

Work - Life Balance as A Mediator for Employee Engagement as A Human Resources Management Policy Strategy : Central Java Police Sector

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ABSTRACT

This research aims to analyze the effectiveness of work - life balance as a mediator between organizational climate and employee engagement. The sample size used was 165 members of the Planning and Administration Subdivision of the Central Java Police Regional. The sampling technique used is incidental sampling. The instrument utilized for the worker engagement variable which is based on Schaufeli and Bakker's hypothesis incorporates a unwavering quality esteem of $\alpha = 0.956$, the organizational climate scale which is based on Quick & Campbell's hypothesis features a unwavering quality of $\alpha = 0.751$, the work life adjust scale is based on the hypothesis of Fisher, Bulger & Smith has $\alpha = 0.965$. The investigation utilized is numerous relapse examination. They comes about of this inquire about appear that work life adjust is able to superbly mediate the impact of organizational climate on worker engagement. The suggestions of this inquire about appear that to extend worker engagement, organizations got to too pay consideration to work life adjust components in their individuals

Keywords: *Employee Engagement, Work Life Balance, Organizational Climate*

1. INTRODUCTION

The state of employee engagement is now an important issue for companies, human resources departments, and especially police departments. Employees struggle to find jobs that match their experience and provide the satisfaction they desire. The human resources department of an organization must be well equipped to meet both criteria. This means that you need to offer positions that match the employee's qualifications and experience. Additionally, workplaces need to be aware of each employee's wants and needs to ensure job satisfaction and maintain motivation.. The many tasks that must be carried out by members of the Central Java police force require members to be engaged with their work so that this work engagement is a requirement that must be had by each member and also police who are engaged with their state duties reflects that the police are committed to serving the community. According to Schaufeli, et al (Bakker & Demerouti, 2008), work engagement is a positive psychological state related to work performance which is characterized by enthusiasm, dedication, and commitment.

According to Armstrong (2013), one of the factors that influences work engagement is organizational climate. (Shandy, 2017) also stated in his research that organizational climate influences the work engagement of its members. Many employees are looking for an environment where they can be involved and feel that they are making a positive contribution to something bigger than themselves (Sundaray, 2011). A conducive organizational climate reflects the organization's support for employees so that employees feel comfortable while working at the company, so that their attachment to the company will grow (Rhoades & Eisenberger, 2002). This is supported by Olivia & Prihatsanti (2017) who conducted research on the relationship between organizational climate and employee engagement among police officers. Research results have proven that there is a positive relationship between organizational climate and employee engagement.

The organizational climate felt by members of the Central Java Regional Police Subbagrenmin is not conducive, this can be seen from the giving of task deadlines from superiors which are often urgent, the lack of concern from superiors towards subordinates, the existence of seniority, giving work instructions from different leaders and even working during holidays. and late at night, making members feel like they don't have a personal life, so this can result in members' negative perceptions regarding working conditions in that place and ultimately they become reluctant to be attached to the organization. Organizational climate can be one of the triggers for feelings of disappointment with the organization if the existing organizational climate is felt to be unpleasant. An unpleasant organizational climate allows employees' employee engagement to become less good, so that employees become less engaged with their

work (Fany, 2016). Organizational climate is an important variable to research. This is because the organizational climate can influence employee behavior. This behavior will be positive if the organizational climate is created well, such as employees being enthusiastic about working, contributing ideas and innovations to the company, and having good relationships with other people in the same workplace environment. But on the other hand, if the organizational climate is not conducive, undesirable work behavior will be created, for example job dissatisfaction (Ansye, 2016). Apart from workplace conditions, rewards, relationships with superiors and co-workers, and established communication can also influence employee performance, thereby impacting employee engagement.

A positive organizational climate makes employees also look at everything positively, be more confident and proud of their work and find meaning in it, thus making employees engaged in the work they do (Aras, 2015). Research conducted by Koch (2013) revealed that organizational climate has a positive relationship with work engagement. Employees who have good relationships with co-workers and work together can increase their effectiveness when carrying out their work roles. This effective collaboration means work can be completed more quickly. As a result, employees have more time with family and friends so employee stress levels are low. This makes employees have a positive experience which can lead to work engagement. Apart from that, the creation of employee engagement is not solely directly influenced by the organizational climate, but according to several other studies there are other factors that also influence the employee engagement variable, namely the work - life balance variable. Rife and Hall (2015) said that 70% of people have an unhealthy work-life balance, but 70% of people make family their main priority in life. This shows that every individual wants to have a work life balance, but it is difficult to do this because of the various commitments that must be made at work. High work-life balance conflict in employees makes employees less involved in their work and tends to participate more in other employee development activities (De Kort, 2017) and will affect job satisfaction, loyalty to the company, employee welfare (Kurnayeva et al, 2014), and increasing employee absenteeism and turnover (Rife & Hall, 2015).

Research by Novelia, Sukhirman and Hartana (2013) found that Personal Life Interference With Work (PLIW) was the main predictor of the work - life balance dimension of female employees' organizational commitment. These findings indicate that personal life can interfere with work for female employees which will affect the level of organizational commitment to the company. Vellya et al. (2020) in their research also stated that work - life balance has a significant effect on turnover intention. This means that working conditions can influence employees' personal lives, whereas employees' personal lives can also influence their work. If the working conditions/organizational climate in the institution are not conducive, it will indirectly affect the work engagement of its members due to an imbalance between work and the members' personal lives. This is also supported by research from Fitrianingrum, et al (2019) that work - life balance is a partial mediator in the relationship between organizational climate and work engagement, meaning that organizational climate can increase employee engagement directly or through work life balance. In today's fast-paced and competitive work world, maintaining a healthy work-life balance is more difficult than ever. Promoting a good work-life balance not only benefits individual employees within an organization, but also benefits the organization as a whole. The field of human resource management, also known as HRM, plays a key role in achieving this balance by developing programs and policies that increase employee satisfaction and productivity. The purpose of this article is to determine the influence of organizational climate on employee engagement caused by work-life balance in the human resources policy of the planning and management section of the Central Java Regional Police.

2. RESEARCH METHOD

The employee engagement variable is measured using Schaufeli and Bakker and includes three dimensions, namely enthusiasm, commitment and commitment. The organizational climate scale is measured based on Swift and Campbell's theory and includes six dimensions: support, autonomy, recognition, cohesion, innovation, and pressure. This WLB variable is measured using the theory of Fisher, Bulger, and Smith. Work-life balance has two aspects: demands and resources. The sample for this research consisted of 165 members of the Central Java Regional Police Planning and Administration Agency. The sampling technique used was incidental random sampling. The data analysis used is multiple regression analysis using SPSS software 23.0 version

3. RESULTS AND DISCUSSIONS

3.1. RESULTS

3.1.1. Direct effects

There is a positive and significant correlation between organizational climate (OC) and work - life balance (WLB), as shown by the value $\beta = + 0.289$ ($p < 1\%$). There is a positive and significant correlation between work - life

balance(WLB) and employee engagement (EE) , as shown by the value $\beta = + 0.191$ ($p < 1\%$). There is a positive and significant correlation between organizational climate (OC) and employee engagement (EE), as shown by the value $\beta = + 0.401$ ($p < 1\%$)

3.1.2. Indirect effects

There is a correlation between OC and EE mediated by WLB , which is shown by the t-value of WLB = 2.596 ($p < 5\%$) while t- value of OC = 4.688 ($p > 5\%$) which means that WLB as an intervening variable significantly influences EE and OC variables do not influence EE, so it can be said that WLB can perfectly mediate EE

4. DISCUSSIONS

4.1. The influence of organizational climate on work - life balance

Based on the research results, it was found that there is a positive relationship between organizational climate and work-life balance. This finding is also supported by Buyukyilmaz and Ercan (2016) who stated that organizational culture influences work-life balance. This is due to the support of organizational members, good interpersonal relationships, and good communication between visible members. To members and supervisors, these results can motivate organizations to create a better organizational culture and encourage employees to balance personal and work lives, which ultimately benefits individuals, organizations and other departments. Work-life balance is very important to achieve employee psychological, emotional and cognitive stability and increase organizational effectiveness (Jaaruddin & Zainol, 2019). Introducing a system of "flexibility" or work-life balance can further increase employee work engagement (Garg, Dar, and Mishra in Alzaiud, 2018). Introducing this work-life balance is very helpful and plays a major role in retaining talented and skilled employees in the company. Employees will feel comfortable and enjoy every job given to them. In the end, the existence of this work - life balance will contribute to the company retaining its best employees who can increase the company's effectiveness and productivity. A positive and pleasant organizational climate for employees is characterized by a positive assessment or meaning of the aspects or dimensions of the organizational climate, namely the structure , standards, responsibility, respect, support and commitment (Stringer, 2002, in Wirawan, 2007). High work-life balance conflict in employees makes employees less involved in their work and tends to participate more in other employee development activities (De Kort, 2017) and will affect job satisfaction, loyalty to the company, employee welfare (Kurnayeva et al, 2014), and increasing employee absenteeism and turnover (Rife & Hall, 2015)

4.2. The influence between work - life balance and employee engagement

Based on the results of this research, it was found that there was a positive correlation between work - life balance and employee engagement. The research results are in accordance with research by Widyawati, et al (2021) that work - life balance influences employee engagement where indicators of work - life balance that can have an influence include time, behavior, stress, emotional conditions, family support, and job satisfaction. Apart from that, according to Wijaya, et al (2021) also stated that work - life balance has a positive effect on work engagement. This finding is supported by Parkes and Langford (2008) who found a significant and positive impact and showed the same thing, namely that work-life balance had an effect on performance. This plays a role in increasing employee work engagement. Work-life balance is very important to achieve employee psychological, emotional and cognitive stability and increase organizational effectiveness (Jaaruddin & Zainol, 2019). Introducing a system of "flexibility" or work-life balance can further increase employee work engagement (Garg, Dar, and Mishra in Alzaiud, 2018). Introducing this work-life balance is very helpful and plays a major role in retaining talented and skilled employees in the company. Employees feel comfortable and enjoy all the tasks assigned to them. Ultimately, this work life helps companies retain talented employees, thereby increasing their efficiency and productivity..

4.3. The influence of organizational climate on employee engagement

Based on the results of this research, it was found that there was a positive correlation between organizational climate and employee engagement. This is also confirmed by previous research, namely from Hakanen, Bakker and Schaufeli (2006) which states that an organizational climate that is perceived as positive by employees can have a positive effect on work engagement. The results of research by Dewi and Prasetyo (2017) regarding organizational climate and employee work engagement found that the more positive the organizational climate felt by employees, the higher the employee's work engagement. Other research regarding climate and engagement was also conducted by Susilowati and Zulaifah (2017) in police officers with the result that organizational climate variables have a

significant effect on work engagement. In addition, according to Silaen (2019), organizational climate and psychological capital are each factors that have a significant influence on work engagement.

4.4. The influence of organizational climate on employee engagement is mediated by work - life balance

Based on the results of this research, it was found that there was a correlation between organizational climate and employee engagement mediated by work life balance. This is supported by the research results of Fitiraningrum (2018) that work - life balance is a partial mediator in the relationship between organizational climate and work engagement, meaning that organizational climate can increase employee engagement directly or through work life balance. This research shows that 19.4% of employee engagement variables are directly influenced by organizational climate. Meanwhile, only 8.4% of the WLB variable can influence employee engagement or organizational climate influence WLB, although the contribution of this intervening variable is not large, but shows perfect mediation.

According to research by Rebecca et al. (2020), there is a positive relationship between work-life balance and employee engagement, and employees who are able to separate their personal and work lives have a higher average employee engagement. Delecta (2011) defines work-life balance as an individual's ability to fulfill work, family and other non-work commitments. According to Saina, Pio, and Rumawas (2016), work-life balance is the balance of an individual's life in carrying out his role as a human, which includes dual roles, namely the role of work and personal life (family, friends, culture). If someone is unable to balance their personal and work lives and the work environment is not good, this can cause turnover. A study conducted by Novelia, Sukhirman, and Hartana (2013) found that personal life interference with work (PLIW) was the most important predictor of the work-life balance aspect of organizational commitment among female employees. These results indicate that personal life can interfere with the work of female employees, thereby affecting the level of organizational commitment to the company. It can be seen that the level of the category variable "employee commitment" in this study is generally high (98.79%). This means that members of the Central Java Regional Police Planning and Management Agency also show a high commitment to the organization. Emotional traits such as enthusiasm, directs free efforts and is ready to make more efforts for his job

5. CONCLUSION

Based on the results of this research, it can be concluded that there is an influence of organizational climate on employee engagement mediated by work life balance. The effective contribution made by organizational climate to employee engagement, mediated by work life balance, is 19.4%. This indicates that work - life balance as a mediator can increase employee engagement among members of the Planning and Administration Subdivision of the Central Java Police Regional. Limited of study, it's likely that the research was polluted by social desirability bias, which is when participants lie about their experiences or attitudes in order to produce answers that will be more favorably regarded by their peers. This prejudice can contaminate research. It's possible that this had an effect on the data that was obtained.

The findings of the study can shed light on how human resources strategies can be adapted to meet the demands of employees and improve their work-life balance. This is important in light of the rising acknowledgment that work-life balance has a positive effect on employee engagement and organization climate. If however, judgments and HR strategies are to be made with any degree of confidence, it is necessary to take into account the limitations of the study as well as the larger context in which organizations operate. Future research should focus on resolving the limitations of this study by collecting a sample that is more diverse and representative, developing objective measures of work-life balance, and conducting more in-depth analyses that take into account a wider range of factors that can influence work-life balance. These are just some of the areas where future research could be focused

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