




Employee Engagement and Work-Life Balance as a Mediation Mechanism Between Organizational Support and Employee Performance – A Conceptual Analysis

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Abstract. In an era of increasingly competitive globalization, organizations are faced with the challenge of maintaining optimal employee performance, including in a dynamic police environment. One of the important factors that affect performance is Employee Engagement (EE) and Work-Life Balance (WLB). This study raises the role of Organizational Support (OS) as a factor that can mediate the relationship between employee engagement and WLB on Employee Performance (EP). OS serves as an element that provides a sense of appreciation and attention to the well-being of employees, which has an impact on increasing their involvement in work and maintaining a life balance. This study is based on Social Exchange Theory, which explains the reciprocal relationship between individuals and organizations. The results of the study show that good OS increases employee engagement and work-life balance, which in turn improves employee performance. The data also revealed that these 2 variables are mediators which mediate the relationship of organisational support and employee performance. By recognising such associations, organizations would be better positioned to develop policies in order to enhance employee well-being and thus productivity in highly stressful occupational settings like policing.

Keywords: EE, Work-Life Balance, OS, Employee Performance.

1 Introduction

In the era of increasingly competitive and dynamic globalization, organizations face major challenges in maintaining optimal EP in the midst of rapid changes in the work environment. It is also a real phenomenon in , where changes in the demands of tasks and organizational dynamics affect the motivation and productivity of police members. As an institution that carries out community service tasks, it requires a strategic human resource management approach so that the sustainability of the unit's performance is maintained. However, the reality on the ground shows that there are a number of obstacles such as member loyalty, involvement, and WLB that are difficult to achieve due to the increasingly complex workload.

The main problem that arises is how to maintain a high level of EE while managing the WLB of members effectively. EE, which reflects emotional attachment and

commitment to the organization, greatly determines the performance of police members in carrying out their duties [1]. Based on preliminary observations and a recent literature review from journal articles, low EE and work-life imbalance remain significant challenges in the police environment that contribute to stress, decreased productivity, and the risk of burnout and turnover. For example, research [1] The Banten Regional Police found that although the majority of members have high work engagement, some still experience low work attachment which negatively affects their performance. Study [2] It also revealed a significant positive relationship between EE and job satisfaction which further had an impact on improving performance in police institutions. Moreover [3] emphasized that work-family enrichment has a positive correlation with work engagement, which supports the psychological well-being of police members. This condition demands human resource management that focuses more on increasing engagement and WLB to maintain the optimal performance of police personnel, which is also a challenge for . This problem is even more complex if organizations fail to provide adequate support, especially in a stressful and demanding work environment such as the police.

As a solution, the concept of OS is a key approach that can be used as a strategic tool to overcome these problems. OS refers to employees' perception of how much the organization values their contributions and cares about their well-being [4]. This support has an important role in increasing motivation, loyalty, and EE [5]. Recent research by [6] emphasizing that OS is able to trigger increased EE and work-life balance. Causally, when organizations show real care and support, employees feel valued so their emotional attachment and commitment to work increase, which ultimately strengthens the performance of individuals and the organization as a whole.

In addition, WLB is a very important aspect for the mental and physical well-being of police members, but it often experiences imbalances due to the demands of long working hours and very emotionally and physically demanding work [7], [8]. Research [9] suggests that this imbalance not only increases the risk of fatigue and stress, but also negatively impacts members' productivity as well as the quality of personal life. Therefore, the need to manage workload so that a balance between personal and professional life can be achieved is very important to maintain the performance and health of members in a sustainable manner.

OS, especially from superiors or direct leaders, has been proven to have a significant positive influence on EE and WLB of police members [10], [11]. Through effective communication, appreciation for contributions, and fair treatment, organizations can foster feelings of appreciation and support, thereby increasing engagement while reducing work stress [12]. This approach is very relevant to overcome internal challenges in the form of low loyalty and engagement and maintain a work-life balance.

Furthermore, WLB imbalances and low OS can increase turnover rates and reduce the performance of police members, so concrete and systematic policies are needed to improve these conditions. One strategy that can be applied is to arrange a more humane work schedule and strengthen social support from the organization that can make members feel more valued and balanced in carrying out professional and personal roles.

By paying attention to the causal relationship between OS, EE, and work-life balance, it is possible to develop a human resource management model that is able to maintain and improve the performance of its members in a holistic and sustainable manner. This integrative approach can transform the work environment to be more

productive and humane, which ultimately supports the police's tasks optimally in the midst of increasingly complex social dynamics and operational demands.

But few have explored the mediating role of variables such as EE and WLBsimultaneously [13], [14]. In fact, these two variables have the potential to be key mechanisms that clarify how OS really affects performance. Some existing studies even show inconsistent results regarding the impact of WLBon performance, especially in the context of stressful jobs such as policing. This shortcoming is an important gap in the literature to be further examined with a more holistic and empirical approach.

The novelty of this study lies in the integration of two mediation paths at once, namely EE and work-life balance, in explaining the impact of OS on Employee Performance. This approach is based on social exchange theory which emphasizes the mutual relationship between individuals and organizations. This theory allows for an in-depth understanding of how the support that organizations provide can increase employees' emotional attachment and also help them achieve a healthy life balance, both of which in turn improve work performance. Using this grand theory, the research tries to expand the existing literature while providing practical solutions for organizations, especially in managing human resources effectively and sustainably

In particular, this research is expected to make an academic contribution by mapping mechanisms that were previously rarely discussed comprehensively, as well as producing evidence-based practical recommendations. Organizations that are able to build a support system that pays attention to the aspects of engagement and work-life balance, can create a productive and humanistic work environment. This is very relevant for as a police institution that is not only required to be effective in carrying out its duties, but also to maintain the welfare of its members so that they remain excellent in carrying out their functions as protectors, protectors and servants of the community.

2 Literature Review

2.1 Social Exchange Theory

Social Exchange Theory (SET) explains social relationships as exchanges that aim to maximize benefits and minimize costs. [15]. This theory was first introduced by George Homans in 1958 through his work *Social Behavior as Exchange*, which adopted an economic and behavioral approach to understanding social interactions. According to Homans, individuals in a social relationship act in the hope of obtaining a reward greater than the costs incurred. This theory was later expanded by Peter Blau in his book *Exchange and Power in Social Life*, who added dimensions of power and dependence in social relationswho incorporated the concepts of comparative and alternative levels of relations into the theory.

2.2 Organizational Support

Organizational Support is described through Perceived Organizational Support (POS), which refers to how much employees believe that an organization values their contributions and cares about their well-being [21]. This theory is based on the idea

that the entity of organization does not merely as a collective system -which gives material compensations- but it makes important emotional and psychological relationships to employees [82]. This phenomenon is justified by the Social Exchange Theory (SET) perspective, as the employees who perceive OS more intensely reciprocate their norms in terms of increased commitment and performance [22]. Policy transparency, equitable distribution of resources and open communication are important contributors to a supportive perception. Therefore, OS is not only problematized as a practical intervention but also as a strategic factor influencing the competitiveness of organizations by enhancing the well-being and productivity of employees [24].

2.3 Employment Engagement

Employment Engagement, a more significant concept recently created in the HRM literature, refers to an individual's emotional, cognitive and physical attachment to his or her job, organization and work values. The comprehensive knowledge of the emergence of EE has been supported by Job Demands-Resources (JD-R) theory: organizations which offer sufficient resources can neutralize the influence of high job demands, and thus may exhibit higher rates of engagement [25]. Emotionally engaged employees feel that they have meaning and purpose in their work, which in turn increases productivity and job satisfaction [80]. Besides, established Social Exchange Theory (SET) emphasizes the interaction between employees and organization, and that if the employees with a feeling of trust to the Organization will have more involvement [16] [83]. EE is not only related to satisfaction, but also to proactivity in carrying out tasks and contributing to organizational innovation [26]. Moreover, the flow concept brought by Csikszentmihalyi also brings further understanding that a peak of immersion and engagement happens when employees become totally concentrating on their tasks and fully integrated in what they are doing; feeling challenges matching their skills [78]. All of these theories stress the role of OS in developing a climate conducive to employees' emotional and cognitive commitment, ultimately benefiting employees' performance and organizational loyalty [27].

2.4 Work-Life Balance

Work-Life Balance (WLB) is a condition in which individuals are able to manage their time, energy, and attention to meet the demands of their job without sacrificing their personal life [32]. This concept is not only related to the division of time between work and personal activities, but it also involves energy and stress management and feelings of satisfaction with life as a whole. WLB is a condition in which individuals are able to manage their time, energy, and attention to meet the demands of their work without sacrificing their personal life [32] [81]. This concept is not only related to the division of time between work and personal activities, but it also involves energy and stress management and feelings of satisfaction with life as a whole. Furthermore, WLB covers how individuals can minimize conflicts between work and personal life, as well as how they manage the pressures of both domains so that they can support each other and not interfere with each other.

2.5 Employee Performance

Employee Performance is a concept that describes the extent to which an individual has successfully achieved the goals and expectations set by the organization [33]. In management research, EPs are often seen as the result of the interaction between individual factors and the work environment [79]. High-performing employees are able to produce outputs that meet or even exceed expectations, making the most of their skills and abilities in completing tasks. Therefore, EPs are not only seen in terms of the number of results achieved, but also in terms of their quality, timeliness, and contribution to the organization's overall goals [34]. Commitment to the organization that is closely related to performance [35]. This commitment includes employees' loyalty and dedication to the organization's vision and mission, which is reflected in the extent to which they are willing to go the extra mile to achieve the company's goals. Employees who show high commitment tend to be more active in finding new ways to improve their performance and work more efficiently and productively. In addition, initiative and creativity also greatly affect performance. Employees who are able to think creatively and take initiative in solving problems or facing challenges often contribute more to innovation and improvement of work processes, which in turn improves organizational performance [36]. Overall, EPs are influenced by various internal and external factors that interact with each other. Performance assessments should consider these indicators holistically, not only based on individual work results, but also involving aspects such as quality, commitment, creativity, and teamwork. With a deep understanding of the factors that affect Employee Performance, organizations can design more effective development programs, create a more productive work environment, and ultimately, achieve more optimal organizational performance [4].

3 Methodology

This study uses a conceptual approach to clarify theoretical constructs and develop new interpretations based on existing literature [37]. According to [38], a conceptual review helps identify research gaps and formulate frameworks for future empirical studies. Relevant literature is integrated to align with the research objectives, allowing a comprehensive understanding of relationships among key concepts. The outcome of this approach is a conceptual framework that can be empirically tested in future research. This framework aims to address several key questions: (1) Does OS have a positive effect on EE? (2) Does OS have a positive effect on Employee Performance? (3) Does OS have a positive effect on Work-Life Balance? (4) Does EE have a positive effect on Employee Performance? (5) Does WLB have a positive effect on Employee Performance? (6) Does EE mediate the relationship between OS and Employee Performance? (7) Does WLB mediate the relationship between OS and Employee Performance?

4. Results & Discussion

4.1 The Effect of OS on EE

OS, or Perceived OS (POS), indicates how much employees believe the organization appreciates their efforts and cares about their well-being [39]. When employees feel supported by the organization, they tend to be more motivated and have a higher level of work engagement. EE itself is a positive psychological condition characterized by enthusiasm, commitment, and dedication of employees to their work [40]. Study by [41], [42] shows that OS has a significant impact on EE. This study found that the higher the support provided by the organization, the greater the level of EE in their work. This happens because employees who feel cared for will have a stronger sense of belonging to the company, so they are more enthusiastic in carrying out their duties. In addition, research by [43] These findings reinforce that POS positively affects work engagement, accounting for 33.8%. Organizations that actively support employees through fair policies, a supportive work environment, or recognizing performance can significantly boost engagement. Support measures include flexible policies, training, development, and attention to well-being. When employees feel valued and cared for, they tend to be more proactive, committed to organizational goals, and experience higher job satisfaction. This heightened engagement ultimately benefits productivity and overall employee performance.

4.2 The Effect of OS on Employee Performance

OS is one of the important factors that can affect EE in an organization. Employees who feel supported by the organization tend to have a stronger sense of belonging to the company, so they are more enthusiastic about carrying out their duties [44]. Support from the organization includes not only material aspects such as compensation and work facilities, but also emotional aspects such as concern for employees' well-being and recognition of their contributions [45]. According to [46], Perceived OS significantly impacts Work Engagement, indicating that employees who feel appreciated and cared for by their organization tend to be more dedicated and emotionally involved in their tasks. Furthermore, research by [47] also supports these findings, where OS has been shown to contribute to increased EE in the workforce in the healthcare sector. In the study, nurses who felt supported by the hospital where they worked showed a higher level of work involvement, which led to an improvement in the quality of patient care. This emphasizes that OS is not just a form of organizational attention to employee welfare, but can also play a role in improving overall individual performance. EE also acts as a mediator that strengthens the relationship between OS and EP [48]. Employees who have a high level of engagement tend to be more proactive, have a strong work commitment, and are more innovative in completing their tasks, which ultimately has a positive impact on their performance [49]. Good OS will create a conducive work environment, where employees feel comfortable, appreciated, and have intrinsic motivation to provide the best for the company.

4.3 The Effect of OS on Work-Life Balance

OS refers to how much an organization values its employees' contributions and shows concern for their well-being [50]. This support can include flexible working policies, welfare facilities, and open communication between management and employees. WLBitself refers to the ability of individuals to balance the demands of work with personal life without excessive conflict [51]. OS plays a critical role in creating this

balance by providing resources that help employees manage their workload and lives effectively [52]. Research by [53] show that OS contributes to reducing work stress and improving employee well-being. When the organization provides policies such as sufficient time off, flexible work schedules, and welfare support programs, employees will feel more valued and have a greater sense of ownership of the company. This sense of belonging encourages them to be more passionate about work, thus increasing their engagement and productivity at work. In addition, OS also has a positive impact on job satisfaction, which contributes to WLB[12]. Employees who feel a WLB will be more productive and have high loyalty to the organization. Therefore, companies need to strengthen policies that support work-balance, such as time flexibility and a comfortable work environment, in order to create a healthy, productive, and sustainable work environment for employees [54].

4.4 The Influence of EE on Employee Performance

EE is defined as the level of emotional involvement and commitment of an employee to his or her work and the organization [55]. Employees who have a high level of engagement tend to be more enthusiastic at work, have a strong sense of responsibility, and show extra effort in completing their tasks [54], [56] This has a positive impact on increasing productivity and overall Employee Performance. Further, a study by [58] affirms that EE not only improves individual performance but also contributes to the overall performance of the team and the organization. Organizations that implement strategies to increase EE, such as effective communication, career development opportunities, and rewards for employee contributions, can improve their performance [59], [60]. Thus, companies that focus on increasing EE will benefit from increased productivity, loyalty, and higher competitiveness in the market.

4.5 The effect of WLB has a positive effect on Employee Performance

WLB is defined as a condition in which a person can manage a balance between the demands of his work and personal life in the absence of significant conflicts [61]. Employees who have a WLB tend to be happier, have lower levels of stress, and are more focused on completing their tasks [62]. Thus, WLB contributes positively to the improvement of Employee Performance. In addition, research by [66] reveal that organizations that support work flexibility policies, such as flexible hours and remote work options, can help improve employee Work-Life Balance. This not only improves their psychological well-being but also strengthens their commitment to the organization. Therefore, companies that pay attention to employee WLB can create a healthier work environment, increase productivity, and reduce employee turnover rates.

4.6 EE mediates the influence between OS and Employee Performance

OS refers to the extent to which employees feel that the organization cares about their well-being and appreciates their contributions [67]. Good OS can increase employees' sense of belonging to the company, which ultimately encourages them to be more involved in their work. EE itself reflects the emotional involvement and commitment of employees to work and the organization [68]. When employees feel supported, they tend to be more motivated, more proactive, and have a higher work commitment, which

ultimately improves their performance [69]. Research by [70] shows that OS has a positive relationship with EE, which then has an impact on improving Employee Performance. EE acts as a mediator because employees who feel cared for by the organization will be more involved in their work, show greater dedication, and be more innovative in completing tasks. Conversely, a lack of OS can lead to low work engagement and decreased productivity. Furthermore, research by [71] also found that EE strengthens the relationship between OS and Employee Performance. In other words, OS can directly improve Employee Performance, but the effect becomes stronger when EE is present as a mediating factor. Therefore, companies need to pay attention to strategies that can increase EE, such as providing a supportive work environment, development opportunities, and a fair reward system, so that OS can have an optimal impact on Employee Performance.

4.7 WLB mediates the influence between OS and Employee Performance

OS reflects an employee's perception of how much the organization cares for and supports their well-being. [72]. When employees feel supported by the organization, whether through work flexibility policies, supervisory assistance, or a comfortable work environment, they tend to have better Work-Life Balance. WLB itself refers to the ability of individuals to manage the demands of work with personal life so they do not interfere with each other [73]. Research shows that OS contributes positively to Work-Life Balance. When employees receive support from their employer, they can better manage their time and energy, helping to maintain a healthy WLB[74]. Optimal WLB plays a role in improving Employee Performance, because employees who are not burdened by conflicts between work and personal life are more productive, have higher motivation, and show better performance [75], [76]. In addition, a study by [77] revealed that WLB plays a role as a mediator in the relationship between OS and Employee Performance. OS can instantly improve performance, but its impact becomes more significant when employees can maintain a balance in their lives. Therefore, companies need to ensure that the support provided focuses not only on the work aspect, but also on the overall well-being of employees, so that it can have a positive impact on their performance.

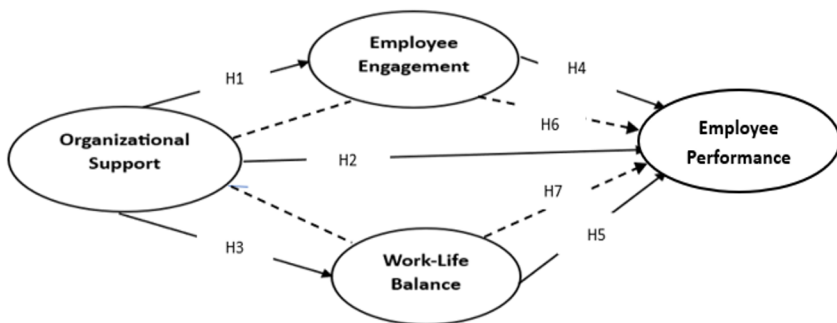


Fig 1. frame of mind

OS positively impacts EE and EP by providing a supportive work environment, effective communication, and resource allocation, which motivate employees and strengthen their emotional attachment to their work. Additionally, it enhances WLB through flexible policies and a healthy work environment, reducing stress and increasing job satisfaction, which in turn boosts performance. EE and WLB act as mediators, amplifying the effects of OS on Employee Performance. Engaged employees are more proactive, committed, and innovative, while a balanced life helps employees stay motivated and perform better. Therefore, ensuring strong OS is crucial for improving both engagement and work-life balance, ultimately enhancing employee performance.

5 Conclusion

This paper is the closing report that barely examined out on OS with EP as a meditation researchers shows that without necessarily and indirectly by cords of EE, work-life balance. Employees who are highly engaged and have good WLB may further commit and become more productive. As such, attention to welfare of employees by the organization would be helpful in enhancing support that will result into conducive, supportive and balanced work atmosphere. This does not serve to increase the skills of an individual but will enhance organizational effectiveness.

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