DHARANA
International Journal of Business

INFORMATICS JOURNALS

DOI: 10.18311/DBIJB/v17_i1_2026_02

ISSN: 0974-0082 | Vol 17(1), 2026 | pp. 10-37

Path to Fulfilment: Achieving Work-Life Balance with Social Support, Resilience, Self-Efficacy, and Job Satisfaction

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Abstract

This study examines the relationship between social support and work-life balance, with self-efficacy, resilience, and job satisfaction serving as mediating variables. The proposed research model specifically evaluates the serial mediation effect of resilience, self-efficacy, and job satisfaction on work-life balance among police personnel in the Bengaluru Urban District. A cross-sectional survey design was adopted using stratified random sampling across eight zonal divisions. Data were collected from 538 respondents, and 500 valid responses were retained for analysis. Structural Equation Modelling (SEM) using AMOS was employed to test the proposed five-factor model. The findings indicate that social support significantly influences resilience, self-efficacy, and job satisfaction. While the direct relationship between social support and work-life balance was not significant, strong indirect effects were observed through resilience and job satisfaction, as well as through self-efficacy and job satisfaction, indicating full serial mediation. The model demonstrated strong explanatory power ($R^2 = 0.774$). The study contributes to the literature by highlighting the role of psychological resources in enhancing work-life balance among law enforcement professionals.

Keywords: Job Satisfaction, Police Personnel, Self-efficacy, Resilience, Social Support, Work-life Balance

JEL Classification Code: J28, J24, M12, D23

Cite this article as: Dhanush, M. R. & Shobha, C. (2026). Path to Fulfilment: Achieving Work-Life Balance with Social Support, Resilience, Self-Efficacy, and Job Satisfaction. *DHARANA - International Journal of Business*, *17*(1), 10-37. https://doi.org/10.18311/DBIJB/v17_i1_2026_02

1. Introduction

Policing happens in a complex work environment that includes stressful events, irregular working hours, minimal public support, and much more (Dhanush & Shobha, 2023; Viegas & Henriques, 2020; Gächter *et al.*, 2013). The duty line of any law enforcement agency is designed to handle

Article Received on: 19-08-2025 Revised on: 05-12-2025 Accepted on: 14-03-2026

emergencies, which compels the personnel to be available at any point should the need arise. Such irregularities in duty lines and abrupt schedules of work can create conflicts between work and non-work commitments (Kaur, 2025). Consequently, such conflicts might lead to stress, emotional strain, and dissatisfaction with work. A study by Dhanush and Shobha (2023) states that policing accumulates a significant workload due to multiple assignments assigned regularly, while the completion rate of the assigned workload is moderately low due to limited manpower and time frame. Several studies reveal that consistent Work-Life Balance (WLB) practices are majorly affected by stressful work and hence prove that stressful work negatively impacts the WLB of employees (Edwards & Rothbard, 2000; Hosboyar, 2012). The prime challenge in policing is consistent time allocation between work and family, which is the prime source of negative influence on the WLB practices of policemen (Susanto *et al.*, 2022). Research studies suggest that healthy WLB practices can serve as a tool to handle the negative spillover effect of stressful work on the family as well as the negative spillover effect of family responsibilities on work (Pradhan, 2016; Rincy & Panchanatham, 2014). Concerning the above context, WLB can be defined as the art of effectively managing professional and personal commitments without affecting the stance in either of the domains. WLB is not a one-time achievement but a practice that depends on the ability or skillset of an individual, such as time management, problem-solving, critical thinking, diplomacy, work management, family management, and more. WLB in policing is a multidimensional factor that depends on several factors, such as social support, organisational support, family support, and individual willpower. The development of healthy WLB practices is essential to safeguarding the psychological health and well-being of police personnel (Dhanush & Shobha, 2024). Hosain (2024) found through their study that officers who managed their professional responsibilities and family life reflected higher job satisfaction, better engagement (Quick & Wolff, 2025), better performance, and signs of better mental strength (Rathi & Barath, 2013; Davies *et al.*, 2024).

A work environment that includes a culture of supportive behaviour develops a healthier workforce and engagement among employees, resulting in better WLB practices (Jyoti & Kaur, 2024). WLB is essential to improve job satisfaction (Hosain, 2024), job performance (Rathi & Barath, 2013), job commitment (Momin & Rolla, 2024), and psychological well-being (Davies *et al.*, 2024). A study by Imran *et al.* (2025) suggests that police officers who experienced less stress revealed better WLB abilities and a greater likelihood of remaining with the organisation for the long term. Therefore, the balance between work and life is essential for long-term sustainability. Positive outcomes of a healthy WLB benefit both individual officers and the department (Quartey, 2025). Professions with stressful environments, such as policing, need the implementation of WLB-supporting policies to protect the long-term sustainability of their workforce (Kaur, 2025). Police departments are more likely to witness significant improvements in their operations by ensuring their workforce gets adequate family time to have a healthy WLB (Ferreiras *et al.*, 2025). This facility is highly likely to report lower absenteeism, reduced turnover, and higher engagement (Cox *et al.*, 2025).

2. Theoretical Foundations

This study integrates conservation of resources theory, social cognitive theory, work-family enrichment theory, and self-determination theory to explain how social and psychological resources interact to influence work-life balance.

Stress can refer to various factors that instigate the feeling of stress or anxiety among workers (Karasek & Theorell, 1996). The Conservation of Resources (COR) theory is a framework that explains the human psychology of how individuals build, protect, and maintain their psychological resources to cope with stressors (Hobfoll, 1989). According to the COR theory, individuals are propelled to obtain various resources like emotional intelligence, time, motivation, resilience, social support, efficiency, health, financial stability, and more. Hobfoll suggests that stress is an indicator of the loss of such resources, and individuals protect their resources or develop new ones from time to time to alleviate stress. Social support is defined as any form of support from external sources like supervisors, colleagues, friends, spouses, children, and even pets that helps reduce stress (Hobfoll, 2001). A network of social resources that assists employees in handling challenges at the workplace and home can be addressed as social support (Cohen & Wills, 1985). The COR theory also disclosed that individuals who gained more social support at the workplace reported higher job satisfaction, better WLB (Halbesleben, 2006), less work-life conflict (Lapierre & Allen, 2006), and low turnover intentions (Ng & Sorensen, 2008). Hence, efficient management of social resources is highly essential to enhance job satisfaction and WLB.

The Work-Family Enrichment (WFE) theory extends the explanation of COR theory and states that social or psychological resources gained in one domain can significantly influence the other domain (Greenhaus & Powell, 2006). A study by Wayne *et al.* (2006) argues that social support received in the workplace carries a positive influence on the personal lives of individuals by enhancing role management. While family support offers emotional reinforcement that improves work engagement, supervisor and coworker support help individuals manage work demands more skillfully (Tang *et al.*, 2014). Strong social support networks help employees feel less role-stressed and more well-rested, which has a positive knock-on impact that improves WLB (McNall *et al.*, 2010). Organisations can improve workers' overall satisfaction and capacity to successfully balance their personal and professional responsibilities by creating a supportive work environment (Carlson *et al.*, 2011).

The Social Cognitive Theory (SCT) (Bandura, 1989) places a strong emphasis on how human behaviour is shaped by contextual factors, personal action, and self-efficacy. Work-related attitudes and results are significantly influenced by self-efficacy, or the conviction that one can succeed in particular tasks. High self-efficacy workers are more assured in handling obstacles at work, which improves their general well-being and job satisfaction (Stajkovic & Luthans, 1998). People with high levels of self-efficacy are better at time management, boundary setting, and adjusting to both personal and professional pressures when it comes to WLB (Bandura, 2001). A better WLB is facilitated by individuals experiencing less stress and more job satisfaction when they believe they can manage

their work and personal obligations (Luthans *et al.*, 2006). Moreover, companies that create supportive work environments contribute to the improvement of employees' self-efficacy, which raises motivation, engagement, and job satisfaction in general (Judge & Bono, 2001).

The Self-Determination Theory (SDT) suggests that individuals are motivated, well-adjusted, and satisfied with their jobs with the help of psychological needs. These psychological needs included autonomy in the job, competence in skills, and relevance to passion (Deci & Ryan, 1985). Healthy interactions and social support at work improve relatedness, which in turn develops self-efficacy among individuals that makes them successfully manage the demands of the job (Ryan & Deci, 2000). Employees who feel more competent and in charge of their work are more satisfied with their jobs (Gagné & Deci, 2005). Strong social support from peers, family, and supervisors also helps employees feel appreciated and empowered to effectively manage their personal and professional responsibilities, which reduces stress and improves WLB (Baard *et al.*, 2004). Higher motivation, job satisfaction, and better WLB are all attributed to organisations that meet employees' psychological needs through autonomy and supportive environments (Deci *et al.*, 2017).

3. Literature Review

3.1 Social Support and Resilience

Social support is an essential element in human existence as it is linked to overall health and well-being (Holt-Lunstad *et al.*, 2010). Social support is a feeling that an individual believes to exist in the form of social resources (Cohen & Wills, 1985). It is defined as an individual's experience of being cared for or considered by others (Wills, 1991). Allen *et al.* (2002) suggest that social support can be derived from any person, such as a spouse, siblings, colleagues, friends, or relatives, or even from an animal like a devoted pet. Support from coworkers and managers can help reduce feelings of burnout, whereas the absence of this support can contribute to work-related stress that greatly affects the syndrome (Collings & Murray, 1996). Individuals perform better when they have strong coping skills, self-esteem, and a purpose in life (Stewart *et al.*, 2012; Øyeflaten *et al.*, 2010). Resilience can be defined as the capacity of a system to endure and recover from disturbances while simultaneously adjusting its structure to manage both immediate and long-term stressors and uncertainties (van der Vegt *et al.*, 2010; Marques & Berry, 2021). Resilience is a complex construct that includes personal characteristics as well as environmental and interpersonal resources. It allows people to successfully manage difficulties and achieve positive outcomes even when faced with stressful situations (Masten, 2001; Smith *et al.*, 2008). In the modern workplace, resilience is acknowledged as a critical quality of a successful worker (Rook *et al.*, 2018). Personal resilience positively mediates the relationship between social support and life quality among nursing students (Pineda *et al.*, 2022). Social support serves as an external resilience factor under stress, where resilience promotes protection, harm reduction, and mitigates mental health problems. Support from dear ones increased personal resilience in college students during COVID-19 lockdowns (Xie *et*

al., 2024). People with disabilities become more resilient to training for athletic activities when they have social support from their parents, friends, mentors, and close friends (Mira *et al.*, 2023). Social support and resilience influence the link between satisfaction with life and stress, where resilience is positively influenced by social support (Yang *et al.*, 2018; Wu *et al.*, 2022; Cao *et al.*, 2024). There is a research gap currently existing to prove the mediation effect of resilience in the connection between social support and WLB (Sandhya, 2024).

Therefore, we hypothesise:

H_1: Social support has a positive effect on resilience

3.2 Social Support and Self-efficacy

Self-efficacy is a person's faith in effectively executing necessary actions to achieve a desired result (Bandura, 1977). Important factors that enhance self-efficacy include confidence, skill mastery, adaptability, personal effectiveness, a positive attitude, and a strong sense of individuality (Pethe *et al.*, 2000). Self-efficacy is shaped by multiple factors, including the accessibility of resources, the perceived challenge of the task, and the difficulties present in the context (Fathi *et al.*, 2020). It is an individual's reliance on their abilities, which is essential for personal development (Pethe *et al.*, 2000). Social support is positively associated to self-efficacy (Coffman & Gilligan, 2002; Karademas, 2006; Maddy *et al.*, 2015) among female psychiatrists (Wang *et al.*, 2015). Self-efficacy mediates the association of social support and resilience, while social support has a direct impact on both (Wang *et al.*, 2018) among teacher assistance teams (Kruger, 1997). Therefore, the following association is hypothesized:

H_2: Social support has a positive effect on self-efficacy

3.3 Social Support and Job Satisfaction

Job satisfaction is a psychological feeling that reflects an employee's sense of contentment with his/her respective job roles (Van Gelderen *et al.*, 2017). Locke (1976) described it as a positive emotional state or a feeling of pleasure that stems from favourable experiences in the work environment. Social support has a valuable influence on satisfaction in the job while enhancing the active coping skills and strategies of employees. Individuals who typically employ active coping methods tend to report greater job satisfaction when they receive increased social support from their colleagues (Shimazu & Shimazu, 2004). In the research carried out by Johnsen *et al.* (2017), the findings indicated a strong correlation between nondirective social support and job satisfaction, while a moderate correlation was observed between directive social support and job satisfaction. According to Hombrados-Mendieta and Cosano-Rivas (2013), social support in the workplace greatly improves job satisfaction and overall life satisfaction. Social support from coworkers and supervisors is a significant predictor of job satisfaction (Orgambídez-Ramos & Almeida, 2017; Zhang *et al.*, 2015). Hence, social support has a significant direct impact on job satisfaction.

H_3: Social support has a positive effect on job satisfaction

3.4 Social Support and Work-life Balance

WLB is a dynamic concept that must be updated to cater to the needs of changing times (Powell *et al.*, 2019). WLB is defined as the ability to manage work and non-work responsibilities without affecting the stance in either domain (Dhanush & Shobha, 2023, 2024, 2026). Research studies suggest that social support is deeply connected to reducing work-life conflicts and consequently improves the WLB (Oludayo & Omonijo, 2020; Santiago *et al.*, 2023). Moreover, social support exhibits assistance in coping with stressors (Thilagavathy & Geetha, 2023; Kurtuluş *et al.*, 2023; Acoba, 2024; Susanto *et al.*, 2024). Several literature evaluations have often cited social support as a key contributor to WLB (Lawrence *et al.*, 2015; Annink, 2017; Rashmi & Kataria, 2022). Further, a broad spectrum of factors is influenced by social support (Annink, 2017), which makes it a key contributor to WLB. Hence, a direct relationship exists between social support and WLB.

H_4: Social support has a positive effect on Work-life-balance.

3.5 Resilience and Job Satisfaction

From the COR theory, it can be inferred that individuals gain psychological resources like motivation, stability, confidence, resilience, and self-efficacy during different experiences throughout work and non-work activities. Hobfoll (2011) in his study suggested that individuals who possessed high resilience reflected better job satisfaction and effective stress-handling skills with minimal emotional depletion. Several studies suggest that employees with high resilience exhibit a positive approach toward challenges by viewing hurdles as a learning process (Burke & Reitzes, 1991; Brislin, 1993; Lok & Crawford, 2001; Rynes *et al.*, 2004; Rahmawati, 2013). Resilience highly influences job satisfaction and work engagement (Ibrahim & Hussein, 2024). It is positively associated with career satisfaction (Srivastava & Madan, 2020; Beuren *et al.*, 2022). Additionally, resilience serves as a protective factor against burnout and fosters a deeper commitment to their work (Bakker & Demerouti, 2017). These scholarly articles serve as a basis for the following hypothesis:

H_5: Resilience positively influences job satisfaction.

3.6 Self-efficacy and Job Satisfaction

A research study conducted in Turkey by Bicer (2023) indicates that general self-efficacy scores serve as predictors of job satisfaction among Turkish teaching faculty. The findings suggest that an individual's self-efficacy positively impacts their job satisfaction. In the field of nursing, self-efficacy is considered a crucial element that directly impacts patient outcomes and plays a significant role in experiencing higher levels of job satisfaction (Aiken *et al.*, 2002; Chang & Edwards, 2015). It serves as a vital personal asset that affects both work performance and job satisfaction. Employees who exhibit high levels of self-efficacy tend to have enhanced psychological resources, enabling them to effectively manage job demands (Xanthopoulou *et al.*, 2007). People with great self-efficacy are capable of actively channelling their resources toward their professional advancement, resulting in heightened work engagement and increased job

satisfaction (Salanova *et al.*, 2010). Therefore, the following connection is hypothesised:

H_6: Self-efficacy positively influences job satisfaction.

3.7 Job Satisfaction and WLB

Ensuring job satisfaction is vital, as feelings of dissatisfaction can lead to intentions to leave the organisation and increased absenteeism among staff (Van Gelderen *et al.*, 2017). An employee who experiences job satisfaction is more likely to engage fully in their work, enhance their performance, and assist both colleagues and themselves (Dziuba *et al.*, 2020). Job satisfaction significantly influences the performance, commitment (Momin & Rolla, 2024), and interactions of police personnel (Yadav *et al.*, 2024). Job satisfaction moderates the relationship between WLB, conflicts between work and family and vice versa. The research found that people with higher job satisfaction levels experienced lower conflicts between work and personal lives (Soomro *et al.*, 2018). Several studies showcase the positive relationship between job satisfaction and WLB (Dhanush & Shobha, 2024, 2026). However, there are very few studies focused on the examination of job satisfaction on WLB among police personnel (Yadav *et al.*, 2024; Lambert *et al.*, 2018; Buker & Dolu, 2010).

H7: Job satisfaction positively influences work-life balance

3.8 Social Support, Job Satisfaction, and WLB

Social support is essential for enhancing individual well-being and promoting job satisfaction among employees, which subsequently influences WLB indirectly (Sandhya, 2024). Research conducted by Aruldoss *et al.* (2020) found that job satisfaction mediates the association of social support and WLB for police officers. Their results showed that officers with higher job satisfaction reported greater happiness at work, which helped them transition more easily from work to personal time (Lambert *et al.*, 2021). Many researchers have observed that the state of WLB, whether positive or negative, can lead to different levels of job satisfaction or dissatisfaction. However, Sandhya (2024) states about the lack of research illustrating the effect of job satisfaction on WLB, especially among police personnel, indicating a significant gap in our understanding of this relationship. As a result, we have developed the following hypothesis:

H_8: Job satisfaction mediates the relationship between social support and Work-life balance.

3.9 Social Support, Self-efficacy, Job Satisfaction, and WLB

The Social Cognitive Theory (Bandura, 1989) highlights how psychological resources affect human behaviour. It indicates that individual self-efficacy plays a crucial role in work-related outcomes. A study by Stajkovic and Luthans (1998) supports this, showing that individuals with high self-efficacy have better problem-solving abilities and greater job satisfaction. Similarly, Bandura (2001) found that those with high self-efficacy excel in time management and maintaining boundaries between work and personal life. Judge and Bono (2001) also noted that higher self-efficacy boosts motivation, engagement, and job satisfaction among workers. Additionally, the SDT (Deci & Ryan,

1985) states that fulfilling the psychological needs of a person can keep them motivated and satisfied. Competent people exhibit a positive attitude in their work and obtain higher job satisfaction (Ryan & Deci, 2000; Gagné & Deci, 2005). Research indicates that strong social support enhances job satisfaction (Wu *et al.*, 2020) and improves WLB (Fayaz & Gulzar, 2025). However, there is limited research on how self-efficacy and job satisfaction together influence WLB, highlighting a gap in the literature. Therefore, this study proposes a hypothesised the following connections:

H_9: Self-efficacy and job satisfaction serially mediate the relationship between social support and WLB.

3.10 Social Support, Resilience, Job Satisfaction, and WLB

The COR theory (Hobfoll, 1989) describes how people acquire, keep, and safeguard their mental resources. Hobfoll argues that stress occurs when individuals feel their resources are threatened or lost, which can result in burnout and unhappiness. Social support, which is a network of social resources (Cohen & Wills, 1985), is crucial for employees facing personal and work-related challenges. Those with greater resilience usually have a strong reserve of resources that help them manage job stress effectively, preventing emotional exhaustion (Hobfoll, 2011). The WFE theory (Greenhaus & Powell, 2006) suggests that resources and experiences gained in one area can enhance performance and well-being in another. Resilience significantly impacts job satisfaction and work engagement (Ibrahim & Hussein, 2024) and is positively linked to career satisfaction (Srivastava & Madan, 2020; Beuren *et al.*, 2022). Furthermore, resilience helps protect against burnout and encourages a stronger commitment to work (Bakker & Demerouti, 2017). While studies confirm the link between resilience and job satisfaction, there is no research showing how resilience alongside job satisfaction mediates the association of social support and WLB. Based on theoretical insights, a serial mediation effect of resilience and job satisfaction can be suggested.

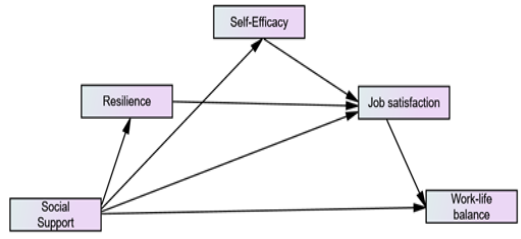


Figure 1. Conceptual Framework

Source: Original work

H_{10}: Resilience and job satisfaction serially mediate the relationship between social support and Work-life balance

4. Research Design

4.1 Statement of the Problem

There is limited empirical evidence explaining how psychological resources mediate the relationship between social support and work-life balance among police personnel in high-stress urban contexts.

4.2 Objectives of the Study

1. To examine direct effects of social support on resilience, self-efficacy, job satisfaction, and work-life balance.

2. To test mediation and serial mediation mechanisms.

3. To evaluate the explanatory power of the integrated model.

4.3 Methodology

A cross-sectional survey was conducted among police personnel with at least three years of experience. Stratified random sampling ensured representation from eight zonal divisions of Bengaluru Urban District. After data cleaning, 500 responses were analysed. All constructs were measured using validated scales on a 7-point Likert scale.

4.4 Sample and Procedure

The research utilised a structured questionnaire following a cross-sectional survey approach. The sample comprised police personnel with a minimum of three years of experience, representing all eight zonal subdivisions of Bengaluru Urban District. Bengaluru Urban is segmented into eight zonal subdivisions, with each zone consisting of at least eight police station jurisdictions. Stratified random

Table 1. Demographic characteristics of respondents

Characteristics	Particulars	Frequency	%	Characteristics	Particulars	Frequency	%
Gender	Male	348	69.6	Qualification	Graduation	215	43.0
	Female	152	30.4		Post-Graduation	146	29.2
Age (years)	21 - 30	121	24.2		Others	139	27.8
	31 - 40	199	39.8	Zone	Central	59	11.8
	41 - 50	153	30.6		North	53	10.6
	51 - 60	27	5.4		South	68	13.6
Marital status	Married	366	73.2		East	70	14.0
	Unmarried	134	26.8		West	59	11.8
Service (years)	<5	153	30.6		North-East	59	11.8
	6 - 10	112	22.4		South-East	66	13.2
	11 - 15	107	21.4		Whitefield	66	13.2
	16 - 20	65	13.0	Branch	Law & Order	354	70.8
	>20	63	12.6		Traffic	146	29.2

Source: Author's work (Primary data)

sampling was applied by treating each zonal division as a stratum, and the data were collected from each stratum. This method allowed for a consistent representation of respondents throughout the target area. Data was gathered through personal interviews, resulting in 538 responses, of which 500 were retained after data cleaning to ensure reliability and validity. The data represents police personnel from eight zonal divisions - Central, North, South, East, West, North-East, South-East, and Whitefield. The number of representations from each stratum is approximately uniform to avoid bias in the results. Table 1 presents the information on the demographic profile of the respondents.

4.5 Constructs, Scales, and Measures

This study includes the evaluation of five factors, namely social support, resilience, self-efficacy, job satisfaction, and WLB, to present a different perspective on enhancing WLB. In this study, Social support was measured using a four-item scale for which the sample item is There are people in my life who pay attention to my feelings and problems' (Santiago *et al.*, 2023). It achieved an alpha value of 0.853. Resilience was measured using a three-item scale for which the sample item is 'I tend to bounce back quickly after hard times' (Sandhya, 2024). Resilience obtained an alpha value of 0.875. Self-efficacy was measured using a six-item scale developed by Chen *et al.* (2001), and the sample item is 'I will be able to achieve most of the goals that I have set for myself'. Self-efficacy emerged with an alpha value of 0.970. Job satisfaction was measured using a five-item scale with the sample item being 'I am satisfied with the nature of my job' (Sandhya, 2024) with an alpha value of 0.841. WLB was measured using a three-item scale that reflected the overall balance between work and non-work domains. The sample item is 'I currently have a good balance between the time I spend on work and non-work activities' (Brough *et al.*, 2014) with an alpha value of 0.810. To avoid the issues of Common Method

Table 2. Scales, items, and Alpha values

Construct	Scale	No. of items	Likert scale	Cronbach's Alpha
Social support	(Santiago *et al.*, 2023)	Four	7-point scale (1 = Strongly disagree, 7 = Strongly agree)	0.853
Resilience	(Sandhya, 2024)	Three		0.875
Self-efficacy	(Chen *et al.*, 2001)	Six		0.970
Job satisfaction	(Sandhya, 2024)	Five		0.841
Work-life balance	(Brough *et al.*, 2014)	Three		0.810

Source: Desk research (Authors' work)

Bias (CMB), shortened scale items were used in the study that are established and reliable. To avoid neutral entries from the respondents, data were recorded using a 7-point Likert scale. All constructs demonstrate an alpha value >0.80, indicating strong reliability for the analysis. The details of the scale and alpha values are presented in Table 2.

4.6 Assessment of the Measurement Model

The proposed research model was initially evaluated using the Confirmatory Factor Analysis (CFA) to assess the model fit. Model fit assessment of the proposed model can be confirmed based on indices like CMIN/df, GFI, TLI, CFI, RMSEA, and SRMR. According to Hair *et al.* (2010), the recommended model fit measures meet the following criteria: CMIN/df must be <5; GFI, TLI, and CFI > 0.9; SRMR and RMSEA <0.08. The model fit indices of the proposed model reported the following: CMIN/df = 2.380, GFI = 0.926, TLI = 0.967, CFI = 0.972, SRMR = 0.0252, and RMSEA = 0.053. All the model fit measures fell within the acceptable range and indicated a good fit (Table 3).

Based on the model fit measure, the proposed model indicated a good fit. The constructs used in the proposed model must demonstrate adequate reliability and validity to proceed with the structural model. All constructs used in the study must exhibit an alpha value of >0.7 to establish reliability (Nunnally & Bernstein, 1994). Construct reliability was measured through Cronbach's alpha using SPSS. Accordingly, the alpha values of constructs were as follows: Social support = 0.853; Resilience = 0.875; Self-efficacy = 0.970; Job satisfaction = 0.841; and WLB = 0.810. Alpha values of the constructs ranging beyond the threshold value of 0.7 indicate that they are reliable. Additionally, the Composite Reliability for the constructs ranged from 0.822 to 0.970 (Table 3), exceeding the established benchmark (Hair *et al.*, 2010), as detailed in Table 4. The convergent validity of the scale items was approved by the obtained Average Variance Extracted (AVE). The AVE of all constructs was >0.5 to approve the convergent validity of the scale items (Fornell & Larcker, 1981).

The discriminant validity was evaluated using the Heterotrait-Monotrait (HTMT) Ratio. Constructs are deemed to possess discriminant validity if all HTMT ratios are below 0.85 (Henseler *et al.*, 2015). Therefore,

Table 3. Fit indices of the measurement model

Fit indices	Recommended value	Obtained value
p-value	>0.05	0.000
CMIN/df	<5	2.380
GFI	>0.90	0.926
TLI	>0.90	0.967
CFI	>0.90	0.972
SRMR	<0.08	0.0252
RMSEA	<0.08	0.053

Notes(s): CMIN/df: Minimum discrepancy; GFI: Goodness-of-Fit Index; TLI: Tucker and Lewis Index; CFI: Comparative Fit Index; SRMR: Standardized Root Mean Square Residual; RMSEA: Root Mean Square Error of Approximation

Source: Desk research (Author's original work using AMOS)

Table 4. Loadings, composite reliability, and convergent validity

Items	Loadings	Composite Reliability	AVE
Social support		0.867	0.621
SS1 There are people in my life who pay attention to my feelings and problems	0.818		
SS2 There are people in my life who appreciate what I do	0.819		
SS3 There are people in my life who I can get help from if I need it	0.764		
SS4 There are people in my life whom I can talk to about how to handle things	0.747		
Resilience		0.875	0.700
RS1 I tend to bounce back quickly after hard times.	0.829		
RS2 It does not take me long to recover from a stressful event.	0.850		
RS3 I usually come through difficult times with little trouble.	0.830		
Self-efficacy		0.970	0.845
SE1 I will be able to achieve most of the goals that I have set for myself.	0.922		
SE2 In general, I think that I can obtain outcomes that are important to me	0.924		
SE3 I believe I can succeed at almost any endeavour to which I set my mind.	0.913		
SE4 I will be able to successfully overcome any challenges.	0.921		
SE5 I am confident that I can perform effectively on many different tasks.	0.918		
SE6 Compared to other people, I can do most tasks very well	0.919		
Job satisfaction		0.842	0.516
JS1 I am satisfied with the nature of my job	0.700		

JS2 I am satisfied with my co-workers	0.754		
JS3 I am satisfied with the supervision	0.693		
JS4 I am satisfied with my pay/salary	0.706		
JS5 I am satisfied with the promotional opportunities	0.736		
Work-life balance		0.822	0.606
WLB1 I currently have a good balance between the time I spend on work and non-work activities	0.795		
WLB2 I feel that the balance between my work demands and non-work activities is currently about right	0.776		
WLB3 Overall, I believe that my work and non-work life are balanced	0.764		

Note(s): SS: Social support; RS: Resilience; SE: Self-efficacy; JS: Job satisfaction; WLB: Work-life balance

Source: Authors' work

Table 5. Discriminant validity and collinearity statistics

	Heterotrait-Monotrait ratio					Collinearity statistics	
	WLB	**SS**	**RS**	**SE**	**JS**	**Tolerance**	**VIF**
WLB	1.000					-	-
SS	0.545	1.000				0.292	3.428
RS	0.550	0.677	1.000			0.397	2.516
SE	0.505	0.728	0.572	1.000		0.368	2.721
JS	0.671	0.644	0.650	0.644	1.000	0.383	2.611

Note(s): SS: Social support; RS: Resilience; SE: Self-efficacy; JS: Job satisfaction; WLB: Work-life balance

Source: SPSS output

the discriminant validity was confirmed based on this established HTMT ratio criterion. The result of discriminant validity is presented in Table 5. A structural model can be constructed once it is established that multicollinearity is not a concern, which was supported by analysis results indicating tolerance values greater than 0.2 and a Variance Inflation Factor (VIF) of less than 5.0, suggesting no significant multicollinearity issues within the data. The

statistical values for tolerance and VIF are presented in Table 5.

4.7 Assessment of the Structural Model

An SEM analysis was employed to assess the relationships using IBM AMOS. Bootstrapping was performed with 5,000 resamples using a bias-corrected 95% confidence interval. The fit indices revealed acceptable measures: CMIN/df = 2.402, GFI = 0.924, TLI = 0.967, CFI = 0.971, SRMR = 0.0274, and RMSEA = 0.053. The R-squared values indicated that social support accounted for 68% of the variance in self-efficacy and 67.2% of the variance in resilience, with values of 0.680 and 0.672, respectively. Additionally, job satisfaction exhibited an R-squared value of 0.756, signifying that 75.6% of the variance is explained by social support, resilience, and self-efficacy. Furthermore, WLB had an R-squared value of 0.774, indicating that 77.4% of the variance in WLB is collectively explained by social support, resilience, self-efficacy, and job satisfaction. The overall model fit statistics and squared multiple correlations suggest that the model demonstrates a satisfactory fit and effectively predicts WLB outcomes based on individual characteristics such as resilience, self-efficacy, and job satisfaction.

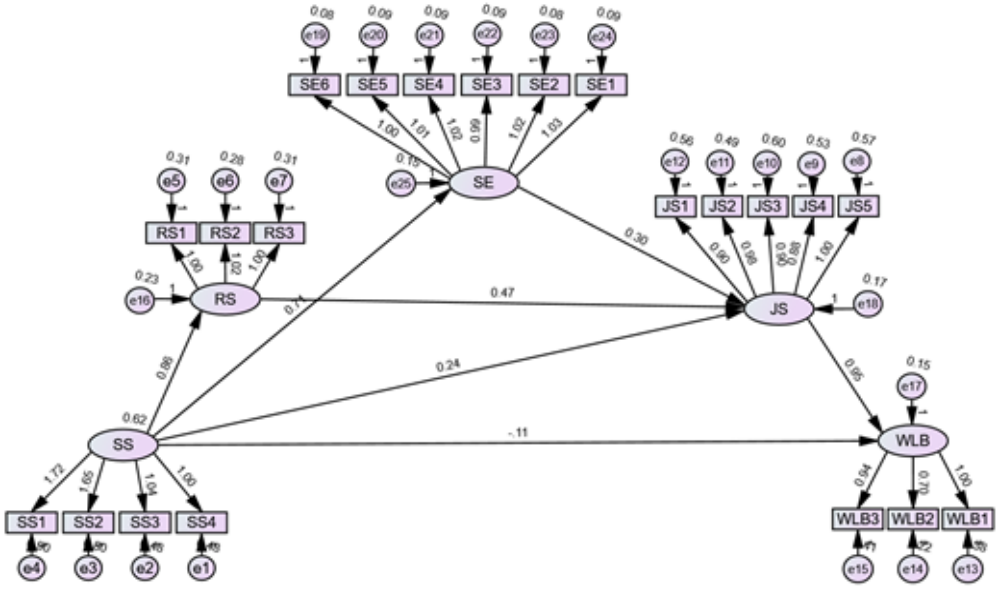


Figure 2. Unstandardized structural model.

Note(s): SS: Social Support; RS: Resilience; SE: Self-Efficacy; JS: Job Satisfaction; WLB: Work-life Balance

Source: Author's work (using AMOS)

4.8 Hypotheses Testing - Direct Effects

The direct effects among constructs were analysed using AMOS, based on theoretical assumptions. The initial findings revealed a positive connection between social support and resilience (β = 0.864, t = 18.383, p < 0.01), thereby confirming H_1. Additionally, social support demonstrated a positive relationship with both self-efficacy (β = 0.708, t = 17.700, p < 0.01) and job satisfaction (β = 0.241, t =

Table 6. Mediation analysis summary

Hypotheses	Relation-ship	Direct effect	Indirect effect	CI		p-value	Conclusion
				LLCI	ULCI		
H_8	SS->JS->WLB		0.228***	0.018	0.539	0.003	Full mediation
H_9	SS->SE->JS->WLB	-0.107 (0.201)	0.384***	0.258	0.524	0.000	Full serial mediation
H_{10}	SS->RS->JS->WLB		0.200***	0.092	0.303	0.001	Full serial mediation

Note(s): ***is significant at 1% level; SS: Social Support; RS: Resilience; SE: Self-Efficacy; JS: Job Satisfaction; WLB: Work-life Balance

Source: Author's work (using AMOS)

Table 7. Regression effect-direct effects

Hypotheses	Paths	Direct effect				Conclusion
		Estimates	Std. Error	LLCI	ULCI	
H_1	SS->RS	0.864	0.047	0.776	0.961	Supported
H_2	SS->SE	0.708	0.040	0.633	0.791	Supported
H_3	SS->JS	0.241	0.120	0.020	0.503	Supported
H_4	SS->WLB	-0.107	0.095	-0.319	0.054	Not supported
H_5	RS->JS	0.469	0.080	0.315	0.632	Supported
H_6	SE->JS	0.297	0.081	0.130	0.453	Supported
H_7	JS->WLB	0.948	0.096	0.781	1.157	Supported

Note(s): SS: Social Support; RS: Resilience; SE: Self-Efficacy; JS: Job Satisfaction; WLB: Work-life Balance; LLCI: Lower limit of Confidence Interval; ULCI: Upper Limit of Confidence Interval

Source: Author's work (using AMOS)

2.008, p = 0.017), which supports H_2 and H_3, respectively. Conversely, H_4, which posited a direct effect between social support and WLB, was deemed insignificant (β = -0.107, t = -1.126, p = 0.223), likely due to the substantial impact of mediators on this relationship (Table 6). The subsequent analysis of direct effects included resilience with job satisfaction, self-efficacy with job satisfaction, and job satisfaction with WLB. The results indicated a positive correlation between resilience and job satisfaction (β = 0.469, t = 5.863, p < 0.01), thereby supporting H_5. Furthermore, the relationship of self-efficacy and job satisfaction was validated through statistical measures (β = 0.297, t = 3.667, p < 0.01), confirming H_6. Finally, a strong positive association was found between job satisfaction and WLB (β = 0.948, t = 9.875, p < 0.01), which supports H_7. A summary of direct effects is presented in Table 7.

4.9 Hypothesis Testing - Indirect Effects

4.9.1 Mediation Analysis

The study assessed the mediation effect of job satisfaction in the association between social support and WLB. The findings revealed a significant indirect influence of social support on WLB through job satisfaction (β = 0.228, t = 3.677, p = 0.003), thus confirming hypothesis H8. Additionally, the direct impact of social support on WLB, when accounting for the mediators, was found to be non-significant (β = -0.107, t = -1.126, p = 0.201). Therefore, job satisfaction revealed a full mediation in the link between social support and WLB (Table 6).

4.9.2 Serial Mediation

The current study also examined the serial mediation effects of self-efficacy and job satisfaction on the connection between social support and WLB. The findings indicated a significant indirect effect of social support on WLB through self-efficacy and job satisfaction (b = 0.200, t = 3.774, p = 0.001), thereby confirming H_9. Additionally, the study evaluated the serial mediation effect of resilience and job satisfaction on the social support and WLB relationship, revealing a significant indirect effect of social support on WLB (b = 0.384, t = 5.731, p = 0.000), which supports H_{10}. Moreover, the direct association of social support on WLB was not significant (β = -0.107, t = -1.126, p = 0.201). Hence, the analysis suggests a complete serial mediation effect of both self-efficacy and job satisfaction, as well as resilience and job satisfaction, on the link between social support and WLB.

5. Discussion

The research investigates the significant impact of job satisfaction on the relationship between social support and WLB. It further explores how job satisfaction serves as a mediator in the connection between social support and WLB (Dhanush & Shobha, 2026), incorporating resilience and self-efficacy as key factors (Figure 2). The direct effects measured include social support on resilience at 0.864, social support on self-efficacy at 0.708, social support on job satisfaction at 0.241, resilience on job satisfaction at 0.469, self-efficacy on job satisfaction at 0.297, job satisfaction on WLB at 0.948, and social support on WLB at

-0.107 (Table 7). All direct relationships were statistically significant, as indicated by their path coefficients, except for the direct effect of social support on WLB, which was not significant when mediators were accounted for. These findings support the SCT theory proposed by Bandura (1989), highlighting the role of individual characteristics in improving WLB. The reliability coefficients (Cronbach's alpha) for the constructs indicate strong internal consistency: social support = 0.853; resilience = 0.875; self-efficacy = 0.970; job satisfaction = 0.841; WLB = 0.810. This suggests that the analysis has successfully captured the impact of these independent constructs on the WLB of police personnel. Further, the mediation analysis highlights the significant mediating role of job satisfaction in the indirect relationship between social support and WLB (Indirect effect = 0.228, 99% CI, LLCI = 0.018, ULCI = 0.539) as presented in Table 6. In addition to the direct effects and the mediation analysis, the study aimed to evaluate two serial mediation effects of social support on WLB through self-efficacy and job satisfaction, as well as resilience and job satisfaction. Accordingly, the former showcased a significant indirect effect of social support on WLB (β = 0.384, CI = 99%, LLCI = 0.258, ULCI = 0.524) through self-efficacy and job satisfaction. This indicates that individual self-efficacy influences the job satisfaction levels and eventually enhances the WLB among policemen. The serial mediation effect through self-efficacy extends practical implications of the SDT (Ryan & Deci, 2000), proving that people are motivated, adjusted, and satisfied with their jobs through autonomy, competence, and relatedness. In this study, the respondents revealed a notable level of self-efficacy, which enabled them to adjust and attain satisfaction in their work. On the other hand, the latter revealed a significant indirect effect of social support on WLB (β = 0.200, CI = 99%, LLCI = 0.092, ULCI = 0.303) through resilience and job satisfaction. This indicates that individuals with higher resilience experienced better job satisfaction, which eventually led to better WLB. The serial mediation effect through resilience provides practical evidence on the COR theory (Hobfoll, 1989), where a person builds social resources to cope with stressors. In this study, the respondents indicated high levels of resilience and a decent level of social support. The findings of the serial mediation suggest that the resilience level in the policemen is assisting them in finding satisfaction at their job from the available social support. Through sheer resilience and job satisfaction levels, the policemen are able to manage the balance between work and family commitments. The overall findings of the study demonstrate a new perspective on how WLB among policemen can be enhanced through psychological resources.

6. Conclusion

This study showcases how the psychological and social resources obtained by an individual assist in acquiring important resources in a stressful work environment, such as policing. Previous studies have showcased established connections and flow of influence from WLB to job satisfaction (Ellickson & Logsdon, 2001; Brough *et al.*, 2014; Aruldoss *et al.*, 2020; De Clercq *et al.*, 2021). However, some studies prove that job satisfaction has a role to play in influencing the WLB (Staines, 1980; Guest, 2002; Sandhya, 2024). This study highlights the role of job satisfaction with the support

of psychological resources in influencing the WLB of police personnel. The results indicated that resources like self-efficacy and resilience are highly influenced by social support. The findings reveal that the strong mediation between social support and WLB through resilience, self-efficacy, and job satisfaction neutralises the direct influence of social support on WLB. The mediation analysis discloses the weightage of resilience as well as self-efficacy in influencing the level of job satisfaction and eventually improving the WLB. The mediation analysis summary (Table 6) highlights the role of psychological resources in strengthening social resources. In addition, the high reliability of the constructs used in the study validates the measurement and reinforces the assumptions of the proposed research model. The overall findings contribute to the existing literature by providing a perspective on the influence of psychological resources in developing social resources.

6.1 Theoretical Implications

The study aimed to evaluate the relationship between social support, self-efficacy, resilience, job satisfaction, and WLB. The study focused on exploring the influence of psychological resources like self-efficacy and resilience in enhancing job satisfaction as well as WLB among law enforcement officers. Therefore, the current study emphasises three major theories that are the Conservation of Resources (COR) theory, the Social Cognitive Theory (SCT), and the Self-Determination Theory (SDT). The study primarily extends into the explanations of the COR theory (Hobfoll, 1989), which reveals the impact of social support in reducing stress and improving the overall social resources. In addition, by explaining the role of self-efficacy as a mediator between the relationship of social support and job satisfaction, the research emphasises the SCT (Bandura, 1989), thereby highlighting the role of self-belief in handling workplace challenges. Moreover, this study also follows the WFE theory (Greenhaus & Powell, 2006) by showcasing the positive spillover effects of social resources on work and personal life. The findings of the study also broaden the scope of SDT (Deci & Ryan, 1985) by showcasing how social support enhances competence, autonomy, and commitment, which in turn boosts motivation and WLB. Additionally, this study presents a different perspective on how social support from external sources influences job satisfaction and lower turnover intentions.

6.2 Practical Implications

Policing involves a complex work environment with irregular duty hours, emergency and unpredictable situations, dilemmas between work and family responsibilities, and more (Dhanush & Shobha, 2024, 2025). Frequent irregular schedules at work, high job demands, and role conflicts will lead to stress (Bakker & Demerouti, 2017). Through personal interviews, it was evident that the policemen across Bengaluru experienced minimal family time for activities such as spending time with children, monitoring children's education, and caring for old parents. Most of the respondents shared their opinions on the existing shift hours, which made it difficult for them to have adequate family time. However, it was also noted that spouses took care of the family responsibilities and all household chores in the absence of their partner. All this information revealed

that the policemen in Bengaluru fetched the required support from their families, friends, and colleagues. It is the personal resources and skills of the policemen that have enabled them to maintain the minimum balance between their work and personal lives. Through the primary data, it was evident that very few were able to separate their personal and professional lives, wherein the majority of respondents experienced the spill-over effects of work and family on each other. The findings of the study suggest that there should be strategic policies to enhance social support within the workplace, such as flexibility in timing, periodical counselling, smart mentorship programs, and peer support activities to boost comradeship among policemen (Dhanush & Shobha, 2025). In addition, appropriate resilience training programs and stress management workshops would greatly help the officials in the line of police duty. The introduction of flexible timing is a great challenge to this type of work, but this change would improve the overall family satisfaction among the employees in policing. Finally, promoting a supportive culture in the workplace would boost the social resources within the employees, which would lead to better satisfaction with the job and WLB.

6.3 Limitations and Directions for Future Research

Extending on the theories of COR, SCT, and SDT, this study sheds light on the relationship between social support, resilience, self-efficacy, job satisfaction, and WLB. This study has particularly focused on police personnel within the Bengaluru Urban District. The overall findings of the study reveal the significant role of self-efficacy and resilience in a stressful profession such as policing. It also suggests that these individual traits assist in reducing work-life conflicts, stress, and emotional exhaustion. However, there are a few limitations to the study which must be noted. Firstly, the sample of the study comprises police personnel exclusively from the Law and Order and Traffic divisions across Bengaluru. In addition, Bengaluru is a Tier 1 city, and therefore, features such as density of population, workload, work timings, transfer conditions, job rotations, cost of living, and geographical conditions might influence the responses. Therefore, the scope of the study may not be generalised across all cities, especially with Tier 2 and Tier 3 cities. It should also be noted that there is a scope for further research across other branches of the department like Crime, Narcotics, Cyber forensics, and more.

The results of the study suggest potential keynotes for policymakers on how social support can be influential in protecting the motives of policemen. Therefore, emphasising a healthy work environment supporting social backup among peers will significantly influence employee morale to achieve better results. A stressful work environment, such as policing, can be improved by building on social support to develop social resources among the workforce and reduce the possibilities of resource losses. The current study has focused on the mechanisms of COR and SDT on police personnel with a quantitative approach. There is a wider scope for future research to examine the practical application of the work-family enrichment theory on police personnel in Bengaluru. Therefore, future research could employ mixed-method approaches

to provide deeper insights into contextual understanding. From the extensive literature review and current studies, a significant research gap exists in identifying the influence of technological advancements on improving WLB practices among policemen. Hence, future research could explore the implications of technological advancements on the policing work environment.

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