

The Impact of Work-Life Balance and Compensation on Police Job Satisfaction at the West Sumatra Regional Police

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Abstract

Police duties, characterised by a heavy workload, long working hours and significant responsibilities, often make it difficult for police officers to balance their work and personal lives. Such circumstances may shape the degree of job satisfaction experienced by police officers. In addition, the remuneration provided by the organisation also represents an important element capable of affecting job satisfaction. Consequently, it is necessary for police institutions to pay attention to work–life balance and an equitable compensation system in order to enhance officers’ job satisfaction. This study aims to examine the influence of work–life balance and compensation on the job satisfaction of personnel within the West Sumatra Regional Police. This research adopts a quantitative approach using a survey method involving 389 officers from the West Sumatra Regional Police who were selected through random sampling. Data were obtained through a questionnaire measured with a five-point Likert scale and analysed using multiple linear regression with the assistance of SPSS. The findings reveal that work–life balance exerts a positive and significant effect on the job satisfaction of police officers. Likewise, compensation demonstrates a positive and significant influence on officers’ job satisfaction. These findings indicate that an appropriate balance between occupational duties and personal life, together with fair compensation, can improve the level of job satisfaction among police officers. This study suggests that police institutions should establish policies that support work-life balance and equitable compensation systems in order to enhance job satisfaction, officers’ well-being, and overall organisational performance.

Keywords: Compensation, Indonesian National Police, Job Satisfaction, West Sumatra Regional Police, Work-Life Balance.

1. Introduction

Problems with job satisfaction among Polri members are caused by, among others, workload, compensation and fulfillment of needs, leadership style, organizational culture, and factors such as extortion and abuse of authority. Low job satisfaction can affect performance, while high satisfaction is expected to improve work performance. According to Amri et al. (2021), Factors that influence job satisfaction are High job satisfaction among Polri members in general is expected to result in better and optimal performance. With high job satisfaction, both individual Polri member goals and institutional goals can be more easily achieved. Internal Polri parties are formulating corrective steps to address various existing problems, including extortion and abuse of authority. The police need input for human resource development, especially in paying attention to factors that can improve the job satisfaction of its members.



According to Aruldoss et al. (2022), work-life balance challenges for Polri members include long working hours and low flexibility, excessive workload, psychological pressure and work stress, as well as dual challenges for female police officers who play the role of Polri members and housewives. These challenges are influenced by individual, organizational, and social and work environment factors. Long, irregular working hours and long shifts are major challenges because they reduce personal and family time. Low work flexibility is also a problem. Excessive workloads and high job demands can cause stress and reduce the performance of Indonesian National Police (Polri) members. Indonesian National Police (Polri) members face various work pressures that can negatively impact mental and physical health, especially if work-life balance is not achieved. Female police officers often face the dual challenge of balancing their roles as Polri members and housewives, which can increase stress. Support from the organization, family, and social environment greatly influences this balance. Lack of support can exacerbate the challenges.

According to Althammer et al. (2021), work-life balance in the Indonesian National Police (Polri) is generally poor, with work demands overwhelming personal life. Long hours, heavy workloads, and sudden, unpredictable tasks are common causes. This imbalance negatively impacts mental well-being, increasing risks of stress and depression, and can indirectly undermine officer performance. The nature of the work that requires constant alertness can lead to long working hours and disrupt rest time and personal and family activities. Excessive workloads can cause tension and stress, and hinder members' ability to complete tasks optimally. Police are often faced with sudden situations that disrupt personal or family schedules, thus creating conflict between work and personal roles. According to Brough et al. (2020), high disciplinary demands can make members feel burdened, even though many members are acknowledged to carry out their duties well.

Lack of support from the organization, family, or social circles can affect work-life balance. Work-life balance problems in the Polri are primarily caused by long and often unpredictable working hours, which negatively impact members' physical and mental health. Other factors include excessive workload, lack of time flexibility, and challenges in balancing professional roles with family roles, as faced by policewomen. According to Haerofiatna et al. (2021), poor work-life balance contributes to mental health problems such as stress, depression, and frustration, and can also impact physical health. Excessive workload can reduce performance because employees cannot complete tasks to the best of their ability. Tight working hours can cause members to miss activities and time with family.

The phenomenon of Polri compensation includes existing compensation policies (salaries, allowances, etc.), their impact on personnel performance and motivation, as well as issues related to their implementation such as lack of attention to rewards or recognition for achievement and potential mismatch between the compensation system and job demands. According to Asbari and Novitasari (2025), several studies show that compensation has a positive effect on performance and work commitment, but other studies have found phenomena such as the lack of reward provision based on achievement that affects personnel performance. Basic salary, performance allowance (tukin), and 13th salary are the basic compensation components received by Polri personnel. Rewards for achievements, whether in the form of facilities or other forms, are often the focus of attention in Polri compensation studies. Scholarships are also part of the compensation provided to improve the intellectual competence of personnel.

Research into job satisfaction among police officers has been widely conducted, yet there are still some gaps in the literature. A number of studies have found that police job satisfaction is influenced by organisational factors such as motivation to serve the public, the working

environment, and organisational support (Kittikunchanok & Kerdpitak, 2019; White et al., 2022). Other research highlights the importance of work-life balance in improving the well-being and performance of police officers (Kazmi & Singh, 2015; Rohwer et al., 2022; Yusuf & Khan, 2018). Furthermore, compensation has likewise been identified as a factor that contributes to strengthening motivation and job satisfaction among employees in the public sector (Dharmanegara et al., 2021; Salisu et al., 2015). Nevertheless, a large proportion of prior studies have investigated these variables independently or within differing organisational settings; consequently, empirical research that concurrently examines the effects of work-life balance and remuneration on police officers' job satisfaction remains limited, particularly within the institutional context of the Indonesian National Police (Ridwan, 2025). Accordingly, this study seeks to fill this gap by empirically evaluating the influence of work-life balance and compensation on the job satisfaction of personnel within the Indonesian National Police.

Adequate compensation is believed to enhance the performance of Indonesian National Police members and influence their commitment to work, with job satisfaction acting as a mediating variable. However, emerging phenomena indicate a lack of organisational attention in recognising personnel achievements, delays in payment, and insufficient compensation to meet living costs, which can reduce motivation and create a sense of injustice. Survey results also indicate varying perceptions regarding compensation policies, with some members rating the policies as good, whilst others rate them as average or fairly good. Considering these circumstances, this study seeks to examine the effect of compensation on the performance of members of the Indonesian National Police (Polri), analyse the mediating role of job satisfaction in the relationship between compensation and work commitment, and explore members' perceptions of the compensation policies that have been implemented. This study is expected to make a significant contribution by providing empirical insights into the effectiveness of compensation policies within the Indonesian National Police, identifying issues of fairness, transparency, and alignment between compensation and performance, and serving as a basis for recommendations to policymakers to improve the compensation system and organisational professionalism.

2. Literature Review

2.1. Work-Life Balance

According to Hariyasasti and Purwanto (2025), work-life balance refers to a condition in which an individual can harmonise the demands of professional responsibilities and personal life by allocating time, involvement, and satisfaction between both domains. The notion of work-life balance extends beyond mere time management, emphasising an individual's capacity to establish clear boundaries and determine priorities in accordance with different phases of life, thereby minimising role conflict. It reflects the degree to which a person successfully maintains equilibrium between occupational and personal demands in terms of time allocation, engagement, and overall fulfilment. From a theoretical perspective, it examines how individuals regulate boundaries between professional and domestic spheres to create equilibrium. It is ultimately experienced as a state of satisfaction when both work and personal roles are well-integrated and sustained. In practice, it reflects the capability to perform work tasks competently while upholding family and other non-work responsibilities. According to Nassani et al. (2024), Put forward that work-life balance is the level of satisfaction related to the dual roles that a person has in life.

According to Novitasari et al. (2021), work-life balance is a broad concept about prioritizing between career and personal well-being including happiness, leisure, family, and spirituality. Experts define it as the state of successfully organizing and dividing one's time and energy in a balanced way between work and personal life. This includes balancing professional demands (such as work and career) with personal life (such as family, hobbies, recreation, and rest) to improve overall well-being. This balance is important for reducing stress, preventing burnout, and increasing productivity and happiness. According to Metselaar et al. (2023), the ability to allocate time and energy wisely so that no one area drastically sacrifices another. Balancing work responsibilities, such as completing assignments, meetings, and work targets. Making time for things outside of work, such as gathering with family and friends, pursuing hobbies, exercising, and resting. A healthy work-life balance helps avoid burnout from overworking. Balanced employees are generally more focused, motivated, and productive. It also benefits physical and mental health by reducing the risk of depression and long-term stress. Prioritizing personal time strengthens relationships with family and friends, building a stronger support system.

2.2. Compensation

According to Palumbo et al. (2022), compensation refers to any type of payment, such as money, goods, or other benefits, given by a company to its employees for the work they do. Compensation can be direct (such as salary and bonuses) or indirect (such as benefits and insurance), and aims to motivate, attract, and retain qualified employees. According to experts, compensation is any form of remuneration or reward received by employees as a result of their work, whether monetary or non-monetary. Compensation is also defined as all payments, gifts, or awards given by an organization to employees in return for their contributions and services. Its primary purpose is to satisfy, motivate, and reward employees to maintain optimal performance. Compensation is any form of payment or reward given to employees arising from their work.

As articulated by Waworuntu et al. (2022), compensation encompasses the entirety of rewards granted to employees as consideration for the labour they perform. Such rewards may manifest as financial payments, tangible benefits, or indirect advantages provided in return for services rendered to the employer. Fundamentally, compensation signifies the returns obtained by employees in exchange for the contributions they deliver to the organisation. Compensation is an award/reward for workers who have contributed to realizing organizational goals through work activities. According to Rinaldi and Riyanto (2021), police compensation is a reward given to members of the Police, both financial such as salaries, allowances, and incentives, as well as non-financial such as education, promotions, and other facilities. In addition, compensation can also be in the form of awards and performance allowances given based on achievement and job class, as well as public service compensation if there is a non-compliance with standard operating procedures (SOP).

Indonesian National Police (Polri) performance compensation includes various forms such as performance allowances (tukin) based on job class, annual performance allowances (tukin) of 100% if the budget is available, and awards (rewards) in the form of souvenirs or direct delivery for the public whose public services are late, in addition to routine allowances such as basic salary, family allowances, and side dish money. The implications of compensation for the Indonesian National Police (Polri) include improved performance and morale of members due to adequate compensation, motivation to retain quality employees, as well as negative impacts such as decreased job satisfaction and performance if compensation is inadequate or unfair. In addition, compensation in the form of awards or rewards also aims to provide motivation, recognition for integrity, and role models for other members. According

to Purwanto and Asbari (2021), adequate compensation, both financial and non-financial, can improve member morale and performance. A good compensation system is a motivational tool to retain capable and high-quality employees, and prevent them from switching to other institutions. Compensation, especially in the form of rewards and recognition, can be given proportionally according to the achievements and services of members. Providing fair compensation will encourage members to be more responsible and work better.

2.3. Job Satisfaction

According to Palumbo et al. (2022), job satisfaction among Indonesian National Police (Polri) members is crucial and influences their professionalism and performance. Several recent surveys indicate a relatively high level of public satisfaction with Polri performance, while internal research indicates that factors such as good leadership, adequate compensation, a conducive work environment, and professionalism have a positive influence on member job satisfaction. Elevated levels of job satisfaction substantially enhance the professionalism and performance of members of the Indonesian National Police (Polri). According to contemporary scholars, job satisfaction represents the favourable or unfavourable emotional disposition an employee holds toward their job, emerging from the extent to which their needs and expectations are fulfilled within the workplace environment. According to Pramezwarly et al. (2022), job satisfaction is a pleasant emotional state that occurs when needs are met at work. It is a positive feeling employees have about their work experiences. This attitude relates to work conditions, collaboration, rewards, and physical/psychological factors. It is an emotional attitude of enjoying and valuing one's job. Psychologically, it is a satisfying state felt in the workplace when needs are adequately fulfilled. Ultimately, it reflects a person's overall positive or negative attitude toward their job.

According to Susanto et al. (2022), satisfied employees tend to be absent less often and stay with the company, while dissatisfied employees may be absent frequently or stressed. Job satisfaction can be found when employee expectations match the rewards received. Job satisfaction constitutes a pivotal element in reinforcing employee discipline, allegiance, and work output, which ultimately exerts a favourable influence on organisational effectiveness and the realisation of its strategic objectives. This includes feelings of satisfaction with work, the work environment, compensation, career development, and social relationships, all of which affect employee motivation and retention. Satisfied employees tend to be more disciplined, arrive on time, and have higher loyalty to the company. According to Waworuntu et al. (2022), high job satisfaction is directly correlated with increased performance and productivity. When employees have good relationships and receive support from coworkers and leaders, it creates a positive work atmosphere and improves collaboration. Satisfied employees are also more likely to remain with the company, lowering turnover. In addition, job satisfaction increases morale and motivation to meet work goals.

2.4. Research Framework

This study was undertaken to examine the determinants of job satisfaction among members of the Indonesian National Police (Polri), particularly within the West Sumatra Regional Police. Within a policing institution characterised by substantial occupational demands, work-life balance constitutes a critical factor capable of shaping personnel's psychological well-being and professional attitudes. Work-life balance denotes an individual's capacity to reconcile professional obligations with personal life, thereby mitigating role conflict and promoting well-being in the workplace. Prior studies suggest that an equilibrium between occupational responsibilities and personal life is positively associated with job satisfaction, as individuals who manage both spheres in a balanced manner tend to experience

reduced stress levels and develop more favourable perceptions of their work (Haar et al., 2019; Pham Thi et al., 2021). Therefore, the first hypothesis (H1) of this study states that work-life balance has a positive relationship with job satisfaction among members of the Indonesian National Police in the West Sumatra Regional Police. Furthermore, compensation is also an important factor influencing employee job satisfaction within an organisation. Compensation encompasses all forms of remuneration received by employees as a reward for their contributions to the organisation, whether financial or non-financial. A fair, transparent compensation system that is commensurate with the workload can enhance employees' motivation, loyalty, and job satisfaction (Agha et al., 2017; Salisu et al., 2015). Accordingly, the second hypothesis (H2) proposes that compensation is positively associated with job satisfaction among members of the Indonesian National Police serving at the West Sumatra Regional Police Headquarters. Based on this premise, the research framework positions work-life balance and compensation as independent variables that influence job satisfaction as the dependent variable, as depicted in Figure 1.

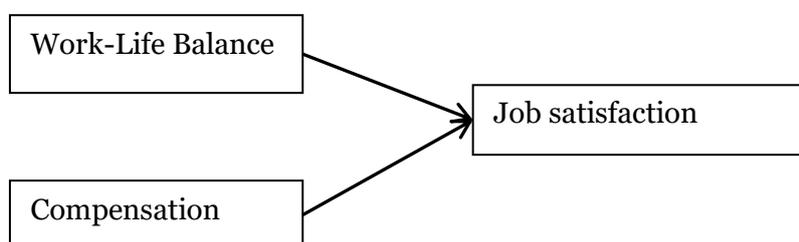


Figure 1. Research Model

- H1:** Work-Life Balance has a positive relationship with job satisfaction among Indonesian National Police (Polri) officers at the West Sumatra Regional Police.
- H2:** Compensation has a positive relationship with job satisfaction among Indonesian National Police (Polri) officers at the West Sumatra Regional Police.

3. Methods

This study adopts a quantitative approach to examine the relationship between work-life balance, compensation, and job satisfaction among members of the Indonesian National Police (Polri) within the West Sumatra Regional Police (Polda Sumbar). The quantitative design was selected because it facilitates the empirical examination of relationships among variables through statistical procedures. The data were analysed using multiple linear regression with the assistance of IBM SPSS Statistics to assess the influence of the independent variables on the dependent variable, both individually and collectively.

The population in this study comprised all Polri members serving at the West Sumatra Regional Police. The research sample comprised 389 respondents who were selected through a random sampling technique, thereby ensuring that each member of the population possessed an equal probability of being chosen as a participant. Data collection was carried out via a structured questionnaire distributed online through social media and internal communication platforms. The research instrument comprised a series of closed-ended statements intended to measure the variables of work-life balance, compensation, and job satisfaction. Each item was assessed using a five-point Likert scale, with response options ranging from 1 (strongly disagree) to 5 (strongly agree).

Prior to the main analysis, the data underwent several stages of testing. The first stage was a validity test aimed at ensuring that each questionnaire item accurately measured the

variable construct. The second phase comprised a reliability assessment aimed at evaluating the internal coherence of the research instrument, thereby confirming the consistency of the data generated. Subsequently, a series of classical assumption diagnostics were performed, including assessments of normality, multicollinearity, and heteroscedasticity, to ascertain that the regression model conformed to the requisite statistical prerequisites.

Hypothesis testing was carried out using multiple linear regression analysis. The t-test was used to determine the partial effect of each independent variable, namely work-life balance and compensation, on job satisfaction. Meanwhile, the F-test was used to determine the simultaneous effect of these two independent variables on job satisfaction. Moreover, the coefficient of determination (R^2) was utilised to evaluate the degree to which the variables of work-life balance and compensation account for the variation in job satisfaction among members of the Indonesian National Police within the West Sumatra Regional Police. The outcomes of this analysis are expected to furnish empirical evidence concerning the determinants that shape job satisfaction in the organisational context of a police institution.

4. Results and Discussion

4.1. Results Analysis

4.1.1. Hypothesis Testing

Hypothesis testing is a statistical method used to assess whether a hypothesis about a population is supported by sample data. The goal is to make an objective, evidence-based decision to either accept or reject the hypothesis. The process involves stating the hypothesis, analyzing the data, and interpreting results often by comparing a test statistic to a critical value or examining the p-value. If the computed t-statistic exceeds 1.96, the null hypothesis is rejected, indicating that the independent variable exerts a statistically significant effect on the dependent variable at the 5% level of significance. The results of the hypothesis testing in this study are presented in Table 1.

Table 1. T-Test (Partial) Results

Model	Coefficients ^a		Standardized Coefficients	t	Sig.
	Unstandardized Coefficients				
	B	Std. Error	Beta		
(Constant)	.334	2.123		.132	.812
1 Work-Life Balance (X1)	.343	.032	.312	4.123	.001
Compensation (OCB) (X2)	.313	.132	.323	3.321	.001

a. Dependent Variable: Job Satisfaction (Y)

Based on the outcomes of the partial t-test presented in Table 1, the influence of each independent variable on job satisfaction as the dependent variable can be identified. The analysis indicates that Work-Life Balance (X1) yields a coefficient of 0.343 with a significance value of 0.001, which is below the 0.05 significance threshold. This result signifies that Work-Life Balance exerts a positive and statistically significant influence on job satisfaction. In other words, the more effectively employees are able to maintain equilibrium between occupational responsibilities and personal life, the greater their level of job satisfaction.

Moreover, the Compensation variable (X2) likewise demonstrates a positive and statistically significant impact on job satisfaction. This is reflected in a coefficient value of 0.313 with a significance level of 0.001, which is lower than 0.05. This finding suggests that

improved compensation received by employees, whether in monetary or non-monetary forms, corresponds with a higher degree of job satisfaction experienced by them.

Furthermore, the standardised beta coefficient reveals that compensation (0.323) exerts a marginally stronger effect on job satisfaction compared with work-life balance (0.312). Accordingly, both variables are demonstrated to significantly contribute to the enhancement of employee job satisfaction, with compensation representing the relatively more dominant determinant.

4.1.2. Simultaneous Test

In SPSS, the simultaneous F-test determines whether all independent variables together significantly impact the dependent variable. The criterion is as follows: if the significance (Sig.) is less than 0.05, the effect is significant; if Sig. is greater than 0.05, it is not significant. This test helps verify whether the regression model is suitable for prediction purposes. The findings of this test in the current study are shown in Table 2.

Table 2. Simultaneous Test Results

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 and Compensation (OCB)

Drawing on the results of the simultaneous test (F-test) displayed in Table 2, the computed F-statistic amounts to 42.343 with a significance probability of 0.001. Because this probability value falls below the established threshold of 0.05, it can be inferred that Work-Life Balance and Compensation collectively exert a statistically meaningful influence on Job Satisfaction. This outcome suggests that the two independent variables, when considered together, are capable of accounting for the observed variation in job satisfaction.

Moreover, the regression Sum of Squares value of 336.132 represents the proportion of variation in job satisfaction that is explained by the regression model applied. Conversely, the residual value of 251.087 reflects the remaining variation that cannot be accounted for by the independent variables incorporated within the research framework. Consequently, the findings of the simultaneous test indicate that the regression model utilised in this investigation is statistically appropriate and significant for elucidating the influence of Work-Life Balance and Compensation on Job Satisfaction.

4.2. Discussion

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

Amri et al. (2021) assert that work-life balance and job satisfaction exhibit a reciprocal relationship within the professional trajectory of Indonesian National Police (Polri) personnel. The attainment of a well-maintained equilibrium between occupational duties and personal life is associated with heightened job satisfaction, diminished stress, and improved work performance. In turn, elevated levels of job satisfaction contribute to reinforcing the overall well-being of police members. This balance is crucial for preventing problems such as depression and frustration caused by workload and personal demands, as well as maintaining the physical and mental health of Polri members. A good work-life balance helps Polri members balance the demands of work and personal life, thereby reducing stress levels and

potential frustration caused by high workloads. Better balance helps Polri members manage their work and personal roles more effectively, improving performance.

According to Aruldoss et al. (2022), work-life balance helps prevent burnout and supports productive, focused work. It also benefits mental and physical health by lowering risks of depression and anxiety. High job satisfaction further acts as a key indicator of psychological well-being for Polri members. This includes feelings of satisfaction with their work, which has an impact on mental health. Low job satisfaction can contribute to high levels of stress, especially in situations that require balancing multiple roles (for example, as a policewoman who is also a housewife).

A well-maintained work-life balance exerts a strong positive influence on job satisfaction among Polri members, implying that a sense of equilibrium corresponds to higher professional contentment. As Asbari et al. (2025) report, there exists a significant relationship between these variables, with work-life balance accounting for up to 54.2% of job satisfaction in certain studies. This strong positive association indicates that effective balance reduces stress and enhances satisfaction, whereas imbalance can lead to stress, depression, and diminished performance. Consequently, when Polri personnel successfully balance work and personal life, they generally experience elevated levels of job satisfaction. According to Haerofiatna et al. (2021), a good work-life balance helps reduce stress levels that can arise from heavy workloads or role conflicts (such as for female police officers who are also housewives). Optimal balance can contribute to improved performance, because Polri members feel more able to complete tasks effectively without feeling burdened.

Work-life balance plays an important role in creating job satisfaction by improving employee physical and psychological well-being, reducing stress, and providing a sense of control over their time and life. This higher job satisfaction then positively influences employee performance, creating a beneficial cycle for both employees and the company. According to Aruldoss et al. (2022), the Role of Work-Life Balance on Job Satisfaction is A good work-life balance supports employees' physical and mental health, making them feel healthier overall. With good time management, employees will not feel overburdened by work, thereby reducing stress levels and work stress.

Employees experience a sense of autonomy over the allocation of their time, enabling them to attend to personal matters and leisure activities without feelings of guilt, thereby preventing work from being perceived as a burden. Individuals who perceive their work-life balance as satisfactory generally demonstrate stronger engagement, greater loyalty to the organisation, and a deeper sense of organisational attachment. A favourable work-life balance accompanied by elevated job satisfaction ultimately contributes to improved employee performance. According to Althammer et al. (2021), work-life balance mediates job satisfaction, which can improve service quality. Additionally, balance helps companies retain employees longer because it promotes greater happiness and well-being.

Hariyasasti and Purwanto (2025) found a positive and significant relationship between work-life balance and job satisfaction, indicating that higher levels of balance correlate with greater employee satisfaction. This balance influences satisfaction by giving employees time for personal life, which can improve their well-being. Nevertheless, the magnitude of this influence may differ depending on additional factors such as compensation, the work environment, and organisational support. An improved work-life balance contributes to higher levels of job satisfaction. It also assists organisations in retaining existing employees while attracting new personnel. Furthermore, maintaining equilibrium between occupational and personal life reduces stress and helps mitigate the risk of burnout.

When employees are more satisfied, they tend to work more optimally and have better performance. According to Asbari and Novitasari (2025), Work-life balance is the balance between work and personal life that has a positive impact on job satisfaction. Employees who are able to maintain equilibrium between occupational responsibilities and personal life generally experience greater job satisfaction, as they can allocate time for family, personal interests, and adequate rest, which in turn reduces stress and enhances overall well-being. Numerous studies indicate that work–life balance has a significant influence on job satisfaction, with a more favourable balance commonly associated with higher levels of satisfaction. Work-life balance helps reduce role conflict between work and personal responsibilities. Furthermore, employees with good balance usually enjoy better mental and physical health and stronger social connections, which boost job satisfaction.

4.2.2. The Relationship between Compensation and Job Satisfaction

According to Palumbo et al. (2022), compensation and job satisfaction have a positive relationship, where fair and appropriate compensation can increase employee job satisfaction. This is because good compensation is not only salary, but also includes incentives, benefits, and facilities, which make employees feel valued and more motivated to contribute better to the company. According to Rinaldi and Riyanto (2021), employees who receive compensation commensurate with their contributions tend to feel more satisfied and motivated. They will be more enthusiastic about achieving company goals, which ultimately can improve their performance and productivity. Studies indicate that the amount of pay received can greatly impact how satisfied an individual is with their job, with some research suggesting that it can account for more than half of an employee's overall job satisfaction. This means that adequate compensation is one of the main factors determining employee job satisfaction.

According to Rinaldi and Riyanto (2021), although compensation is highly influential, other variables such as the work environment, coworker support, and development opportunities also influence employee job satisfaction. Fair and sufficient compensation has a strong impact on employee satisfaction with their job, indicating that when pay is just and appropriate, employees are more satisfied. This is because good compensation can meet the physical, social, and egoistic needs of employees, as well as serve as a measure of appreciation for their performance. Compensation, both financial and non-financial, helps employees meet their basic needs, thus providing a sense of security and satisfaction. Fair compensation is considered a form of recognition for employees' hard work and contributions, which can increase their motivation and job satisfaction. When employees feel appreciated through fair compensation, they are more motivated to work better and more productively.

According to Rekarti et al. (2025), competitive compensation can help companies retain quality employees and reduce turnover. Well-designed compensation can be an effective motivational tool to encourage employees to achieve their best performance. Compensation and job satisfaction have interrelated and mutually influencing roles. Fair and appropriate compensation can increase job satisfaction, which ultimately drives employee performance, productivity, and loyalty. Conversely, inadequate compensation can decrease motivation, satisfaction, and lead to increased turnover. Fair and appropriate financial (salary, bonuses, benefits) and non-financial (career development opportunities, work environment) compensation contribute significantly to employee job satisfaction. In a study conducted by Pramezwarly et al. (2022), it was found that employees who receive fair compensation are more likely to feel valued, leading to increased motivation to perform their tasks efficiently, enhance the quality of their work, and ultimately boost productivity. A competitive compensation system is important to attract and retain quality employees, which helps the company achieve

its goals. Compensation can reflect the value of employee contributions, thereby giving them a sense of appreciation in the eyes of themselves, their families, and the community.

5. Conclusion

The main conclusion indicates that an inadequate work-life balance among police officers frequently results in diminished job satisfaction and elevated stress levels, largely attributable to extended working hours, substantial workloads, and difficulties in reconciling professional duties with personal life. In contrast, a well-maintained work-life balance is linked with increased job satisfaction, lower stress, and improved performance among police personnel. A direct association exists between work-life balance and job satisfaction, whereby the capacity to effectively manage occupational and personal demands contributes to reduced stress and greater occupational fulfilment. Conversely, poor work-life balance is commonly driven by prolonged working hours, excessive workloads, and stringent disciplinary expectations, which limit opportunities to engage in family and personal activities. Excessive work hours and frequent feelings of being "on the edge" can disrupt personal life and lead to stress, even depression. When work overloads personal time, job satisfaction can decrease, and both mental and physical health may suffer. On the other hand, officers with a good work-life balance tend to be more satisfied in their roles.

This balance helps them address problems, manage stress, and manage their work and personal roles. With a good balance, police can work more optimally and maintain better overall performance. Compensation and job satisfaction have a positive and strong relationship; fair and adequate compensation will increase job satisfaction, which in turn increases employee motivation and productivity. Conversely, if compensation is perceived as low or unfair, job satisfaction will decrease. Compensation, both monetary and non-monetary, is a reward for employee contributions. Providing fair and appropriate compensation can increase satisfaction, which has a positive impact on motivation and productivity. Studies indicate that payment can greatly influence employee satisfaction in the workplace, with a notable and positive impact on morale. Employees feel satisfied if they receive compensation that is commensurate with their contributions, working hours, and cost of living.

Further research is recommended to expand the study by including other variables that may influence police officers' job satisfaction, such as leadership style, organisational culture, work-related stress, and organisational support. Furthermore, future research could involve a broader sample drawn from various police units or regions, thereby ensuring that the findings are more representative and generalisable. Future researchers are also advised to use a mixed-methods approach or longitudinal studies to gain a deeper understanding of the dynamics of the relationship between work-life balance, compensation, and job satisfaction over time. In this way, future research can provide a more comprehensive picture of the factors influencing the well-being and performance of police officers.

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