

THE INFLUENCE OF WORK LIFE BALANCE AND JOB SATISFACTION ON ORGANIZATIONAL COMMITMENT OF TEBING TINGGI POLICE PERSONNEL

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Abstract

This study aims to determine the effect of WLB and Job Satisfaction on Organizational Commitment in Tebing Tinggi Police Police Personnel. The population of this study were 162 police officers from the Tebing Tinggi Police. Sampling of this study by total sampling technique, where the entire population is a sample of 162 people. This research uses quantitative methods. The measurement tools used are the WLB scale, the Job Satisfaction scale and the Organizational Commitment scale. Data analysis using multiple linear regression test. The results of this study indicate that (1) There is an influence of WLB on Organizational Commitment to Police Personnel at the Tebing Tinggi Police Station, where the significance value is 0.000, namely 0.05, so the hypothesis is rejected.

Keywords: *WLB, Job Satisfaction, Organizational Commitment.*

1. INTRODUCTION

Organizations in their efforts to achieve planned goals are very dependent on various factors that influence it. Factors that can generally affect organizational progress are the role of human resources, additional behavior and effectiveness at work (Setyawan and Sriathi, 2020). Human resources are needed in the sustainability of an organization. When an organization is managed by trained and qualified human resources, it can be used as a measure of success in carrying out a series of activities or responsibilities within the organization. In practical terms that there is a term to mention a prosperous country. This concept explains that the state must also provide protection to the community very well. Guarantees of security and protection must be provided by the state at all times. The police as an institution was formed to carry out a very large task from the community. Police is one of the large organizations owned by a country to maintain internal security, which is carried out by carrying out police functions. These functions include maintaining security, order, law enforcement, protection, and service to the community by upholding human rights (Batilmurik et al., 2020). Likewise with the Indonesian National Police, also known as the abbreviation POLRI which has human resources in it which are commonly called police personnel, where this large organization can create internal organizational commitment to personnel which will then have an impact on high police loyalty to the organization (Nursyamsi, 2013). Humans always have a role in a company or organization. This is because humans have plans and become subjects and determine the realization of an organization's goals (Hasibuan, 2015).

Police personnel are a valuable asset for the POLRI organization because they are the main engine for national security and protect citizens from all kinds of danger. The success of an organization is built and achieved through strong and qualified human resources. To obtain quality human resources, organizational management needs to pay attention to the interests of personnel which can be seen from being able to create a work atmosphere that encourages increased personnel commitment to the organization. Organizational commitment to personnel is very important because it allows them to work with full responsibility for their work. When compared to personnel who are not committed or less committed, committed personnel are usually able to dedicate their energy, mind and effort as much as possible to achieve the goals or expectations of the organization which is none other than the name of the police themselves from Sabang to

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Marauke. Organizational commitment can be seen from how someone works in an organization. How to complete their duties and responsibilities at work and what will be achieved in the future. Michael, et al., (2009) explained that organizational commitment reflects a unique relationship between organizations and individuals, and this relationship is important in explaining individual behavior in organizations.

Organizational commitment is a strong desire to remain as a member of a particular organization and the desire to strive according to the wishes of the organization. So it can be interpreted that organizational commitment is an attitude that shows high loyalty from members of the organization to their organization and also an ongoing process in which members of the organization express their concern for their organization (Latupapua et al., 2021). In the POLRI organization itself, commitment to the organization is needed because members of the personnel Those who have a strong desire to contribute to the organization will certainly try to show positive behavior towards their organization. Personnel will always be ready to work whenever and wherever needed, including having to work more than the proper time. Based on observations and interviews with 14 personnel conducted on December 10, 2022, it was found that some of these things have not yet happened at the Tebing Tinggi Police, where there are still several personnel who choose to be placed while on duty and are not even willing to carry out their duties if they have to leave their families. Apart from that, personnel also often leave their duties during working hours and even some Polri personnel sometimes do not want to work outside working hours and prefer to be with their families, and prefer to work in their hometown and want transfers.

The phenomenon of organizational commitment above is reinforced by data obtained from the Head of Propam Tebing Tinggi Resort regarding data on violations of the Personnel Professional Code of Ethics (KEPP) from 2019 to 2023, namely there were 4 personnel who committed violations in 2019, 4 personnel who committed violations in 2020 , 7 personnel who committed violations in 2021, 15 personnel who committed violations in 2022, 2 personnel who committed violations until February 2023. Based on the data described, it can be seen that the highest violation occurred in 2022, namely there were 15 personnel who committed violations . Changes in organizational commitment are influenced by the concept of work life balance. A personnel when viewed from working hours is certainly different from other government employees who have set working hours. Personnel time is very dynamic because it depends on state security. They must be able to balance the time when working and the time before or after work. Work life balance is a concept that exists in a person's ability to balance work demands with personal and family needs (Delecta, 2011). Greenhaus, et al., (2003) stated that work life balance is considered a form of balance between the involvement of an individual's role in work and his role in the family by paying attention to several things such as time, involvement, commitment and attention. Pangemanan, et al., (2017) stated that work-life balance is the extent to which a person is satisfied with carrying out all roles in life outside and inside work.

Banu and Duraipandian, (2014) explain that work life balance has five aspects, namely, work place support (WPS), work interference with personal life (WIPL), personal life interference with work (PLIW), satisfaction with work life balance (SWLB) , and improved effectiveness at work (IEW). Then in the first explanation seen from the work place support (WPS) this concept is the support provided to personnel in the work environment to promote work-life balance for personnel. Metrics in this aspect include work environment support, organizational support, manager support, and peer support. Based on interviews conducted with 14 personnel, they said that appreciation and support from superiors is something that is really needed in their duties. The amount of work being done results in tired personnel, but support from colleagues or especially from superiors will inspire enthusiasm in carrying out tasks. The support and appreciation given to personnel will make personnel feel more valued and cared for so that personnel can work effectively. Metrics in the WPS aspect include work environment support, organizational support, manager support, and co-worker support. Organization and support from colleagues and superiors have always been influential variables in work-life balance studies.

After that there is work interference with personal life (WIPL) which refers to conditions related to disruption of work life that affect the personal life of a personnel. Most of the personnel

said that they were tired of the hectic activities and had difficulty managing their roles. The amount of time that personnel need just to finish work, without having enough time to relax and chat with parents, wife and children, and not infrequently this problem can lead to conflict between husband and wife or parents who feel they are not being cared for. There are three indicators of work disruption for personal life, namely time (time-based), stress (stress-based), and behavior (behavioral-based). Beutell (in Chatra and Fahmy, Then there is the aspect of personal life interference with work (PLIW), which is interference with personal life and work, referring to a situation in which a person's work at work is disrupted due to the influence of personal life of personnel. This is related to stress (stress related), marital status (marriage related), time (time related), family problems (family intrusion) and dependency (dependent related). Based on the results of observations it can be explained that the situation of personnel has different internal problems, and it can be seen when during working hours they are less motivated or less enthusiastic because there are problems that might be considered light for other personnel, for example family conditions that are felt far from the workplace and can only visit once a week due to distance and work demands,

Then there is satisfaction with work life balances (SWLB). Satisfaction with life balance is a new concept that is defined as the overall satisfaction level according to an individual's evaluation of the level of success in performing work and non-work roles, and is the most suitable configuration for developing the working life of personnel. This explains how this aspect can affect personal satisfaction at work. Workers with high work life balance also have high job satisfaction. Heterogeneous personnel conditions make job communication more complex, so that on the one hand the personnel are satisfied with the achievements they have made, The last aspect is improved effectiveness at work (IEW). IEW refers to a workforce that can adapt quickly in order to meet the demands of work and the demands of life outside of work, and can make employees' lives at work more effective with all organizational policies to support job creation. It can be seen from the observation that personnel have a variety of adjustment abilities, but most of them have good adjustment where each personnel is generally able to carry out their duties in accordance with what is expected by the leadership, although not perfect and evaluation is still being carried out. Seeing several tasks in this field, it is necessary to have a balance between life and work for police officers. Work life balance is a broad concept related to work (career and ambition) and life priorities (happiness, free time, family, and spiritual development) (Singh and Ghana, 2011). Members of the police who have so many tasks or jobs are required to be able to balance personal life and work.

The phenomenon of work life balance commitment above is reinforced by data obtained from the Head of Propam Tebing Tinngi Resort regarding data on disciplinary violations from 2019 to 2023, namely there were 14 personnel who committed violations in 2019, 11 personnel who committed violations in 2020, 8 personnel who committed violations committed violations in 2021, 6 personnel committed violations in 2022, 5 personnel committed violations until February 2023. Based on the data described, it can be seen that the highest violation occurred in 2019, namely there were 14 personnel who committed violations. Seeing the condition of personnel commitment which can go down or up caused by work life balance, another factor that needs to be seen is the cause of the dynamics of this situation, namely job satisfaction because a decrease in commitment can certainly be detrimental to society considering that personnel is a unit that maintains community security. so that the presence of personnel is very important and influential in the midst of society. Anggreni and Budiani (2021) explain that there are several things that can cause the rise and fall of organizational commitment, one of which is job satisfaction. Job satisfaction is one of the causes for increasing organizational commitment. Satisfied personnel will certainly be committed to the organization, whereas personnel who are dissatisfied with their work will find it difficult to commit to the organization. When personnel are more satisfied with their jobs, they are more engaged with the organization. Satisfied personnel want to stay in the same job, increase engagement, and reduce the need to move. Personnel organizational commitment is one of the keys to success or failure in achieving the goals of this large organization.

From the observations made on several personnel, it can be seen that in general the personnel have a moderate view of job satisfaction because the personnel realize that work is full of opposition and negative views from society even though the personnel are the protectors of society. This view contributes to low employee job satisfaction because they feel that what is done or fought for by the community is futile and not seen as good. On the other hand, the personnel stated that in this organization, the nature of superiors and subordinates was that the work came from the leadership so that the personnel agreed or did not have to follow the directions from their superiors, and this also contributed to the current low level of employee job satisfaction. then coworkers who are not all well known emotionally even in one organization, because coworkers who are not in line also contribute to low personnel job satisfaction. Job satisfaction is a major milestone in carrying out personnel work activities, both in manufacturing companies and service companies, including the Police Organization. The Resort Police or Polres is the command structure of the Indonesian National Police in districts/cities. Polres in urban areas are usually called City Police. The Polres is tasked with carrying out the main duties of the Polri in maintaining public security and order, enforcing the law, as well as providing protection, protection and service to the community and carrying out other Polri duties within the jurisdiction of the Polres, in accordance with statutory provisions (Humas Polri, 2022)

Based on this, the objectives of this research are:

1. Effect of work life balance and job satisfaction on organizational commitment to police personnel at the Tebing Tinggi Police.
2. The effect of work life balance on organizational commitment to members of the Tebing Tinggi Police.
3. The effect of job satisfaction on organizational commitment to members of the Tebing Tinggi Police.

2. IMPLEMENTATION METHOD

This type of research uses a survey approach, the identification of research variables consists of the dependent variable namely Organizational Commitment (Y) while the independent variables are Work Life Balance (X1) and Job Satisfaction (X2). operational definitions of research variables, research subjects, data collection methods, validity and reliability of measuring instruments, and data analysis methods. The population is the total number consisting of objects or subjects that have certain characteristics and qualities determined by the researcher to study and then draw conclusions (Sugiyono, 2017). In this study, 162 samples were taken based on random sampling techniques. The data collection method is obtained through a scale instrument. According to Azwar (2015) a psychological scale is a measurement tool that measures aspects or attributes of psychological samples through behavioral indicators translated into question items or statements. The data needed in this study were obtained through three kinds of scale instruments, namely Work Life Balance, Job Satisfaction and Organizational Commitment.

Scale Validity and Reliability Test Results

Organizational Commitment Scale

Based on the results of the validity test, it is known that the item items were dropped. The results of the validity and reliability tests of the organizational commitment measuring instrument showed that there were 34 valid items and 1 item that was dropped with a differential coefficient <0.3 . The dropped item is item number 14. These valid items have a correlation coefficient that moves from the value of $r_{bt} = 0.327$ to $r_{bt} = 0.716$. After testing the validity of the items, then proceed with a reliability analysis using the Alpha Cronbach formula. The results of the reliability test showed that the reliability coefficient was $r_{tt} = 0.944$ with $P < 0.05$. based on the reliability index, the scale that has been compiled in this study is declared reliable, that is, it can be used at other times in uncovering organizational commitment.

Table 1.1. Distribution of organizational commitment scale item deployment after piloting

No	aspects	Indicator	Aitem				Total
			Favorable		unfavorable		
			Valid	Fall	Valid	Fall	
1	Affective Commitment	1. Willingness to strive for the realization of the interests of the organization. 2. Loyalty of members of the organization in maintaining organizational membership 3. Employees are proud of being part of the organization and feel that the organization has become a part of their life	1, 2, 3, 4, 5, 22, 27, 31	-	16, 7, 18, 9, 33, 35	-	14
2	Continuity Commitment	1. Willing to stay in the organization and worry about losing a job 2. Strong belief in and acceptance of the goals and values of the organization 3. Want to stay in the organization because of high compensation	6,8,1115,23	14	19,20, 25	-	9
3	Normative Commitment	1. A strong will to maintain organizational membership 2. Approve and carry out all agreements in the work 3. Willing to carry out all obligations related to work	7,9, 10,12, 13,26, 28, 30	-	21,22, 32, 34	-	12
Total			21	1	13	-	35

Source: Research results

Work Life Balance Scale

Based on the results of the validity test, it is known that the item items were dropped. The results of the validity and reliability tests of the organizational commitment measurement tool showed that there were 32 valid items and 3 failed items with different power coefficients <0.3 . Items that were dropped were item numbers 13, 15 and 19. These valid items have a correlation coefficient that moves from the value of $r_{bt} = 0.320$ to $r_{bt} = 0.552$. After testing the validity of the items, then proceed with a reliability analysis using the Alpha Cronbach formula. The results of the reliability test showed that the reliability coefficient was $r_{tt} = 0.905$ with $P < 0.05$. based on the reliability index, the scale that has been compiled in this study is declared reliable, that is, it can be used at other times in uncovering work life balance.

Table 1.2. Distribution of item distribution on the work life balance scale after the trial

No	Dimensions	Indicator	Aitem				Total
			Favorable		unfavorable		
			Valid	Fall	Valid	Fall	
1	WIPL	Work stress on individuals	23,24, 28	-	1, 2, 3, 4, 5, 25, 26	-	10
2	PLIW	The individual's personal life interferes with his work life	29,30, 33,34, 35	-	6, 7, 8, 9, 10,11 27, 31, 32	-	14
3	WEPL	Lifesatisfactionorganizational membership	12,14,22	13	-	-	4
4	PLEW	Lifesatisfactionorganizational membership	16,17,18,20, 21	15, 19	-	-	7
Total			16	3	16	-	35

Source: Research results

Job Satisfaction Scale

Based on the results of the validity test, it is known that the item items were dropped. The results of the validity and reliability tests of the organizational commitment measurement tool show that there are 34 valid items and 1 item that is invalid with a differential coefficient <0.3 . The dropped item is item number 28. These valid items have a correlation coefficient that moves from the value of $r_{bt} = 0.301$ to $r_{bt} = 0.610$. After testing the validity of the items, then proceed with a reliability analysis using the Alpha Cronbach formula. The results of the reliability test showed that the reliability coefficient was $r_{tt} = 0.921$ with $P < 0.05$. based on the reliability index, the scale that has been compiled in this study is declared reliable, that is, it can be used at other times in expressing job satisfaction.

Table 1.3. The distribution of the items on the job satisfaction scale after the trial

No	aspects	Indicator	Aitem				Total
			Favorable		unfavorable		
			Valid	Fall	Valid	Fall	
1	The job itself	1. Placement of employees according to their fields 2. Employees do not feel coerced at work 3. Employees feel difficulty in doing the job	2, 3, 4, 6, 34	-	22	-	6
2	Superior	1. Communication between superiors and subordinates 2. Get job-specific training 3. Recognition of superiors for the performance of subordinates	5, 12, 14, 30	28	13,18, 33	-	8
3	Work colleague	1. Fostered a harmonious relationship between colleagues 2. There is comfort in the workplace 3. Provide mutual support to colleagues who are experiencing problems	8, 17, 23,25, 31, 35	-	26	-	7
4	Promotion	1. There is an opportunity to get promoted 2. There are opportunities for career advancement 3. There are career development opportunities	9, 10, 16, 20	-	24, 27	-	6

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5	Salary or wages	1. Receive salary on time 2. There are periodic salary increases 3. There is an additional bonus for work performance achieved	1, 7, 11, 15	-	19,21, 29, 32	-	8
Total			23	1	11	-	35

Source: Research results

Normality test

The distribution normality test was carried out to prove the distribution of the research data that is the center of attention, spread based on the normal curve principle. The distribution normality test was analyzed using the Kolmogorov-Smirnov test. Based on this analysis, it is known that the variables of job satisfaction, organizational commitment and work life balance follow a normal distribution, that is, they are distributed according to the normal curve principle. Test the normal distribution of research data using random sampling. The rule used is that if $p > 0.05$ it is said to be normally distributed, and vice versa if $p < 0.05$ it is said to be not normally distributed (Azwar, 2017). The following table is a summary of the results of the distribution normality test calculations.

Table. 2.4. Distribution Normality Calculation Results

NORMALITY TEST OF VARIABLES AND RESIDUAL X1X2Y					
	MEAN	SD	KS	pvalue	INFORMATION
Work Life Balance	90,247	13.87	0.889	0.408	normally distributed
Job satisfaction	95,129	16,276	1,297	0.081	normally distributed
Organizational commitment	94,241	18,517	0.918	0.369	normally distributed
X1X2Y residuals			0.613	0.846	normally distributed

Heteroscedasticity Test

The heteroscedasticity test is to see whether the regression model has variance discomfort from the residuals in one observation to another. If the variants are different, it is called heteroscedasticity. One way to see heteroscedasticity is independent regression with absolute residues, if it is not significant then there is no heteroscedasticity. For a good research model, there is no heteroscedasticity (Ghozali, 2016).

Table. 2.2. Heteroscedasticity Test Results

	F	Pvalue	Criteria	Information
X1X2vs bs_res	0.4272	0.056	$p > 0.05$	There is no tendency for heteroscedasticity

Linearity Test

The linearity test is intended to determine the degree of relationship between the independent variables and the dependent variable. This means whether work life balance and job satisfaction have a relationship with organizational commitment. Based on the linearity test, it can

be seen whether the independent variables with the dependent variable in this study can or cannot be analyzed correlationally. The basis for decision making is if the Pvalue < 0.01 , then there is a linear relationship between the independent variables and the dependent variable and if the Pvalue > 0.01 then there is no linear relationship between the independent variables and the dependent variable. Determining the results of the linearity test can also be done by looking at the value of F, while the basis for making a decision is: if the calculated F value $< F$ table, then there is a linear relationship between the independent variable and the dependent variable and vice versa if the calculated F value $> F$ table, then there is no linear relationship between the independent variable and the dependent variable. The linearity test values between work life balance and organizational commitment and job satisfaction with organizational commitment can be seen in the table below:

Table 2.6. Relationship Linearity Test

LINEARITY	F Different	p Different	Criteria	INFORMATION
X 1,2 – Y	275,026	0.000	$P < 0.01$	linear
X 1 – Y	1214.156	0.000	$P < 0.01$	linear
X,2 – Y	275,026	0.001	$P < 0.01$	linear

X 1,2 = Predictors, Work Life Balance, Job satisfaction

X 1 – Y = Work Life Balance

X 2 – Y = Job satisfaction

Y = Organizational commitment

F DIFFERENT = Coefficient of linearity

p DIFFERENT = Probability of error

Hypothesis testing

Hypothesis testing is directed to test the three hypotheses in this study.

t test (Partial Test)

The first hypothesis in this study states that there is a significant influence between work life balance and organizational commitment. The higher the work life balance, the higher the organizational commitment of police personnel, conversely the lower the work life balance, the lower the organizational commitment of police personnel. The second hypothesis states that there is a significant relationship between job satisfaction and organizational commitment. the higher the job satisfaction, the higher the organizational commitment of police personnel, conversely the lower the job satisfaction, the lower the organizational commitment of police personnel. The calculation results can be seen as follows:

Table 2.7.1 Results of the work life balance test and job satisfaction

	Coefficient	P	Ket
X1 – Y	$t = 8.203$	0.000	Significant
X2 – Y	$t = 23.195$	0.000	Significant

Source: Research results

1. There is a significant effect between Work Life Balance on organizational commitment, where the coefficient $tx1y = 8.203$ with $p = 0.00$ means $p < 0.05$, the hypothesis is accepted
2. There is a significant influence between job satisfaction and organizational commitment, where the coefficient $tx2y = 23.195$ with $p = 0.000$, means $p < 0.05$, the hypothesis is accepted

It can be concluded that each variable of work life balance and job satisfaction independently has an influence on organizational commitment

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F Test (Simultaneous Test)

The third hypothesis in this study states that there is a significant positive influence between work life balance and job satisfaction on the organizational commitment of police personnel. the higher the work life balance and job satisfaction, the higher the organizational commitment of police personnel, conversely the lower the work life balance and job satisfaction, the lower the organizational commitment of police personnel. The results of the multiple linear regression test can be seen in the table below.

Table of results of multiple regression analysis between work life balance and job satisfaction on organizational commitment

	Coefficient	P	Ket
X1 – Y	t = 8.203	0.000	S
X2 – Y	t = 23.195	0.000	S
X12 – Y	F = 876,888	0.000	S

Source: Research results

Based on the data in the table above, it shows that there is a significant influence of work life balance and job satisfaction simultaneously on organizational commitment where the coefficient $F = 876,888$; with $p = 0.000$ means $p < 0.050$. Hypothesis accepted. Furthermore, because each variable of work life balance and job satisfaction individually has a significant influence, the regression equation can be formulated as following :

$Y = a + b_1X_1 + b_2X_2$, with a coefficient as a constant of 19,531, beta $X_1 = 0.360$ and beta $X_2 = 0.852$, we get a prediction line $Y = 19,531 + 0,360 \cdot X_1 + 0,852 \cdot X_2$. The effective contribution to both work life balance and job satisfaction variables simultaneously can be seen from the coefficient $R^2 \cdot 100\%$, coefficient $R^2 = 0.917$, then the effective contribution of the two variables of work life balance and job satisfaction is 91.70%. To see the effective contribution of each independent variable, namely work life balance and job satisfaction, it can be seen by using the formula $SE = \text{beta coefficient} \cdot \text{standardized zero order} \cdot 100\%$, where beta is the standard coefficient of beta and zero order is the correlation of each variable work life balance and job satisfaction with organizational commitment. The following can be seen in the table below:

Table Contribution or effective contribution of work life balance and job satisfaction to organizational commitment

Variable	Beta coef	Zero Order (r)	Beta*zero order	Effective Contribution (SE)
Work Life Balance	0.266	0.797	0.212	21.20%
Job satisfaction	0.751	0.939	0.705	70.50%
Total				91.70%

From the table above it can be seen that the contribution of job satisfaction is greater than the effective contribution of work life balance. So it can be assumed that job satisfaction has more influence on organizational commitment compared to work life balance.

3. RESULTS AND DISCUSSION

The results of the analysis using the multiple regression analysis method show that there is a significant positive relationship between work life balance and job satisfaction with the organizational commitment of police personnel at the Tebing Tinggi Police Station. This can be seen from the results of data analysis using SPSS (Statistics Packages For Social Science) version 22 for Windows. The discussion will start with the relationship between the first independent variable and the dependent variable and will continue with the relationship between the second

independent variable and the dependent variable, then the discussion will end with the relationship between the first and second independent variables simultaneously with the dependent variable.

Effect of Work Life Balance on Organizational Commitment

Work life balance (X1) has a significant effect on organizational commitment (Y). This can be seen from the significant value where the coefficient $tx1y = 8.203$ with $p = 0.000$ means, the hypothesis is accepted, it is proven that there is a significant effect of work life balance on organizational commitment to police personnel. This shows that the variable work life balance has a positive and significant effect on organizational commitment, meaning that the higher the work life balance, the higher the organizational commitment of police personnel, conversely the lower the work life balance, the lower the organizational commitment of police personnel. From the results of the regression test in the table above, it can be seen that the coefficient of determination (R square) of work life balance obtained in this study is 0.212. This means that 21. The results of this study are supported by what was stated by Anggreini and Budiani (2021) that organizational commitment is influenced by several factors, one of which is work life balance. This is in accordance with Tutupoho and Fasak (2022) that work life balance affects organizational commitment to employees. Thus the work life balance of the Tebing Tinggi Police personnel will affect the level of personnel organizational commitment. The increasing work life balance of personnel, the level of organizational commitment also increases, and vice versa.

Apart from that, Rahmadina and Setyaningrum's research (2023) also found the same thing that work life balance has a significant effect on organizational commitment at PT. XYZ In Cikarang. So it can be concluded that work life balance influences organizational commitment positively and significantly. The relationship between work life balance and organizational commitment is positive, meaning that the relationship between the two is directly proportional, if the work life balance increases, organizational commitment also increases, and vice versa if the work life balance of personnel decreases, organizational commitment decreases. The results of this study are also supported by research conducted by Novari (2018) from the research results there is a positive and significant influence between work life balance on organizational commitment. Someone with a high level of work life balance will show a positive attitude towards his work. Through work life balance, personnel can carry out their duties well, because they feel they have a responsibility for the work given. Personnel who feel work life balance at work will work optimally in completing tasks, even doing other things outside of their work. Therefore, work life balance and organizational commitment affect the progress of the agency in the future.

The results of this study have proven that work life balance has a significant effect on organizational commitment. The results of the study are supported and corroborated by previous research which has the same results. This can be interpreted that work life balance is an important factor in achieving organizational commitment. According to Pangemanan, et al., (2017), work life balance is the extent to which a person is satisfied with carrying out all roles in life outside and inside work. Delecta (2011) suggests that work life balance is a form of balance between the involvement of the individual's role in work and his role in the family by paying attention to several things such as time, involvement, commitment and attention. Work life balance is an individual's ability to achieve a balance between personal and family needs and work needs. According to the theory above, work life balance is defined as an individual's ability to fulfill work and family commitments as well as other non-work responsibilities (Rachmad, 2013). With a high work life balance, it can make the life of personnel at work more effective with all organizational policies and be able to carry out tasks according to what is expected by the leadership.

The Effect of Job Satisfaction on Organizational Commitment

Job satisfaction (X2) has a significant effect on organizational commitment (Y). This can be seen from the significant value where the coefficient $tx2y = 23.195$ with $p = 0.000$, meaning $p < 0.05$, the hypothesis is accepted, it is proven that there is a significant influence the higher the job satisfaction, the higher the organizational commitment of police personnel, conversely the lower the job satisfaction, the also low organizational commitment of police personnel. From the results

of the regression test in the table above, it can be seen that the coefficient of determination (R square) of job satisfaction obtained in this study is 0.705. This means that 70.50% of the organizational commitment variable can be explained by the independent variable job satisfaction (X2). This research is in line with the results of research conducted by Puspitawati and Riana (2014), namely that there is a positive and significant influence between job satisfaction and organizational commitment. Job satisfaction relates to one's feelings or attitudes about the job itself, salary, promotion or educational opportunities, supervision, co-workers, workload and others. In this case, what is meant by this attitude is everything related to work such as supervision, salary, working conditions, experience on skills, fair and not detrimental work evaluation, social relations in good work, quick resolution of complaints. and good treatment from leaders towards employees (Richard, et al., 2012).

The same thing with research conducted by Sunarto, et al. (2022) that job satisfaction has a positive effect on organizational commitment. The higher the job satisfaction of the employees, the higher the organizational commitment. In other words, it is an attitude that reflects employee loyalty to the organization and is an ongoing process in which organizational members express concern for the organization and its continued success and progress. The results of this study have proven that job satisfaction has a significant effect on organizational commitment. The results of the study are supported and corroborated by previous research which has the same results. This can be interpreted that job satisfaction is the attitude of employees towards their work. This attitude is an evaluative statement, whether pleasant or unpleasant, regarding an object or event (Kaswan, 2018).

The Effect of Work Life Balance and Job Satisfaction on Organizational Commitment

From the results of the study it was found that the calculated F value was 876,888 with $p = 0.000$ meaning $p < 0.050$. Hypothesis accepted. Thus, simultaneously there is a significant influence of work life balance and job satisfaction on organizational commitment to police personnel. From the results of regression testing the coefficient of determination of the summary model in the table above, it can be seen that the coefficient of determination (R square) obtained in this study is 0.917. This means that 91.70% of organizational commitment variables can be explained by independent variables, namely work life balance (X1) and job satisfaction (X2). While the remaining 8.3% can be explained by other independent variables not included in this study. The results of this study are in line with research conducted by Ramadhan and Marinda (2019). The results of his research found that the work life balance variable and the job satisfaction variable had a positive effect on the organizational commitment variable. work life balance and personnel job satisfaction will be high if these personnel get support from their leaders, this will certainly make the personnel do their job seriously for the betterment of their institution.

This is also in accordance with research conducted by Dihag, et al. (2022) stated that work life balance and job satisfaction have a positive and significant effect on organizational commitment. All aspects of organizational commitment have a positive influence from work life balance and job satisfaction. When work personnel have a high work life balance and get satisfaction with the organization, the personnel will provide good service and vice versa. work life balance is an individual's ability to achieve a balance between personal and family needs and work needs. According to the theory above, work life balance is defined as an individual's ability to fulfill work and family commitments as well as other non-work responsibilities. Through a work life balance owned by personnel and supported by job satisfaction obtained through the same vision and mission, the personnel will carry out their work seriously for the progress of the institution. This is shown by the behavior of the Head of Police who are always fair, provide motivation and attention to personnel supported by the similarity of goals between personnel goals and agency goals, so that personnel work well for the progress of the agency, and personnel have the same vision in carrying out their duties. that way conscientiousness behavior will increase. This is shown by the attitude of the personnel who comply with official regulations properly even though they are not supervised and always arrive at the earliest when there is an agenda or event.

Work life balance towards work is supported by similarities in organizational values that will encourage sportsmanship behavior. Sportsmanship behavior is shown by the behavior of personnel who are able to adapt to changing regulations in agencies, never complain about tasks and workload and tolerance of personnel towards differences of opinion with personnel. or agency policies. Based on the analysis above, it can be concluded that personnel will emerge high organizational commitment if the work life balance owned and supported by expected job satisfaction has been fulfilled through the similarity of vision and mission of personnel with agencies, thus personnel will do their best to achieve agency goals . This study has the limitation that those taken as samples are police personnel from the Tebing Tinggi District Police, which means that this study does not look more broadly at police personnel outside the Tebing Tinggi District Police.

4. CONCLUSION

Based on the results obtained in this study, it can be concluded as follows:

There is a significant effect between work life balance on organizational commitment, where the coefficient $tx1y = 8.203$ with $p = 0.00$ means $p < 0.05$, the hypothesis is accepted, it is proven that there is a significant effect of work life balance on organizational commitment in police personnel. There is a significant influence between job satisfaction and organizational commitment, where the coefficient $tx2y = 23.195$ with $p = 0.000$, means $p < 0.05$, the hypothesis is accepted. It can be concluded that each variable of work life balance and job satisfaction independently has an influence on organizational commitment There is a significant effect of work life balance and job satisfaction simultaneously on organizational commitment where the coefficient $F = 876,888$; with $p = 0.000$ means $p < 0.050$, the hypothesis is accepted. Thus, simultaneously there is a significant influence of work life balance and job satisfaction simultaneously on organizational commitment.

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