The Relationship between Perceived Organizational Support and Work Engagement in Police Officers

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Abstract

This study aims to determine the correlation between Perceived Organizational Support and Work Engagement among members of the Indonesian National Police (POLRI). This study applied a quantitative correlational approach with 150 respondents. Data analysis was conducted using descriptive statistics and the Spearman correlation test. The results showed that perceived organizational support had a positive and significant relationship with the Work Engagement of Polri members ($r = 0.543$; $p < 0.001$). Members who perceived higher levels of support tended to be more engaged in their duties. The support was manifested through fair treatment, attention to welfare, and rewards for performance. Theoretically, these findings strengthen the Social Exchange Theory and the Job Demands-Resources Model, which emphasize the role of organizational support as a crucial resource in maintaining motivation and Work Engagement, especially in high-pressure professions such as the police profession. From a practical perspective, this study highlights the importance of strengthening perceived organizational support in the human resource policies and management of the Indonesian National Police to maintain officers' Work Engagement and professionalism.

Keywords: Perceived Organizational Support; Work Engagement; Police Officers

INTRODUCTION

The Indonesian National Police (*POLRI*) is vested with a strategic mandate as a state apparatus to maintain public security and order, enforce the law, and provide protection, guidance, and services to the public, as mandated by Law No. 2 of 2002. The duties of Indonesian National Police members are very complex, ranging from handling crime to providing public services that require a humanistic approach. (Purba et al., 2024). Heavy workloads and high work pressure make police officers vulnerable to experiencing significant work stress that can affect their psychological condition, commonly referred to as mental health (Fazrina et al., 2024). Previous research confirms that operational and organizational stressors in the police can have a significant negative impact on the mental well-being of police officers; therefore, ensuring their mental readiness and Work Engagement of members is a strategic priority for the institution. (Gavin et al., 2025).

Work Engagement is a key indicator of success in dealing with the pressures faced by the *Polri* members (Schaufeli et al., 2002). Work Engagement is defined as a positive psychological state characterized by vigor, dedication, and absorption (Schaufeli & Bakker, 2004). *Polri* members with a high level of Work Engagement are not limited to physical presence; rather, they deploy their emotional and cognitive resources in delivering public service. In the contrary, low Work Engagement can lead to a decline in the quality of public service and professionalism. Poorly managed workloads can trigger work stress, ultimately degrading their performance in completing duties (Permatasari et al., 2024).

Perceived Organizational Support is a crucial factor in maintaining Work Engagement. According to Social Exchange Theory, employees who feel valued and cared for by their organization tend to improve their performance and loyalty (Hobfoll et al., 2018). Perceived Organizational Support serves as a crucial resource for coping with work demands and maintaining motivation, especially in high-pressure occupation like the police profession. Sustainable Perceived Organizational Support allows employees to remain engaged in their work despite facing various demands and risks.

Studies in the industrial sector (Sabila & Izzati, 2025) and the military (Affia & Mulyana, 2024) have shown a positive relationship between Perceived Organizational Support and Work Engagement.

However, specific studies examining the context of Indonesian National Police members are still relatively limited despite the distinctive nature of policing duties that combine law enforcement and public service roles, requiring a high level of emotional readiness and the ability to cope with intense work-related pressures. In light of these considerations, this study seeks to fill this gap by examining the role of Perceived Organizational Support in improving the Work Engagement of Indonesian National Police members, particularly in the context of institutional transformation toward a The Precision-Oriented Indonesian National Police (*Presisi Polri*).

METHOD

This study used a quantitative method with a correlational design to examine the relationship between organizational support and work engagement. A quantitative method is a research approach that collects and processes numerical data, which is then analyzed through statistical procedures. The results can then be used to test predetermined hypotheses (Jannah, 2018). The correlation approach aimed to identify the relationship between two or more quantitative variables, and the relationship found could be positive or negative (El Hasbi et al., 2023).

Purposive sampling was employed with the following inclusion criteria: active members, a minimum of one year of service, and willingness to participate in the study. Data collection in this study was conducted using purposive sampling, a sampling technique carried out intentionally by researchers based on certain criteria or considerations, referring to previously known population characteristics or personality (Machali, 2021).

Sample size determination referred to the Slovin formula with a 5% margin of error, requiring a minimum of 143 respondents. To anticipate missing data, this study involved 220 *Polri* members, with 150 respondents participating voluntarily using Google Forms. The utilization of Google Forms enabled researchers to collect data efficiently and accurately, as each response was recorded in numerical form suitable for statistical analysis. Furthermore, the use of this online platform helped expand access to respondents, especially when data collection could not be conducted offline. The questionnaire was completed voluntarily with the respondents' consent, and the confidentiality and anonymity of the respondents' data were guaranteed.

Data collection was carried out online using two psychological scales. The Perceived Organizational Support (POS) variable was measured using a scale adapted from (Purwaningrum et al., 2020), consisting of 19 items. The researchers adapted the scale to suit the context and characteristics of the police agency without changing the statements or meaning of the scale. The POS scale was constructed using a five-level Likert scale: strongly disagree (1), disagree (2), neutral (3), agree (4), and strongly agree (5), which described the respondent's level of agreement with the statements given.

The Work Engagement variable was measured using the Indonesian version of the Utrecht Work Engagement Scale (UWES-9). Researchers adopted the scale from (Kristiana et al., 2018) with 6 selected items covering the dimensions of vigor, dedication, and absorption. The WE scale also used a 6-level Likert scale: never (0), almost never (1), almost never (2), rarely (3), often (4), very often (5), and always (6). This scale was used to describe the frequency of respondents' involvement in their work.

Validity and reliability tests were conducted using the Cronbach's Alpha technique. The results of the reliability test showed a reliability coefficient value (Cronbach's Alpha (α) = 0.920) for the POS scale and a reliability coefficient (Cronbach's Alpha (α) = 0.925) for the Work Engagement scale, which indicated that both measuring instruments had adequate internal consistency. Considering that both instruments used different Likert scale ranges (1-5 and 1-6), the researcher standardized the data through z-score transformation before the hypothesis test to ensure the data were equal. Z-score transformation was performed to standardize the data by converting raw scores to standard deviation units, hence differences in scale ranges between variables could be minimized and the data could be compared proportionally for further analysis (Schielzeth, 2010).

Data analysis was performed using the Spearman correlation technique with the assistance of JASP software, as the data were not normally distributed based on the Kolmogorov–Smirnov test. JASP (Jeffrey's Amazing Statistic Program) was a free (open-source) statistical analysis software developed by the University of Amsterdam and was used as an alternative to paid statistical software for analyzing research data easily and efficiently (Yulianto, 2019).

RESULTS AND DISCUSSION
Results

Table 1. Respondent Characteristics

Characteristics	Categories	Frequencies	Persentation (%)
Age	21-30 years	26	17%
	31-40 years	42	28%
	41-50 years	70	47%
	> 51 years	12	8%
Genders	Male	140	93%
	Female	10	7%
Years of service	< 10 years	23	17%
	11-20 years	48	28%
	21-30 years	73	47%
	> 31 years	6	8%
Rank	*Bripda*	5	3%
	Briptu	13	9%
	Brigadir	8	5%
	Bripka	20	13%
	Aipda	44	29%
	Aiptu	45	30%
	Ipda	10	7%
	Iptu	3	2%
	Akp	2	1%

Source: Primary data processed (2025)

According to Table 1, the majority of respondents in this study were in the 41-50 years age range (47%), this age distribution indicates that most respondents were of productive age and had achieved professional maturity in working. In terms of gender, male respondents constituted the majority (93%), which reflects the general structure of members within the Indonesian National Police. Judging from the length of service, most respondents had 21-30 years of service (47%), indicating that they generally had extensive work experience. Based on rank, respondents were dominated by senior non-commissioned officers, especially those with the rank of *Aiptu* (30%) and *Aipda* (29%). This respondent composition indicates that the research data are dominated by *Polri* members with relatively long work experience and operational positions, hence the characteristics of the respondents are considered sufficiently representative to describe the empirical conditions of the population studied.

Table 2. Descriptive Statistic

Variable	N	Min	Max	Mean	Std. Dev
Perceived Organizational Support	150	35	80	70.96	9.602
Work Engagement	150	18	54	47.40	7.549

As indicated by the descriptive statistical analysis in Table 2, the number of respondents in this study was 150 people. The Perceived Organizational Support variable ranged from 35 (minimum score) to 80 (maximum score), with a mean of 70.96 and a standard deviation of 9.602. Overall, this indicates that, respondents had a relatively high perception of organizational support. The Work Engagement variable showed a minimum score of 18 and a maximum score of 54, with a mean of 47.40 and a standard deviation of 7.549. This average value indicates that the level of work engagement among respondents is in the fairly high category.

The high average score for Perceived Organizational Support in this study can be understood as a reflection of the context of police organizations, which have a structured, hierarchical, and rule-based work system. Within organizations with such characteristics, members generally receive role clarity, certainty of assignments, and relatively consistent administrative and operational support. This condition may foster the perception that the organization demonstrates concern for the continuity of duties and the well-being of its members, resulting in a positive perception of organizational support by the majority of respondents.

Meanwhile, the relatively high level of Work Engagement indicates that respondents remain well engaged in their work despite being in a demanding and stressful work environment. This work engagement can be understood as the result of extensive work experience, a sense of responsibility toward the profession, and a commitment to their role as police officers. In this context, work

engagement is not solely influenced by ideal working conditions but also by the internalization of professional values and a commitment to public service. Therefore, the combination of high perceived organizational support and relatively high work engagement reflects respondents' psychological adaptation to the demands of their work and the dynamics of their organizational environment.

After conducting descriptive statistical tests, a normality test was performed using the Kolmogorov-Smirnov test. The results indicate that the Perceived Organizational Support variable had a significant value ($p < 0.001$), as did the Work Engagement variable with a significant value ($p < 0.001$), thus, the normality assumption was not met. These results indicate that the data in both variables were not normally distributed. The Kolmogorov-Smirnov test is a nonparametric test for testing the normality of continuous data by comparing the distribution of sample data and the theoretical normal distribution, especially in large samples (Mishra et al., 2019).

The non-normal distribution of the data in this study may be attributed to the relatively homogeneous characteristics of the respondents' characteristics, particularly in terms of age, length of service, and rank. These similar characteristics indicate that respondents have relatively similar work experience and organizational environments, resulting in relatively similar perceptions of organizational support and work engagement. This condition can result in response patterns that are concentrated within specific score ranges and do not exhibit an even distribution.

Because the results of the normality test for both variables in this study were not normally distributed, a correlation test was conducted using the Spearman correlation test. The Spearman test is a nonparametric statistical technique used to examine the relationship between two variables based on data ranking and is recommended when the assumption of normality is not met (Field, 2020). Therefore, the Spearman test selected in this study methodologically appropriate for the characteristics of the data obtained.

Tabel 3. Spearman Correlation Test Results

Variable	N	r	Sig. p	Description
Perceived Organizational Support – Work Engagement	150	0.543	< 0.001	Positive and significant

Note. Data were standardized (z-score)

In accordance with the results of the Spearman correlation test on 150 respondents, a correlation coefficient of $r = 0.543$ with a significance value of $p = {<}0.001$ was obtained between Perceived Organizational Support and Work Engagement. These results indicate a fairly strong and significant positive relationship between the two variables. This means that the research hypothesis is accepted, namely that institutional support plays an important role in increasing the work engagement of *Polri* members. This finding also confirms that Work Engagement is not only influenced by internal individual factors but is significantly influenced by how members perceive the treatment and support provided by the organization. In organizations with high work demands, perceived organizational support is an important factor that helps individuals maintain Work Engagement and optimal performance (Rhoades & Eisenberger, 2002).

Discussion

Theoretically, the relationship between Perceived Organizational Support and Work Engagement can be explained through Social Exchange Theory. The relationship between employees and the organization is formed through a reciprocal exchange process in which each party adjusts their attitudes and behaviors based on the treatment they receive. When employees feel valued, supported, and treated fairly, they tend to reciprocate by exhibiting positive behaviors, including stronger commitment, higher Work Engagement, and enhanced contributions. (Cropanzano et al., 2017). Perceived Organizational Support is not only a perception of organizational attention or appreciation but also plays a role as psychological capital that supports motivation and Work Engagement.

In the context of *Polri*, Perceived Organizational Support influences Work Engagement through reciprocal mechanisms. When members feel fairly treated and valued, they are motivated to reciprocate this treatment through increased dedication, work enthusiasm, and emotional involvement in carrying out their duties. In contrast, if perceived organizational support is low, the reciprocal relationship between members and the institution can weaken, potentially reducing levels of Work Engagement.

Furthermore, from the perspective of the Job Demands–Resources (JD-R) model, organizational support can be interpreted as a work resource that plays a role in helping employees achieve work goals,

mitigating the impact of job demands, and enhancing motivation and psychological well-being. These work resources are a crucial factor in fostering employee engagement and positive attitudes toward the organization, especially in highly demanding jobs (Bakker & Demerouti, 2014). Perceived Organizational Support helps officers in managing stress, preserving psychological well-being, and sustaining motivation, such that Work Engagement is dynamic and influenced by the interaction between Perceived Organizational Support and job demands.

Specifically, for *Polri* officers, they face high work demands, both operationally and organizationally, such as shift work hours, exposure to physical risks, and high pressure and expectations from the public (Violanti et al., 2017). In such conditions, organizational support serves as a buffering resource that assists members in coping with heavy job demands. When members feel supported by the institution, they tend to have greater energy and motivation to remain optimally engaged in their work.

Previous research suggests that Work Engagement is dynamic, as it can change over time based on an individual's work experiences, compared to perceptions of organizational support, which tend to be stable. (Xanthopoulou et al., 2012). Previous research by (Alfajar, 2020) regarding the police provides strong empirical support for this study. This confirms that when police feel cared for, appreciated, and supported by the institution, they tend to demonstrate higher Work Engagement, particularly in the context of public service that demands professionalism and direct interaction with the public. This is consistent with research on Indonesian Army soldiers (Affia & Mulyana, 2024) and in the private sector (Nelson & Setyawan, 2024), which shows that Perceived Organizational Support can increase Work Engagement. These findings confirm that the reciprocal relationship between Perceived Organizational Support and Work Engagement applies consistently across various contexts, including within *Polri*.

Not only in Indonesia, but research conducted by (Wolter et al. 2019) on German police officers demonstrated that organizational support serves as a crucial work resource, particularly in helping to reduce emotional exhaustion and maintain the psychological well-being of police officers. Although this study did not directly measure Work Engagement, the findings suggest that organizational support can help police officers remain prepared and persistent in carrying out their duties. Furthermore, research by (Blumberg et al., 2020) conducted in the context of police departments in the United States, emphasized the importance of police officers' psychological well-being as it relates to work ethics and professionalism. This study explained that organizational support and well-being programs not only help maintain officers' mental health but also influence how police officers make decisions and provide professional services to the public.

Similarly, research by (Wolter, 2019) shows that job resources play a crucial role in maintaining the psychological well-being of police officers in Germany. Organizational support, leadership quality, role clarity, and social support from colleagues have been shown to help police officers cope with high job demands and reduce the risk of emotional exhaustion. This research confirms that when organizations provide adequate job resources, police officers tend to have more stable psychological well-being, a more positive work attitude, and greater preparedness to carry out their duties.

These research findings demonstrate that police occupational well-being is not solely determined by individual character but is also significantly influenced by how the organization creates a supportive work environment that addresses the needs of its members. Job resources encompass various aspects of the job, including psychological, social, and organizational factors, that can help individuals cope with work demands and support the achievement of goals in carrying out their duties (Anatama, 2018). Based on the aforementioned research findings, it is clear that organizational support plays a significant and consistent role in shaping the Work Engagement and professionalism of police officers, both in Indonesia and abroad. Perceived institutional attention and support enable police officers to more effectively manage job demands, sustain psychological well-being, and display positive work attitudes in the execution of their public responsibilities.

This study confirms that Perceived Organizational Support is the main mechanism that strengthens the reciprocal relationship between the organization and its members and is an important factor in maintaining Work Engagement in high-pressure jobs. This study also expands the understanding of Social Exchange Theory and the Job Demands-Resources (JD-R) Model in the context of the Indonesian police profession, which has unique task characteristics compared to the corporate and military sectors; thus, it can help in understanding the mechanisms of Perceived Organizational Support and Work Engagement in professions with high emotional and operational demands.

Based on the findings of this study, *Polri* is expected to continue improving its policies and work practices that demonstrate concern for its members. This concern can be demonstrated concretely, for example, by providing regular psychological counseling services for members, particularly those with high workloads and task pressures. Institutions can also implement non-financial reward systems, such as performance recognition, training opportunities, and clarity regarding career paths and promotions. Thus, organizational support not only plays a role in increasing member engagement but is also a crucial part of efforts to create high-quality and professional police human resources in accordance with the principle of "Presisi" (Apriandi et al., 2024).

These efforts are expected to make members feel more valued and cared for by the organization. As perceptions of organizational support increase, police officers are likely to demonstrate greater Work Engagement, motivation, and dedication in the execution of their responsibilities. This, in turn, will encourage members to work more professionally and deliver optimal performance in carrying out their police duties.

CONCLUSSION

The results of the study indicate a positive and significant relationship between Perceived Organizational Support and Work Engagement among *Polri* members. This indicates that the better the perceived support from the organization leads to the higher the Work Engagement among members. This finding is in line with the Social Exchange Theory and Job Demands-Resources Model (JD-R) model, which explain that organizational support plays a crucial role in helping members maintain motivation and Work Engagement, especially in the police profession, which faces high work pressure and demands. From a practical perspective, the findings of this study underscore the importance of enhancing organizational support, such as attention to the welfare of Indonesian National Police personnel, fairness in human resource management, and the provision of performance-based recognition as integral components of the Indonesian National Police's human resource policies and management to sustain members' Work Engagement and professionalism.

Appreciation

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