

The Role of Work-Life Balance and Work Environment on Police Job Satisfaction at the East Java Regional Police

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Abstract

Members of the Indonesian National Police (POLRI) often face long and unpredictable working hours and high job demands, leading to stress, fatigue, and conflicts between work and personal life. Additionally, a less supportive work environment, including facilities, interpersonal relationships among members, and disciplinary pressure, can affect the performance and job satisfaction of POLRI members. These issues form the background of this study, which aims to analyze the influence of work-life balance and the work environment on the job satisfaction of POLRI members in the East Java region. This research uses a quantitative method, collecting data through questionnaires distributed randomly to 367 POLRI members via social media. Data analysis was conducted using validity and reliability tests, classical assumption tests (normality, multicollinearity, heteroscedasticity), and multiple linear regression to examine partial (t-test) and simultaneous (F-test) effects, with the coefficient of determination (R^2) measuring the contribution of the independent variables. The results show that both work-life balance and the work environment have a positive and significant influence on the job satisfaction of POLRI members, emphasizing the importance of managing working hours, environmental support, and balancing work and personal life to enhance members' performance and well-being. The study implies that POLRI management needs to improve support for the work environment, manage working hours and workload, and facilitate a balance between work and personal life for members, so that the performance and well-being of POLRI personnel can be optimally enhanced.

Keywords: East Java Regional Police, Indonesian National Police, Job Satisfaction, Work Environment, Work Life Balance.

1. Introduction

Work-life balance issues in the Indonesian National Police (POLRI) are primarily caused by long and often irregular working hours, excessive workloads, and high task pressure, which negatively impact the physical and mental health of members. Other factors include a lack of time flexibility and, for female police officers, the dual role of housewife, which can lead to role conflict and work stress. Police officers often have to work more than normal working hours and are frequently interrupted during breaks due to sudden calls for duty, which erode personal time. According to Amri et al. (2021), high and excessive work demands can cause tension and reduce performance if not managed properly. The demanding nature of police duties and the constant need for high discipline can be a significant source of stress. The need to be constantly alert and strict regulations sometimes reduce time flexibility, making it difficult to balance the demands of work and personal life. Married female police officers often face challenges balancing their roles as police officers and housewives, which causes additional work stress. According to Asbari et al. (2021), The phenomenon of work-life balance (WLB) in the Indonesian National Police is often low due to long working hours, high task demands,



and irregular duty hours, which negatively impacts the mental and physical health of members. This can cause stress, fatigue, and conflict between professional roles and personal life. High WLB can actually improve performance, problem solving, and police well-being. Factors that influence work-life balance in the Indonesian National Police are: Police often have to work overtime or sudden shifts, thus taking up personal and family time, Heavy task demands and the amount of work can create stress and tension, Lack of flexibility in work schedules makes it difficult to balance between duties and personal life.

Support from the work environment and family is very important to maintain WLB, Low WLB conditions can negatively impact mental and physical health, which can also trigger stress and other problems. According to Cahyono et al. (2025), Police work-life balance is often disrupted due to dense and unpredictable working hours, as well as high workloads, which can cause stress and negatively impact mental health and personal life. Factors such as time flexibility, organizational/family support, emotional intelligence, and sleep quality significantly influence police work-life balance. The often “on-call” nature of police work results in long and unpredictable working hours, often disrupting rest and personal life. The demands of tasks, skills, and speed can lead to work overload, which can lead to decreased performance and stress. Conflicts between work and personal life demands can occur if there is no balance, such as missing family or personal activities.

According to Cahyono et al. (2025), problems in the Indonesian National Police work environment include high workloads and stress caused by heavy task demands. This stress can impact performance, physical and psychological health, and the potential for burnout. In addition, there are also problems related to suboptimal performance and productivity as well as public expectations for increased professionalism and work professionalism. The police have high demands to maintain public security and order, which causes excessive workloads. A work environment with strict discipline and the obligation to always be responsive can trigger stress. According to Febrian & Purnama (2022), work stress can cause negative emotions, physiological changes, and psychological problems, such as burnout. There are issues regarding suboptimal work performance or productivity. The public hopes that the Indonesian National Police can improve its performance and professionalism, including in enforcing the law fairly and being trustworthy, honest, and firm.

According to Haholongan & Elviayuliana (2022), the phenomenon of the Indonesian National Police work environment includes the influence of an adequate work environment (facilities, cleanliness, lighting, tranquility, and work relationships) on improving police performance. Several other phenomena related to the Indonesian National Police work environment are: the challenging task of maintaining security and order, high public expectations for professionalism and fairness in enforcing the law, and efforts to improve the work environment such as improving facilities, career development, and work relationships. According to Cahyono et al. (2025), harmonious working relationships between members can create a supportive work environment and improve overall performance. A satisfactory workplace greatly influences the performance of police officers in a positive manner. As the work environment improves, so will the performance of the police.

Further, Haholongan & Elviayuliana (2022) noted that by fostering a supportive environment that promotes calm and comfort, police performance can be improved. This is critical as officers undertake the complex tasks of security enforcement, legal administration, and public service. The public strongly expects the Indonesian National Police to demonstrate enhanced performance, professionalism, and principled conduct characterized by fairness, honesty, and reliability.

The phenomenon of Indonesian National Police job satisfaction involves two main aspects: public satisfaction with Indonesian National Police performance and the job satisfaction of Indonesian National Police members themselves. Surveys show that the public is generally satisfied with Indonesian National Police's performance, even placing it in the highest position compared to other law enforcement agencies, because it is considered open, responsive, and has carried out internal reforms such as digitizing services. On the other hand, uneven job satisfaction of Indonesian National Police members can be influenced by various factors such as work stress, leadership, and compensation, which then impact the performance and welfare of members as well as the quality of public services.

The public feels that Indonesian National Police is increasingly open to public demands, able to implement the principles of good governance, and has increased social responsiveness through collaboration with various parties. Indonesian National Police member job satisfaction is complex and influenced by various variables, including leadership style, fulfillment of needs, compensation, and job stress. High job satisfaction is considered important for achieving members' personal goals and organizational goals. However, research also shows disparities, with some units or divisions reporting low levels of job satisfaction, which can lead to problems such as high absenteeism. The job satisfaction of Indonesian National Police members is closely related to the effectiveness of human resource management and will directly impact the quality of services provided to the public.

The problem of Indonesian National Police job satisfaction includes various factors such as ineffective leadership styles, high workloads, and inadequate compensation or welfare. In addition, an unsupportive work environment, lack of work-life balance, and ethical and professionalism issues (such as extortion or abuse of authority) are also issues that affect Indonesian National Police member job satisfaction. Ineffective leadership styles, such as excessive telling (giving orders), can reduce Indonesian National Police member job satisfaction. Fulfillment of basic needs and compensation, including welfare, directly affect member job satisfaction.

Previous studies have tended to focus on the simple relationship between work-life balance and job satisfaction without considering the role of the work environment in an integrated manner, so that the interaction between these two variables on job satisfaction remains largely unexplored (Azzahra & Ernawati, 2024; Izdihar et al., 2023). In addition, most studies are descriptive or only highlight one aspect, such as work stress or long working hours, without examining a comprehensive model that includes work-life balance, work environment, and regional context, especially in Indonesia (Purwaningtyas & Pertamaputri, 2024; Sandhya & Annamalai, 2025). Kumari & Thakur (2025) also shows that cultural and regional variations can influence perceptions of work-life balance and its effect on job satisfaction, but research in the Indonesian police sector, particularly the East Java Regional Police, is still very limited. Therefore, this study aims to fill this gap by simultaneously analyzing the influence of work-life balance and work environment on the job satisfaction of members of the East Java Regional Police, thereby providing empirical and practical contributions to human resource management in police institutions.

This study aims to analyze the role of work-life balance and work environment on the job satisfaction of members of the East Java Regional Police. Specifically, this study aims to examine how work-life balance conditions influenced by long working hours, high workloads, and irregular work schedules affect the level of job satisfaction of police officers. In addition, this study also aims to analyze the influence of the work environment, both in terms of the physical aspects of the workplace, working relationships between members, and organizational support, on the job satisfaction of police personnel. Through this study, it is

hoped that empirical evidence can be obtained regarding the factors that influence the job satisfaction of police officers so that it can be used as a basis for policy-making in human resource management within the East Java Regional Police.

2. Literature Review

2.1. Work-life Balance

According to Hariyasasti (2025), maintaining a healthy balance of time, energy, and attention between work and personal life is important. The goal is to create a situation where a person does not sacrifice physical and mental health for the sake of a career, and can live a happier and more balanced life. Work-life balance is not a rigid division of time for personal use, but rather finding the right and balanced proportion that suits each individual at different stages of their life. This concept emphasizes the ability to manage work demands without neglecting personal needs, such as time for family, hobbies, rest, and recreation. The primary objective is to uphold both mental and physical well-being, alleviate stress, and enhance overall joy and quality of life.

According to Junaedi & Digdowiseiso (2023), employees who have a good work-life balance tend to be more productive, focused, and motivated because they avoid burnout. Ignoring this balance can have a negative impact on physical health (e.g., fatigue, irregular eating patterns) and mental health (e.g., stress, anxiety). Having enough time for personal life can help strengthen relationships with family and friends, and create a good support system. Ong et al. (2021) define work-life balance as the state of distributing time, energy, and fulfillment effectively between professional and personal domains. Similarly, Nasir et al. (2021) describe it as the extent to which an individual allocates time, involvement, and satisfaction across work and private life. This concept is not a strict 50/50 division but rather the flexible ability to prioritize according to life stages for holistic well-being.

According to Hariyasasti (2025), work-life balance is a state when a person experiences satisfaction due to a balance in life as a worker and roles in personal life, and both roles can run well. Work-life balance is how far a person feels satisfied and engaged in a balanced way with roles in work and life outside of work. This concept recognizes that balance can change throughout life and each person has a different proportion. This principle underscores that managing time and energy effectively depends on flexibility. It involves making conscious choices to prioritize both career objectives and personal elements like family satisfaction, leisure, and self-improvement. The objective is to reduce the friction generated by competing work and life demands, a reduction that positively impacts one's holistic welfare.

According to Junaedi & Digdowiseiso (2023), balancing work and personal life involves managing both time and energy effectively to meet the demands of work and still have time for family, hobbies, and leisure activities. This does not mean dividing time but how to find the right combination to feel satisfied and not exhausted in both areas. This balance is important to prevent burnout and achieve overall well-being. According to Jayanti et al. (2020), work-life balance is an individual's ability to balance the demands of work and personal life to achieve satisfaction and a healthy balance. Experts define this concept through several indicators, such as time balance, engagement, and satisfaction in both roles. The ability to effectively manage both areas of life will result in higher job satisfaction, reduced burnout, and improved overall performance.

2.2. Work Environment

According to Putra et al. (2025), an employee's work environment includes every surrounding factor (physical, social, and psychological) that affects how work is performed. A supportive environment boosts motivation, productivity, and job satisfaction, while a poor one hampers performance. The physical work environment comprises the material setting, such as workspace layout, lighting, climate control, and hygiene. According to Purwanto et al. (2021), non-physical work environment is factors related to interpersonal relationships and work culture, such as relationships with coworkers and superiors, communication, and the overall work atmosphere. According to Saharso & Fadilah (2024), the work environment is the totality of tools, facilities, work methods, and the atmosphere surrounding employees that can influence the performance of their duties, both physically and non-physically.

A good work environment is crucial as it can motivate employees, improve performance, and help the company achieve its goals. The work environment encompasses the full spectrum of resources, processes, and settings used for work, both individually and in groups. It is a collective workplace equipped with the necessary facilities to accomplish company goals in line with its vision. In essence, it includes all physical and social elements such as the workspace, tools, lighting, calm, and work relationships that can affect employee performance. Sunarto & Tanjung (2022) report that the work environment is a crucial component that shapes employee performance, and good working conditions can motivate employees.

According to Bernarto et al. (2020), the surroundings in which employees work can impact their job performance, including factors like temperature, humidity, airflow, light level, noise level, cleanliness, and access to equipment. The work environment includes all elements that might affect employees while they are completing their tasks. According to Sunarto & Tanjung (2022), the environment at work encompasses all aspects that can impact an employee's effectiveness and efficiency, including the physical, social, and psychological factors that influence their ability to complete tasks. This includes physical conditions such as cleanliness and lighting, as well as non-physical aspects such as relationships between employees and work culture. It covers everything in an employee's immediate surroundings, such as workspaces, tools, desks, and chairs, as well as environmental conditions like temperature, humidity, lighting, and noise levels.

Covers relationships between employees and coworkers, superiors, and subordinates, as well as work culture, organizational climate, and general work methods. A positive and conducive work environment can increase employee motivation, sense of security, and productivity. Conversely, an unsupportive environment can decrease performance. A positive work atmosphere promotes employee satisfaction, recognition, and drive to perform at their best. As said by Bernarto et al. (2020), the work environment is everything that surrounds employees while working, both physically, socially, and psychologically, which affects their performance and productivity. The surroundings encompass various elements, including the physical setup including work areas and amenities, along with intangible factors like the organizational culture, interpersonal dynamics among colleagues, and the general ambiance of the workplace.

2.3. Job Satisfaction

According to Amri et al. (2021), job satisfaction is the result of employees assessing different elements of their work environment and circumstances with a favorable or unfavorable emotional response. Factors like pay, work environment, interactions with colleagues, and growth opportunities play a role in influencing how employees feel about their job. Job satisfaction is based on the emotional reaction employees have towards their work, whether it brings them joy or discontent. Employees measure their satisfaction at work by

comparing what they receive to what they anticipated. According to Asbari et al. (2021), satisfaction occurs when expectations are fulfilled or surpassed. Job satisfaction is described by professionals as a positive emotion that workers feel towards their job, stemming from the comparison of expectations and actual conditions in the workplace.

Experts such as Handoko (2020); Luthans (1995); Robbins & Judge (2017) emphasize that job satisfaction is influenced by various factors, including salary, the work itself, coworkers, promotions, supervision, and development opportunities. Job satisfaction is when employees experience positive emotions, such as happiness, as a result of evaluating their job or work experience. It is the overall feeling, whether positive or negative, that workers have towards their job, which can impact how they behave at work and in their work environment. According to Cahyono et al. (2025), job satisfaction refers to how content an employee feels with their job or circumstances. It arises when an individual's needs are fulfilled to their satisfaction. It stems from an assessment of the job's qualities, leading to a sense of happiness and ease when expectations are fulfilled.

According to Haerofiatna et al. (2021), job satisfaction indicators include various aspects, such as satisfaction with the job itself, salary/wages, promotion opportunities, satisfaction with supervision, and satisfaction with coworkers. Other indicators that are often used include challenging or boring job characteristics, motivating leadership styles, and a comfortable work environment. Key indicators of job satisfaction are whether the work is interesting, challenging, and provides opportunities to use existing skills, whether the payroll system is appropriate to the employee's expectations and perceived fairness, and whether the rewards are commensurate with the workload, whether opportunities for promotion and career development are available, whether the quality and form of supervision, direction, and leadership style provided by superiors, whether relationships with coworkers, including the potential for cooperation, mutual support, and friendship, whether the comfort, atmosphere, and work culture in general within the company.

Work-Life Balance is an individual's ability to manage the balance between work demands and personal life. Research by (Aisy et al., 2022) shows that this balance plays an important role in increasing job satisfaction, because individuals who feel balanced tend to be more motivated, less stressed, and more satisfied with their work. (Rasyid et al., 2025) emphasizes that work-life balance has a major impact on job satisfaction, both in the public and private sectors, including the police force, as it helps members manage the pressures of work and personal life harmoniously. In other words, the higher the level of work-life balance, the higher the level of job satisfaction (Anggraeni & Mulyana, 2021; Lubis et al., 2024).

H1: Work-Life Balance has a positive and significant relationship with job satisfaction of Indonesian National Police (POLRI) officers at the East Java Regional Police.

The work environment includes physical conditions, social relationships, leadership support, and organizational culture as perceived by workers on a daily basis. Researchers (Irma, 2020; Nurhandayani, 2024) shows that a conducive, safe, and supportive work environment significantly increases employee job satisfaction. This is because a good work environment reduces stress, strengthens relationships between members, and increases comfort at work (Vanessa & Nawawi, 2022). In addition, studies on public organizations show that members who work in a conducive environment have higher work engagement and are more satisfied with their jobs, including members of the police force (Siboro, 2022). Therefore, it can be predicted that the work environment has a positive and significant relationship with the job satisfaction of POLRI members in the East Java Regional Police.

H2: Work Environment has a positive and significant relationship with job satisfaction of Indonesian National Police (POLRI) officers at the East Java Regional Police.

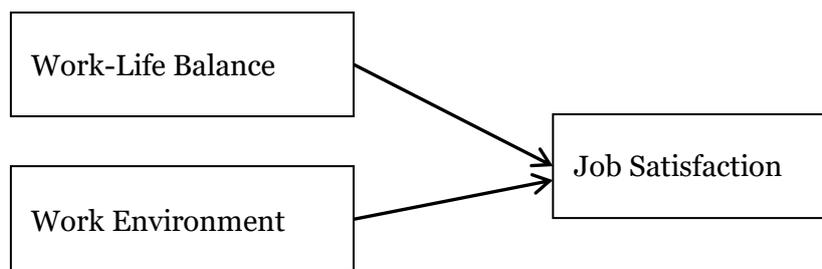


Figure 1. Research Model

Figure 1 shows the research model used in this study, in which Organizational Commitment and Compensation serve as independent variables, while Employee Performance serves as the dependent variable. This model shows the hypothesized causal relationship, namely that both independent variables simultaneously and partially influence the performance level of POLRI members in the East Java Regional Police.

3. Methods

This study uses a quantitative approach with a causal-comparative design to analyze the effect of Organizational Commitment and Compensation on Employee Performance. The research population consists of all members of the Indonesian National Police (POLRI) in the East Java Regional Police, with a sample size of 367 members, selected using random sampling so that each member has an equal chance of being selected. Data were collected through a 5-point Likert scale questionnaire, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree), which was used to measure the level of organizational commitment, compensation, and employee performance. Before analysis, the instruments were first tested for validity using item-total correlation and reliability using Cronbach's Alpha ($\alpha \geq 0.70$).

Data analysis was performed using Multiple Linear Regression Analysis through SPSS software. Before testing the hypothesis, classical assumption tests were conducted, including normality, multicollinearity, and heteroscedasticity, to ensure that the data met the requirements for regression analysis. Next, hypothesis testing was conducted using a t-test to determine the partial effect of each independent variable on the dependent variable, and an F-test to determine the simultaneous effect of both independent variables on employee performance. The contribution of independent variables in explaining the dependent variable was analyzed using the coefficient of determination (R^2). The research process began with the preparation and testing of instruments, distribution of questionnaires through social media, data collection, classical assumption analysis, multiple linear regression, and interpretation of results to answer the research hypothesis.

4. Results and Discussion

4.1. Research Results

4.1.1. Hypothesis Testing

Hypothesis testing is a statistical process for testing the validity of a hypothesis about a population using sample data. The goal is to objectively and systematically determine whether there is sufficient evidence to accept or reject the hypothesis. The methodological sequence customarily progresses from hypothesis formulation through data analysis to inferential decision-making, typically by evaluating the test statistic against a critical value or deriving a p-value. For the present analysis, a t-statistic greater than 1.96 permitted rejection of the null

hypothesis. This result confirms a statistically significant effect of the independent variable at the 5% level. The complete hypothesis testing results are displayed in Table 1.

Table 1. T-Test Results (Partial)

| | | Coefficients ^a | | | t | Sig. |
|-------|-----------------------------|---------------------------|---------------------------|------|-------|------|
| Model | Unstandardized Coefficients | | Standardized Coefficients | | | |
| | B | Std. Error | Beta | | | |
| 1 | (Constant) | .312 | 2.113 | | .134 | .823 |
| | Work-Life Balance (X1) | .315 | .021 | .343 | 4.432 | .001 |
| | Work Environment (X2) | .323 | .131 | .312 | 3.431 | .001 |

a. Dependent Variable: Job Satisfaction (Y)

According to the data in Table 1, the t-test statistic exceeds 1.96, indicating that the independent variables have a significant impact on the dependent variable at a 5% level of significance.

4.1.2. Simultaneous Test

To examine the combined effect of all predictors, a simultaneous F-test was performed via SPSS. The null hypothesis of no joint effect is rejected if the reported significance probability (Sig.) is less than 0.05, confirming a statistically significant simultaneous influence. This test is critical for verifying the global adequacy of the regression model for prediction. The outcomes of this hypothesis test are summarized in Table 2.

Table 2. Simultaneous Test

| | | ANOVA ^a | | | | |
|-------|------------|--------------------|----|-------------|--------|-------------------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 336.132 | 3 | 112.143 | 42.343 | .001 ^b |
| | Residual | 251.087 | 96 | 2.231 | | |
| | Total | 587.213 | 99 | | | |

a. Dependent Variable: Job Satisfaction (Y)

b. Predictors: (Constant): Work-Life Balance (X1), Work Environment (X2)

According to the data in Table 2, when the Sig. value is less than 0.05, it suggests that the combined impact of all independent variables on the dependent variable is statistically meaningful.

4.2. Discussion

4.2.1. The Relationship Between Work-Life Balance and Job Satisfaction

Although not the exclusive determinant, effective work-life balance exerts a significant positive influence on job satisfaction. As noted by Amri et al. (2021), this balance enables employees to effectively allocate time and energy across professional and personal domains, which mitigates stress, enhances organizational loyalty, and improves both physical and psychological well-being, thereby fostering greater job satisfaction.

A balance between work and personal life helps reduce conflict caused by dual roles, such as between family and work responsibilities, so employees are less prone to stress and fatigue. Having time for hobbies, rest, and family improves employees' physical and psychological well-being. This helps maintain mental health, such as preventing the risk of depression and maintaining emotional stability. Employees who have a good work-life balance

tend to be more loyal and responsible towards their work because they feel appreciated and have adequate support.

One study showed that work-life balance contributes 42.2% to job satisfaction, with the remainder influenced by other factors not examined. According to Febrian & Purnama (2022), Effective work-life balance policies can drive better performance and higher employee satisfaction. Achieving a balance between work and personal life is essential for boosting job satisfaction as it can lower levels of stress, enhance overall health, and allow for better management of free time. Moreover, increased job satisfaction has the potential to enhance employee productivity, commitment, and allegiance to the organization. According to Haerofiatna et al. (2021), this balance creates an environment where employees feel more comfortable, productive, and satisfied with their work because they feel they have control over their time and can effectively meet their personal and professional needs.

As noted by Haerofiatna et al. (2021), having a good balance between work and personal life allows employees to effectively handle conflicting responsibilities, ultimately leading to lower levels of stress and improved overall mental and physical well-being. Healthier employees tend to be more engaged and motivated, while low job stress is also positively correlated with overall job satisfaction. When employees feel in control of their time, they can dedicate time to personal interests without sacrificing work, which makes work feel less burdensome. Workers who are encouraged to maintain a healthy work-life balance often show greater dedication and loyalty to their employers. Further, Cahyono et al. (2025) also report that having a good balance between work and personal life can greatly enhance job satisfaction by minimizing conflicts between different roles, boosting employee morale, and facilitating high levels of productivity.

Although some studies show an insignificant relationship, the majority of evidence suggests that a better work-life balance will increase overall job satisfaction. When employees have a good balance between work and personal life, they tend to feel more satisfied with their jobs. According to Haholongan & Elviayuliana (2022), achieving a balance between work and personal life allows employees to effectively juggle multiple responsibilities, leading to decreased likelihood of conflicts. Organizations that prioritize work-life balance are more successful in attracting and retaining top employees, resulting in cost and time savings. Workers who are content with their jobs, partially due to work-life balance, typically exhibit higher levels of performance.

According to Amri et al. (2021), a positive impact on job satisfaction among Indonesian National Police members is achieved through maintaining a good work-life balance (WLB), as effectively managing work and personal life can lead to reduced stress and enhanced performance. Conversely, low WLB due to long working hours or excessive workload can negatively impact mental health, job satisfaction, and organizational commitment. High WLB makes Indonesian National Police members more capable of solving problems, because they can better manage their work and personal life roles. Maintaining a balance can reduce stress levels caused by job demands, such as tight and unexpected working hours.

Good WLB contributes significantly to higher organizational commitment. According to Amri et al. (2021), the correlation between work-life balance and job satisfaction among Indonesian National Police officials is significant. Maintaining a healthy equilibrium between work responsibilities and personal life can lead to lower stress levels, heightened efficiency, and a boost in overall job satisfaction. Conversely, job satisfaction plays a crucial role in enhancing the dedication and performance of Indonesian National Police personnel in fulfilling their duties. Ensuring a proper work-life balance is essential for the Indonesian

National Police to safeguard against potential mental health issues like depression, which often stem from excessive workloads and job-related pressures.

The role of work-life balance for the Indonesian National Police is that Indonesian National Police members who can balance work and personal life will have lower stress levels. Maintaining balance can prevent mental health problems due to stress, such as depression, frustration, and suicidal thoughts that can be triggered by excessive workload and family conflict. A good balance affects performance, as well as helps officers manage work roles and personal life roles better. A poor balance can lead to conflict between work and family due to tight working hours, which can reduce time at home and personal activities.

In the context of digital transformation, work-life balance (WLB) is an important factor in supporting employee performance and productivity. Digital technologies, such as remote working systems, hybrid systems, and digital-based human resource management, enable employees to manage their professional and personal roles more effectively, thereby reducing stress levels and improving psychophysical well-being. Research by Gojali & Ardiana (2025) shows that the implementation of flexible digital work practices contributes significantly to improving WLB and employee performance, emphasizing the strategic role of digital transformation in human resource management and organizational performance. An optimally managed digital work environment can clarify the boundaries between work and personal life, thereby supporting an overall increase in job satisfaction and productivity (Sabilla & Wartini, 2025). Thus, integrating WLB strategies into the digital framework is not only beneficial for individual well-being, but also has implications for strengthening digital business models, increasing organizational agility, and achieving sustainable performance in the Industry 4.0 era (Muafiq et al., 2026).

4.2.2. The Relationship Between the Work Environment and Job Satisfaction

The job satisfaction of Indonesian National Police (POLRI) officers is greatly impacted by their work environment, which can have either a positive or negative effect. Having access to proper facilities, strict work discipline, and a positive atmosphere both physically and emotionally can boost satisfaction and productivity. On the other hand, a subpar environment can lead to decreased satisfaction and performance among officers. A positive work environment fosters job satisfaction. A conducive environment, both physically and non-physically, can improve the performance of Indonesian National Police (POLRI) members. According to Hariyasasti & Purwanto (2025), the work environment and job satisfaction are important factors influencing the performance and work morale of Indonesian National Police (Indonesian National Police) personnel. A conducive work environment, support, fair compensation, and appropriate stress management can improve performance. This ultimately impacts the quality of service and job satisfaction of Police (POLRI) members.

According to Junaedi & Digdowiseiso (2023), a harmonious and suitable work setting has the potential to enhance productivity and job performance, whereas an unsatisfactory environment may hinder performance. Support from superiors and coworkers can help improve work morale. Managing stress well is a crucial factor in maintaining optimal performance in an often-stressful work environment. According to Nasir et al. (2021), a positive work environment is essential for boosting the morale of Indonesian National Police officers, leading to better performance and improved service delivery to the public. A good environment can make members more motivated, more comfortable, and more optimal in carrying out their duties. Conversely, an unconducive environment will decrease performance, increase errors, and reduce job satisfaction. Referring to Ong et al. (2021), a conducive work environment can make it easier for Indonesian National Police members to work optimally, while an inadequate environment can decrease performance.

A supportive work environment influences positive emotions, which can increase motivation and work morale of members, provide a sense of security so that Indonesian National Police members can work without excessive worry, which has an impact on the quality of work. According to Puryanti et al. (2023), a peaceful and supportive work atmosphere can reduce the likelihood of mistakes during task completion. The performance of Indonesian National Police officers is greatly influenced by their work environment and job satisfaction. An optimal work setting can enhance the drive, self-discipline, and efficiency of Indonesian National Police officers when it comes to serving the public. Conversely, low job satisfaction can reduce performance. The influence of the work environment creates comfort, harmonious relationships, and facilitates better work. A conducive work environment can increase enthusiasm and enable members to carry out their duties more perfectly.

Based on Hariyasasti & Purwanto (2025), the job satisfaction of employees is greatly impacted by the positive work environment, as a safe, healthy, and comfortable setting can enhance their happiness and well-being while working. Conversely, a poor environment can cause stress and reduce performance. A good work environment, both physical (such as lighting, cleanliness) and non-physical (coworker relationships, security), contributes directly to increasing overall job satisfaction. A pleasant work environment makes employees feel more at home and comfortable in the company. A good environment can reduce the level of stress and boredom experienced by employees. A comfortable and conducive work environment directly increases productivity as employees feel happier and more motivated at work. The work environment shapes employees to produce the best results in their work.

According to Nasir et al. (2021), the work environment and job satisfaction have interrelated roles and have a positive influence. A good work environment creates job satisfaction, which then increases employee productivity, motivation, and retention. According to Ong et al. (2021), a conducive work environment (physical and social) ensures employees feel safe and comfortable, so they can work more optimally and feel at home. Conversely, a poor work environment can reduce performance and satisfaction. An adequate work environment, such as good lighting, comfortable air circulation, and cleanliness, directly affects employees' feelings of comfort and safety while working. A conducive environment makes employees more focused on their tasks, thereby reducing the level of errors made. Employees who like their environment will feel happier, more at home, and have a positive attitude towards their work. The setting in which one works, including both the tangible aspects and intangible aspects like relationships with colleagues and bosses, plays a role in determining how content one is with their pay, career advancements, and recognition.

In the context of digital transformation and modern workplace demands, the job satisfaction of members of the Indonesian National Police (POLRI) is increasingly influenced by the integration of digital tools and technology into their daily activities. The implementation of digital platforms, data-based management systems, and automated reporting can simplify operations, reduce administrative burdens, and improve coordination (Astuti et al., 2025). Members who have access to reliable digital infrastructure and receive digital competency training experience increased job satisfaction due to reduced stress, clearer communication, and improved operational efficiency (Astuti et al., 2025). Conversely, improperly implemented technology or inadequate digital support can cause frustration, reduce motivation, and negatively impact performance. A supportive digital work environment can encourage adaptability, innovation, and efficiency, aligning individual satisfaction with organizational goals. Therefore, optimizing the physical, social, and digital aspects of the work environment is essential to improving the well-being of members and organizational performance in the era of digital transformation.

5. Conclusion

The findings on the correlation between work-life balance and job satisfaction among Indonesian National Police officers suggest a strong connection between the two factors. Having a good work-life balance can lead to increased job satisfaction and may also alleviate feelings of stress and overwhelming work responsibilities. Adequate work-life balance can increase Indonesian National Police members' job satisfaction. Conversely, an imbalance can have negative impacts, including stress and decreased performance. Police officers who are able to balance the demands of work with their personal lives have lower stress levels. The police work environment, which demands high discipline and long working hours, often clashes with the demands of their personal lives, which can trigger conflict and stress.

Maintaining a healthy balance between professional duties and personal life is essential for the mental and physical wellness of Indonesian National Police officers. This balance helps in preventing issues like depression, as well as enhancing job satisfaction and performance. The work environment and Indonesian National Police members' job satisfaction are closely related: a good work environment (including management support and physical facilities) is positively correlated with increased job satisfaction. Conversely, poor work conditions lead to decreased job satisfaction and lower performance. For Indonesian National Police members, management support is a key determinant of job satisfaction; improvements in this area can boost overall morale. Physical comfort, including workspace ergonomics, also raises satisfaction. Such a supportive environment promotes feelings of safety and well-being, thereby increasing motivation, loyalty, and task performance.

6. References

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