



# Mental Health Issues and Well-being: A Focus on Work Life Balance and Psychological Resilience among The Police force

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Received: November 6, 2025, Accepted: December 12, 2025, Published: December 19, 2025

## Abstract

**Purpose:** Police personnel's general well-being is impacted by mental health concerns, which are becoming increasingly prevalent. The rising rate of mental illness among police personnel is a major public health problem. Compared to the general public, police officers are more likely to experience mental health problems. With an emphasis on the mediating functions of psychological resilience and work-life balance, this study attempts to investigate the relationship between police officers' mental health and their general well-being.

**Methodology:** Snowball sampling was used to approach Indian police personnel to gather data for this study using a cross-sectional research methodology. In total, 325 Indian police officers finished the survey and had their answers included in the research. Smart PLS 3 was utilized to do structural equation modelling analysis on the data.

**Findings:** The findings show that mental health conditions like stress, anxiety, and depression have a substantial negative impact on police officers' general well-being. According to the findings, departments must have thorough mental health support programs and policies that promote flexible work arrangements and a supportive work environment.

**Practical implications:** Police departments may develop a more resilient and healthier workforce by addressing mental health concerns and encouraging work-life balance. Ultimately, this can enhance public safety and community relations by resulting in reduced turnover rates, improved job performance, and increased job satisfaction.

**Originality/ value:** Because police officers suffer particular psychological difficulties because of the nature of their profession, this study offers novel insights into this field.

**Keywords:** Mental Health Issues; Police; Psychological Resilience; Wellbeing; Work-Life Balance.

## 1. Introduction

The ultimate goal of people, organisations, and society is wellbeing. The overall state of health, contentment, and fulfilment that law enforcement personnel experience is referred to as the "wellbeing of police." It includes factors related to the physical, psychological, emotional, social, and occupational domains, among others (Padhy et al., 2022). According to earlier research, well-being is a multifaceted construct that aims to balance an individual's resources and challenges. When people make use of their social, psychological, and physical resources to overcome obstacles, they feel stable and well (Dodge et al., 2012). According to Gautam et al. (2024), an individual in strong mental health can recognise their potential, effectively manage daily stressors, work efficiently, and contribute back to their community. According to Gautam et al. (2024), it covers the psychological, social, and emotional facets of health and includes things like wholesome relationships, practical coping mechanisms, emotional fortitude, and a feeling of direction and purpose in life. Being in good mentally healthy allows people to have full lives, pursue their aspirations, and operate effectively in daily life. Additionally, it aids individuals in achieving their general health and forming deep connections (Galderisi et al., 2015).

Issues about mental and psychological well-being have become increasingly significant in the field of public health (Saxena, 2016). Any thinking, emotional regulation, or behaviour abnormality that is clinically severe might be classified as a mental disorder (Charlson et al., 2019). In actuality, there was reason to be concerned about police officers' mental health. Due to the many stressful and occasionally traumatic situations they face on the job, police officers are commonly thought to be more susceptible to psychological problems (Emsing et al., 2022). Due to the hard and stressful nature of their duties, police officers may experience significant effects on their performance and mental health (Demou et al., 2020). Work-life balance is essential for police officers to maintain their health and avoid burnout. Finding a balance between work and personal life can be challenging, especially in a high-stress environment like law enforcement. Scheduling personal activities is essential, even though it might be easy to get overburdened by work-related responsibilities (Foster, 2024). A healthy work-life balance is associated with increased productivity, efficiency, and resilience among police personnel. They are more driven, focused, and energised to carry out their responsibilities and handle crises. Additionally, individuals can continue to have positive interactions

with their friends, family, and community, all of which will benefit their mental and emotional well-being in the long run (Singh & Wasim Khalid, 2024). To achieve work-life balance, police officers need to learn time management skills, create priorities, and draw boundaries between their personal and professional lives (Morris, 2024). Psychological resilience is the capacity to adapt and bounce back from adversity, trauma, stress, or significant life obstacles (Moore, 2024). It entails the capacity to manage difficult situations, maintain one's mental and emotional well-being in the face of hardship, and recover, even flourish, from failures or calamitous incidents (Southwick et al., 2014).

The ability of law enforcement professionals to adjust, deal, and recover from the difficulties, stressors, and traumas that are a part of their line of work is known as the psychological resilience of the police force (Janssens et al., 2018). It includes the ability of police officers collectively to sustain mental and emotional health, endure hardship, and successfully respond to and recover from challenging circumstances that arise while performing their duties (McCarty & Atkinson, 2012). In order to preserve officers' mental health and general well-being, improve their capacity to carry out their jobs, and lower the likelihood of unfavourable outcomes like burnout and other mental health problems, resilience is crucial for police personnel (Stogner et al., 2020). In light of this, it is critical to comprehend the complex connections between police officers' mental health, work-life balance, psychological resilience, and well-being. It is very important to understand these relationships since mental health problems not only damage individual workers, but they also cost businesses a lot of money by making people less engaged at work and more likely to leave. The decline in employees' mental health has major economic effects because it can cause less work to get done, more people to miss work, and more costs for the company. Thus, the objective is to understand how police officers' mental health issues and well-being are related, as well as how work-life balance and psychological resilience play a moderating role in this association

## 2. Review of Literature and Hypotheses Development

### 2.1. Literature review

Resilience (Resurreccion, 2024) improves psychological well-being and reduces mental distress among mental health nurses, despite the emotionally taxing nature of their work (Hasan & Alsulami, 2024). For these professionals, resilience is a key factor in managing the psychological challenges of caring for individuals with severe mental health conditions. The research highlights the significance of interventions aimed at fostering resilience in mental health nurses, stressing that doing so can improve their overall well-being and lessen the impact of stress and burnout at work. In order to promote a healthier workforce, healthcare organisations should give priority to the mental health of their employees by providing support networks and resilience training initiatives. The growing significance of employee wellbeing and mental health initiatives as essential elements of organisational performance is highlighted by Elufioye et al. (2024). Employee Assistance Programs (EAPs), flexible work schedules, digital wellness platforms, and other comprehensive mental health programs are being implemented by HR departments as they shift away from traditional responsibilities in response to the growing influence of employee wellbeing on productivity and retention. Although stress, absenteeism, and turnover are decreased by these activities, the report points out that there are still issues, such as calculating ROI hurdles and restricted access for smaller organisations and emerging regions. The need for additional study and creativity to improve wellbeing programs' accessibility and efficacy on a worldwide scale, elevating mental health to a crucial consideration in next-generation HR tactics.

According to Ditchburn and Koh (2023), resilience emerged as a vital factor in mitigating the detrimental impacts of various stresses, although mental well-being fell dramatically as a result. Resilient workers were better able to control stress, preserve mental health, and adjust to a quickly changing work environment. The study emphasises how crucial resilience-building techniques are for protecting employees' mental health at work, particularly in times of crisis. In order to create a workforce that is more resilient and able to survive future upheavals, the study ends with recommendations for companies to establish resilience training and mental health support programs. The possible processes underlying this protective effect are discussed by Santini et al. (2022), who propose that improved mental health increases coping mechanisms and emotional resilience, which in turn lessens vulnerability to mental diseases. In order to enhance population-level mental health outcomes, the study's conclusion suggests including well-being promotion into mental health interventions and public policy. According to Demou et al. (2020), police personnel frequently deal with stressful situations such as horrific events, lengthy workdays, and the ongoing need to maintain public safety. The force has higher than average rates of mental health conditions, such as anxiety, sadness, and post-traumatic stress disorder (PTSD), as a result of these stresses.

First, the majority of studies that have been done so far have been done in Western contexts, and there isn't much empirical data from India that examines the particular institutional and cultural obstacles that Indian police personnel must overcome. Second, although psychological resilience and work-life balance have been recognised as mediating factors, their effects on the well-being of Indian police officers have not been thoroughly studied. Furthermore, there is a significant vacuum in the research due to the absence of organisational changes targeted at enhancing resilience-building and work-life balance in the Indian police force. In light of these limitations, the current study aims to investigate the relationship between mental health concerns and the well-being of Indian police officers, with a particular emphasis on the mediating functions of psychological resilience and work-life balance. By filling up these gaps, the study hopes to offer a more thorough understanding of the elements influencing police wellbeing in India and suggest measures to improve the resilience and mental health of the force.

Recent studies have shown that helping employees and increasing their resilience is becoming more and more important for their health and happiness at work. For example, research showed that psychological flexibility programs that were used throughout the company made employees far more resilient and less likely to burn out (Barton et al., 2024). Likewise, resilience-oriented interventions within the public-sector workforce have demonstrated efficacy in enhancing coping mechanisms and mitigating stress-related consequences (Hollaar et al., 2025). From a theoretical perspective, prolonged stress and mental health issues can deplete individuals' emotional and cognitive resources, consequently diminishing their capacity for adaptive coping and lowering resilience (Wut et al., 2022). On the other hand, more resilient employees are better able to control their emotions and make better judgments about situations, which helps them stay mentally healthy even when their jobs are quite demanding (Hollaar et al., 2025). International evidence further substantiates the significance of resilience and well-being in policing. A recent study involving British police officers indicated that elevated job demands were significant predictors of anxiety, sadness, and mood disturbances, whereas job resources served a protective function (Oliver et al., 2023). Similarly, a study of police personnel in Ghana indicated that elevated emotional intelligence and resilience were significantly correlated with reduced occupational stress and enhanced well-being (Huang et al., 2023). Cross-disciplinary viewpoints reinforce the significance of well-being activities at the organizational level. Studies in organizational psychology indicate that psychological flexibility and supportive work settings substantially improve resilience and mitigate burnout across several professions (Barton et al., 2024). Moreover, findings from behavioral and

public health studies indicate that organization-driven well-being efforts significantly influence mental health and long-term resilience (Hollaar et al., 2025).

## 2.2. Conceptual model

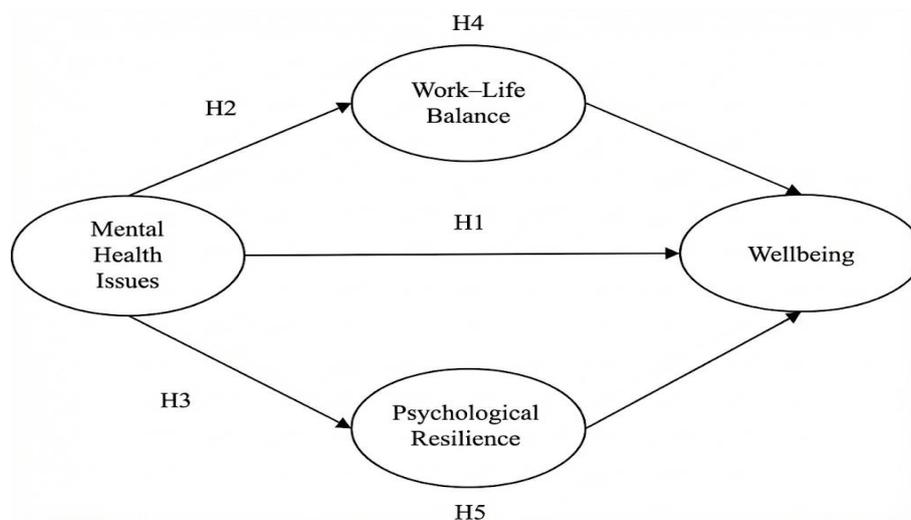


Fig. 1: Conceptual Model for the Study.

Finding out whether mental health issues affect a police officer's well-being and whether psychological resilience and work-life balance mediate this relationship is the aim of the study. The proposed linkages are shown diagrammatically in Figure 1.

## 2.3. Mental health issues and wellbeing

The World Health Organisation defines mental health as having a significant impact on an individual's overall wellness and quality of life (World Health Organisation, 2022). The well-being of individuals is greatly impacted by the three most prevalent mental health disorders worldwide: stress, anxiety, and depression (World Health Organisation, 2022). Currently accepted definitions of mental health have two characteristics in common, regardless of the diversity of contextual and disciplinary theories surrounding mental health. In order to begin, mental health is examined from a biopsychosocial perspective, which takes into account biological, psychological, and social aspects. Mental wellness, according to Bhugra et al. (2013), is more than only the absence of mental illness. Mental health is "a state of well-being in which every individual realises his or her own potential, can cope with the normal stresses of life, can work productively and fruitfully, and can make a contribution to her or his community," according to the World Health Organisation (2003). According to Galderisi et al. (2015), this approach led to significant advancements in the application and study of mental health by broadening the definition to include positive aspects in addition to the absence of mental disorders.

Depressive disorders are referred to as the "common cold of mental health" (Kandhakatla et al., 2018) and impact around 264 million individuals globally. Common symptoms include low energy, difficulty concentrating, shame or low self-worth, loss of interest or pleasure, sadness, low energy, inconsistent eating or sleeping patterns, and, in extreme situations, suicidal thoughts (World Health Organisation, 2023). Anxiety or experiencing tension, worrisome thoughts, and accompanying physical changes, such as high blood pressure, are issues that are similar to each other (Shamsuddin et al., 2013). Another prevalent mental health issue that manifests in primary care settings at mild, moderate, and severe levels in patients of all ages is anxiety, which ranks among the most commonly diagnosed mental health disorders, along with depression (Shamsuddin et al., 2013). Because depression and anxiety can significantly lower one's perceived quality of life, these conditions must be identified and treated. Apart from these two conditions, stress and stress-related problems have gained prominence as high levels of stress, even in mild to moderate amounts, can disrupt daily living and lead to weariness, difficulty focusing, or irritation (Ramón-Arbués et al., 2020).

Although the importance of wellbeing for health has long been acknowledged, attempts to define wellbeing as a study outcome have only recently been undertaken (van Agteren et al., 2021). A complicated concept that includes affect and psychological functioning is well-being (Bartram et al., 2011). It includes both the eudemonic perspective, which emphasises psychological functioning and self-realization, and the hedonic perspective, which relates to an individual's subjective experience of happiness and life satisfaction. According to the widely used Warwick-Edinburgh Mental Wellness Scale (WEMWBS), mental wellness is the positive aspect of mental health (Warwick Medical School, 2021). The foundation of thriving, or complete mental health, is a high degree of well-being and a low degree of mental illness. On the other hand, languishing, or incomplete mental health, is characterised by low reported levels of wellbeing and the lack of symptoms linked to mental disease. There may be two more needs in this framework. High levels of wellness paired with significant mental disease symptoms are referred to as struggling or incomplete mental illness. Lastly, low well-being and significant symptoms of mental illness are explained by general mental disease, sometimes known as floundering (Keyes and Lopez, 2002).

H1: Mental health issues have a direct impact on the well-being

## 2.4. Mediating role of work-life balance

In the modern world, finding a balance, or not, between one's professional obligations and other aspects of life is more important than ever (Bari & Róbert, 2016). According to Eurofound (2016), one of the most important consequences of a poor work-life balance may be declining mental and physical health. According to Kaiser et al. (2011), work-life balance is the harmonious, conflict-free, and fulfilling interaction between one's social obligations in their personal and professional lives that fosters efficient functioning in both areas. A deteriorating quality of life is among the negative consequences of an insufficient work-life equilibrium. Stress and poor time management are two factors that may be contributing to deteriorating health in terms of work-life balance (van Steenbergen & Ellemers, 2009). As they

upset the equilibrium between the person and their surroundings, the competing demands of one's personal and professional responsibilities can cause stress (Lazarus & Folkman, 1984). Eventually, chronic stress (Aaskoven et al., 2024) causes specific bodily systems or sections to be harmed by physiological processes, which in turn encourages physical illnesses and disorders (Walton et al., 2024). According to several studies, people who have a harder time balancing their personal and professional lives or who face more conflict are more likely to report having worse mental and physical health, and vice versa. They are also more likely to have health issues and worse health indicators (Choi & Kim, 2017).

Keeping a good work-life balance requires effectively balancing personal and professional commitments and is crucial for general welfare. A well-rounded strategy lowers stress, which wards off anxiety and sadness, and permits regular exercise, a good diet, and enough sleep, all of which enhance physical wellbeing (Borowiec & Drygas, 2022). It increases productivity and job satisfaction by preventing burnout and fostering a positive work environment. Maintaining a good work-life balance also strengthens family and social bonds and creates a sense of community. Living a happier, healthier life frequently requires striking a work-life balance (Bello et al., 2024). Employees with a healthy work-life balance report greater levels of job satisfaction and productivity, which improves their sense of well-being (Kalliath and Brough, 2008). People with a better work-life balance have more time and energy for social activities and community involvement, which are both crucial for social support (Elliott et al., 2022) and general well-being (Grzywacz & Carlson, 2007).

H2: Mental health issues have a direct impact on work-life balance

H3: Work-life balance will mediate the relationship between mental health issues and well-being

## 2.5. Mediating role of psychological resilience

Psychological resilience is the capacity to cope with, adapt to, and recover from stress, adversity, trauma, or significant stress (Sisto et al., 2019). This ability allows people to deal with challenging situations and preserve or restore their mental health and wellbeing (De Caux & Shubina, 2023). When faced with difficulties, resilient people can overcome obstacles, keep a positive attitude, and carry on with their emotional and mental functions (Tugade & Fredrickson, 2004). Resilience is a dynamic process rather than an innate trait that may be improved over time by a range of strategies and support systems (Kuldas & Foody, 2021). Psychological resilience is directly impacted by mental health conditions like stress, anxiety, and depression (Jin et al., 2022). By reducing their ability to cope with and adapt to adversity, these situations may weaken an individual's resilience (Shrivastava & Desousa, 2016). Psychological resilience requires the ability to manage stress, bounce back from setbacks, and maintain a positive outlook, all of which are more difficult to achieve when one's mental health is in good shape (Srivastava, 2011). Therefore, creating and maintaining resilience in the face of life's obstacles requires treating mental health issues (Chmitorz et al., 2018).

People who possess resilience are better able to manage stress, bounce back from setbacks, and adjust to change, all of which are beneficial to their general mental (Tugade & Fredrickson, 2004) and emotional well-being (Kolluru et al., 2021). In the face of adversity, resilience enhances life satisfaction, fosters a positive outlook, and reduces the risk of mental health issues, including anxiety and depression (Holmes, 2023). For example, Masten (2001) emphasises the importance of resilience for mental health and welfare and defines it as the capacity to successfully adjust in the face of adversity. Bonanno (2004) describes how resilient people can preserve psychological health in the face of significant stress and trauma, supporting overall well-being. Additionally, a study by Werner and Smith (1992) found that resilient persons have superior long-term results for their life happiness and mental health.

H4: Mental health issues have a direct impact on psychological resilience

H5: Psychological resilience will mediate the relationship between mental health issues and well-being

## 3. Methodology

### 3.1. Sampling and data collection

The current study's research design made use of quantitative data and a descriptive research approach. The study employed online platforms, specifically Google Forms, to collect data from a sample of Indian police officers. The process used was emailing the target sample and asking them to participate, along with an informed consent form. The email included a detailed explanation of the study's objectives along with a permission form. Following an inquiry about their interest in taking part, they were given access to the online survey via a Google Form. A total of 325 police officers completed their responses and were incorporated into the study. The technique known as snowball sampling was employed to collect responses. Initially, the questionnaire was sent by email by the researchers to their close friends who are police officers. After that, these officers spread the word to their friends and co-workers, who then told their friends. To get the sample size of 325, the Krejcie–Morgan formula (Krejcie & Morgan, 1970) was utilised.

### 3.2. Instrument development

A five-point Likert scale, with five denoting strongly agree and one denoting strongly disagree, was used to measure the endogenous and exogenous components. In this study, 14 questions are used to quantify the outcome variable, well-being. The Warwick-Edinburgh Mental Wellbeing Scale (WEMWBS) was developed by researchers from the Universities of Warwick and Edinburgh. Each item on the WEMWBS highlights positive elements of mental health. According to Tennant et al. (2007), the measure evaluates psychological functioning in addition to subjective well-being. "I've been feeling relaxed," "I've been feeling confident," and "I've been handling problems well" are a few sample items for this scale. The Depression, Anxiety, and Stress Scale - 21 Items (DASS-21) is a 21-item scale developed by Lovibond & Lovibond (1995) that measures stress, anxiety, and depression. Three self-report assessments are used to measure depression, anxiety, and stress: "I found myself getting agitated" and "I tended to over-react to situations." Van Der Meer et al. (2018) developed a 10-item resilience evaluation scale that measures psychological resilience. Some examples are "I can handle a lot at the same time," "I am not easily discouraged," along with "After setbacks, I can easily pick up where I left off." The second mediating variable, work-life balance, is evaluated using the 15-item Work/Life Balance Self-Assessment measure, which was created in a study (Smeltzer et al., 2016). Examples of sample items for this scale include "My work suffers because of my personal life" and "My job makes my personal life difficult."

## 4. Results

### 4.1. Assessment of structural model

Table 1 displays the study constructs' validity and reliability based on the measurement model's evaluation. For this reliability indicator, a minimum acceptable value is 0.60 (Hair et al., 2014). It has been found that the alpha values for the constructs of psychological resilience (0.754), mental health difficulties (0.828), work-life balance (0.887), and wellbeing (0.938) are all statistically high over this threshold. As a result, each construct has a high alpha dependability.

**Table 1: Reliability and Validity of the Constructs**

Constructs	Cronbach's alpha	rho A	Average Variance Extracted
Wellbeing	0.938	0.899	0.682
Psychological resilience	0.754	0.721	0.662
Work-life balance	0.887	0.854	0.621
Mental health issues	0.828	0.798	0.611

Source: Author's calculation.

The HTMT ratio is the statistic used to assess discriminant validity. Two requirements (liberal and conservative) were satisfied in this regard. Both the liberal and conservative requirements were met because the HTMT ratio values in each column were less than 0.90 and less than 0.85. The conservative criteria suggest that the HTMT value should not exceed 0.85, whilst the HTMT ratio suggests that it should not exceed 0.90. HTMT ratios are used in Table 2 to demonstrate discriminant validity.

**Table 2: Discriminant Validity**

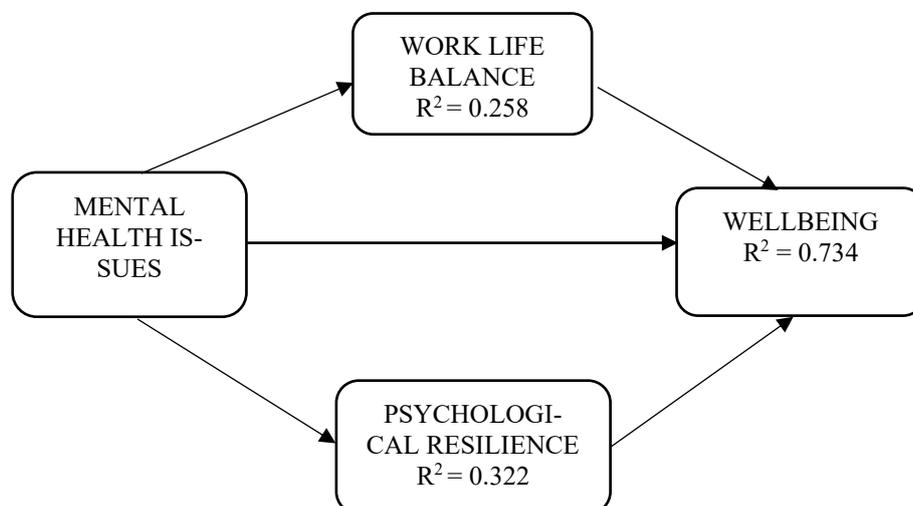
Constructs	Psychological resilience	Work-life balance	Wellbeing	Mental health issues
Psychological resilience	-	-	-	-
Work-life balance	0.441	-	-	-
Wellbeing	0.562	0.624	-	-
Mental health issues	0.356	0.312	0.712	-

Source: Author's calculation.

**Table 3: Effect Size in Terms of F Square**

Constructs	Psychological resilience	Work-life balance	Wellbeing
Psychological resilience	-	-	0.175
Work-life balance	-	-	0.284
Mental health issues	0.225	0.181	0.738

Source: Author's calculation.



**Fig. 2: Schematic Diagram for Model Fitness Through Coefficient of Determination.**

Two measures were used to evaluate the model's fitness: the effect magnitude (f-squared) and the coefficient of determination (R-squared). Figure 2 presents the quality standards according to the coefficient of determination. In this case, it has been found that the mediators (work-life balance and psychological resilience) and predictors (mental health issues) account for 73% of the variation in wellbeing, indicating an acceptable and good model fitness (Hair, 2010). Likewise, a 26% shift in work-life balance and a 32% shift in psychological resilience are noted as a result of mental health issues. The effect magnitude expressed in terms of F-squared is shown in Table 3. According to Hair (2010), every effect size has been deemed satisfactory and meets good quality standards.

### 4.2. Hypothesis testing

Finally, we used t- and p-statistics to test our hypothesis. Table 5 shows the state of the hypothesis testing, whereas Table 4 shows the direct, indirect, and total pathways. The study's original hypothesis (H1) about the relationship between mental health problems and wellbeing is statistically significant and is accepted based on t- and p-statistics. According to this regression coefficient, a change of one unit in mental health issues will result in a change of 0.54 units in wellbeing. Furthermore, this path shows that well-being declines and expe-

riences a negative shift when mental health issues become more prevalent. The p- and t-statistics also show that the study's second hypothesis (H2), which examines the connection between mental health issues and work-life balance, is statistically significant (H2 supported). The existing state of affairs implies that as mental health issues rise, work-life balance will deteriorate. It is reasonable to suppose that good mental health conditions tend to improve police officers' well-being.

**Table 4:** Direct Path and Indirect Path

	Beta	SD	T value	P
<b>Direct paths</b>				
Psychological resilience → Wellbeing	.213	.042	3.883	.000
Work-life balance → Well-being	.271	.032	7.862	.002
Mental health issues → Psychological resilience	-.314	.046	-6.926	.000
Mental health issues → Work-life balance	-.278	.048	-6.258	.000
Mental health issues → Wellbeing	-.543	.034	-15.356	.000
<b>Indirect paths</b>				
Mental health issues → Psychological resilience → Wellbeing	.057	.024	4.263	.001
Mental health issues → Work-life balance → Wellbeing	.073	.024	4.887	.000
<b>Total path</b>				
Mental health issues → Wellbeing	-.725	.027	-24.555	.000

Source: Author's calculation.

As indicated in Table 5, the fourth hypothesis of the study, which was also statistically significant, focused on the connection between psychological resilience and mental health problems (H4 verified). Consequently, the well-being of police officers at work is enhanced by a decrease in mental health issues. As demonstrated in Table 5, the indirect effects have been used to evaluate the mediation hypotheses. A statistically significant indirect effect has been observed in the path mental health issues → work life balance → wellbeing ( $p = 0.000$ ). This implies that police officers' mental health problems negatively affect their work-life balance, which in turn enhances their level of wellbeing (H3 supported). As with H5, a statistically significant indirect effect has also been observed ( $p < 0.05$ ), meaning that mental health issues → psychological resilience → wellbeing is a supported hypothesis. This suggests that lower mental health issues strengthen police psychological resilience, which in turn increases their capacity to exhibit greater levels of wellbeing.

**Table 5:** Testing of Hypotheses

Hypothesis	Beta Coefficient	SD	T value	P value	Status
H1 Mental health issues → Wellbeing	-.543	.034	-15.356	.000	Supported
H2 Mental health issues → Work-life balance	-.278	.048	-6.258	.000	Supported
H4 Mental health issues → Psychological resilience	-.314	.046	-6.926	.001	Supported
<b>Mediation hypotheses</b>					
H3 Mental health issues → Work-life balance → Well-being	.073	.024	4.887	.000	Supported
H5 Mental health issues → Psychological resilience → Wellbeing	.057	.024	4.263	.001	Supported

Source: Author's calculation

## 5. Discussion

The results of this study provide important new information on the manner in which work-life balance and psychological resilience influence the relationship between police officers' general well-being and mental health issues. The substantial detrimental impact that mental health conditions like anxiety, depression (Mukit et al., 2021), and work-related stress have on general well-being draws attention to the serious psychological costs that law enforcement work can have (Clemente & Padilla-Racero, 2020). Previous research has indicated that police work may hurt mental health due to high levels of stress (Queirós et al., 2020). The study emphasises the importance of work-life balance to this dynamic, reporting that officers who are able to better balance their personal and professional responsibilities report feeling less stressed and having improved overall wellbeing (Rohwer et al., 2022). This study suggests that organisational policies that support appropriate rest times, flexible work arrangements, and personal time support are necessary to minimise the negative effects of mental health disorders. Additionally, psychological resilience, the mediating variable, indicates that officers who are more adept at managing stress and maintaining their well-being, even when faced with significant mental health obstacles. Given that resilience seems to be a critical component in helping officers manage the psychological demands of their work, this emphasises the significance of resilience training and assistance within police departments (Moreno et al., 2024).

The study's findings are consistent with previous research highlighting resilience's protective benefits against stress and mental health issues, indicating that building resilience can be a successful tactic for promoting police officers' well-being. The data enhances our theoretical knowledge of police officers' overall well-being by identifying psychological resilience and work-life balance as significant mediating factors. With this, future studies on occupational health in law enforcement will have access to a more thorough model. The practical consequences of these findings are significant, as they underscore the necessity for police departments to establish all-encompassing mental health support networks, resilience training initiatives, and work-life balance-promoting policies (Chitra & Karunanidhi, 2018). These results are consistent with the Job Demands–Resources (JD–R) paradigm, which asserts that sustained psychological stress depletes employees' emotional and cognitive resources, ultimately compromising their well-being (Bakker & Demerouti, 2017). The mediating effects of work–life balance and resilience align with the Conservation of Resources (COR) theory, which posits that persons possessing robust personal and contextual resources are more adept at safeguarding themselves against stress-induced depletion (Hobfoll et al., 2018). By contextualizing the findings within these theoretical frameworks, the current study illustrates how organizational and personal resources collaboratively mitigate the adverse impacts of mental health difficulties among police personnel.

## 6. Implications

The results support the significance of occupational stress and resilient traits in reducing the negative consequences of mental health issues by giving empirical evidence that is consistent with current ideas on these topics. In order to create a more complete model of police officers' well-being, the study also emphasises the need for additional theoretical investigation of other putative mediating and moderating

elements, such as organisational culture and social support. Practically speaking, this study highlights the significance of police departments implementing robust mental health support systems, including regular psychological testing and counselling services. The emphasis on work-life balance suggests that laws that promote flexible work arrangements, adequate downtime, and opportunities for individual recreation are essential (Shagvaliyeva & Yazdanifard, 2014). Officers' capacity to manage pressures on the job can be greatly increased by investing in resilience training programmes that emphasise stress management, emotional control, and coping mechanisms (Chitra & Karunanidhi, 2018). The study has significant social implications for both police officers and the communities they serve. Police departments may develop a more resilient and healthier workforce by addressing mental health concerns and encouraging work-life balance. Ultimately, this can enhance public safety and community relations by resulting in reduced turnover rates, improved job performance, and increased job satisfaction (Rohwer et al., 2022). Additionally, lessening the stigma attached to mental health problems helps promote an open and understanding culture in the workplace by making it more inclusive and supportive (Ahad et al., 2023).

The results of this study have important effects on the economics of policing organizations. Putting money into employee health and well-being, such as organized mental health programs, flexible work hours, and programs that help people build resilience, can cut down on costs related to turnover, absenteeism, and operational efficiency. Police departments can save money on healthcare and put more money into core policing tasks by minimizing the long-term burden of stress-related disorders. These insights can help police departments around the country make changes by showing that police governance systems need to include rules that focus on the well-being of officers and the public. Incorporating these evidence-based methods at the national level can bolster officer preparedness, augment public confidence, and boost the overall efficacy and sustainability of policing services in India.

## 7. Limitations and Future Directions

Despite offering insightful information about the connections between psychological resilience, work-life balance, mental health conditions, and police officers' well-being, this study has several drawbacks. The findings' generalizability is limited since the subjects might not fairly represent the entire police force across all locations, ranks, genders, and ethnic backgrounds. As a result, the sample size and diversity pose substantial constraints. Although they were not taken into consideration in this study, uncontrolled variables, including organisational culture, leadership philosophies, and outside stressors, may potentially have an impact on the associations that were found. Additionally, the study may not have adequately accounted for temporal factors that can significantly influence mental health and well-being (De Caux & Shubina, 2023), such as changes in employment responsibilities or personal life events.

Examining interventions, like organised training courses and organisational modifications that are meant to enhance resilience and work-life balance, might yield useful suggestions for practice and policy (Bello et al., 2024b). Qualitative techniques (Sutton & Austin, 2015), like focus groups and interviews, would provide richer insights into the individual experiences and viewpoints of law enforcement personnel. International comparisons of police forces or law enforcement with other high-stress occupations could lead to a more comprehensive understanding of the particular difficulties that these groups face. Other potential mediating and moderating factors that could affect police officers' well-being include social support, job satisfaction, and coping mechanisms (Cheung & Li, 2023).

## 8. Conclusion

The study's main conclusions emphasise how police officers' well-being is significantly impacted negatively by mental health concerns. The emotionally taxing nature of law enforcement, which is marked by exposure to stressful situations, traumatic occurrences, and unpredictable work schedules, intensifies mental health problems that result in decreased job satisfaction, worsened life satisfaction, and poor physical health (Santre, 2024). Officers who reported having a better work-life balance also reported feeling less stressed and more generally well-off. Officers are better able to handle the demands of their jobs and personal lives because of this balance, which lessens the negative impacts of mental health problems (S, 2024). By introducing flexible work schedules, providing ample breaks, and fostering a culture that values individual time, the police department can enhance work-life balance (Rohwer et al., 2022). Coping with stress and recovering from difficult situations was easier for officers who possessed higher resilience levels (Shatté et al., 2017). Encouraging resilience among police officers is crucial because it shows that officers with mental health problems can still maintain their welfare to a greater extent (Angehrn et al., 2023). The capacity of officers to endure and recover from the psychological demands of their jobs can be greatly enhanced by access to mental health resources, peer support groups, and resilience training programmes (McCarty & Atkinson, 2012). The study comes to the conclusion that treating mental health problems among police personnel calls for a diversified strategy. Wellbeing can be greatly increased by enhancing work-life balance through organisational support, flexible scheduling, and wellness initiatives (Ray & Pana-Cryan, 2021). Furthermore, measures that foster resilience, like peer support groups, counselling, and stress management training, are crucial in equipping officers to meet the psychological demands of their line of work (Helmreich et al., 2017). Through the implementation of these measures, law enforcement agencies can establish a work environment that is not only more sustainable and supportive of their officers' wellbeing but also increases overall organisational effectiveness and community relations (Peyton et al., 2019). The findings indicate that, from a policy perspective, investment in mental health therapies, flexible scheduling, and resilience training not only enhances officer well-being but also produces quantifiable economic advantages. These kinds of programs can cut down on turnover, absenteeism, and long-term health care costs that come with long-term mental health problems (Cooper & Cartwright, 2021). For policymakers, adding frameworks that focus on well-being to police governance structures is a cheap and long-lasting way to improve public service performance and make the workforce more stable.

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