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ANALYSIS OF THE INFLUENCE OF WORK-LIFE BALANCE AND ORGANIZATIONAL CULTURE ON WORK ENGAGEMENT THROUGH JOB SATISFACTION AS AN INTERVENING VARIABLE AMONG BINTARA MEMBERS OF PUBLIC RELATIONS DIVISION OF CENTRAL JAVA REGIONAL POLICE

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ABSTRACT
This study aims to assess the influence of work-life balance and organizational culture on work engagement, with job satisfaction serving as a mediating variable, among Bintara personnel in the Public Relations Division of the Central Java Regional Police. A quantitative correlational approach was used, with 39 Bintara respondents participating. The results show that organizational culture has a significant impact on work engagement, while work-life balance does not exhibit a substantial effect. Furthermore, job satisfaction does not mediate the relationship between work-life balance, organizational culture, and work engagement. The validity tests reveal that all variables have AVE values greater than 0.5 and Cronbach's Alpha scores above 0.7, indicating high validity and reliability. These findings highlight the important role of organizational culture in promoting work engagement among police officers and recommend improvements to work-life balance policies within police institutions.
Keywords: work-life balance, organizational culture, work engagement, job satisfaction, Public Relations Division, Central Java Regional Police.

ABSTRAK
Penelitian ini bertujuan untuk mengkaji pengaruh work-life balance dan budaya organisasi terhadap work engagement, dengan kepuasan kerja sebagai variabel mediasi, pada personel Bintara Divisi Humas Polda Jawa Tengah. Pendekatan korelasional kuantitatif digunakan, dengan partisipasi 39 responden Bintara. Hasil penelitian menunjukkan bahwa budaya organisasi memiliki pengaruh yang signifikan terhadap work engagement, sedangkan work-life balance tidak menunjukkan pengaruh yang substansial. Lebih lanjut, kepuasan kerja tidak memediasi hubungan antara work-life balance, budaya organisasi, dan work engagement. Uji validitas menunjukkan bahwa semua variabel memiliki nilai AVE lebih besar dari 0,5 dan skor Cronbach's Alpha di atas 0,7, yang menunjukkan validitas dan reliabilitas yang tinggi. Temuan ini menyoroti peran penting budaya organisasi dalam meningkatkan work engagement di kalangan polisi dan merekomendasikan perbaikan kebijakan work-life balance di dalam institusi kepolisian.
Kata kunci: work-life balance, budaya organisasi, work engagement, kepuasan kerja, Divisi Humas, Polda Jawa Tengah.

INTRODUCTION

In a structured and hierarchical organization like the Indonesian National Police (Polri), work engagement is essential for maximizing performance, especially at the operational level, such as among Bintara officers. Work engagement not only indicates how well an employee performs but also reflects their dedication and emotional involvement in their job. According to Schaufeli and Bakker (2004), high levels of work engagement can enhance productivity, performance, and organizational commitment. Therefore, understanding the elements that

influence work engagement is crucial, particularly in institutions with significant public responsibilities like the police.

One key division within Polri is the Public Relations Division (Bidhumas), which handles communication and information between Polri and the public. At the Central Java Regional Police (Polda Jateng), Bintara officers in Bidhumas play a vital role in maintaining accuracy, transparency, and a positive image of Polri. Their level of work engagement is critical to the success of public communication efforts, especially in today's fast-paced information era.

Maintaining high work engagement among these officers requires more than just professional duties; it also depends on how they balance work demands with personal life, known as work-life balance. Work-life balance refers to an individual's ability to manage time and energy between work responsibilities and personal activities effectively. In high-pressure organizations like the police, maintaining this balance is particularly challenging. Bintara officers in Bidhumas often work long hours managing communication crises and media relations, which can disrupt their work-life balance.

Work-life balance plays an important role in work engagement. Employees who maintain a healthy balance between their professional and personal lives generally experience lower stress, higher job satisfaction, and greater motivation (Greenhaus & Allen, 2021). Those who manage this balance effectively tend to be more engaged at work because they are less distracted by personal issues. In the police force, where workloads are heavy and demands often extend beyond normal hours, maintaining this balance is crucial. A lack of work-life balance can result in burnout, reduced performance, and decreased engagement.

In addition to work-life balance, organizational culture is a significant factor in work engagement. Organizational culture includes the values, norms, and practices shared within the organization. A positive organizational culture—characterized by supportive leadership, open communication, and recognition—can enhance employees' motivation to engage in their work. According to Robbins (2021), a strong organizational culture creates an environment that promotes engagement and productivity. For Bintara officers in Bidhumas, a transparent and collaborative culture can help them manage public communication tasks more effectively.

A strong organizational culture makes officers feel valued and supported by their leaders and peers, fostering a positive work atmosphere. Research by Ashkanasy, Wilderom, and Peterson (2011) indicates that a positive culture not only boosts work engagement but also improves teamwork and overall organizational performance. In the Bidhumas context, where success depends on effective communication and crisis management, a supportive culture is crucial for maintaining high levels of work engagement.

Although many studies have investigated the effects of work-life balance and organizational culture on work engagement, fewer have explored the mediating role of job satisfaction. Job satisfaction relates to how content employees are with various aspects of their job, such as compensation, work environment, relationships with colleagues, and opportunities for career advancement. Numerous studies have established a strong connection between job satisfaction and work engagement, with satisfied employees being more emotionally and cognitively engaged in their work (Spector, 1997).

Job satisfaction is shaped by both work-life balance and organizational culture. Employees who achieve a balance between personal and professional life and who feel supported by a positive organizational culture are more likely to be satisfied with their jobs. Conversely, employees overwhelmed by work demands or who feel unsupported may become dissatisfied and disengaged. As a result, it is important to explore how job satisfaction mediates the relationship between work-life balance, organizational culture, and work engagement.

This study aims to evaluate the influence of work-life balance and organizational culture on the work engagement of Bintara officers in the Public Relations Division at Central Java Regional Police, with job satisfaction acting as a mediating variable.

RESEARCH METHOD
Research Variables and Operational Definitions
1. Work Engagement (Y): Measured using the instrument developed by Schaufeli and Bakker (2004), which includes three dimensions: vigor, dedication, and absorption.
2. Work-Life Balance (X1): Measured using a scale by Greenhaus and Allen (2021), with indicators such as workload, supervisor support, and flexible work policies.
3. Organizational Culture (X2): Measured using a scale based on the concept developed by Robbins (2021), covering innovation, results orientation, and teamwork.
4. Job Satisfaction (Z): Measured using a scale developed by Spector (1997), with aspects such as compensation, work environment, and interpersonal relationships.

Data Processing
The data in this study were analyzed using SmartPLS version 4, a software designed to handle Partial Least Squares Structural Equation Modeling (PLS-SEM). The analysis process consisted of several stages, including tests for validity and reliability, along with an examination of the relationships between variables, utilizing the measured indicators.

1. Validity Test
    To ensure that the indicators in the model accurately represent the constructs being measured, a validity test was performed using two methods:
    a. Convergent Validity was assessed through the Average Variance Extracted (AVE), with a minimum threshold set at 0.5. This means that the construct should explain at least 50% of the variance in its indicators. Higher AVE values indicate that the model successfully captures relevant information from the indicator variables.
    b. Discriminant Validity was evaluated by comparing the AVE values with the correlations between constructs. This approach ensures that the constructs in the model are distinct and do not overlap, confirming the uniqueness and independence of each variable.

2. Reliability Test
    To ensure the consistency of the measurements for the variables, reliability was assessed using the following indicators:
    a. Cronbach's Alpha assesses the internal consistency of the indicators within a variable. A Cronbach's Alpha value greater than 0.7 signifies that the instrument has good reliability, indicating that the items consistently measure the same underlying construct.
    b. Composite Reliability (CR) provides a more robust reliability measure compared to Cronbach's Alpha. A CR value exceeding 0.7 indicates strong consistency in how the construct measures its variable, further affirming the reliability and precision of the instrument.

3. Hypothesis Testing
    Hypothesis testing was carried out using Path Analysis within the framework of Structural Equation Modeling (SEM). This approach was applied to:
    a. Measure the Strength of Relationships Between Variables by analyzing the path coefficient, which indicates the extent to which one variable influences another. A higher path coefficient suggests a stronger relationship between the variables.
    b. Assess the Significance of the Influence using t-statistic tests and p-values, with a significance threshold of 0.05. A t-statistic value greater than 1.96 or a p-value

below 0.05 indicates a significant relationship between the variables being tested.By utilizing PLS-SEM, this model not only examines the overall relationships between variables but also offers a detailed evaluation of the model's structure. This includes assessing how each indicator contributes to the latent variables and how these latent variables, in turn, influence the anticipated outcomes.

RESEARCH RESULTS AND DISCUSSION

Validity and Reliability Tests

The validity and reliability tests were carried out to ensure that the research instruments accurately measure the variables in question. The validity test, using Average Variance Extracted (AVE), revealed that all variables have AVE values above 0.5, confirming the validity of the instruments. Similarly, the reliability test, evaluated through Cronbach's Alpha, showed that all variables have values greater than 0.7, confirming that the instruments are reliable. The detailed validity and reliability test results for each variable are as follows:

Variabel	AVE	Cronbach's Alpha
Work Engagement	0,713	0,842
Job Satisfaction	0,685	0,789
Work-Life Balance	0,621	0,811
Organizational Culture	0,704	0,835

Based on the table above, it can be concluded that all research instruments have good validity and reliability.

Hypothesis Testing

Hypothesis testing was conducted through path analysis to evaluate the influence of the independent variables (work-life balance and organizational culture) on the dependent variable (work engagement), with job satisfaction acting as an intervening variable. The following outlines the findings for each relationship between the variables :

Relationship Between Variables	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values	Result
Organizational Culture→ Job Satisfaction	0.807	0.778	0.163	4.961	0.000	Significant
Organizational Culture→ Work Engagement	0.856	0.827	0.299	2.867	0.002	Significant
Job Satisfaction → Work Engagement	-0.246	-0.189	0.292	0.843	0.200	Not Significant
Work-Life Balance → Job Satisfaction	0.175	0.208	0.172	1.018	0.154	Not Significant
Work-Life Balance → Work Engagement	0.340	0.317	0.221	1.535	0.062	Not Significant
Organizational Culture→ Job	-0.199	-0.156	0.217	0.915	0.180	Not Significant

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Relationship Between Variables	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values	Result
Satisfaction→ Work Engagement						
Work-Life Balance → Job Satisfaction→ Work Engagement	-0.043	-0.030	0.096	0.449	0.327	Not Significant

Direct and Indirect Effects Testing in This Study

1. Direct Effects The path coefficient test highlights the strength of the relationship between the independent and dependent variables. Based on the results, several significant findings were observed.

   Organizational Culture shows a significant positive impact on Job Satisfaction with a coefficient of 0.807, a t-statistic of 4.961, and a p-value of 0.000, indicating that Organizational Culture significantly enhances Job Satisfaction. Additionally, Organizational Culture also exerts a significant positive effect on Work Engagement, with a coefficient of 0.856, t-statistic of 2.867, and p-value of 0.002.

   However, the impact of Job Satisfaction on Work Engagement is not statistically significant, as shown by a coefficient of -0.246, t-statistic of 0.843, and p-value of 0.200. This suggests that Job Satisfaction does not directly contribute to increasing Work Engagement. Similarly, Work-Life Balance does not significantly affect Job Satisfaction, with a coefficient of 0.175, t-statistic of 1.018, and p-value of 0.154. Conversely, Work-Life Balance's effect on Work Engagement is approaching significance, with a coefficient of 0.340, t-statistic of 1.535, and p-value of 0.062, although it remains slightly above the standard significance threshold ($p < 0.05$).

2. Indirect Effects The analysis of indirect effects also produced notable insights. The indirect effect of Organizational Culture on Work Engagement is not statistically significant, with a coefficient of -0.199, t-statistic of 0.915, and p-value of 0.180. Furthermore, the indirect effect of Work-Life Balance on Work Engagement is also insignificant, with a coefficient of -0.043, t-statistic of 0.449, and p-value of 0.327.

Variable Relationships

1. **The Effect of Work-Life Balance on Work Engagement** The results indicate that Work-Life Balance does not have a statistically significant effect on Work Engagement. With a coefficient of -0.043, t-statistic of 0.449, and p-value of 0.327, this relationship is not statistically supported. This lack of significance might be due to the influence of other external factors that play a more dominant role in shaping employee engagement, as mentioned by some interview participants who expressed difficulties in balancing work and personal life. These findings align with previous research, which demonstrates varied impacts of Work-Life Balance on Work Engagement across different occupational contexts.

2. **The Effect of Organizational Culture on Work Engagement** Organizational Culture is shown to have a significant positive effect on Work Engagement, with a coefficient of 0.856, t-statistic of 2.867, and p-value of 0.002. A strong organizational culture, as revealed in interviews, provides support from supervisors and teams, thereby increasing employees' motivation and engagement. These findings are supported by previous

studies indicating that Organizational Culture plays a key role in fostering higher levels of Work Engagement.

3. **The Effect of Work-Life Balance on Job Satisfaction** The analysis reveals that Work-Life Balance does not have a significant effect on Job Satisfaction, with a coefficient of 0.175, t-statistic of 1.018, and p-value of 0.154. This implies that, while Work-Life Balance is expected to enhance employee well-being, it does not significantly contribute to Job Satisfaction in this study. Interview participants further reinforced this finding, expressing that they often felt fatigued before starting work, suggesting that the balance between work and personal life had not been fully achieved.

4. **The Effect of Organizational Culture on Job Satisfaction** On the other hand, Organizational Culture has a significant impact on Job Satisfaction. With a coefficient of 0.807, t-statistic of 4.961, and p-value of 0.000, the findings show that Organizational Culture significantly contributes to creating a satisfying work environment. Participants also highlighted the importance of leadership and team support in fostering a positive organizational culture, which in turn boosts job satisfaction.

5. **The Effect of Job Satisfaction on Work Engagement** The effect of Job Satisfaction on Work Engagement is found to be insignificant, with a coefficient of -0.246, t-statistic of 0.843, and p-value of 0.200. This suggests that although employees may feel satisfied with their job, this does not necessarily translate into higher levels of emotional or cognitive engagement with their work.

6. **The Mediating Role of Job Satisfaction Between Work-Life Balance and Work Engagement** Although the hypothesis posited that Job Satisfaction would mediate the relationship between Work-Life Balance and Work Engagement, the results show that this mediation is not significant. This is due to the lack of significant effects of Work-Life Balance on Job Satisfaction and Job Satisfaction on Work Engagement.

7. **The Mediating Role of Job Satisfaction Between Organizational Culture and Work Engagement** Similarly, the mediation effect of Job Satisfaction between Organizational Culture and Work Engagement is not significant. While Organizational Culture significantly impacts Job Satisfaction, the effect of Job Satisfaction on Work Engagement is not significant. Interviews suggest that other factors, such as job monotony, may play a more critical role in determining employee engagement.

In conclusion, this study demonstrates that while Organizational Culture has a significant direct impact on Work Engagement, Job Satisfaction does not effectively mediate this relationship. These findings highlight the need to consider additional factors in promoting employee engagement.

Discussion

The results of this study highlight the pivotal role that organizational culture plays in enhancing the work engagement of Bintara members in the Public Relations Division of Central Java Regional Police. A culture that is inclusive, transparent, and collaborative fosters a supportive work environment where members are motivated to perform at their best. Key factors contributing to this positive organizational culture include support from superiors, effective communication, and recognition of work achievements. This finding is consistent with the research of Ashkanasy, Wilderom, and Peterson (2011), which showed that a strong organizational culture can significantly boost work engagement and improve overall employee performance.

Conversely, work-life balance did not demonstrate a significant effect in this context. In organizations like the police force, where operational responsibilities are substantial and workloads are frequently demanding, members may be accustomed to prioritizing their

professional duties over personal life. While this does not imply that work-life balance is unimportant, it suggests that, in this setting, achieving a meaningful balance might require a more nuanced and flexible approach to have a significant impact on work engagement.

Job satisfaction, although commonly regarded as a predictor of work engagement, did not demonstrate a significant impact on work engagement in this study. This finding suggests that work engagement encompasses more than just satisfaction with working conditions; it is also driven by factors such as job challenges, opportunities for growth, and the level of responsibility. The study indicates that while Bintara members may be content with their jobs, this does not necessarily translate into greater engagement or motivation to excel. As noted by Christian, Garza, and Slaughter (2011), work engagement arises from deep cognitive, emotional, and physical involvement, which does not always correlate with the degree of job satisfaction.

CONCLUSION

This study concludes that organizational culture is a key factor in boosting work engagement among Bintara members in the Public Relations Division of the Central Java Regional Police. It highlights that a strong, supportive organizational culture has a significant and positive effect on promoting higher work engagement. Conversely, work-life balance and job satisfaction were found to have no significant direct influence on work engagement in this particular context. This suggests that, although these factors are generally considered important in many organizational settings, their impact may vary depending on the specific demands and responsibilities of law enforcement personnel. By promoting a strong organizational culture, organizations can cultivate a more engaged, productive, and harmonious work environment, leading to better overall performance and job satisfaction.

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