



The Impact of Quality of Work Life and Work-Life Balance on Job Satisfaction: The Mediating Role of Perceived Organizational Support

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Abstract

Human resources are a crucial factor in achieving organizational success. Therefore, job satisfaction plays a significant role in the success of an organization. This study collected data from 290 members of the Tulang Bawang Police through questionnaires distributed between September and December. The analysis utilized structural equation modeling (SEM). The study found that both quality of work life and work-life balance had a positive and significant impact on job satisfaction. Additionally, quality of work life and work-life balance had a positive and significant effect on perceived organizational support. Furthermore, perceived organizational support mediated the relationship between quality of work life and work-life balance and job satisfaction. Finally, the study found that perceived organizational support had a positive and significant effect on job satisfact.

Introduction

Human resources have become a crucial factor in the success of organizations in achieving their goals. Sustainable development of human resources by considering their potential and competencies can contribute to achieving organizational goals (Arief et al., 2021; Bernarto et al., 2020). Viegas & Henriques, (2021) dan Wangler et al., (2022) explains that high-quality human resources in an organization can be obtained through the improvement of employee job satisfaction. Additionally, job satisfaction can be influenced by trust factors (Aruldoss et al., 2021). The National Police, as a public sector institution, plays a crucial role in providing services. In compliance with Law No. 2 of 2002 on the Indonesian National Police, Article 5, paragraph 1, the Indonesian National Police is a state agency responsible for maintaining public security and order, enforcing the law, and providing protection, assistance, and services to the public in the context of maintaining domestic security (Rusmini, 2021).

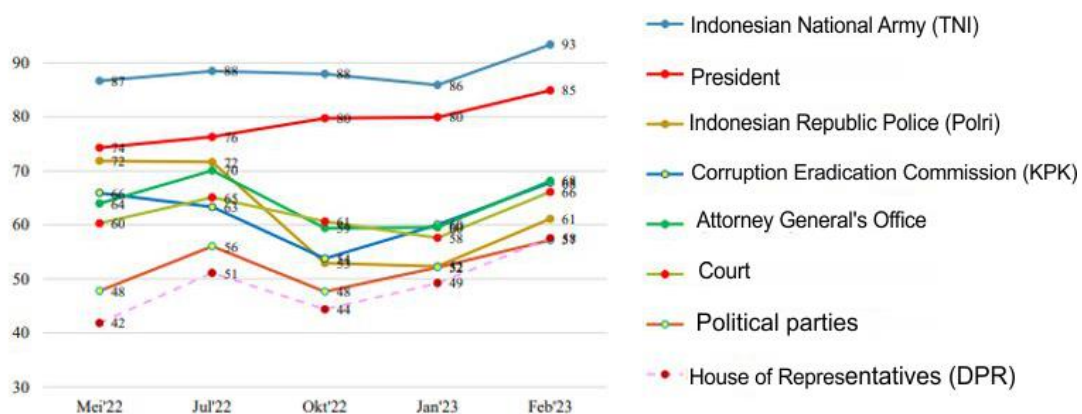


Figure 1. Levels of public trust in Indonesian institutions

Figure 1 shows the results of a survey conducted by the Indonesian Survey Institute on trust in institutions, which shows that public trust in public institutions in Indonesia has generally increased. However, when looking at the level of public trust in law enforcement agencies such as the police, the Corruption Eradication Commission, the courts, and the Attorney General's Office, the level of public trust in the police has the lowest percentage of 64%, while the Attorney General's Office has the highest percentage of 72.5%.

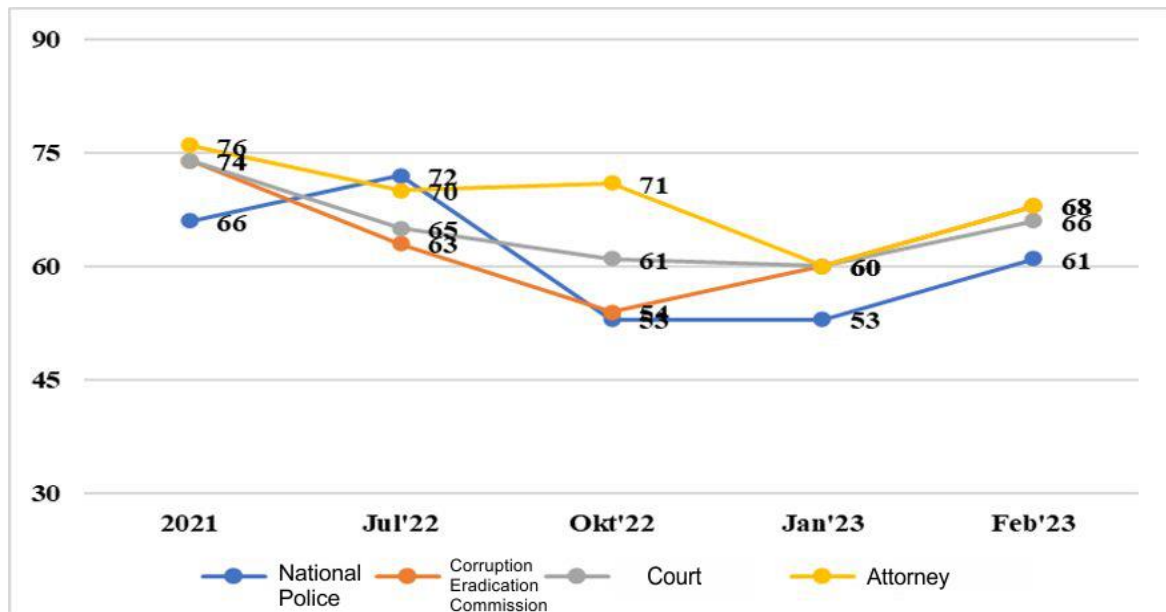


Figure 2. Public Trust in Law Enforcement Agencies

According to Figure 2, the National Police has the lowest level of public trust among other legal institutions in the past three years. In 2021, the level of public trust in the police was 66%, which decreased to 53% in 2022, and then increased to 61% in 2023. The decline in public trust in the police in 2022 was significant due to several high-ranking officers being involved in criminal cases. As a state apparatus, the police are required to provide services to all communities properly and quickly, demonstrating their professionalism when carrying out their duties and functions based on applicable laws and regulations (Dewi, 2020; Karso & Mirmorejo, 2021). Furthermore, the Police must continue to make improvements, particularly in enhancing their human resources to effectively fulfill their duties and responsibilities in accordance with their policing vision and mission. They should also be capable of addressing public demands regarding Police performance.

Wangler et al., (2022) explain that a person's attitude towards work is demonstrated through their thoughts, feelings, and behaviors, which shape their job satisfaction. Arief et al., (2021) describe how employee satisfaction can be measured by understanding their perceptions of the implementation of quality of work life. The achievement of excellence, self-satisfaction, and optimization of the work environment are crucial for the implementation of quality of work life (Coelho et al., 2016). Additionally, employee satisfaction can be positively influenced by work-life balance. The higher the work-life balance received by employees, the higher their level of satisfaction (Brough et al., 2014). Aruldoss et al. (2021) define work-life balance as encompassing not only employees' beliefs, attitudes, and expectations of their work, but also how these conditions are interpreted, how needs are met, and how these needs are perceived within the company. Additionally, job satisfaction is related to perceived organizational support (Adams & Mastracci, 2018). Employee burnout at work can be significantly affected by low perceived organizational support (Maan et al., 2020; McCarthy et al., 2013).

Previous studies have examined the relationship between quality of work life variables, work-life balance, and job satisfaction. Arief et al. (2021) found that quality of work life has a positive and significant effect on job satisfaction, while Aruldoss et al. (2021) showed that quality of work life does not have a significant impact on job satisfaction. In addition, other studies conducted by Arief et al. (2021); Aruldoss et al. (2021); Yusnani & Prasetyo (2018), explain that work life balance has a positive and significant effect on job satisfaction, while other studies show that work life balance has no impact on increasing member job satisfaction (Viegas & Henriques, 2021). Furthermore, Adams & Mastracci, (2018) & Ninaus et al., (2021) in their research show that perceived organizational support has a significant effect on job satisfaction. From the description of several previous studies, it can be explained that there is inconsistent research regarding the relationship between quality of work life, work life balance, and Perceived organizational support on job satisfaction, especially in public sector organizations such as the police.

This study employs social exchange theory (SET) as its primary theoretical framework. According to Ahmad et al., (2023) & Blau, (2017), SET posits that employees tend to develop positive relationships based on their experiences, interactions with others, and social exchanges. The objective of this study is to analyze the impact of quality of work life and work-life balance on job satisfaction. Additionally, the study aims to examine the role of perceived organizational support as an intervening variable in mediating the effect of quality of work life and work-life balance on job satisfaction. To achieve these objectives, the researchers distributed 290 questionnaires to members of the Tulang Bawang Police and Lampung Police, and analyzed the relationship between all variables using structural equation modeling (SEM). Based on the above description of facts and phenomena, it can be explained that researchers propose a novel relationship between quality of work life, work-life balance, and job satisfaction. Perceived organizational support, which is typically used as an independent variable, is used as an intervening variable in this research.

Methods

The study population comprises all members of the Tulang Bawang Police Station, although the exact number is unknown. To determine the appropriate sample size, the researcher has adopted the minimum sample size calculation method proposed by Sarstedt et al., (2017) and Hair et al., (2019). This method involves multiplying the total number of indicators used by a factor of five to ten (Total number of indicators X 5/10 = number of samples). Additionally, Hair et al. (2017) suggests that a sample size of more than 100 is preferable, but a sample size smaller than 100 is still acceptable. The study utilized four variables with a total of 29 indicators (29 x 10 = 290 samples), resulting in a sample size of 290. Additionally, questionnaires related to quality of life, work-life balance, job satisfaction, and perceived organizational support were distributed to 290 members of the Tulang Bawang Police Station over a four-month period from September to December 2023. The questionnaires were distributed online through Google Forms and all were completed and can be used as samples. Additionally, this study's analysis utilizes structural equation modeling (SEM).

Measurement

The study utilized a Likert scale (ranging from 'strongly disagree' to 'strongly agree') to measure the variables. The statements used in this study were adopted from previous research. The statements used in this study were adopted from Bhende et al., (2020) for quality of work life and work-life balance, Gumasing & Ilo, (2023) for job satisfaction, and Adams & Mastracci (2018) for perceived organizational support. Table 1 shows the quality of work life, work-life balance, job satisfaction, and perceived organizational support.

Table 1. Measurement, validity and reliability

Measurement	Loading factor	Cronbach alpha	Composite reliability	AVE	Remarks
Quality of Work life (X1)		0.936	0.946	0.659	Valid & Reliable
I believe that I have the liberty to express my opinions and ideas at work.	0.805				Valid & Reliable
I feel appreciated and acknowledged for my contributions and performance at work.	0.799				Valid & Reliable
My achievements and accomplishments at work are properly recognized.	0.807				Valid & Reliable
I believe that the financial rewards I receive at work are proportional to my contribution and the work I do.	0.791				Valid & Reliable
The incentive and bonus program at work motivates me to achieve higher performance targets.	0.824				Valid & Reliable
The compensation system at work provides fair rewards based on achievements.	0.844				Valid & Reliable
The organization has clear procedures for handling grievances.	0.794				Valid & Reliable
Complaints or grievances filed at this workplace are handled fairly.	0.815				Valid & Reliable
Complaints filed at this workplace are usually resolved favorably.	0.824				Valid & Reliable
Work Life Balance (X2)		0.919	0.933	0.608	Valid & Reliable
The organization maintains high work productivity by promoting an effective work-life balance.	0.776				Valid & Reliable
The organization's work schedule enables employees to maintain an effective work-life balance, which contributes	0.790				Valid & Reliable
Employee retention in the organization remains high due to an effective work-life balance.	0.721				Valid & Reliable
In my job, I am aware of the expectations placed upon me.	0.816				Valid & Reliable
I am a team player and collaborate with others in the organization.	0.810				Valid & Reliable
My position allows me to utilize my skills and abilities.	0.846				Valid & Reliable
I have sufficient autonomy to determine my own work methods.	0.810				Valid & Reliable
My occupation necessitates continuous learning.	0.773				Valid & Reliable
My occupation necessitates promptness.	0.660				Valid & Reliable

Perceived organizational support (Z)		0.849	0.898	0.688	Valid & Reliable
This department values my contributions to its success	0.850				Valid & Reliable
The department makes decisions that affect me while considering objective criteria.	0.829				Valid & Reliable
This department is concerned with my overall job satisfaction.	0.811				Valid & Reliable
Assistance is available from this department in the event of any issues.	0.828				Valid & Reliable
Job Satisfaction (Y)		0.881	0.911	0.632	Valid & Reliable
The organization assigns me clear and appropriate tasks.	0.798				Valid & Reliable
I possess the necessary resources to perform my duties.	0.878				Valid & Reliable
I receive assignments that align with my competencies.	0.860				Valid & Reliable
It is easy for me to interact with my coworkers.	0.815				Valid & Reliable
The organization aims to foster high morale through motivation.	0.724				Valid & Reliable
Overall, I am satisfied with my job.	0.674				Valid & Reliable

Results and Discussion

The analysis results of this study present the characteristics of the respondents divided by age and highest level of education. The description of the research participants is provided below:

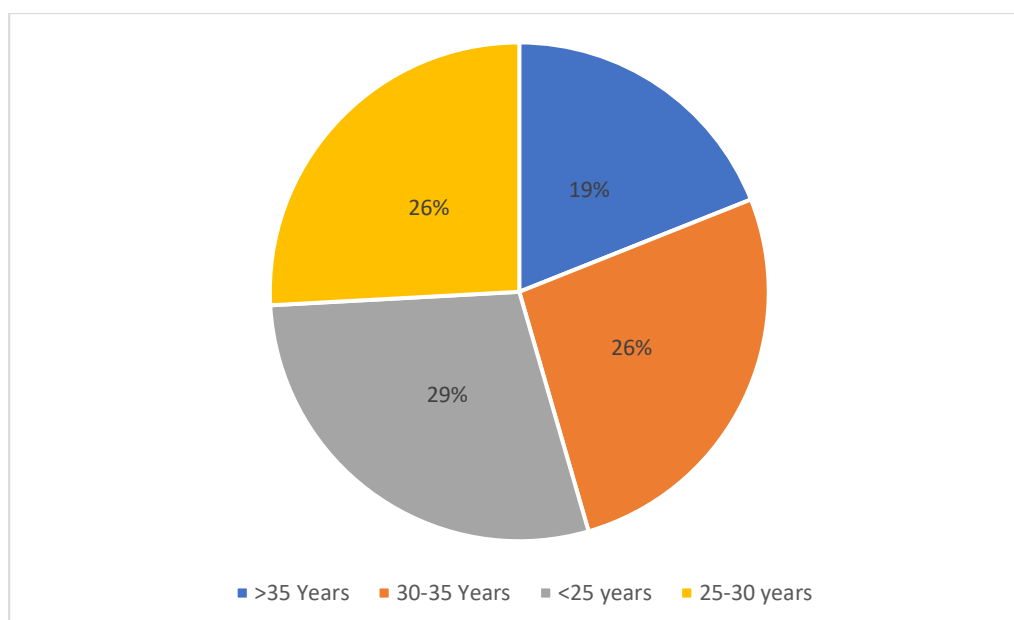


Figure 3. Description of Respondent's Age

According to Figure 3, 83 respondents (29%) were under 25 years old, 75 respondents (26%) were between 25-30 years old, 77 respondents (26%) were between 30-35 years old, and 55

respondents (19%) were over 35 years old. Therefore, it can be concluded that the majority of respondents in this study were over 25 years old, which is considered a mature age for thinking and working. It is believed that individuals in this age group are capable of fulfilling their assigned duties and responsibilities. Additionally, this study presents the characteristics of the respondents based on their most recent education.

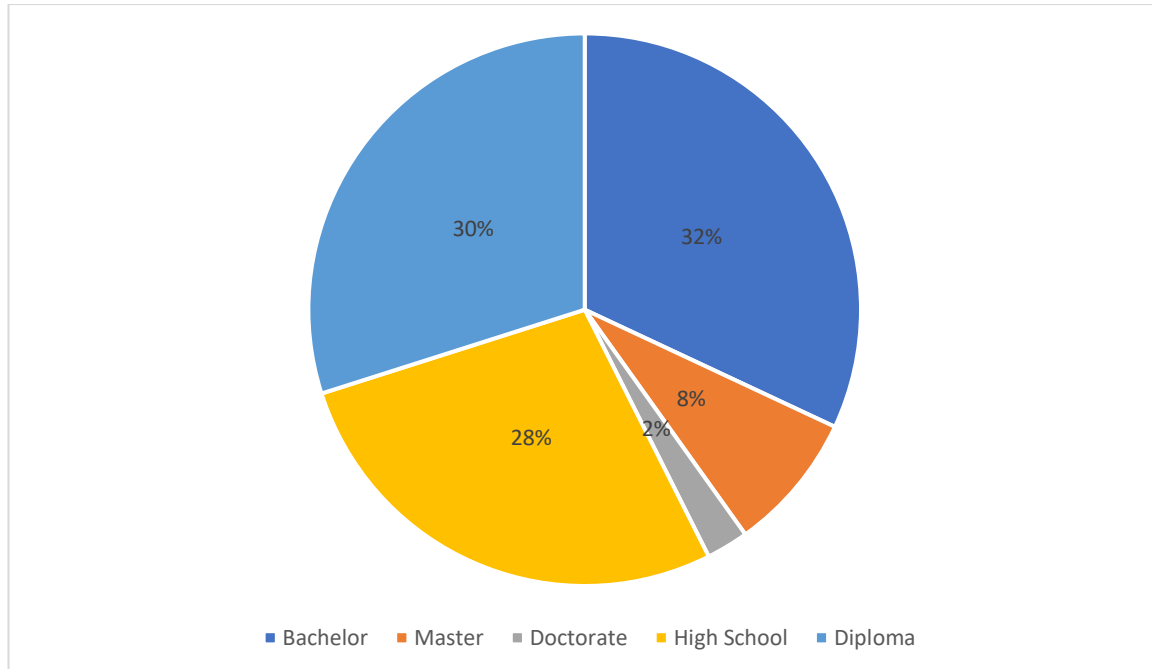


Figure 4. Description of respondents' highest level of education

Figure 4 illustrates the educational background of the 290 respondents. Of these, 80 (28%) had completed high school, 87 (30%) had obtained a diploma, 93 (32%) had completed S1, 23 (8%) had completed S2, and 7 (2%) had completed S3. It can be concluded that the majority of respondents in this study had completed S1. The Bachelor's degree (S1) is generally considered to provide individuals with adequate skills in terms of both mindset and communication.

Additionally, this study includes an evaluation of the measurement model (outer model). Table 1 displays the results of the analysis, which indicate that each construct has an overall loading value greater than 0.6, meeting the criteria for good convergent validity. This demonstrates the validity of the factor loading values on the variables quality of work life (X1), work-life balance (X2), perceived organizational support (Z), and job satisfaction (Y). The job satisfaction variable obtained an AVE value of 0.632, the perceived organizational support variable obtained an AVE value of 0.688, the quality of work life variable obtained an AVE value of 0.659, and the work-life balance variable obtained an AVE value of 0.608. Furthermore, Table 1 shows that all variables obtained an AVE value of more than 0.5, indicating convergent validity.

Furthermore, Table 1 explains that the job satisfaction variable obtained a composite reliability value of 0.911, the perceived organisational support variable obtained a composite reliability value of 0.898, the quality of work life variable obtained a composite reliability value of 0.946, and the work-life balance variable obtained a composite reliability value of 0.933. Thus, it can be seen that each variable obtained a value greater than 0.60, so it was stated that all variables were reliable. In addition, the Cronbach alpha value is 0.881, the perceived organisational support variable obtained a Cronbach alpha value of 0.849, the quality of work life variable obtained a Cronbach alpha value of 0.936 and the work life balance variable obtained a

Cronbach alpha value of 0.919. Based on the results obtained, it can be concluded that the value of all constructs has a reliability of more than 0.7 and is declared good. Furthermore, discriminant validity tests were carried out using the Hetero-Train Monotrait Ratio (HTMT) and the Fornell-Larcker criterion.

Table 2. HTMT and Fornell-Larcker criteria HTMT and Fornell-Larcker criteria

Heterotrait-monotrait ratio (HTMT)		Job Satisfaction	Perceived organizational support	Quality of Work life	Work Life Balance
	Job Satisfaction				
	Perceived organizational support	0.820			
	Quality of Work life	0.758	0.751		
	Work Life Balance	0.871	0.895	0.862	
Fornell-Larcker criterion		Job Satisfaction	Perceived organizational support	Quality of Work life	Work Life Balance
	Job Satisfaction	0.795			
	Perceived organizational support	0.711	0.830		
	Quality of Work life	0.700	0.677	0.812	
	Work Life Balance	0.787	0.795	0.780	0.870

Table 2. shows that the Hetero-Train Monotrait Ratio (HTMT) discriminant validity value in this study has a value greater than 0.9 (Hair et al., 2019), this indicates that the constructs in this study do not have discriminant. In addition, the results of Fornell-Larcker are greater than the correlation between other constructs, perceived organisational support 0.830 is greater than the correlation between perceived organisational support and job satisfaction which is 0.711, quality of work life 0.812 is greater than the correlation between quality of work life and perceived organisational support which is 0.677, and work life balance 0.870 is greater than the correlation between work life balance and quality of work which is 0.780. Having tested the outer model and found it to be valid and reliable, the next step is to test the inner model.

Table 3. R-square and Q-square

Variabel	R-Square		Q-Square		
	R-square	R-square adjusted	SSO	SSE	Q ² (=1-SSE/SSO)
Job Satisfaction	0.640	0.637	1884.000	1142.274	0.394
Perceived organizational support	0.633	0.630	1256.000	717.378	0.429
Quality of Work life			2826.000	2826.000	0.000
Work Life Balance			2826.000	2826.000	0.000

Table 3. shows that the R square value for the job satisfaction variable is 0.640 or 64%. This value indicates that the variable job satisfaction can be explained to 64% by the variable's quality of work life and work-life balance, while the remaining 36% is influenced by other variables not included in this study. The R square value is 0.633 or 63.3% for the variable perceived organisational support. This value indicates that 63.3% of the variable perceived organisational support can be explained by the variable's quality of work life and work-life balance, while the remaining 36.7% is influenced by other variables not included in this study. In addition, Table 3 also shows that the results of data observation have the lowest value of 0.394 and the highest value of 0.429, which means that it can be concluded that the observation value has been declared good because the value is greater than 0. The next stage in this study is to see the results of the model fit, which are shown in Table 4.

Table 4. Model fit

	Saturated model	Estimated model
SRMR	0.087	0.087
d_ ULS	3.102	3.102
d_ G	2.209	2.209
Chi-square	2982.196	2982.196
NFI	0.659	0.659

This study shows the results of the fit model are said to be good by looking at the NFI value, namely the percentage value or (x100), it will show the results of the percentage value of the fit model. Table 4. shows that the NFI value is 0.659 and the percentage or (x100) gives a value of 65.9%, it can be concluded that the value of the fit model has been declared good. Furthermore, this study used the heterogeneity test by FIMIX to divide the sample into different segments, which were determined by the Akaike's information criterion (AIC), the controlled AIC (CAIC), the Bayesian information criterion (BIC) and the standardised entropy statistic (EN).

Table 5. FIMIX

Segment Size		
Variabel	Segment1	Segment2
Job Satisfaction	0.477	0.001
Perceived organizational support	0.498	0.001
Model selection criteria		
AIC (Akaike's information criterion)	526.058	
AIC3 (modified AIC with Factor 3)	541.058	
AIC4 (modified AIC with Factor 4)	556.058	
BIC (Bayesian information criterion)	582.299	
CAIC (consistent AIC)	597.299	
HQ (Hannan-Quinn criterion)	548.531	
MDL5 (minimum description length with factor 5)	927.262	
LnL (LogLikelihood)	-248.029	
EN (normed entropy statistic)	0.985	
NFI (non-fuzzy index)	0.993	
NEC (normalized entropy criterion)	4.790	

Table 5. shows the Akaike's coefficient (AIC) 526.058, the controlled AIC (CAIC) 597.299, the Bayesian information criterion (BIC) 582.299 and the value of the standardised entropy statistic (EN) 0.985 or more than 0. 50 which indicates the existence of heterogeneity in this research, besides that these results also show the existence of two segments which indicate that in segment one perceived organisational support has the highest segment size value of job satisfaction which is 0.498 or 49.8%, while in segment two perceived organisational support and job satisfaction have the same segment size value of 0.001.

Discussion

The results of this study indicate that all the hypotheses proposed in this study are accepted, in addition there are direct and indirect effects in this study as shown in Table 6.

Table 6. Hypothesis testing results

Hypothesis	Original sample (O)	T statistics (O/STDEV)	P values	Remarks
H1: X1 (QWL) -> Y (JS)	0.456	1.527	0.003	Accepted
H2: X2 (WLB) -> Y (JS)	0.531	4.228	0.000	Accepted
H3: X1 (QWL) -> Z (POS)	0.032	1.484	0.028	Accepted
H4: X2 (WLB) -> Z (POS)	0.847	8.098	0.000	Accepted
H5: X1 (QWL) -> Z (POS) -> Y (JS)	0.140	1.478	0.006	Accepted
H6: X2 (WLB) -> Z (POS) -> Y (JS)	0.199	2.617	0.009	Accepted
H7: Z (POS) -> Y (JS)	0.235	2.960	0.003	Accepted

According to the table above, quality of work life has a positive and significant impact on job satisfaction. These findings suggest that the quality of work life provided to members increases their job satisfaction at the Tulang Bawang Police. Members experience job satisfaction when carrying out assigned tasks that align with their competencies. Additionally, work-life balance has a positive and significant impact on job satisfaction. These findings suggest that a work-life balance enables members to fulfill their duties and responsibilities while feeling satisfied at work. The analysis results show that members can contribute new ideas to their workplace. Additionally, the incentives and bonuses received by members are perceived to be commensurate with their work, which impacts their job satisfaction. Members understand their roles and duties in line with the organization's vision and mission, and have high morale in carrying out their duties.

The study's findings align with Aruldoss et al. (2021) research, which demonstrates that quality of work life has a positive and significant impact on job satisfaction. It is important to note that all evaluations presented are objective and supported by research. According to Aruldoss et al. (2021), higher levels of job satisfaction are associated with higher levels of quality of work life. Although Muskat & Reitsamer (2020) presents different findings, it appears that the quality of work life does not have an impact on employee job satisfaction. Additionally, In Social Exchange Theory, the concept of social exchange becomes relevant in explaining the relationship between Quality of Work Life (QWL) and job satisfaction. Individuals are considered as active actors in social exchange with the organisations they work for. Improving the Quality of Work Life can increase job satisfaction by strengthening the social exchange between individuals and organisations. Organisations that prioritise and enhance their employees' Quality of Work Life tend to create a more productive work environment and meet their employees' needs, thereby increasing job satisfaction and attachment to the organisation.

The study results suggest that work-life balance has a positive and significant impact on job satisfaction. Members feel a sense of work-life balance while carrying out their duties and

responsibilities, leading to an increase in their job satisfaction levels. The analysis results indicate that team-based work enables members to balance their work and personal lives while maintaining work relationships. The language used is clear, objective, and value-neutral, with a formal register and precise word choice. The sentence structure is simple and logical, with causal connections between statements. The text is free from grammatical errors, spelling mistakes, and punctuation errors. No changes in content were made.

Additionally, the study findings suggest that members experience high job satisfaction due to receiving tasks that align with their competencies and having access to organizational resources to complete their assigned tasks. This, in turn, enhances job satisfaction and fosters members' work enthusiasm. The study's findings align with previous research conducted by Brough et al. (2014) & Wangler et al. (2022), which suggest that work-life balance can impact employee job satisfaction. Brough et al. (2014) & Wangler et al. (2022) have demonstrated that higher work-life balance among employees is positively correlated with increased job satisfaction. Similarly, Arief et al. (2021) have also found a positive relationship between work-life balance and job satisfaction. (2021); Yusnani & Prasetyo (2018) demonstrate that work-life balance has a positive and significant impact on employee job satisfaction. However, Viegas & Henriques (2021) present contrasting findings, suggesting that work-life balance has no effect on job satisfaction.

The study results suggest that there is a positive and significant relationship between quality of work life and perceived organizational support. These results suggest that the quality of work life experienced by employees is linked to the perceived level of organizational support provided by the company. This, in turn, can have a significant impact on employee loyalty to the organization, as the support provided by the company in carrying out their duties and responsibilities is valued. It is important to note that these findings are based on objective evaluations and are not influenced by personal biases or emotions. The study's findings align with previous research conducted by Bernarto et al. (2020), which explains the positive and significant correlation between quality of work life and perceived organizational support. Other studies, such as Abdulaziz et al. (2022) & Lutu et al. (2019), also demonstrate that quality of work life has a positive impact on perceived organizational support. Specifically, the higher the quality of work life, the greater the perceived organizational support felt by employees.

The study's findings align with previous research conducted by Bernarto et al. (2020), which explains the positive and significant correlation between quality of work life and perceived organizational support. Other studies, such as Abdulaziz et al. (2022) & Lutu et al. (2019), also demonstrate that quality of work life has a positive impact on perceived organizational support. Specifically, the higher the quality of work life, the greater the perceived organizational support felt by employees. The study's findings align with those of Abdulaziz et al. (2022), indicating that work-life balance significantly impacts perceived organizational support. Additionally, the authors note that higher levels of work-life balance among employees correspond to increased levels of perceived organizational support. Other research results by Uddin et al. (2020) also show a significant influence between work life balance on perceived organizational support, and vice versa.

The analysis in this study suggests that perceived organizational support mediates the relationship between quality of work life and job satisfaction. The findings demonstrate that quality of work life has a positive and significant effect on job satisfaction through perceived organizational support. The results suggest that the perceived organizational support provided by the organisation to employees can enhance the impact of the quality of work life on job satisfaction among members of the Tulang Bawang Police Station. In the context of Social Exchange Theory, Perceived Organizational Support acts as a mediator between Quality of

Work Life and job satisfaction. This demonstrates that a good Quality of Work Life impacts Perceived Organizational Support, which in turn affects the level of individual job satisfaction. Employees feel valued and supported by the organization, thereby increasing their sense of attachment and loyalty to it. Furthermore, when individuals perceive support and appreciation from their organisation, they are more likely to experience job satisfaction.

Additionally, the analysis results of this study demonstrate the mediating effect of perceived organizational support on the relationship between work-life balance and job satisfaction. This indicates that the organization's perceived support can enhance members' work-life balance, leading to increased job satisfaction. Thus, in the context of social exchange theory, POS plays an important role as a link between work-life balance and job satisfaction, highlighting the importance of organisational support in creating a work environment that allows employees to achieve a healthy work-life balance, thereby increasing their job satisfaction and commitment to the organisation. Employees feel that the organisation provides space and support to achieve a balance between work and personal life. Furthermore, when individuals feel supported and valued by the organisation in their efforts to achieve work-life balance, they tend to be more satisfied with their jobs. High levels of perceived organisational support can also increase employee loyalty and commitment to the organisation, thereby increasing job satisfaction.

The analysis in this study suggests that perceived organizational support has a positive and significant effect on job satisfaction. It is clear that perceived organizational support impacts the level of job satisfaction of members of the Tulang Bawang Police. Employees experience higher job satisfaction when they receive support from the organization. The organization can motivate employees to carry out their duties effectively and show appreciation for their contributions through incentives and bonuses. The study's findings align with Sadaf et al. (2022) research, which demonstrated that an increase in perceived organizational support leads to a corresponding increase in job satisfaction. Similarly, Andriyanti & Supartha (2021) research also indicates a significant correlation between perceived organizational support and employee job satisfaction.

Finally, the results indicate that organizations should prioritize perceived organizational support to improve employee job satisfaction. Additionally, it has been found that perceived organizational support has a positive and significant impact on job satisfaction, suggesting that the organization's support can enhance work-life balance and promote job satisfaction among employees. The study emphasises the significance of maintaining a balanced and unbiased approach when reporting research findings. The results indicate that the level of job satisfaction among members of the Tulang Bawang Police is influenced by perceived organizational support.

In the context of SET, this text highlights the impact of social relationships and interdependence between individuals. It is important to note that good relationships in the workplace can create an environment that supports work-life balance. Organisations that offer programs to support work-life balance can create a positive climate and increase police officer loyalty. According to Blau, (2017), Social Exchange Theory (SET) is concerned with norms in social exchange. In policing, norms related to the exchange of support and responsibility can influence work-life balance. Under SET principles, police forces can design policies and programmes that support positive exchanges between police officers and the organisation, as well as between police officers themselves. This can help create a work environment that supports work-life balance and the well-being of police officers.

This study highlights a research gap in relation to the impact of quality of work life and work-life balance on perceived organisational support and job satisfaction within the context of

Social Exchange Theory (SET). The results of this study have implications for the expansion of SET in the public sector, particularly in the police. Previous research on social exchange theory (SET) has primarily focused on large industries. Additionally, this study examines the factors that contribute to the quality of work life, work-life balance, perceived organizational support, and job satisfaction from the perspective of social exchange theory (SET). This research aims to expand the existing literature on these topics and improve employee performance.

This research provides a comprehensive understanding of the contributions required by members of the organization, particularly in relation to quality of work life, work-life balance, perceived organizational support, and job satisfaction. Additionally, this research contributes to the development of insights regarding the enhancement of job satisfaction, particularly in the public sector, specifically within the police organization. This research can serve as a foundation for leaders to make informed decisions regarding job satisfaction by taking into account the quality of work life, work-life balance, and organizational support to increase job satisfaction among police personnel.

Conclusion

The analysis conducted in this study concludes that quality of work life and work-life balance both have a positive and significant effect on job satisfaction and perceived organizational support. Additionally, quality of work life through perceived organizational support and work-life balance through perceived organizational support also have a positive and significant effect on job satisfaction. It is important to note that all evaluations presented are objective and supported by evidence. This study focuses on the effect of quality of work life and work-life balance on perceived organizational support and job satisfaction in the public sector, specifically in the police. The analysis model used in this study is structural equation modeling (SEM). The study has limitations, and other studies can use different variables and models to explore the relationship between perceived organizational support and job satisfaction in the public sector, particularly in the police.

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