sultan Agung, Semarang, 2022.