

THE INFLUENCE OF WORK LIFE BALANCE AND INTERPERSONAL COMMUNICATION ON JOB SATISFACTION IN TEBING TINGGI POLRES MEMBERS

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Abstract

This study aims to determine the effect of WLB and Interpersonal Communication on Job Satisfaction among members of the Tebing Tinggi Police. The population of this study were 124 members of the Tebing Tinggi Police. Sampling of this study by total sampling technique, where the entire population is a sample of 124 people. This research uses quantitative methods. The measurement tools used are the WLB scale, the Interpersonal Communication scale and the Job Satisfaction scale. Data analysis using multiple linear regression test. The results of this study indicate that (1) There is an influence of WLB on Job Satisfaction in members of the Tebing Tinggi Police, where the significance value is 0.000, namely 0.05, so the hypothesis is rejected.

Keywords : *WLB, Interpersonal Communication, Job Satisfaction.*

1. INTRODUCTION

The Indonesian National Police is one of the institutions engaged in military law enforcement. The state police need a large number of personnel to carry out their duties in maintaining security and order. The police have work demands in maintaining security and public order, contained in Article 1 paragraph 5, Police Law Number 2 of 2002 which states that "Security and public order is one of the basic requirements for the process of national development in the framework of achieving national goals marked guaranteeing security, order and tranquility". The duties of the Police are stated in the Police Law Number 2 Article 2 of 2002, "the duties of the police are to maintain public order and security, enforce the law, protect and protect the community". The Republic of Indonesia Police Organization consists of several levels, starting from the central to the regional level. The Republic of Indonesia National Police organization at the central level is the Headquarters of the Indonesian National Police (Mabes Polri), while the Indonesian National Police organization at the provincial level is the Regional Indonesian National Police (Polda), at the district/city level there is the Indonesian National Police Resort (Polres). and the Indonesian National Police Sector (Polsek) in the sub-district area.

Within the Polres level there are several organizational structures to focus its work. Some of the organizational structures at the Polres level include:(Polresmojokerto, 2021):

1. Intelligence and Security Unit (Sat Intelkam)

The Intelligence and Security Unit has responsibility for organizing or strengthening intelligence functions in the security sector, such as encryption, licensing/intelligence related to foreign citizens, firearms and explosives, civil society or political activities and Police Record Certificates (SKCK) for people who need, supervise, safeguard and control it.

2. Investigation and Criminal Unit (Sat Reskrim)

The Criminal Investigation Unit has the responsibility of carrying out investigations, investigations, supervision of criminal investigations, including the operation of forensic laboratories, as well as training, coordination and monitoring of Civil Servant Officials (PPNS).

3. Narcotics Research Unit (Drugs Sat)

The Resnarkoba Unit has the responsibility of developing the role of investigation, investigation, monitoring investigations into criminal acts of abuse, drug trafficking and their precursors, as well as providing advice and guidance on prevention and rehabilitation of victims of drug use

4. Community Development Unit (Sat Binmas)

The Community Development Unit has responsibility for carrying out community development, including technical guidance for Polmas and working with community agencies/institutions/organizations, enforcement of forms of self-defense, security and public order, in efforts to prevent community crime and improve the relationship between the Police and the community .

5. Traffic Unit (Sat Then)

The Traffic Unit has responsibility for regulation, guarding, escorting and patrolling traffic (Turjawali), education for the traffic community (Dikmaslantas), registration and identification services for motorized vehicles and drivers, traffic accident investigation and law enforcement in the traffic sector.

6. Samapta Bhayangkara Unit (Sat Sabhara)

The Samapta Bhayangkara Unit has the responsibility to provide protection, protection and service to the community, prevent and counteract all forms of disturbance and carry out repressive actions.

Polri is a government agency tasked with protecting the general public. Polri members are expected to be able to carry out their duties optimally in order to achieve institutional goals in an efficient and effective manner. Job satisfaction of members of the Indonesian National Police can be shown from their dedication to the community in providing good service. The performance of the police can show satisfaction with their work. The higher the job satisfaction, the better the image of the police and this is an indicator of the high job satisfaction of members of the Indonesian National Police (Sarwani, 2019). This is in line with research Rosenbaum et al., (2017) which states that someone who works in human service professions such as nurses, doctors, teachers, and police officers is especially vulnerable to stress. The stress experienced is often caused by structural organizational arrangements, unpleasant interactions with clients and relationships with co-workers. Stress is a factor that can affect job satisfaction. Work stress experienced by the National Police is caused by workloads with unequal individual or team capacities. Police work stress can cause physical and psychological disorders. Police who are emotionally disturbed will become irresponsible and pessimistic, thus impacting job satisfaction.

Human resources are the main asset in driving a company or organization because human resources have a role in driving productivity and job satisfaction, making the workplace more responsive to innovation and technological changes. Polri is required to continuously develop the quality of its human resources, namely its employees, so that they can remain competitive with other competitors. In order to be competitive and superior, the management of human resources in the world of Polri is very necessary. Every service cannot be separated from the influence of the times which can change the way humans work in completing a job. In this case the company is a vessel for human resources in carrying out limitless innovations in order to survive. This is the underlying reason why human resources are an important asset for organizations and companies. This happens because good and bad human resources can have an impact on performance, productivity, motivation, and job satisfaction which in turn determines the company's progress (Triton, 2010).

Job satisfaction is an aspect that comes from success in the organization because it has a relatively large impact on organizational productivity. According to Koesmono (2014) job satisfaction is the assessment, feelings and behavior of a person or employee towards his work related to the scope of work by fulfilling the desires and needs of activities at work. Job satisfaction will be a person's general behavior towards work, such as work with interactions with colleagues

and superiors, complying with organizational provisions and policies, meeting performance standards and other matters that can have an impact on one's job satisfaction. Police work has been identified as highly demanding and stressful compared to other jobs. The demands that can be experienced by each unit can vary, such as the Criminal Investigation Unit which must find and collect data without knowing the time, the Narcotics Unit which must search for and investigate suspected drug users, the Binmas Unit which must always be on standby in protecting the community, so that the work what is done must be carried out as well as possible.

The demands inherent in police work can have a negative impact on personal and family life. In personal life with high work demands can result in stress that arises from the workload, causing emotional disturbances. Another consequence that can be experienced by police officers and is at high risk can occur in family life, which will have an impact on marital dissatisfaction, divorce, and domestic violence. In addition, there are negative aspects of work that are felt internally, such as boredom with work routines, excessive documents and shift system work. In addition, there are also negative aspects that are felt from outside such as lack of respect from members of the public, contact with the public which is sometimes negative, threats of violence, (Kumarasamy et al., 2016). Basically job satisfaction is individual, this is because the level of satisfaction that each person has will be different according to the values that apply to each individual. High job satisfaction has the effect of creating a pleasant atmosphere and can encourage employees to excel, while employees who have job satisfaction will experience the opposite. (Pharisees et al., n.d.)

Unfulfilled job satisfaction will be a problem that arises in the organization. Dissatisfaction at work will result in decreased motivation, work morale and decreased work performance. So that in order to increase job satisfaction, various ways must be carried out by companies, one of which is by improving work life balance (Lumunon & Sendow, 2019). *Work Life Balance* is the degree to which individuals are involved and equally satisfied in terms of time and psychological engagement with their roles in work life and personal life (eg with spouse, parents, family, friends and community members) and there is no conflict between the two roles. It can be said that individuals who pay attention to the balance of work life and personal life are individuals who are more concerned with their psychological well-being than the mere pursuit of wealth (Westman, Brough, & Kalliath, 2009).

Based on this, the objectives of this research are:

1. The effect of work life balance and interpersonal communication on job satisfaction in members of the Tebing Tinggi Police.
2. The effect of work life balance on job satisfaction in members of the Tebing Tinggi Police.
3. The influence of interpersonal communication on job satisfaction in members of the Tebing Tinggi Police.

2. METHOD

This type of research uses a survey approach, the identification of research variables consists of vThe dependent variable is Job Satisfaction (Y) while the independent variables are Work Life Balance (X1) and Interpersonal Communication (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, 103 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 the scale of job satisfaction, Work Life Balance, and Interpersonal Communication.

2.1. Results of the Validity and Reliability Test of the Resilience Scale

The purpose of this distribution normality test is to prove the distribution of research data which is the center of attention after dispersing based on the normal curve principle. The distribution normality test was analyzed using the research data distribution normality test using the Kolmogorov-SmirnovG technique. Based on this analysis, it is known that work life balance, interpersonal communication and job satisfaction follow a normal distribution which is distributed according to the normal curve principle. As a criterion, if $p > 0.05$ the distribution is declared normal, otherwise it is stated if $p < 0.05$ the distribution is declared abnormal (Sujarweni, 2014).

Table. 1.1 Summary of Normality Test Calculation Results

Source: processed by researchers using SPSS

Variable	KS	P	Ket.
Work Life Balance	0.16 6	0.305	Normal
Interpersonal Communication	0.57	0.200	Normal
Job satisfaction	0.12 5	0.080	Normal

Information :

KS = Kolmogorov-Smirnov coefficient

p.s = Significance

2.2. Linearity Test

Based on the linearity test, it can be seen whether the independent variable and the dependent variable can or cannot be analyzed by regression. The results of the analysis show that the independent variables X1 and X2 (work life balance and interpersonal communication) have a linear relationship with the dependent variable (job satisfaction). As a criterion, if $p < 0.05$ then it is declared to have a degree of linear relationship (Sujarweni, 2014). The relationship can be seen in the following table:

Table. 1.2 Summary of Linearity Test Calculation Results

Source: processed by researchers using SPSS

CORRELATIONAL	F count	P	INFORMATION
X1 – Y	12,751	0.000	linear
X2 – Y	0.971	0.010	linear

Information:

X1 = work-life balance.

X2 = interpersonal communication

Y = job satisfaction.

Fcount = Data output value.

p.s =Significance.

Based on the results of the analysis using the multiple regression analysis method, it is known that there is a significant positive relationship between work life balance and job satisfaction seen from the coefficient value $(R_{xy}) = 0.778$ with $p = 0.000 < 0.050$, meaning that there is a positive relationship between work life balance and job satisfaction. the higher the work life balance, the higher the job satisfaction of police officers at the Tebing Tinggi Police Station. Furthermore, it is known that there is a significant positive relationship between interpersonal communication and job satisfaction seen from the value of the coefficient $(R_{xy}) = 0.683$ with $p = 0.000 < 0.050$, meaning that there is a positive relationship between interpersonal communication

and job satisfaction, the higher the interpersonal communication, the higher the job satisfaction of police officers at the Tebing Tinggi Police Station. From the results of the analysis using the multiple regression analysis method, it is known that there is a significant positive relationship between work life balance, interpersonal communication and job satisfaction seen from the coefficient value (R_{xy}) = 0.779 with $p = 0.000 < 0.050$, meaning that there is a positive relationship between work life balance, interpersonal communication with job satisfaction, the higher the work life balance and the higher the interpersonal communication, the higher the job satisfaction of police officers at the Tebing Tinggi Police Station. The following below is a summary of the results of multiple regression analysis calculations.

Table. 1.3. Summary of Multiple Linear Regression Analysis Calculations

Source: processed using SPSS in Appendix 4. Pg. 103

Statistics	Coefficient (Rxy)	Koef. Det. (R2)	P	BE%	Pearsons Correlation	sig	Ket
X1 – Y	0.778	0.606	0.000	60.6%	0.778	0.000	Sig
X2 – Y	0.683	0.207	0.000	20.7%	0.883	0.000	Sig
X1.X2 – Y	0.779	0.608	0.000	60.8%	0.776	0.000	Sig

Information :

- X1 = *Work Life Balance*
- X2 = *Interpersonal Communication*
- Y = *Job satisfaction*
- Rxy = *The coefficient of the relationship between X1, X2 and Y*
- R2 = *The coefficient of determination of X1, X2 with respect to Y*
- p.s = *Significance*
- BE% = *Effective contribution weight X1,X2 against Y in percent*
- Ket = *Description of significance*

2.3.Hypothetical Mean

For the work life balance variable, the number of valid items is 24 items formatted with a Likert scale in 4 answer choices, then the hypothetical mean is $\{(24 \times 1) + (24 \times 4)\} : 2 = 60$. Interpersonal communication variable, the number of valid items is 34 items formatted with a Likert scale in 4 answer choices, then the hypothetical mean is $\{(34 \times 1) + (34 \times 4)\} : 2 = 85$. Job satisfaction variable, the number of valid items is 36 item formatted with a Likert scale in 4 answer choices, the hypothetical mean is $\{(35 \times 1) + (35 \times 4)\} : 2 = 87.5$.

2.4.Empirical Mean

Based on data analysis, as can be seen from the descriptive analysis of multiple regression tests it is known that the empirical mean of work life balance is 74.5, for the interpersonal communication variable the empirical mean is 86.1, while the empirical mean for job satisfaction variable is 113.2.

2.5. Criteria

In an effort to determine the categorical conditions of work life balance involvement, interpersonal communication and job satisfaction, it is necessary to compare the empirical mean/average value with the hypothetical mean/average value by taking into account the SD number of each variable. For the work life balance variable the SD is 12.577, for the interpersonal communication variable the SD is 5.205 and for the job satisfaction variable the SD is 17.354. From the magnitude of the SD number, then for the work life balance variable, if the mean/average hypothetical value $<$ mean/empirical average value, where the difference exceeds the SD number,

then the work life balance is declared high and if the mean/average value hypothetical > mean/empirical average value, where the difference exceeds the SD number, it is stated that the work life balance is low.

Furthermore, for the interpersonal communication variable, if the mean/hypothetical average value is < the mean/empirical average value, where the difference exceeds the SD number, then it is stated that the interpersonal communication is high and if the mean/hypothetical average value is > the mean/average value empirical average, where the difference exceeds the SD number, it is stated that the interpersonal communication is low. For the job satisfaction variable, if the mean/hypothetical average value is < the mean/empirical average value, where the difference exceeds the SD number, then it is stated that job satisfaction is high and if the mean/hypothetical average value is > the mean/average value empirical average, where the difference exceeds the SD number, it is stated that job satisfaction is low. A complete description of the comparison of the hypothetical mean/average value with the empirical mean/average value and standard deviation can be seen in the table below.

Table. 1.4 Results of Calculation of Hypothetical Average Value and Empirical Average Value

Variable	SD	Average value		Information
		Hypothetical	empirical	
Work Life Balance	12.57	60	74.5	Tall
Interpersonal Communication	5,20	85	86,1	Tall
Job satisfaction	17.35	87.5	113,2	Tall

Statement items in the psychological measurement tool are made in two groups of items, namely items in the form of positive or favorable statements and items in the form of negative or unfavorable statements. By using a modification of the alternative answers to a four-level Likert scale, namely: Strongly Agree (SS) is worth 4, Agree (S) is worth 3, Disagree (TS) is worth 2 and Strongly Disagree (STS) is worth 1. This analysis is used to determine the effect of several independent variables (X1, X2)) on the dependent variable (Y).

$$Y = \alpha + \beta_1.X_1 + \beta_2.X_2$$

Keterangan:

- Y = Job Satisfaction (dependent variable)
- α = constanta
- β_1, β_2 = coefficientn Independent variable regression
- X1 = Work Life Balance
- X2 = Interpersonal Communication

3. RESULTS AND DISCUSSION

The results of the analysis using multiple regression analysis method, it is known that there is a significant positive relationship between work life balance and interpersonal communication with the job satisfaction of police officers 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.

3.1. Involvement of work life balance with job satisfaction

Based on the results of research analysis at the Tebing Tinggi Police Station, it is known that there is a significant positive relationship between work life balance and job satisfaction seen from the coefficient value (R_{xy}) which has a value of 0.778 with p or a significance of $0.000 < 0.050$, meaning that there is a positive and significant relationship to work life balance with job satisfaction, and it can be said that the higher the work life balance, the higher the job satisfaction of police officers at the Tebing Tinggi Police Station. Likewise with the determined coefficient (R^2) which has a value of 0.606, this is equivalent to 60.6%, which means that the work life balance of the Tebing Tinggi Polres contributes 69.9% to the job satisfaction of police officers at the Tebing Tinggi Polres. The results of this study are also supported by previous research by Maryo Wildo Weno (2018) which stated that there is a positive and significant relationship between work life balance and job satisfaction at PT PLN Persero Area Ambon. The level of work life balance among employees at PT PLN Persero Area Ambon is relatively high. It can be seen from the average subject that is 44.77%.

This means that employees understand and accept various aspects of life regarding work life balance. The level of job satisfaction for employees at PT PLN Persero Area Ambon is classified as very high. It can be seen from the average subject that is 95.14%. This means that employees at PT PLN Persero Area Ambon already understand and accept various aspects of job satisfaction (<file:///C:/Users/User/Downloads/86-Article%20Text-492-1-10-20180630.pdf>). However, when viewed from the standard deviation of the work life balance of 12.75 and the mean hypothetical value of 60, the empirical mean value of 74.5 indicates that the work life balance is in the high category, because the empirical mean is above the value of 60, meaning that the work life balance of police officers at Tebing Tinggi Police in the normal category.

3.2. Interpersonal Communication with Job Satisfaction

Furthermore, it is known that there is a significant positive relationship between interpersonal communication and job satisfaction as seen from the coefficient value (R_{xy}) which has a value of 0.683 with p or a significance of $0.000 < 0.050$, meaning that there is a positive and significant relationship between interpersonal communication and job satisfaction, the higher the interpersonal communication, the the higher the job satisfaction of police officers at the Tebing Tinggi Police Station. Likewise with the value of the determinant coefficient (R^2) which has a value of 0.207, this is equivalent to 20.7%, meaning that interpersonal communication in the company contributes 20.7% to the job satisfaction of police officers at the Tebing Tinggi Police. The results of this study are supported by previous research conducted by Nelliwati and Yektri Yurmanita (2019). There is a significant relationship between interpersonal communication and employee job satisfaction at the Padang City Education Office where t_{count} is greater than t_{table} , namely $2.575 > 0.279$ at the 95% confidence level. Likewise with the results of the correlation significance test, where t_{count} is greater than t_{table} , namely $-3.266 > 2.021$ (<http://repository.unp.ac.id/26919/1/10%20Hubungan%20komunikasi%20interpersonal.pdf>). Then seen from the standard deviation of interpersonal communication of 5.20 and the hypothetical mean of 85, the empirical mean value of 86.1 indicates that the organizational climate is in the high category because the empirical mean is above the value of 85, meaning that interpersonal communication of police officers at the Tebing Tinggi Police Station is categorized high so that it has an influence on employee job satisfaction.

3.3. Engagement Work Life Balance and Interpersonal Communication with Job Satisfaction

From the results of the study using the multiple regression analysis method, it is known that there is a significant positive relationship between work life balance and interpersonal communication with job satisfaction as seen from the coefficient value (R_{xy}) which has a value of 0.779 with p or a significance of $0.000 < 0.050$, meaning that there is a positive relationship and significant work life balance and interpersonal communication with job satisfaction, the higher the

work life balance and the higher the interpersonal communication, the higher the job satisfaction of police officers at the Tebing Tinggi Police Station. Likewise with the value of the determinant coefficient (R^2) which has a value of 0.608, this is equivalent to 60.8%, meaning that work life balance and interpersonal communication in the company contribute 80. From the summary above shows that the results of data analysis show that the contribution of work life balance to job satisfaction can be seen from the value of the determinant coefficient (R^2) of 0.606 or 60.6%. The contribution of interpersonal communication to job satisfaction can be seen from the value of the determinant coefficient (R^2) of 0.207 or 20.7%. Furthermore, simultaneously the contribution of interpersonal communication work life balance to job satisfaction can be seen from the value of the determinant coefficient (R^2) of 0.608 or 60.18%.

The researchers can summarize the overall results of the data above, namely members of the police at the Tebing Tinggi Police Station have a high work life balance because they have a contribution of sixty point six from the whole to increase employee job satisfaction. Work life balance as a whole is normal and not bad. Then for interpersonal communication employees feel that it is classified as moderate, because from the statistical value interpersonal communication is able to contribute twenty point seven, meaning that this result is lower than the value of work life balance when seen from the results of the numbers that already exist, then simultaneously high work life balance is supported by the high interpersonal communication of members of the police at the Tebing Tinggi Police Headquarters, which creates job satisfaction for employees who are in the high category.

4. CONCLUSION

- a. There is a significant relationship between work life balance and job satisfaction. This can be seen in the model summary table where the correlation r is 0.778 and $p = 0.000$. The correlation is positive, meaning that if the work life balance is high, job satisfaction will also increase. Determinant coefficient R^2 of 0.606, meaning that 60.6% job satisfaction influenced by *work-life balance*. Based on the results of this study, it can be stated that the proposed hypothesis 1 is accepted.
- b. There is a significant relationship between interpersonal communication and job satisfaction. This can be seen in the model summary table where the correlation r is 0.683 and $p = 0.000$. The correlation is positive, meaning that if interpersonal communication increases, job satisfaction also increases. Determinant coefficient R^2 of 0.207, meaning that 20.7% job satisfaction influenced by interpersonal communication. Based on the results of this study, it can be stated that the proposed hypothesis 2 is accepted.
- c. Taken together, the variables of work life balance and interpersonal communication have a significant relationship with job satisfaction. This can be seen from the model summary table where the correlation r is 0.779 and $p = 0.000$. This means that together the variables X_1 and X_2 affect the variable Y . Based on the results of this study, the three hypotheses proposed in this study were declared accepted. Determinant coefficient R^2 is 0.608, meaning that 60.8% job satisfaction is influenced by work life balance and interpersonal communication. While 19.9% is influenced by other factors that cannot be explained in the regression equation (residual).
- d. *Work-life balance* Police officers are classified as high, where the empirical average value is 74.5 and the hypothetical average value is 60. Meanwhile, interpersonal communication is high, where the empirical average value is 86.1 and the hypothetical average value is 85. Meanwhile, the job satisfaction of police officers Tebing Tinggi Polres is classified as high, where the empirical average value is 113.2 and the hypothetical average value is 87.5.

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THE INFLUENCE OF WORK LIFE BALANCE AND INTERPERSONAL COMMUNICATION ON JOB SATISFACTION IN TEBING TINGGI POLRES MEMBERS

Muhammad Rasyidin, Sjahril Effendy P, Rahmi Lubis

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