

Perception of Organizational Support Received and Fulfillment of Psychological Contracts on the Psychological Well-being of Police Personnel

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Abstract. This study aims to analyze the role of perceived organizational support and psychological contract fulfillment on the psychological well-being of human resources (HR) at the Human Resources Bureau of the Riau Islands Regional Police. The research adopts a quantitative approach using explanatory research design. The population in this study consisted of all HR personnel at the HR Bureau of the Riau Islands Regional Police, totaling 73 individuals, all of whom were included as the research sample through a census technique. Data was collected using a closed-ended questionnaire based on a 5-point Likert scale ranging from "strongly disagree" to "strongly agree." The collected data was analyzed using the Partial Least Square (PLS) method. The results show that perceived organizational support has a positive and significant effect on psychological well-being. This indicates that the stronger the employees' perception of organizational support, the higher their level of psychological well-being. Additionally, perceived organizational support significantly influences psychological contract fulfillment, reflecting an improved sense of balance and fairness in the employment relationship. Furthermore, psychological contract fulfillment has a positive and significant effect on psychological well-being, meaning that when psychological expectations and agreements in the workplace are met, employees are more likely to adapt, manage their environment effectively, and experience better mental well-being. This study provides both theoretical and practical contributions to HR management strategies, particularly in fostering healthy and productive working relationships.

Keywords: *Contracts; Fulfillment; Organizational; Psychological; Support.*

1. Introduction

The police as an institution that plays a strategic role in improving public security and order, has a very important role in maintaining national stability and developing public trust in the government.(Arif, 2021). In recent years, police organizations have undergone several changes, including improvements in technology and the use of new methods of surveillance

and enforcement. However, these changes can also bring new challenges for police personnel, such as greater pressure and stress, and limited resources and support. (Ulil Anshar & Setiyono, 2020).

Police personnel are one of the professional groups that face high job challenges, ranging from safety risks to significant psychological stress. This stressful work environment requires organizations to ensure the well-being of personnel as a top priority. Personnel well-being includes physical, mental, and emotional balance that allows individuals to function optimally in their work and personal lives.

One of the important factors that can support well-being is organizational support (Caesens et al., 2017). Organizational support refers to the extent to which personnel feel that the institution values their contributions, cares about their well-being, and provides a conducive work environment. This support can range from access to adequate resources, flexible policies, to counseling and health services. (Caesens et al., 2016). When personnel feel supported, they tend to have higher levels of satisfaction and commitment, which ultimately contributes to better performance.

Organizational support refers to the level of an organization's ability to provide sufficient support and resources to its human resources, so that personnel can work effectively and efficiently. (Shi & Gordon, 2020). Adequate organizational support can influence the well-being of police personnel in several ways. (Caesens et al., 2017). One of them is through the provision of resources, such as training, equipment, and facilities needed to carry out tasks. (Caesens et al., 2016). Thus, each individual in the organization can improve their ability to carry out tasks and improve performance. In addition, organizational support can also be through the provision of support, such as mentorship, coaching, and constructive feedback. (Chen et al., 2020). In this way, individuals can improve their ability to deal with the pressure and stress they face.

There are differences in findings in previous studies regarding the relationship between perceived organizational support and employee well-being. The research conducted by (Ramadan & Mubarak, 2023) shows that perceived organizational support does not have a significant influence on employee well-being. On the contrary, different results are shown by (Dwi Pebrio & Mulyana, 2024) who found that perceived organizational support has a positive and significant effect on employee well-being. This difference indicates a research gap that needs to be explored further, so that the fulfillment of psychological contract in this study is proposed as a mediator.

In addition to organizational support, psychological contract also plays an important role in maintaining the well-being of human resources (van der Vaart et al., 2015). The psychological contract refers to the unwritten expectations between an organization and its employees regarding responsibilities, rewards, and work-life balance. When the organization meets these expectations—for example, through recognition for performance, appropriate incentives, or fairness in decision making—employees feel valued, which can reduce stress

and enhance their well-being. Conversely, a breach of the psychological contract can lead to frustration, dissatisfaction, and burnout. (Hamilton & von Treuer, 2012).

In addition, the fulfillment of psychological contracts can also affect the well-being of police personnel. (Duran et al., 2021). Psychological contract refers to personnel's perceptions of what the organization expects them to give in return for their contribution and dedication. (Cullinane & Dundon, 2006). If the organization cannot meet these expectations, then frustration and disappointment can occur among its employees. (van der Vaart et al., 2015). Therefore, it is important for police organizations to understand the psychological contract and fulfill it in an effective manner.

Psychological contract, refers to personnel's perception of what the organization expects to give them in return for their contribution and dedication. (Hamilton & von Treuer, 2012). Psychological contract is a very important aspect of job satisfaction and well-being. This contract refers to an unwritten agreement between the police and their organization, which determines the terms of employment, including the rewards that the police can receive in return for their hard work and dedication. (Estreder et al., 2020). When this contract is fulfilled, individuals feel valued, respected, and admired, thereby increasing levels of job satisfaction, motivation, and commitment. (Herrera & De Las Heras-Rosas, 2021). Conversely, when this contract is not fulfilled or violated, individuals may feel frustrated, demotivated, and dissatisfied, which can affect their well-being and overall performance. (Herrera & De Las Heras-Rosas, 2021).

The psychological contract as a police officer is closely related to well-being because it affects the sense of purpose, identity, and membership. (Duran et al., 2021). When police feel that their work is meaningful and valued, they are more likely to experience a greater sense of purpose and awareness, which are critical to emotional well-being. In addition, a positive psychological contract can also enhance a sense of community and social connection with colleagues and the communities they serve. This can provide a sense of community and social support that is critical to overall well-being. Conversely, a negative psychological contract can lead to feelings of isolation, loneliness, and disconnection, which can have serious consequences for a police officer's mental health and well-being.

Thus, this study aims to investigate the relationship between organizational support and psychological contract fulfillment on police personnel wellbeing. Thus, we can find out how police organizations can improve police personnel wellbeing and improve organizational performance.

2. Research Methods

The research method used in this study is an associative explanatory research type, which aims to explain the relationship between two or more variables, and to test hypotheses to support or strengthen the theory used as the basis for the research. The main focus of this study is to test the influence between Perception of Organizational Support, Fulfillment of

Psychological Contracts, and Psychological Well-being. The population in this study was all human resources (HR) in the HR Bureau of the Riau Islands Police, totaling 73 personnel, and because this number is still on a scale that allows for comprehensive research, the sampling technique used was census sampling, where the entire population was used as a research sample. The data used consisted of primary data and secondary data. Primary data were obtained directly from respondents through a closed questionnaire using a Likert scale of 1 to 5 measuring three main variables, while secondary data were collected from various sources such as journals, internal reports, and other supporting literature. Each variable has specific indicators: Perception of Organizational Support includes appreciation, concern, and well-being; Fulfillment of Psychological Contracts consists of transactional, relational, and balance contracts; and Psychological Well-being includes six aspects, namely self-acceptance, positive relationships, autonomy, environmental mastery, life goals, and personal growth. To analyze the data, a descriptive approach was used to describe the results of respondents' answers and the Partial Least Square (PLS) method as the main analysis tool. PLS was chosen because it is able to handle models with high complexity, does not require many assumptions, and is more predictive. The PLS analysis procedure includes evaluating the outer model through convergent and discriminant validity tests and composite reliability and Cronbach's Alpha; testing the inner model through measuring R-square and Q-square to see the strength of the model in explaining the dependent variable; and testing the hypothesis with the t-statistic test and probability value. The validity and reliability criteria are based on standard values such as outer loading > 0.7, AVE > 0.5, and composite reliability > 0.7. The overall model evaluation is carried out by looking at the stability of the estimate through the bootstrapping procedure. The results of this analysis are expected to provide a deep understanding of the influence of the three variables in the context of the police organization, especially in the Riau Islands Police HR Bureau.

3. Results and Discussion

Based on the data on the characteristics of respondents at the Riau Islands Police Human Resources Bureau according to length of service, it is known that most respondents have a length of service between 0-10 years, which is 36 people or 49% of the total respondents. Furthermore, 28 respondents (38%) have a length of service between 11-20 years. Meanwhile, respondents with a length of service of 21-30 years are the smallest group, which is only 9 people or 12%. Thus, it can be concluded that the majority of respondents are in the early to middle length of service category.

Evaluation of convergent validity on each latent variable can be presented in the outer loading value section which describes the strength of the indicator in explaining the latent variable. The results of the convergent validity test can be presented as follows:

Table convergent validity test

Code	Indicator	Outer loading
X11	Award	0.836

X12	Concern	0.878
X13	Welfare	0.904

Code	Indicator	Outer loading
Y11	Transactional contracts	0.886
Y12	Relational contracts,	0.910
Y13	Balance contract.	0.935

Code	Indicator	Outer loading
Y21	Self Acceptance,	0.856
Y22	Positive Relationship,	0.857
Y23	Autonomy,	0.805
Y24	Environmental Mastery,	0.864
Y25	Purpose of life,	0.827
Y26	Personal Growth.	0.833

Based on the results of the convergent validity test on each variable, it can be said that all indicators used in this research model are declared valid, so they can be used as a measure for the variables used in this study.

For discriminant validity testing is done in three ways, namely: 1) looking at the Fornell Lacker Criterion criteria which are known from the size of the square root of average variance extracted (AVE) or the root of AVE, 2) looking at the Heterotrait-Monotrait Ratio (HTMT) value, and 3) checking the cross loading. The test results on each variable can be explained as follows:

TableFornell Lacker Criterion

Variables	Perception of Organizational Support received	Psychological Well-being	Fulfillment of Psychological Contract
Perception of Organizational Support received	0.873		
Psychological Well-being	0.615	0.841	
Fulfillment of Psychological Contract	0.507	0.611	0.910

The AVE root value is higher than the correlation value between other constructs. This indicates that the constructs in the estimated model meet the criteria of high discriminant validity, meaning that the results of the data analysis can be accepted because the values that describe the relationship between constructs develop and the AVE root value has a greater value than the correlation value between constructs. This can mean that all constructs have good discriminant validity. Thus, the research instrument used to measure all constructs or latent variables in this study has met the criteria of discriminant validity.

Table Heterotrait-Monotrait Ratio (HTMT) Criterion

	Heterotrait-monotrait ratio (HTMT)
Psychological Well-being <-> Perception of Organizational Support received	0.670
Fulfillment of Psychological Contract<-> Perception of Organizational Support received	0.563
Fulfillment of Psychological Contract<-> Psychological Well-being	0.674

The values in the HTMT matrix do not exceed 0.9. This means that the model shows that the evaluation of discriminant validity is acceptable. From the results of the discriminant validity test, it can be seen that the requirements for the Heterotrait-Monotrait Ratio (HTMT) test have been met so that all constructs in the estimated model meet the criteria for good discriminant validity, meaning that the results of the data analysis can be accepted.

Reliability testing is conducted to verify the accuracy, consistency, and precision of the instrument in measuring the construct. Reliability indicates that the research indicators used are in accordance with the actual conditions of the research object. The reliability of a construct with reflective indicators can be measured using three methods: composite reliability, Cronbach's alpha, and AVE. The results for each construct in this study are presented in the table below.

Table reliability test

	Cronbach's alpha	Composite reliability	Average variance extracted (AVE)
Perception of Organizational Support received	0.847	0.906	0.762
Psychological Well-being	0.917	0.935	0.707
Fulfillment of Psychological Contract	0.897	0.936	0.829

The results of the reliability test of each structure are shown in the table above. The findings show that the cronbach alpha value of each construct is more than 0.7, then the composite reliability value of each construct is more than 0.7, and the AVE value of each construct is more than 0.5. Based on the results of the reliability test, it can be concluded that the research instrument has high reliability.

Based on the results of the convergent validity, discriminant validity, and reliability tests of the research variables, the conclusion that can be drawn is that the indicators used in measuring latent variables can all be stated as valid and reliable measurement indicators.

Determination Value Coefficient (R-Square) Table

	R-square
Psychological Well-being	0.499
Fulfillment of Psychological Contract	0.257

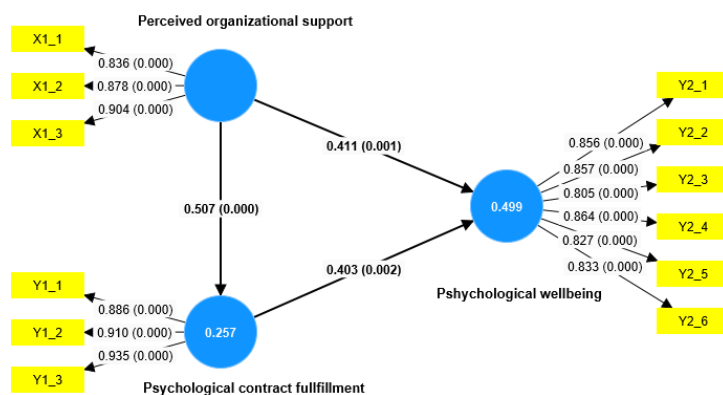
The table above shows the determination coefficient (R-square) value obtained in the Psychological Well-being variable model of 0.499. This value can be interpreted that the

Psychological Well-being variable can be explained by the variables of Perception of Organizational Support received and Fulfillment of Psychological Contract of 49.9%, while the remaining 50.1% is obtained from the influence of other variables not included in this research model.

The coefficient of determination (R-square) in the Psychological Contract Fulfillment variable model is 0.257. This means that Psychological Contract Fulfillment can be influenced by the Perception of Organizational Support received by 25.7% and the remaining 74.3% is obtained by the influence of other variables not included in this research model.

Inner model analysis in PLS is a structural model analysis to see how the relationship between research variables. In the structural model analysis, hypothesis testing can be carried out through the t-statistics test. The test results can be seen from the output of the structural model on the significance of the loading factor which explains the influence of the construct of Perceived Organizational Support received on Psychological Well-being through the mediation of Psychological Contract Fulfillment as an intervening variable.

In this case, data processing is used with the help of SmartPLS v 4.1.0 software. The results of the data processing are shown in the following image:



SEM-PLS Full Model Figure

In this section, the results of the hypothesis testing conducted in the previous chapter are presented. To determine the acceptance of the hypothesis, a comparison can be made between t-count and t-table, assuming that t-count is greater than t-table. The t-table value for a significance level of 5% is 1.96. The following table shows the results of the influence test between variables using Partial Least Square analysis.

Path Coefficients Table

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Perception of Organizational Support Received -> Psychological Well-being	0.411	0.413	0.123	3.332	0.001

Perception of Organizational Support Received -> Fulfillment of Psychological Contract	0.507	0.507	0.090	5,614	0.000
Fulfillment of Psychological Contract->Psychological Well-being	0.403	0.405	0.129	3.130	0.002

Based on the results of data processing, three research hypotheses were tested. First, the hypothesis that organizational support has a significant effect on psychological well-being is proven to be accepted, with a coefficient of 0.411 and a t-value of 3.332 which exceeds the t-table of 1.96 and a p-value of $0.001 < 0.05$. This shows that the higher the perception of organizational support, the more likely employee psychological well-being is to increase. Second, the hypothesis that organizational support has a significant effect on psychological contract fulfillment is also accepted, with a coefficient value of 0.507, a t-value of 5.614, and a p-value of $0.000 < 0.05$. This shows that a positive perception of organizational support increases psychological contract fulfillment. Third, the hypothesis that psychological contract fulfillment has a significant effect on psychological well-being is also accepted. The coefficient value of 0.403 with a t-value of 3.130 and a p-value of $0.002 < 0.05$ shows that the higher the level of psychological contract fulfillment, the more likely psychological well-being is to increase. Thus, the three hypotheses proposed in this study can be accepted.

4. Conclusion

This study aims to examine the role of perceived organizational support and fulfillment of psychological contracts on the psychological well-being of human resources (HR) at the HR Bureau of the Riau Islands Regional Police. Based on the results of the discussion, several important findings were obtained. First, perceived organizational support has been shown to have a positive and significant effect on psychological well-being. This means that the more HR feels support from the organization, the more their psychological well-being tends to increase. Second, perceptions of organizational support have also been shown to have a positive and significant effect on the fulfillment of psychological contracts, indicating that the stronger the perception of organizational support, the higher the fulfillment of psychological contracts. Third, fulfillment of psychological contracts has been shown to have a positive and significant effect on psychological well-being. This indicates that the better the fulfillment of psychological contracts, the more psychological well-being of HR will increase.

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