The Influence of Work-Family Organizational Support to Eudaimonic Well-Being in Policewoman

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Abstract

Eudaimonic Well-Being or the welfare that individuals obtain when they reach their highest potential is an important thing for policewoman to have. However, this is certainly not easy to achieve because policewoman as state officials have high job demands. In an effort to improve eudaimonic well-being is necessary to have work-family organizational support as a form of specific support from the National Police agencies and leaders for policewoman. This research aims to test the effect work-family organizational support to eudaimonic well-being directly to the policewoman. This study used a quantitative cross-sectional approach with purposive sampling technique. The subjects used were 158 policewoman who were married and had children. Data was measured using Work-Family Organizational Support Scale (α = 0.68) and Questionnaire Eudaimonic Well-Being Scale (α = 0.86). Data analysis used simple linear regression with results that there was a significant positive effect (r = 0.38; p < 0.001), which means the higher work-family organizational support then the higher eudaimonic well-being is. Work Family Organizational Support scale become the limitation because of the value is 0.68, which means it is not satisfy enough to use. So, the future research are expected to be able to make improvements and retest the use of measuring instruments Work Family Organizational Support scale.

Key words: eudaimonic well-being, policewoman, work-family organizational support

Introduction

The existence of policewoman has been necessary since the beginning of independence as part of Indonesia’s struggle to maintain its independence. Policewoman is a special police unit whose members are all women. At that time, policewoman were formed to facilitate the handling and investigation of criminal cases involving woman. Currently, based on UU Kepolisian No. 2 Tahun 2002, policewoman have the same duties and responsibilities as male police, namely maintaining public security and order, enforcing the law and providing protection, guidance and service to the community. This demand must always be obeyed as civil society obeys and critically assesses all Polri activities.

When carrying out their duties and responsibilities, policewoman certainly feel a heavier burden compared to other professions. Based on working hours, other professions apply working hours in accordance with Pasal 77 Ayat (1) UU No. 13 Tahun 2003 about Employment, namely a) 7 working hours in one day or 40 working hours in one week for 6 working days in one week; or b) 8 working hours in one day or 40 working hours in one week for 5 working days
in one week. In reality, policewoman often work outside the regulated working hours because policewoman carry out the function of Harkamtibmas (Pemeliharaan Keamanan dan Ketertiban Masyarakat) or (Maintaining Security and Public Order). This function requires policewoman to always be ready regardless of time and place. The high level of discipline required makes policewomen personnel at the Surakarta Police feel burdened (Nugrahini, 2014).

Interviews conducted by Septina & Soeharto (2023) with 15 policewoman at one of the police stations in Indonesia showed that the level of psychological well-being among policewoman is relatively low. This was shown in the interview results in the aspect of self-acceptance, 9 policewoman found it difficult to accept themselves in living their lives. Regarding the aspect of positive relationships with other people, 8 policewoman explained that they did not have good relationships with their colleagues. In terms of autonomy, 9 policewoman admitted that they did not have independence in carrying out their duties. A total of 11 policewoman admitted that the subject did not have a clear direction in life so that the subject did not have achievement targets in carrying out work or pay attention to promotion or position.

The explanation above illustrates the demands of work including the attitude and workload of a policewoman. This finding is in line with the results of research by Chitra & Karunanidhi (2013) where the high job demands of policewoman in India influence their psychological well-being. Psychological Well-Being is a term that describes an individual’s psychological health based on the criteria of positive psychological function being met (Ryff, 1995). According to Waterman (1993), two types of welfare have been formulated to understand the nature of human welfare (Ryan & Deci, 2001). One of them is hedonic well-being related to happiness and eudaimonic well-being which is related to human potential.

Eudaimonic Well-Being defined as a cognitive assessment of the enhancement of skills and virtues necessary for optimal psychological development (Keyes et al., 2002). This relates to the search for optimal personal development or flourishing humans (Waterman, 2008). Psychologists assess eudaimonic well-being using a variety of constructs (Kashdan et al., 2008), including self-actualization (Maslow, 1968), personal expression (Waterman, 1993), vitality (Ryan & Frederick, 1997), psychological well-being (Ryff & Keyes, 1995), and others. There are two theories related to the approach of eudaimonic to well-being. First, Self-Determination Theory (SDT), namely eudaimonic well-being that is achieved when successfully fulfilling three human psychological needs, namely relatedness, autonomy, and competence (Ryan & Deci, 2000). Second, psychological well-being theory think that eudaimonic well-being consists of six constructs: relatedness, autonomy, personal growth, self-acceptance, purpose in life, and environmental mastery (Ryff, 1989; Ryff & Keyes, 1995).

Researchers conducted a review of previous studies and found that the focus of previous studies was on psychological well-being in general, as was done by Yani & Pratama (2023) explaining that the level of psychological well-being of policewoman at the West Sumatra Regional Police are classified as high category. This is because the subject generally has good dimensions of self-acceptance and mastery of the environment. In other words, policewoman at the West Sumatra Regional Police understand that the existing demands are consequences that must be undertaken as state officers. In addition, the reasons of psychological well-being rated high among policewoman is also due to the age range, namely 20–40 years, where the subjects are already in the early adulthood stage, so it can be said that the subjects have been able to adapt to new lifestyle patterns and social expectations (Pangastuti & Sawitri, 2015). The impact of having levels psychological well-being high levels can influence a person’s performance to be good (Febrina & Harlina, 2017). Specifically, research regarding the eudaimonic well-being which is a specific form of psychological well-being is still very rarely found, especially in policewoman so eudaimonic well-being become interesting to be appointed as a research topic.

Researchers carried out pre-research using interview techniques on November 20, 2023 with four policewoman at the National Police Headquarters of the Republic of Indonesia regarding eudaimonic well-being which are owned. The results show that all subjects have maximized their potential. When they were in high school, all subjects decided to pursue their dreams from an early age and began to train their potential by preparing for the test requirements to become a policewoman, namely developing academic abilities and physical training. All subjects were very grateful to be able to utilize their potential to successfully become policewoman. Therefore, even though there are obstacles in the middle of the process, they can overcome them well because according to them, policewoman are a very valuable profession.

The interview answers of the four subjects show the characteristics when a person has eudaimonic well-being where the subject will focus on achieving long-term targets by maximizing their potential. Achieving these long-term targets requires hard work, sacrifice and a high level of discipline (Grossbaum & Bates, 2002). Eudaimonic Well-Being is very important for policewomen to have as a form of long-term prevention regarding the negative impacts of their work. As the results of interviews conducted by Yani & Pratama (2023) show, policewoman at the West Sumatra Regional Police often feel that their work is disrupted because they get tired easily, have disturbed concentration, have difficulty sleeping, have high blood pressure and are often anxious. This can have an impact on mental health conditions (Gul & Delice, 2011). Eudaimonic Well-Being helps provide health benefits, one of which is reducing insomnia (Phelan et al., 2010).

Eudaimonic Well-Being has quite a lot of predictors, including gratitude (Kashdan et al., 2006), emotional intelligence (Extremera et al., 2011), and social support which are predicted to be one of the predictors. Social support
is defined as feelings of comfort, attention, appreciation or support received from various sources including family, friends, partners, coworkers, and social organizations (Taylor, 2009). Work–Family Organizational Support is a specific form of organizational support (Rhoades & Eisenberger, 2002). Work–Family Organizational Support is the third component of the variable Work–Family Culture. The first component is “Working Time Expectations Hindering The Fulfillment of The Family Role” and the second component is “Career Consequences Related To The Use of Work–Family Programs.

The support referred to work–family organizational support is managerial support and sensitivity towards employee family responsibilities. It is known that when someone feels supported by their organization, they tend to maximize their resources at work (Rhoades & Eisenberger, 2002) which can have a positive impact on their personal and family lives. In other words, the person who perceives work–family organizational support higher levels will tend to bring positive impacts from the scope of work to family life.

The results of interviews conducted by researchers during the pre-research period on November 20, 2023 with four policewoman at the National Police Headquarters of the Republic of Indonesia, found that the National Police agency really pays attention to its personnel. This can happen because the commander or leader of each work unit has implemented specific support for its personnel. The example given is that policewoman can apply for permission while on duty if they have a concrete reason, such as whether they or a family member is sick. Apart from that, if policewoman have a problem, they can immediately tell their superiors. In line with the explanation by one of the police agency’s HR staff that complaints will be reached in stages based on rank. Other support is that policewoman whose husbands are police officers can apply for a letter of service transfer according to their husband’s service location and policewoman also get three months maternity leave based on Peraturan Kepala Kepolisian Negara Republik Indonesia Nomor 11 Tahun 2015 Bab 2 Pasal 13 Concerning Procedures for Granting Permits within the Indonesian National Police.

If the individual has higher work–family organizational support, the person will feel that his socio–emotional needs are met so that in carrying out his work, the performance and feedback provided will be better (Marks, 1977). See the positive impact that comes with work–family organizational support so it become important that these positive psychological experiences can be applied to family life. Therefore, it is very important to get informal and family support within an organization. Eventually, work–family organizational support predicted to have an influence on its emergence eudaimonic well–being.

**Method**

**Participants**

The subjects in this research were 158 policewomen in Indonesia. Subjects choose using purposive sampling technique, namely a technique that considers certain criteria as a sampling technique (Sugiyono, 2017). The criteria for research subjects are women who work as policewomen, are married and have children. The description of research subjects from age categories obtained the majority of subjects in this study were policewomen with an age range of 20–30 years, amounting to 66.45% or 105 people. Then, as many as 30.38% or 48 policewomen were in the age range of 31–40 years. Then, policewomen with an age range of 41–48 years amounted to 3.17% or 5 people.

<table>
<thead>
<tr>
<th>Age</th>
<th>Frequency</th>
<th>Percentage (%)</th>
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<tbody>
<tr>
<td>12 – 20</td>
<td>105</td>
<td>83%</td>
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<tr>
<td>21 – 26</td>
<td>48</td>
<td>30.38%</td>
</tr>
<tr>
<td>41 – 48</td>
<td>5</td>
<td>3.17%</td>
</tr>
<tr>
<td>Total</td>
<td>158</td>
<td>100%</td>
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**Research Instruments**

Work–family organizational support measured using part of the work–family culture scale, namely Work–Family Organizational Support (WFOS) created by Thompson et al. (1999). This scale contains 11 item statement with a seven–point Likert scale. Researchers replaced some terms on the original scale with adjusting the terms used in National Police agencies, such as changing the word “supervisor” to “head of work unit”. (e.g. “in conflict situations, work unit heads understand that personnel prioritize their families”). This scale has a reliability score of 0.62 and a discriminating index of 0.05–0.59.
Eudaimonic Well-Being measured using a Questionnaire Eudaimonic Well-Being (QEWB) scale created by Waterman et al. (2010) totaling 20 statements with a five-point Likert scale. (e.g. "I know the best potential I have and I try to develop it whenever I have the opportunity"). This scale has a reliability of 0.86 and a discriminating index of 0.29–0.69.

<table>
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<tr>
<th>Table 2. Validity and Reliability Index of Research Instruments</th>
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<tbody>
<tr>
<td>Variable</td>
</tr>
<tr>
<td>Work–Family Organizational Support</td>
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<tr>
<td>Eudaimonic Well–Being</td>
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Data Analysis Techniques

The data analysis technique used is simple regression analysis using Statistical Product and Service Solution (SPSS) version 24.0 to test whether work–family organizational support variable has a significant influence on the eudaimonic well–being variable. This technique helps to test whether the hypothesis is submitted can be accepted or not (rejected).

Results and Discussion

Results

<table>
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<th>Table 3. Data Categorization</th>
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<tbody>
<tr>
<td>Variable</td>
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<tr>
<td>Work–Family Organizational Support</td>
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<td></td>
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<td></td>
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<tr>
<td>Eudaimonic Well–Being</td>
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Based on the table above, it is known that the frequency values of the two variables are in the high category. Work–Family Organizational Support in general it is in the high category (M = 44, SD = 14.66), this is proven by the distribution where the majority are at a high level, namely 79.70% or 126 people, followed by 18.40% or 29 people at a medium level, and 1.90% or 3 people are at the low level. As well as eudaimonic well–being which is at a high level (M = 45, SD = 9), this can be seen from the distribution of all subjects in the high category, namely 100% or 158 people.

<table>
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<tr>
<th>Table 4. Result of Simple Linear Regression Analysis</th>
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<tr>
<td>Model</td>
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<tr>
<td>H1 Regression</td>
</tr>
<tr>
<td>Residual</td>
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<tr>
<td>Total</td>
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Dependent Variable: Eudaimonic Well–Being

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<th>Table 5. Result of Simple Linear Regression Analysis</th>
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<tr>
<td>Model</td>
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<tr>
<td>H1</td>
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Dependent Variable: Eudaimonic Well–Being
The results from table above show that work–family organizational support influences eudaimonic well-being. This is indicated by a Sig value of 0.00, which is smaller than 0.001. The coefficient of determination value is 0.14, which means that the influence of work–family organizational support on eudaimonic well-being is 14%. The remainder, or around 86%, was influenced by other variables not examined in this study.

Discussion

The results of statistical tests show that there is an influence of work–family organizational support on eudaimonic well-being among policewomen in Indonesia. This means that it can be confirmed that the results of this research are in line with the hypothesis, namely that policewomen who receive high support from the head of the work unit or the main police officer will have high eudaimonic well-being. The majority of subjects in this study came from the 20 to 30 years age group or 105 people with a percentage of 66.45% or 105 people out of a total of 158 research subjects. Work–Family Organizational Support proven to have a direct effect on eudaimonic well-being. This shows that higher work–family organizational support given by the head of the work unit or the main official of the National Police agency, the higher eudaimonic well-being owned by policewomen personnel. Vice versa, the lower work–family organizational support given then the lower eudaimonic well–being which are owned. So far, researchers have not found any research regarding work–family organizational support to eudaimonic well–being so that the discussion will be assist with similar concepts. These results are in line with the statement of Cole et al. (2006) that supervisor work as the main key in encouraging work spirit and psychological well–being employees at work. It is said to be the key to employee morale because it is a personal duty of supervisor in providing social support to subordinates, such as preparing awards, providing protection, encouragement and motivation to employees (Nabawanuka & Ekmekcioglu, 2021). The form of support provided by supervisor can create a conducive workplace and provide opportunities for employees to develop and achieve life satisfaction (Ahn, 2007) so that it has an impact on increasing eudaimonic well-being. The form of support provided by supervisor can make employees have respect, affection and self-confidence (Haider et al., 2017). Even though policewomen have high job demands where they have to work without knowing the time, such as holding Operasi Lilin to guard the community during the Christmas holidays, Operasi Mantap Brata in order to secure the implementation of the General Election and Pilkada, Operasi Zebra to check driving documents, Operasi Ketupat to secure the homecoming route during the Eid period, and Operasi Patuh to increase public awareness and order in driving, the National Police leaders including work unit heads and main officials showed their efforts in supporting their personnel to achieve eudaimonic well–being. Based on an interview with one of the policewomen who served as head of the work unit, the subject explained his efforts to create a comfortable work environment for his members, such as implementing a family system. The subject does this to realize her goal of becoming a policewoman, namely carrying out the duties of a policewoman with a sense of pride and sincerity so that she can leave a good trail of work when she retires. The family system is a very meaningful support within the National Police agency. The heads of work units and the main Polri officials are very open to their personnel so that if the personnel experience difficulties, the personnel can immediately convey it to their leaders. Complaints submitted will be followed up by leaders to assist personnel in resolving problems. This phenomenon illustrates that the National Police agency has created a harmonious organizational climate where the work environment displayed adheres to a close family system and personnel respect each other so that the implementation of their duties and functions as members of the National Police can run well. Based on the confession of one of the work unit heads who was interviewed, he explained that with the existence of a family system, personnel have a sense of enthusiasm when going to work so they will feel comfortable at work. The results of descriptive analysis show that both variables are in the high category. This illustrates that it cannot be denied that policewomen have high job demands as stated by one of the research subjects. The policewoman admitted that when serving as a reserve unit, the subject often received orders to remain on duty outside of working hours, so there were several roles that she could not carry out. In urgent situations, such as picking up a child from school who is sick, it makes him unable to carry out appropriate duties shift so he was replaced by a colleague. However, the four policewomen interviewed said that the leaders and police agencies showed efforts to minimize this by providing work–family organizational support in the form of policy tolerance such as creating a shift system when there is a police operation, allow its personnel to have permission when they are on duty, and get maternity leave for three months. This reason is what makes the level eudaimonic well–being policewomen are in the high category where policewomen have time to maximize their potential and are even facilitated by their leaders. One of the National Police leaders expressed his feelings of happiness and would support his personnel who wanted to develop themselves. The form of support provided includes funding training courses for personnel who wish to take part in development soft skill and hard skill programs, providing suggestions for continuing higher education and giving appreciation for the work that has been done. Besides that, eudaimonic well–being of policewomen were found in the high category because the subject had succeeded in achieving her dream of becoming a policewoman so that no matter how hard the task was, the policewoman felt happy about her achievement.
Conclusion

Based on the research that has been carried out, the results obtained are in accordance with the hypothesis proposed previously, there is an influence of work-family organizational support to eudaimonic well-being directly. From these results it can be concluded that it was the policewoman who got high level of work-family organizational support also tend to have high level of eudaimonic well-being one. Both the level of work-family organizational support and eudaimonic well-being are in the high category.

Implication

This research has several implications. First, providing organizational support from a good leader whereas supervisor or manager is very important for employees. For leaders, support can be provided by creating programs that can support the balance between work and family. This form of support plays an important role in improving eudaimonic well-being employee. Future researchers are expected to be able to make improvements and retest the use of measuring instruments Questionnaire Eudaimonic Well-Being (QEWB) to get maximum measurement results and be able to explore eudaimonic well-being variables. Furthermore. Future research can also replicate this research topic by determining other groups as research subjects.

Acknowledgments:

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2. All policewomen personnel have agreed to become participants in this research because without their availability, this research would not be able to run.
3. All parties who have contributed to this research.

Authors’ Contributions

This research was started and developed by TA in association with MSY. Under MSY’s guidance, TA carried out the investigation, examined the information, and wrote the text. Every author provided feedback and encouragement from the start of the study to the completion of the finished publication.

Competing Interest

The authors claim to have no conflicting agendas. There were no personal, professional, or financial ties that might raise questions about potential conflicts of interest when this research was done.

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