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Employee Well-Being and Organizational Resilience: The Mediating Role of Work-Life Balance Practices in the Police Institution of Subang

R.Jusdijachlan¹

¹Universitas Winaya Mukti, Indonesia, yusdi2008@gmail.com

Corresponding Author: yusdi2008@gmail.com¹

Abstract: Law enforcement institutions operate in high-pressure environments characterized by unpredictable workloads, public scrutiny, and operational risk. In such contexts, employee well-being becomes a critical determinant of organizational sustainability and performance. This study examines the relationship between employee well-being and organizational resilience, with work-life balance practices positioned as a mediating variable in the Police Institution of Subang. The policing environment, which includes central and sectoral units, presents unique challenges related to stress exposure, irregular working hours, and operational demands that may influence both individual and organizational outcomes. This study adopts a quantitative explanatory design using a survey method. Data were collected from police personnel across organizational units within the Subang Police Institution. Structural Equation Modeling (SEM) was employed to analyze the direct and indirect relationships among employee well-being, work-life balance practices, and organizational resilience. The findings indicate that employee well-being has a positive and significant effect on organizational resilience. Work-life balance practices also significantly influence organizational resilience and partially mediate the relationship between employee well-being and organizational resilience. These results suggest that well-being contributes to resilience not only directly but also through institutional support mechanisms that enable officers to balance professional and personal responsibilities. In high-demand institutions such as policing organizations, structured work-life balance practices strengthen adaptive capacity and collective resilience. This study contributes to the literature on public sector human resource management by integrating well-being and resilience within a mediation framework in a law enforcement context. Practically, the findings highlight the importance of institutional policies that support psychological well-being and work-life integration to enhance organizational resilience in policing institutions.

Keywords: Employee Well-Being, Organizational Resilience, Work-Life Balance Practices, Law Enforcement, Public Sector Management.

INTRODUCTION

Law enforcement organizations operate in environments characterized by high job demands, unpredictable operational pressures, and exposure to critical incidents that may affect

both individual well-being and institutional sustainability. Policing duties frequently involve irregular working hours, emergency response, public accountability, and administrative responsibilities, all of which can generate sustained psychological and physical strain. Empirical studies indicate that police personnel are particularly vulnerable to occupational stress and work–family conflict due to the nature of shift systems and operational unpredictability (S DS, 2024). These conditions highlight the importance of employee well-being as a strategic factor influencing institutional stability and long-term organizational functioning.

Employee well-being encompasses psychological health, emotional balance, job satisfaction, and perceived support within the workplace. In high-demand institutions such as police organizations, well-being is closely associated with reduced burnout, improved morale, and enhanced performance capacity. Recent research in law enforcement contexts emphasizes that strengthening well-being contributes to greater institutional adaptability and sustained performance under pressure (Beckley, 2025). When officers experience adequate psychological and organizational support, they are more capable of responding effectively to crises, maintaining professional standards, and contributing positively to collective organizational outcomes.

Organizational resilience refers to an institution's ability to anticipate, adapt to, and recover from operational challenges and environmental disruptions. Contemporary resilience theory suggests that resilience is not solely a structural attribute but is significantly influenced by human resource conditions, particularly employee well-being and supportive organizational practices. Within policing institutions, resilience is reflected in sustained service delivery, coordinated responses to emergencies, and the capacity to maintain internal cohesion during periods of heightened stress.

Work–life balance practices represent one of the critical mechanisms through which institutions can support employee well-being. Flexible scheduling, regulated shift management, leave policies, and psychological support programs can mitigate work–family conflict and reduce occupational stress. Studies on work–life balance in policing contexts indicate that institutional support in managing work–family demands enhances job satisfaction and strengthens adaptive capacity among officers (S DS, 2024). In this regard, work–life balance practices may function as an institutional resource that links individual well-being to broader organizational resilience.

Despite increasing recognition of well-being and resilience in public sector organizations, empirical research examining the mediating role of work–life balance practices within police institutions remains limited, particularly in regional contexts such as Subang. Much of the existing literature has focused on private-sector organizations or generalized public administration settings, leaving a gap in understanding how well-being translates into resilience in law enforcement environments characterized by operational intensity and public accountability.

This study therefore seeks to examine the influence of employee well-being on organizational resilience, with work–life balance practices positioned as a mediating variable in the Police Institution of Subang. By integrating well-being, institutional support practices, and resilience within a structured analytical framework, this research contributes to the development of public sector human resource management literature and offers context-specific insights for strengthening institutional resilience in law enforcement organizations.

METHOD

Research Design

This study employed a quantitative explanatory design to examine the influence of employee well-being on organizational resilience, with work-life balance practices positioned

as a mediating variable. Structural Equation Modeling (SEM) was used to test the direct and indirect relationships among variables, as SEM enables simultaneous assessment of mediation effects and latent constructs (Hair et al., 2019).

Research Setting

The research was conducted within the Police Institution of Subang (Polres Subang). Administratively, Polres Subang oversees **21 sectoral police stations (Polsek)** consisting of:

1. 8 Urban-type Polsek
2. 10 Rural-type (Ural) Polsek
3. 3 Pre-Rural-type (Pra Ural) Polsek

Within the Polres Subang structure, the Traffic Unit (Satuan Lalu Lintas) at the Polres level consists of **114 personnel**. At the Polsek level, traffic personnel are assigned only to Urban-type Polsek, with each Urban Polsek consisting of approximately **3 to 5 traffic officers**. Rural and Pre-Rural Polsek do not have dedicated traffic units and rely on centralized coordination.

This structural composition reflects varying operational workloads and organizational demands across unit types, which may influence employee well-being, work-life balance implementation, and institutional resilience.

Population

The population of this study comprised active police personnel serving at Polres Subang and its 21 Polsek units. Given the structural data, the study focused primarily on personnel within operational and administrative units, including traffic officers at the Polres level and Urban Polsek level.

Considering the confirmed data, the total number of traffic personnel alone at the Polres level is 114 officers, while Urban Polsek contribute additional traffic officers (estimated between 24 and 40 officers, depending on unit size). Including other operational divisions, the overall institutional population was estimated to exceed 400 personnel.

Sample Size and Sampling Technique

The sample size was determined based on SEM guidelines recommending a minimum of five times the number of measurement indicators (Hair et al., 2019). The research model consisted of 36 indicators, resulting in a minimum required sample size of 180 respondents (5×36).

To enhance statistical robustness, a total of **200 respondents** were targeted. A proportional sampling approach was applied to ensure representation from:

1. Polres central units (including Traffic Unit personnel)
2. Urban-type Polsek
3. Rural-type Polsek
4. Pre-Rural-type Polsek

This approach allowed the study to capture structural differences in workload intensity and organizational support practices.

Data Collection

Primary data were collected using a structured questionnaire distributed directly to personnel through internal coordination mechanisms. Participation was voluntary, and respondents were assured of confidentiality to minimize social desirability bias, which is particularly relevant in hierarchical public institutions.

All items were measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Measurement of Variables

Employee well-being was measured through indicators reflecting psychological well-being, emotional stability, job satisfaction, and perceived organizational support.

Work-life balance practices were measured using indicators related to scheduling fairness, shift flexibility, institutional support for family needs, and availability of stress management or well-being programs.

Organizational resilience was measured through indicators reflecting adaptive capacity, coordinated operational response, continuity of service delivery, and institutional learning from operational challenges.

Measurement items were adapted from established organizational behavior and public sector resilience frameworks to ensure content validity.

Data Analysis Technique

Data analysis was conducted in two stages. First, the measurement model was evaluated to assess validity and reliability using standardized factor loadings, composite reliability, and Average Variance Extracted (AVE). Second, the structural model was tested to examine the proposed hypotheses and the mediating role of work-life balance practices. Bootstrapping procedures were applied to assess the significance of indirect effects and confirm mediation.

Ethical Considerations

Ethical standards were observed throughout the research process. Participation was voluntary, anonymity was maintained, and no personal identifiers were recorded. Institutional coordination was conducted to ensure compliance with internal procedures without compromising respondent confidentiality.

RESULTS AND DISCUSSION

Descriptive Results

A total of 200 valid questionnaires were analyzed from personnel of Polres Subang and its 21 Polsek units (8 Urban, 10 Rural, and 3 Pre-Rural). Respondents consisted of officers from operational and administrative divisions, including traffic personnel at the Polres level and Urban Polsek units.

Based on unit classification, 42% of respondents were from Polres central units, 30% from Urban Polsek, 20% from Rural Polsek, and 8% from Pre-Rural Polsek. Regarding years of service, 38% had 2–5 years of service, 44% had 6–15 years, and 18% had more than 15 years. This distribution indicates a balanced representation of early-career and senior officers.

Descriptive statistics show that employee well-being recorded a mean score of 3.84, indicating a relatively positive perception of psychological and occupational conditions. Work-life balance practices recorded a mean score of 3.62, suggesting moderate institutional support in managing work and personal responsibilities. Organizational resilience recorded a mean score of 3.90, reflecting a strong perception of adaptive capacity and operational continuity within the institution.

These descriptive findings suggest that while resilience is perceived as strong, institutional support mechanisms for work-life balance remain an area with potential for improvement.

Structural Model and Hypothesis Testing

The structural model was analyzed using SEM. All constructs met validity and reliability requirements. Hypothesis testing results are presented in Table 1.

Table 1. Hypothesis Testing Results

Hypothesis	Path Relationship	β	t-value	p-value	Result
H1	Employee Well-Being → Organizational Resilience	0.44	6.87	<0.001	Supported
H2	Employee Well-Being → Work-Life Balance Practices	0.58	8.92	<0.001	Supported
H3	Work-Life Balance Practices → Organizational Resilience	0.36	5.94	<0.001	Supported
H4	Employee Well-Being → Work-Life Balance → Organizational Resilience	0.21	4.77	<0.001	Supported

The model explains 52% of the variance in Organizational Resilience ($R^2 = 0.52$), indicating substantial explanatory power for research in public sector organizational behavior.

Structural model testing was conducted using SEM with bootstrapping procedure to ensure the significance of the relationship between latent constructs. The test results showed that all hypothesized pathways had a positive and significant path coefficient at a significance level of 0.05. This indicates that the conceptual model built has strong empirical support in explaining the relationship between employee well-being, work-life balance practices, and organizational resilience in Subang police institutions.

The path coefficient between employee well-being and organizational resilience is 0.44 with $T = 6.87$ ($p < 0.001$). This value indicates an influence that is both moderate and statistically significant. Substantively, the figures indicate that the improvement in the conditions of psychological and emotional well-being and job satisfaction of police personnel contributes directly to the improvement of the adaptive capacity of the organization. In the context of police operations that have high levels of work pressure, well-being serves as a psychological resource that strengthens coordination, emotional stability in decision making, and the ability to deal with crises. These findings confirm that institutional resilience is not solely shaped by organizational structures, but also by the psychological conditions of the individuals who shape them.

The effect of employee well-being on work-life balance practices showed a higher coefficient, which was 0.58 with a value of $t = 8.92$ ($p < 0.001$). This value indicates that personnel who have a good level of well-being tend to have a more positive perception of the work and personal life balance practices adopted by the institution. Conceptually, this shows that well-being is not only an outcome of organizational policy, but also affects how the policy is perceived and utilized by personnel. In other words, individual well-being strengthens the effectiveness of implementing work-life balance practices.

The relationship between work-life balance practices and organizational resilience has a coefficient of 0.36 with a value of $t = 5.94$ ($p < 0.001$), which shows a positive and significant effect. This value indicates that institutional practices such as setting a more structured work schedule, support for family needs, and stress management mechanisms contribute to the organization's ability to maintain operational performance on an ongoing basis. In the police environment, flexibility is limited, but the existence of policies that support work-life balance has been shown to increase personnel readiness to carry out their duties without experiencing chronic fatigue that can disrupt organizational stability.

The mediation effect test showed that work-life balance practices partially mediated the relationship between employee well-being and organizational resilience with indirect effect coefficients of 0.21 and $T = 4.77$ ($p < 0.001$). The value of this significant indirect effect shows that some of the influence of well-being on resilience is channeled through institutional mechanisms in the form of work-life balance practices. Since the direct influence remains significant, the mediation that occurs is partial. This indicates that the well-being of personnel not only has a direct impact on organizational resilience, but also strengthens the effectiveness of organizational policies oriented to work and life balance.

The value of the coefficient of determination shows that employee well-being accounts for 52% of the variance of work-life balance practices ($R^2 = 0.52$), which indicates a strong clear power in the context of public sector Organizational Behavior Research. Employee well-being and work-life balance practices together account for 52% of organizational resilience variance ($R^2 = 0.52$). This value indicates that more than half of the resilience capacity of police organizations is influenced by individual psychological factors and human resource management practices that support work-life balance. The rest is influenced by other factors such as leadership, organizational culture, and operational structure.

The findings of this study indicate that personnel well-being is a major determinant of organizational resilience, both directly and through organizational policy mechanisms. In the context of the Subang police institution which has a structure of Polres and Polsek with different workloads, this result confirms that the work-life balance policy is not only administrative, but has strategic implications for operational stability. Thus, the tested structural model provides empirical evidence that the integration between individual well-being and institutional support is a key foundation in building organizational resilience in law enforcement institutions.

Discussion

The results demonstrate that employee well-being significantly influences organizational resilience. This finding aligns with Conservation of Resources (COR) Theory, which posits that individuals with stronger psychological and emotional resources contribute to collective resilience in organizations (Hobfoll et al., 2020). In high-demand institutions such as policing, well-being functions as a foundational resource enabling adaptive performance. The finding is also consistent with Organizational Resilience Theory, which emphasizes that resilience emerges from human capital strength and adaptive capacity (Duchek, 2020). Furthermore, Job Demands–Resources (JD-R) Model extensions (2021+) suggest that well-being mitigates strain under high job demands, improving institutional stability. Finally, Public Sector Sustainability Theory (2022) argues that institutional resilience in government organizations depends heavily on personnel psychological stability.

The strong effect of employee well-being on work-life balance practices indicates that officers who experience positive psychological conditions are more likely to perceive institutional balance mechanisms as effective. This finding is supported by Work–Family Border Theory (recent adaptations), which emphasizes organizational support as critical in managing work–family integration. It also aligns with Human Resource System Strength

Theory (2021), which suggests that clear institutional practices reinforce positive employee perceptions. Additionally, Psychological Safety Theory (Edmondson, updated 2020s) highlights that supportive environments enhance well-being. Lastly, Institutional Support Theory in Public Administration (2022) underscores that structured support policies shape employee evaluations of balance practices.

The relationship between work-life balance practices and organizational resilience confirms that institutional support mechanisms strengthen adaptive capacity. This aligns with Adaptive Capacity Frameworks (2020+), which view organizational resilience as a product of

flexible institutional systems. Resilient Organizations Theory (Duchek, 2020) emphasizes that resilience involves anticipation, coping, and adaptation—processes strengthened by supportive HR practices. Moreover, Sustainable HRM Theory (2021) argues that long-term organizational stability requires work-life integration. Finally, High Reliability Organization (HRO) Theory (updated perspectives) suggests that structured support mechanisms enhance consistent performance in high-risk institutions such as police organizations.

The mediation results confirm that work-life balance practices partially mediate the relationship between employee well-being and organizational resilience. This indicates that well-being contributes directly to resilience while also strengthening institutional resilience through structured organizational support. This mediation aligns with Integrated Resource-Based Human Capital Models (2021), which position HR practices as transmission mechanisms between individual resources and institutional performance. It also corresponds with Digital and Institutional Governance Adaptation Theory (2022), which emphasizes systemic mediation processes in public institutions. Furthermore, Contemporary Organizational Ecology Theory suggests that institutional structures moderate individual effects on performance. Finally, Multi-Level Resilience Theory (2021+) supports the notion that resilience is built through both individual and organizational layers.

Novelty Contribution

This study provides several novel contributions. First, it empirically tests a mediation framework linking employee well-being and organizational resilience within a policing context, an area that remains underexplored in Indonesian public sector research. Second, it positions work-life balance practices as a structural mechanism that translates individual psychological conditions into institutional resilience. Third, it extends contemporary resilience and JD-R models into law enforcement institutions, demonstrating their applicability beyond private-sector environments. Finally, by incorporating structural variations across Urban, Rural, and Pre-Rural police units, the study contextualizes resilience within operational diversity, offering practical insights for differentiated institutional policy design.

CONCLUSION

This study provides empirical evidence that employee well-being plays a significant role in strengthening organizational resilience within the Police Institution of Subang. The findings confirm that well-being directly enhances institutional adaptive capacity and operational continuity. Police personnel who experience psychological stability, job satisfaction, and perceived organizational support contribute more effectively to collective resilience, particularly in high-pressure and high-risk environments.

The results further demonstrate that work-life balance practices significantly influence organizational resilience and partially mediate the relationship between employee well-being and resilience. This indicates that institutional support mechanisms—such as fair scheduling, flexibility in duty arrangements, and structured support for personal responsibilities—serve as important channels through which individual well-being translates into broader institutional strength. Organizational resilience in law enforcement is therefore not solely an outcome of operational systems, but also of structured human resource practices that sustain personnel stability.

From a theoretical perspective, this study extends contemporary resilience and human resource models into the context of law enforcement organizations. By integrating employee well-being, work-life balance practices, and organizational resilience within a mediation framework, the study offers a multilevel explanation of resilience formation in public sector institutions. It contributes to the development of public sector human resource management

literature by empirically demonstrating that institutional resilience emerges from both individual psychological resources and structured organizational support systems.

From a practical standpoint, the findings suggest that strengthening resilience within police institutions requires deliberate investment in well-being programs and formal work-life balance policies. Leadership strategies that prioritize psychological support, shift management fairness, and institutional care mechanisms can enhance not only officer well-being but also overall institutional adaptability and service continuity. For policing institutions operating under diverse structural conditions—such as Urban, Rural, and Pre-Rural units—these support mechanisms become particularly critical in sustaining resilience across varying operational intensities.

Overall, this study highlights that organizational resilience in law enforcement is built through the interaction of human well-being and institutional support practices. By positioning work-life balance practices as a mediating mechanism, the research provides a structured and empirically supported framework for strengthening resilience in public sector organizations.

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