

THE ROLE OF HARDINESS PERSONALITY ON WORKLIFE BALANCE WITH INTERNAL LOCUS OF CONTROL AS A MEDIATION VARIABLE

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Abstract

Complex challenges force professional workers, especially female police officers, to maintain a balance between their professional and personal lives. Their duties are not only physically demanding but also emotionally and psychologically demanding. This can lead to an imbalance between their personal and work lives (work-life balance) that can potentially reduce their well-being and performance. This study aims to analyze the effect of hardiness personality on work-life balance, with locus of control as a mediating variable. The implications of this study emphasize the importance of institutional support in enhancing psychological resilience and stress management strategies for female police officers to improve their well-being and work effectiveness. A quantitative explanatory approach with Structural Equation Modeling (SEM) was used to analyze the relationship between variables. The study sample consisted of 163 female police officers in the Aceh Regional Police selected through purposive sampling. Data collection was conducted using the hardiness personality scale, work-life balance scale, and locus of control scale. Hypothesis testing on hardiness personality shows a p value of 0.000 ($p < 0.05$), a p value of 0.000 ($p < 0.05$) on work-life balance, a p value of 0.024 ($p < 0.05$) on LoC, and a p value of 0.038 ($p < 0.05$) on Loc as a mediator. Based on these results, it can be concluded that hardiness personality can influence work-life balance through Locus of Control.

Keywords: *Hardiness personality, Work Life Balance, Locus of control, Policewoman, Structural Equation Modeling*

INTRODUCTION

In Indonesia, female police officers (Polwan) often face unique and complex challenges in achieving a balance between professional and personal life. The police profession, which requires high levels of alertness and mental resilience, places policewomen in a position where it is often difficult to separate work demands from personal time (Naimah, 2024). The challenges faced by female police officers (Polwan) in Indonesia are diverse, ranging from work-related aspects, the work environment, to public perception of their role. Some of the main challenges often faced by female police officers include gender inequality, discrimination and stereotypes, the dual role of housewives, and tasks that require physical and mental strength that are often prioritized for male officers. Furthermore, female police officers often experience difficulties in achieving leadership positions within the police organizational structure (Nurlaila, 2018). The duties carried out by female police officers are not only physically demanding but also emotionally and psychologically demanding (Hutahean & Fitriadi, 2023). Female police officers must be prepared to face situations that can change suddenly and are often high-risk, which can cause excessive stress.

These demands not only impact professional performance but also social and family life (Fauziah, 2020). Uncertain work schedules and occupational risks often make it difficult for policewomen to plan family or social activities, which are essential for work-life balance (Riantika et al., 2024). The implementation of these duties and work demands can certainly cause problems in the balance of work and family for female police officers, because most of the time is spent at work, so that families will feel uncomfortable, demanding to spend time with them. A balance of obligations must be carried out by female police officers, so many will experience conflict in balancing the two roles (Christy & Yan, 2020). Role conflict for female police officers has two forms, namely work-family conflict and family-work conflict (Anwar & Fauziah, 2019). Work-family conflict is a role conflict that occurs in female police officers, where on the one hand are required to do work according to their profession, even though faced with a heavy workload, are expected to be able to show good performance and performance in the office. On

the other hand, they are required to pay attention to and care for their families as a whole as the obligation of a housewife. Thus, many female police officers (Polwan) experience an imbalance between the demands of work and the demands of being a housewife (Harahap, 2022). Fisher et al. (2009) define work-life balance as a state in which a person feels balanced between work and personal life. Work-life balance is not only about avoiding conflict but also achieving harmony so that both can support individual well-being. This suboptimal work-life balance can affect the psychological well-being and family harmony of female police officers (Nadhifa et al., 2024). Therefore, it is important for police institutions to recognize and address these issues by providing strong support, such as counseling, stress management training, and more flexible work policies that allow female police officers to have more quality time with family and friends (Riantika et al., 2024).

The problems faced by police officers can become a burden and hinder their performance. These problems can also become a burden, affecting their lives outside of work. A common challenge faced by police officers is a high workload (Nurhasanah, 2021). In general, poor employee performance is caused by excessive workloads (Afera et al., 2024). According to Nurwahyuni (2019), work-life balance is a person's ability to maintain a balance between work demands and personal life. This is essential for reducing stress and improving well-being. Managing work-life balance means ensuring that the amount of work assigned does not interfere with personal and family time, thus maintaining productivity and quality of life. By maintaining this balance, organization members can stay motivated and work more efficiently without feeling overwhelmed. Police officers naturally desire success in achieving a balance between work and home responsibilities. Therefore, every organization strives to have qualified human resources capable of working hard to achieve organizational goals. High-performing human resources are policewomen who maintain a positive work-life balance (Arfandi & Kasran, 2023). If police officers are able to reduce their workload and experience job satisfaction, this will help achieve a balance between work and personal life, especially if supported by a supportive organization and work environment (Nurhasanah, 2021).

Work-life balance issues often arise when individuals struggle to maintain a balance between their personal and work lives. For example, high work demands and high family expectations can add stress that far outweighs the benefits derived from both roles (Nurhasanah, 2021). This can result in medical, psychological, and behavioral consequences. Stress is one psychological disorder experienced due to overwork (Aura et al., 2024). However, a good work-life balance can increase work enthusiasm, full responsibility for both work and personal life, and a sense of job satisfaction (Ardiansyah & Surjanti, 2020). Hardiness personality is a personality concept that refers to a person's ability to deal with stress more effectively and productively. First introduced by Kobasa (1979), this concept is important in understanding why some individuals are able to survive and even thrive in stressful situations, while others are more vulnerable to their negative impacts. Hardiness personality consists of three main interrelated aspects: commitment, control, and challenge. Each of these aspects serves as a foundation that helps individuals view life's challenges as opportunities for growth, rather than as burdens or threats.

The first aspect, commitment, describes a person's level of attachment and dedication to each activity or task they undertake. People with high commitment tend to find meaning in their work and personal lives, making them more motivated and less likely to give up when faced with obstacles. Having a strong commitment will encourage someone to face difficult situations as part of their responsibility and achieve their goals. The second aspect, control, refers to the belief that an individual has the ability to influence or direct the outcome of a situation. People who have a high sense of control believe that, despite environmental pressures or challenges beyond their control, they still have the capacity to determine their reactions and decisions regarding those circumstances. This sense of control helps individuals feel more stable and less likely to become discouraged when faced with problems or uncertainty.

The final aspect is challenge, an attitude that views change and difficult situations as opportunities for growth, rather than threats to be avoided. People with this outlook tend to welcome new experiences, viewing them as opportunities for learning and enrichment. They are more open to risks and mistakes because they view them as part of the learning process, and this attitude ultimately makes them more resilient when faced with uncertainty. Personality hardiness serves as a protective factor that helps individuals cope with stress and work challenges more constructively. In the workplace, stress is often unavoidable due to increasing demands, tight deadlines, and diverse responsibilities. Individuals with a strong personality hardiness have greater mental resilience in dealing with these conditions because they view stressful situations as opportunities for growth, rather than threats (Rahmat et al., 2021). Personality hardiness plays a crucial role in helping individuals achieve work-life balance (WLB) and mitigate the negative impacts of work stress. Individuals with a strong personality hardiness have a better capacity to manage work stress without sacrificing the quality of their personal lives. Hardiness encourages individuals to view challenges as opportunities and remain committed to their roles at work and at home, thus

better balancing the two (Herliany, 2023). Overall, a hardiness personality fosters healthier thought patterns and responses to work demands, enabling individuals to better balance their work and personal lives. This allows for overall life satisfaction, reduces the risk of excessive stress, and improves work-life balance amidst increasingly demanding work environments. Locus of control (LoC) is a psychological concept that describes the extent to which a person believes they can control the events that influence them. Developed by Rotter (1990), this concept is divided into two main types: internal locus of control and external locus of control. Individuals with an internal locus of control tend to believe that the outcomes of their lives are primarily determined by their actions and decisions. In contrast, those with an external locus of control feel that life is more influenced by external forces or luck. Personality hardiness, which encompasses three key components: commitment, control, and challenge, plays a significant role in how individuals respond to stress and adversity. The control aspect of hardiness is closely related to internal locus of control. Individuals with high hardiness tend to believe they have significant ability to influence life outcomes (Nurtjahjanti & Ratnaningsih, 2011), a hallmark of internal locus of control. Because they view challenges as opportunities for growth and learning, rather than as insurmountable obstacles, this enhances their ability to cope with stress more effectively.

Individuals with an internal locus of control believe they have a significant influence on life outcomes, including work-life balance (Faruk et al., 2024). They tend to be proactive in seeking solutions to manage conflicts between work demands and personal needs and are more effective in implementing strategies to maintain a healthy work-life balance. Conversely, individuals with an external locus of control more often perceive that external circumstances, such as organizational policies or luck, determine life outcomes. Therefore, they may feel less control over their work-life balance, which can lead to increased stress and lower job satisfaction. Overall, a deeper understanding of locus of control can help individuals and organizations develop better approaches to improving well-being and productivity (Deris et al., 2024). Research by Bagley et al. (2016) has shown that a strong hardiness personality can help nurses manage work pressure more effectively, strengthen resilience to stress, and ultimately support the achievement of a better work-life balance. This study, however, did not explicitly integrate locus of control as a factor influencing the relationship between hardiness personality and work-life balance.

On the other hand, the planned research involving locus of control as a mediating variable offers a new perspective. A significant gap identified here is the lack of understanding of how locus of control can mediate the relationship between hardiness personality and work-life balance. By introducing locus of control, this research has the potential to elucidate the specific mechanisms by which hardiness influences work-life balance, and the extent to which individuals perceive control over their life outcomes can influence how they manage and achieve a balance between work demands and personal needs. In examining work-life balance, previous research by Oktavian et al. (2023) has focused on how locus of control influences job satisfaction through the mediation of work-life balance, but has not explored the influence of hardiness personality in their research. This study has shown that both internal and external locus of control have a significant impact on job satisfaction and work-life balance, but has not considered how resilient personality characteristics such as hardiness contribute to these dynamics. Therefore, the planned research aims to fill this gap by integrating hardiness personality as a primary factor influencing work-life balance, with locus of control acting as a mediator. Therefore, researchers are interested in this phenomenon because the work of policewomen is highly demanding and often stressful, which can impact work-life balance. Researchers want to understand the role of hardiness personality and how locus of control can mediate its influence on work-life balance.

LITERATURE REVIEW

In Indonesia, female police officers (Polwan) often face unique and complex challenges in achieving a balance between their professional and personal lives. The police profession, which requires high levels of alertness and mental resilience, often places them in a position where it is difficult to separate work demands from personal time (Naimah, 2024). Some of the main challenges faced by female police officers include gender inequality, discrimination and stereotypes, the dual role of housewife, and tasks that require physical and mental strength that are often prioritized for male officers. Furthermore, female police officers often experience difficulties in achieving leadership positions within the police organizational structure (Nurlaila, 2018). The duties carried out by female police officers are not only physically demanding but also emotionally and psychologically demanding (Hutahean & Fitriadi, 2023). Uncertain work schedules and occupational risks also often make it difficult for female police officers to plan family or social activities, which are essential for a balanced work-life (Riantika et al., 2024). The implementation of these duties and work demands can certainly cause problems in the balance of work and family for policewomen, because most of the time is spent at work, so that families will feel

uncomfortable, demanding to spend time with them. The balance of obligations must be carried out by policewomen, so many will experience conflict in balancing between these two roles (Christy & Yan, 2020). Policewomen's role conflict has two forms, namely work-family conflict and family-work conflict (Anwar & Fauziah, 2019). The dual role also becomes a burden in itself, considering that many policewomen must divide their time between work and family responsibilities, which in turn can affect the balance of their personal and professional lives (Mubalus, 2023). Fisher et al. (2009) define work-life balance as a state in which a person feels balanced between work and personal life. Work-life balance is not only about avoiding conflict but also achieving harmony so that both can support individual well-being. This suboptimal work-life balance can affect the psychological well-being and family harmony of female police officers (Nadhifa et al., 2024). Therefore, it is important for police institutions to recognize and address these issues by providing strong support, such as counseling, stress management training, and more flexible work policies that allow female police officers to have more quality time with family and friends (Riantika et al., 2024). A challenge faced by police officers is their heavy workload (Nurhasanah, 2021). Therefore, every organization strives to have qualified human resources capable of working hard to achieve organizational goals. High-performing human resources are policewomen who maintain a work-life balance (Arfandi & Kasran, 2023). If police officers are able to reduce their workload and experience job satisfaction, this will help achieve a balance between work and personal life, especially if supported by a supportive organization and work environment (Nurhasanah, 2021).

Work-life balance issues often arise when individuals struggle to maintain a balance between their personal and work lives. For example, high work demands and high family expectations can add stress that far outweighs the benefits derived from both roles (Nurhasanah, 2021). This can result in medical, psychological, and behavioral consequences. Stress is one psychological disorder experienced due to overwork (Aura et al., 2024). However, a good work-life balance can increase work enthusiasm, full responsibility for both work and personal life, and a sense of job satisfaction (Ardiansyah & Surjanti, 2020). Hardiness personality is a personality concept that refers to a person's ability to deal with stress more effectively and productively. First introduced by Kobasa (1979), this concept is important in understanding why some individuals are able to survive and even thrive in stressful situations, while others are more vulnerable to their negative impacts. Hardiness personality plays a crucial role in helping individuals achieve work-life balance (WLB) and reduce the negative impact of work stress. Hardiness encourages individuals to view challenges as opportunities and remain committed to their roles at work and at home, thus better balancing the two (Herliany, 2023).

Overall, a hardiness personality fosters healthier mindsets and responses in the face of work demands, enabling individuals to better balance their work and personal lives. This allows for overall life satisfaction, reduces the risk of excessive stress, and improves work-life balance amidst increasingly demanding work environments. The control aspect of hardiness is closely related to the internal locus of control. Individuals with high hardiness tend to believe they have significant ability to influence life outcomes (Nurtjahjanti & Ratnaningsih, 2011), a characteristic of an internal locus of control. Because they view challenges as opportunities for growth and learning, rather than as insurmountable obstacles, this enhances their ability to cope with stress more effectively. Locus of control (LoC) is a psychological concept that describes the extent to which a person believes they can control the events that influence them. Developed by Rotter (1990), this concept is divided into two main types: internal locus of control and external locus of control. Individuals with an internal locus of control tend to believe that the outcomes of their lives are primarily determined by their actions and decisions. In contrast, those with an external locus of control feel that life is more influenced by external forces or luck.

Research by Bagley et al. (2018) has shown that a strong hardiness personality can help nurses manage work pressure more effectively, strengthen resilience to stress, and ultimately support the achievement of better work-life balance. This study, however, did not explicitly integrate locus of control as a factor influencing the relationship between hardiness personality and work-life balance. In examining work-life balance, previous research by Oktavian et al. (2023) has focused on how locus of control influences job satisfaction through the mediation of work-life balance, but has not explored the influence of hardiness personality in their research. This study has shown that both internal and external locus of control have a significant impact on job satisfaction and work-life balance, but has not considered how resilient personality characteristics such as hardiness contribute to these dynamics. Therefore, the planned research aims to fill this gap by integrating hardiness personality as a primary factor influencing work-life balance, with locus of control acting as a mediator. Therefore, the researcher is interested in addressing this phenomenon because the work of policewomen is highly demanding and often stressful, which can impact work-life balance. The researcher wants to understand the role of hardiness personality

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and how locus of control can mediate its influence on work-life balance in policewomen serving in the Aceh Regional Police.

METHOD

This research uses a quantitative method. According to Ghazali (2014), quantitative research is a method based on the philosophy of positivism. This method is used to study a specific population or sample, by collecting data using research instruments and analyzing quantitative or statistical data, with the aim of testing predetermined hypotheses using an explanatory quantitative approach. Explanatory research aims to explain the relationship between several independent and dependent variables in the research. This approach is used to provide an explanation of the relationship between a phenomenon and other variables, based on the perspective that forms the basis of this research. The population studied in this study were all female police officers working at the Aceh Regional Police, with the sample determined using a stratified random sampling method in which the population was first divided into several strata (groups or categories) that had certain characteristics. After that, samples were taken randomly from each stratum. The characteristics of the subjects taken included: Married Status, Rank Bripda (Second Level Brigadier) - AKP (Adjunct Police Commissioner), Female police officers ranging from non-commissioned officers to middle-ranking officers aged 20-45 years. Using the Yamane method of sampling to determine the sample size of a population simply and efficiently, taking into account the desired margin of error (Lamola & Yamane, 1967). Referring to the Yamane formula with a 5% margin of error, the total sample obtained was 163 people from a population of 274 people.

Yamane Formula:

$$n = \frac{N}{1+N(e)^2}$$

Where:

n = number of samples required

N = Total population

The data collection method in this study used the Work Life Balance scale from Fisher (2009), namely work interference with personal life, personal life interference with work, work enhancement of personal life and personal life enhancement of work, totaling 15 items.

Table1. Blue Print Work Life Balance Scale

Dimensions	Item		Amount
	Favorable	Unfavorable	
Work Interference with Personal Life		1, 2, 3, 4, 5	5
Personal Life Interference with Work		6, 7, 8, 9, 10	5
Work Enhancement of Personal Life	12, 13		2
Personal Life Enhancement of Work	14, 15, 16		3
Total	5	10	15

The Hardiness personality scale by Kobasa (1979), namely commitment, control, and challenge, which contains 9 statement items, where the commitment aspect consists of 3 items, the control aspect consists of 3 items, and the challenge aspect consists of 3 items, so that the total number is 48 items consisting of favorable and unfavorable items using a Likert scale with a range of four points starting from 1 (Strongly Disagree) to 4 (Strongly Agree).

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Table 3. Blue Print Personality Hardiness Scale

Aspect	Item		Amount
	Favorable	Unfavorable	
Commitment	1, 7, 24, 30, 37, 39, 43, 46	2, 4, 18, 19, 31, 41, 42, 48	16
Control	5, 10, 11, 14, 20, 26, 27, 40	9, 16, 23, 25, 29, 32, 36, 45	16
Challenge	3, 12, 15, 17, 34, 35, 38, 47	6, 8, 13, 21, 22, 28, 33, 44	16
Total	8	8	48

The Locus of Control scale consists of two factors: internal locus of control and external locus of control, with 30 items using a Likert format with four ranges of answer choices: 1 (Strongly Disagree), 2 (Disagree), 3 (Agree), and 4 (Strongly Agree). Using a four-point Likert scale makes it easier for respondents to choose an answer that suits their situation and also prevents respondents from choosing a middle or neutral answer. Failure to cooperate, apathy, or laziness can be indicated by respondents who choose the neutral option. Furthermore, adding more points will make it difficult for respondents to choose between various alternatives (Tanuwijaya et al., 2022).

Table 5. Locus of Control Scale Blue Print

Aspect	Item		Amount
	Favorable	Unfavorable	
Self-success	5, 6, 7	1, 19, 20	6
External environment	8, 9, 10	21, 22, 23	6
Chance	4, 11, 12	2, 24, 25	6
Luck	13, 14, 15	3, 26, 27	6
Relationships with other people	16, 17, 18	28, 29, 30	6
Total	15	15	30

Data analysis used the structural equation modeling (SEM) method with two main approaches to SEM research, namely covariance-based SEM (CBSEM) and variance-based SEM, also called partial least squares (PLS).

RESULTS AND DISCUSSION

Based on the testing criteria in determining the hypothesis carried out through path coefficient analysis using the bootstrapping procedure with the help of SmartPLS software, the calculation results are as follows:

Table 7. Results of Path Coefficients & Indirect Effects

Hypothesis	Original Sample (O)	T-Statistics (O/STDEV)	P-Values
HP -> LoC	0.583	10,334	0.000
HP -> WLB	0.594	8,045	0.000
LoC -> WLB	0.197	2,267	0.024
HP -> LoC -> WLB	0.115	2,082	0.038

Based on Table 7 above, the results of the hypothesis test show the relationship between the variables Hardiness Personality (HP), Locus of Control (LoC), and Work Life Balance (WLB) as follows:

- The hardiness personality variable has a positive and significant effect on locus of control, this shows that an increase in hardiness personality is related to an increase in locus of control with a p value = 0.000 ($p < 0.05$).
- The hardiness personality variable has a positive and significant effect on work-life balance, this indicates that the higher the hardiness personality, the better the work-life balance, where the p value = 0.000 ($p < 0.05$).

- c. The locus of control variable has a positive and significant effect on work-life balance, as indicated by $p = 0.024$ ($p < 0.05$). This indicates that the higher the locus of control, the better the work-life balance.
- d. The locus of control variable acts as a mediator in the relationship between hardiness personality and work-life balance, indicating that hardiness personality can indirectly influence work-life balance through locus of control with a p -value of 0.038 ($p < 0.05$). Therefore, the results of this hypothesis indicate that hardiness personality can indirectly influence work-life balance through locus of control.

CONCLUSION

Based on the research, it can be concluded that Hardiness personality has a positive and significant influence on work-life balance where individuals with a high level of hardiness personality are better able to maintain a balance between work demands and personal life due to their ability to manage work pressure and stress better, as well as their tendency to remain committed, have control over the situation, and see challenges as opportunities for development. Locus of control also has a positive and significant influence on work-life balance. Policewomen with an internal locus of control tend to be better able to manage their work-life balance because they believe that their results are a consequence of their own efforts and decisions. In contrast, individuals with an external locus of control are more susceptible to work-life imbalance because they perceive external factors as a greater determinant of their living conditions.

Personality hardiness significantly contributes to shaping an individual's locus of control. Policewomen with a high personality hardiness are more likely to have an internal locus of control, meaning they believe they have control over the various situations they face. Strong mental resilience enables individuals to be more optimistic, resilient, and proactive. Locus of control acts as a mediating variable in the relationship between hardiness personality and work-life balance. The influence of hardiness personality on work-life balance is not only direct but also occurs through an increase in internal locus of control. In other words, individuals with high mental toughness tend to develop an internal locus of control, which ultimately helps them achieve a more optimal work-life balance. Based on the results of the research conducted, there are several suggestions from the author that can be given, namely: to the Police Institution it is recommended to develop a training program oriented towards improving personality hardiness and internal locus of control.

This program can include stress management training, increasing psychological resilience, and workload management so that Polri personnel, especially Polwomen, are better prepared to face work pressure and maintain work-life balance. In making institutional policies, it is necessary to be directed at increasing work flexibility, such as a more adaptive job rotation system, more flexible leave policies, and psychosocial support for Polwomen. In addition, stronger social support is needed from the work environment and family to improve the psychological well-being of Polwomen and for further research, it is recommended to identify other factors that contribute to work-life balance, such as organizational culture, leadership, and stress management strategies in dealing with work pressure. By expanding the study, it is hoped that more comprehensive solutions can be found in improving the work-life balance of Polwomen in Indonesia.

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