

THE INFLUENCE OF COLLABORATIVE CULTURE ON WORK-LIFE BALANCE WITH KNOWLEDGE MANAGEMENT CAPABILITY AS A MEDIATING VARIABLE AMONG POLICE OFFICERS

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Abstract: Police organizations operate in high-risk, time-pressured environments that demand constant vigilance, professionalism, and rapid response to unpredictable situations. Such conditions make maintaining work-life balance challenging, especially due to long hours, shift systems, and exposure to critical incidents, which may lead to stress and burnout. This study examines the effect of collaborative culture on work-life balance, with knowledge management capability as a mediating variable among police officers. Using a quantitative approach with PLS-SEM, data were collected through questionnaires and analyzed to assess direct and indirect relationships. The findings reveal that collaborative culture positively influences both knowledge management capability and work-life balance. Knowledge management capability also significantly affects work-life balance and partially mediates the relationship. These results highlight the importance of fostering collaboration and systematic knowledge sharing to enhance officers' well-being and organizational effectiveness.

Keywords: *Collaborative Culture, Knowledge Management Capability, Work-Life Balance, Police Officers.*

Police organizations are required to operate in environments characterized by high uncertainty, operational risk, and demanding public accountability. Police officers frequently encounter long working hours, unpredictable schedules, exposure to critical incidents, and high expectations from the community. These conditions place considerable physical and psychological demands on officers, which may interfere with their personal and family lives.

Work-life balance has therefore become a critical issue within policing institutions. An imbalance between work and personal life has been linked to increased stress, emotional exhaustion, burnout, reduced job satisfaction, and declining work performance. In the long term, poor work-life balance may negatively affect organizational effectiveness, employee retention, and the quality of public services delivered by police institutions.

Given these challenges, police organizations must identify internal organizational factors that can support officers in managing their work and personal responsibilities more effectively. One such

factor is organizational culture, particularly collaborative culture, which shapes how employees interact, share responsibilities, and solve problems collectively.

Collaborative culture refers to shared values, norms, and practices that emphasize teamwork, mutual trust, open communication, and collective problem-solving. In organizations with strong collaborative cultures, employees are encouraged to cooperate, exchange information, and support one another in achieving organizational goals.

In police institutions, collaborative culture plays a crucial role in enhancing coordination across units, facilitating knowledge exchange, and improving situational awareness. Officers working in collaborative environments are more likely to experience social support, reduced role ambiguity, and lower levels of interpersonal conflict. These conditions may help alleviate work-related stress and contribute positively to work-life balance.

Beyond organizational culture, knowledge management capability has emerged as a critical factor in modern

policing. Police work relies heavily on the ability to acquire, store, share, and utilize knowledge effectively. Knowledge in policing includes procedural guidelines, legal frameworks, experiential insights, and situational information required for effective decision-making.

Officers with strong knowledge management capability are better equipped to perform their duties efficiently and accurately. Effective knowledge management reduces duplication of effort, minimizes errors, and improves coordination among officers. As a result, officers can complete tasks more efficiently and manage workloads more effectively.

Effective knowledge management capability may also contribute to improved work-life balance. When officers can access relevant information quickly and apply knowledge efficiently, they are less likely to experience unnecessary work pressure and role overload. This capability may therefore serve as an important mechanism through which collaborative culture influences work-life balance.

Despite the growing interest in work-life balance and organizational culture, empirical studies examining the mediating role of knowledge management capability within police organizations remain limited. Most prior studies have focused on corporate settings or general public sector contexts, leaving a research gap in the policing domain. Therefore, this study aims to address this gap by examining the influence of collaborative culture on work-life balance, with knowledge management capability as a mediating variable among police officers. Specifically, this study seeks to:

1. analyze the influence of collaborative culture on work-life balance;
2. evaluate the effect of collaborative culture on knowledge management capability; and
3. examine the mediating role of knowledge management capability in the relationship between collaborative culture and work-life balance.

The findings of this research are expected to contribute theoretically to the literature on organizational culture, knowledge management, and work-life balance in public sector organizations. Practically, the results provide insights for police institutions seeking to improve officers' well-being and organizational effectiveness.

METHOD

This study employed a quantitative research design using Partial Least Squares—Structural Equation Modeling (PLS-SEM). The selection of PLS-SEM is appropriate for testing research models that involve multiple latent constructs measured by several indicators and for assessing simultaneous direct and indirect (mediating) relationships. PLS-SEM is also suitable for predictive-oriented research in organizational settings where theoretical models are examined using survey data. In addition, this technique is widely applied in behavioral and management research because it enables robust estimation even when models are relatively complex.

The analysis in this study was conducted in two major stages. First, the measurement model (outer model) was assessed to confirm the adequacy of the indicators in representing their respective constructs. Second, the structural model (inner model) was evaluated to test the proposed hypotheses and the mediation effect.

RESULT

Measurement Model Evaluation

The evaluation of the measurement model was conducted to ensure that the indicators used in this study adequately represent their respective latent constructs. Convergent validity was assessed by examining the factor loading values of each indicator.

The results show that all indicators demonstrated factor loading values above 0.873, exceeding the recommended

threshold of 0.70. These findings indicate strong convergent validity and confirm that the measurement items reliably capture the underlying constructs of collaborative culture, knowledge management capability, and work-life balance.

High factor loadings also suggest that respondents consistently interpreted the measurement items in line with the conceptual definitions of each construct. This consistency is particularly important in organizational research involving perceptions and attitudes, such as studies conducted in policing contexts.

Table 1. Reliability and Convergent Validity

Construct	CR	AVE
Collaborative Culture	0.980	0.858
Knowledge Management Capability	0.978	0.843
Work-Life Balance	0.986	0.895

In addition to convergent validity, construct reliability was evaluated using Composite Reliability (CR). As shown in Table 1, the composite reliability values for all constructs exceeded the recommended threshold of 0.70, indicating excellent internal consistency.

The Average Variance Extracted (AVE) values for all constructs were also above 0.50, further confirming that a substantial proportion of variance in the indicators is explained by their respective constructs. These results demonstrate that the measurement model meets the criteria for both validity and reliability.

Structural Model Evaluation

After confirming the adequacy of the measurement model, the structural model was evaluated to examine the explanatory power of the proposed relationships among constructs. The coefficient of determination (R-square) was used to assess the extent to which the exogenous variable explains the variance in endogenous variables.

The results indicate that collaborative culture explains 27.4% of the variance in knowledge management capability. This finding suggests that collaborative practices, such as teamwork, communication, and mutual support, play an important role in shaping officers' ability to manage and utilize organizational knowledge effectively.

Furthermore, the model explains 47.7% of the variance in work-life balance. This level of explanatory power can be categorized as moderate to strong in organizational research, indicating that collaborative culture and knowledge management capability jointly contribute meaningfully to officers' perceptions of work-life balance.

Table 2. R-Square Values

Endogenous Variable	R ²
Knowledge Management Capability	0.274
Work-Life Balance	0.477

The R-square results suggest that while other factors may also influence work-life balance, the variables included in this study represent key organizational determinants relevant to the policing context.

Path Coefficients

The path coefficient analysis was conducted to test the hypothesized relationships among the constructs. Bootstrapping procedures were applied to generate t-values and assess the statistical significance of each path.

The results demonstrate that all hypothesized relationships were statistically significant, providing strong empirical support for the proposed research model. Specifically, collaborative culture exhibited a positive and significant effect on knowledge management capability, indicating that higher levels of collaboration are associated with stronger knowledge-related capabilities among officers.

Table 3. Path Coefficients

Relationship	β	t-value
Collaborative Culture → KMC	0.523	10.878
Collaborative Culture → WLB	0.442	8.541
KMC → WLB	0.348	6.368

In addition, collaborative culture was found to have a direct and significant influence on work-life balance. This result suggests that a collaborative work environment contributes directly to officers' ability to manage work and personal life demands.

Knowledge management capability also demonstrated a significant positive effect on work-life balance. Officers who are better able to manage and apply organizational knowledge tend to experience improved efficiency and reduced work-related stress, which supports a healthier balance between work and personal life.

Mediation Analysis

To further examine the relationships among variables, mediation analysis was conducted to test whether knowledge management capability mediates the relationship between collaborative culture and work-life balance.

The results indicate that the indirect effect of collaborative culture on work-life balance through knowledge management capability was positive and statistically significant. This finding confirms the presence of a mediation effect.

Table 4. Mediation Effect

Path	Indirect Effect	t-value
Collaborative Culture → KMC → WLB	0.182	5.426

The significance of the indirect effect indicates that collaborative culture influences work-life balance not only through a direct pathway but also indirectly by enhancing officers' knowledge management capability. Because the direct effect remains significant, the mediation can be classified as partial mediation.

Model Fit

Table 5. Model Fit Indices

Index	Value
SRMR	0.022
NFI	0.965
GoF	0.571

Finally, overall model fit was evaluated to assess how well the proposed model represents the observed data. Model fit indices indicated excellent overall fit, with SRMR = 0.022 and NFI = 0.965, both exceeding recommended criteria.

The Goodness of Fit (GoF) value of 0.571 falls within the large category, further supporting the adequacy of the proposed model. These results suggest that the structural relationships specified in the model are consistent with the empirical data.

DISCUSSION

The findings of this study demonstrate that collaborative culture plays a significant role in enhancing both knowledge management capability and work-life balance among police officers. This result indicates that organizational environments characterized by cooperation, mutual trust, and shared responsibility are essential in supporting police officers who operate under demanding and high-pressure conditions.

A collaborative organizational culture encourages officers to work together, exchange ideas, and support one another in addressing operational challenges. In policing contexts, where tasks often require coordination across units and rapid decision-making, collaboration becomes a critical organizational resource. When officers perceive their work environment as collaborative, they are more likely to experience psychological safety and social support, which can reduce perceived work-related stress.

The significant influence of collaborative culture on knowledge management capability suggests that collaboration serves as a foundation for

effective knowledge processes within police organizations. Collaborative practices facilitate the sharing of both explicit and tacit knowledge, including procedural guidelines, experiential insights, and situational information gained through daily operations.

In policing contexts, effective knowledge exchange improves access to critical information and enhances the quality of decision-making. Officers who operate in collaborative environments are more likely to consult colleagues, learn from shared experiences, and apply collective knowledge to complex situations. This finding supports the notion that organizational culture shapes how knowledge is created, shared, and utilized within public sector institutions.

Furthermore, the results indicate that knowledge management capability significantly influences work-life balance. Officers who can efficiently acquire, store, and apply relevant knowledge tend to manage their tasks more effectively and reduce inefficiencies in daily work processes. As a result, they experience lower levels of work overload and time pressure.

Effective knowledge management capability enables officers to complete tasks accurately and efficiently, minimizing the need for excessive overtime or repeated work due to errors or miscommunication. This efficiency allows officers to allocate time more effectively between work and personal life, contributing to a healthier work-life balance.

The mediation analysis reveals that knowledge management capability partially mediates the relationship between collaborative culture and work-life balance. This finding suggests that collaborative culture affects work-life balance not only directly, by fostering a supportive work environment, but also indirectly by strengthening officers' ability to manage knowledge effectively.

The partial mediation effect highlights the interconnected nature of organizational culture and knowledge management systems. A collaborative culture creates the conditions

necessary for effective knowledge sharing, which in turn enhances officers' ability to cope with work demands and maintain balance between professional and personal responsibilities.

Overall, these findings underscore the importance of viewing collaborative culture and knowledge management capability as complementary organizational resources. When integrated effectively, they contribute to improved well-being, sustainable performance, and long-term organizational effectiveness within police institutions.

Theoretical Implications

This study contributes to the literature on organizational culture and knowledge management by empirically demonstrating the mediating role of knowledge management capability in the relationship between collaborative culture and work-life balance. While previous studies have often examined these constructs in isolation, this research integrates them within a single conceptual and empirical framework.

By positioning knowledge management capability as a mediator, the study highlights the mechanism through which collaborative culture translates into improved employee well-being. This finding advances theoretical understanding by showing that organizational culture does not influence work-life balance solely through social or psychological pathways, but also through capability-building processes related to knowledge.

The findings extend the application of the knowledge-based view by emphasizing that organizational culture plays a critical role in shaping the development, sharing, and utilization of knowledge-related capabilities. In the policing context, where experiential and procedural knowledge is central to performance, collaborative culture creates an environment in which knowledge can be effectively mobilized to support officers'

work demands.

In addition, the results support and enrich the job demands–resources perspective by demonstrating that collaborative culture and knowledge management capability function as organizational resources. These resources help officers manage high job demands, reduce strain, and maintain balance between professional and personal responsibilities.

By applying these theoretical perspectives to the policing context, this study broadens the scope of organizational behavior and public sector management literature. Specifically, it contributes to a deeper understanding of how internal organizational factors influence employee well-being in high-risk and high-demand professions.

Practical Implications

From a practical perspective, the findings offer important insights for police institutions and policymakers seeking to enhance officers' well-being and organizational effectiveness. Fostering a collaborative work environment should be considered a strategic priority rather than a peripheral organizational initiative.

Police management is encouraged to promote teamwork, open communication, and mutual support through leadership practices, training programs, and organizational policies. Leadership behaviors that encourage participation, knowledge sharing, and trust can strengthen collaborative culture at both unit and organizational levels.

Creating formal opportunities for collaboration, such as cross-unit task forces, joint problem-solving sessions, and regular knowledge-sharing forums, can enhance coordination and reduce fragmentation within police organizations. Informal collaboration mechanisms, including peer mentoring and communities of practice, may further support learning and mutual support among officers.

Limitations and Future Research

Despite its contributions, this study has several limitations that should be

acknowledged. First, the use of a cross-sectional research design limits the ability to draw strong causal conclusions regarding the relationships among collaborative culture, knowledge management capability, and work-life balance.

Longitudinal research designs would allow future studies to examine how changes in organizational culture and knowledge management practices influence work-life balance over time. Such approaches could provide stronger evidence regarding causal dynamics and temporal relationships among variables.

Second, the study relies on self-reported data collected through a questionnaire. While this approach is common in organizational research, it may be subject to common method bias or social desirability effects. Respondents may overestimate positive organizational conditions or underreport negative experiences.

Future research could address this limitation by incorporating objective indicators, such as performance metrics, absenteeism records, or workload data. In addition, collecting data from multiple sources, such as supervisors or organizational records, could enhance the robustness of the findings.

Further studies may also explore additional mediating or moderating variables, such as leadership style, organizational support, job autonomy, or workload intensity, to enrich the research model. Comparative studies across different police units, regions, or countries could also provide valuable insights into contextual variations.

CONCLUSION

This study concludes that collaborative culture significantly influences work-life balance both directly and indirectly through knowledge management capability among police officers. A collaborative work environment fosters trust, cooperation, and shared responsibility,

which are essential for effective knowledge management and stress reduction.

Knowledge management capability serves as a critical mechanism through which collaborative culture enhances officers' ability to manage work demands and maintain balance between professional and personal life. Officers who can effectively access and utilize organizational knowledge are better equipped to cope with complex job demands.

Strengthening collaborative culture and developing robust knowledge management systems are therefore essential strategies for improving the quality of working life, enhancing performance, and supporting the long-term sustainability of police organizations.

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