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THE ROLE OF EMOTIONAL INTELLIGENCE ON WORK-LIFE BALANCE OF NORTH SUMATERA REGIONAL POLICE CRIMINAL OFFICE PERSONNEL WITH SERVING CULTURE AS A MEDIATION

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ABSTRACT

The focus of this research examines the factors that influence work-life balance among police officers; a good work-life balance for police officers can have a positive impact on their job performance.Police can provide good service to the community.Meanwhile, a low work-life balance can negatively impact both mental and physical health.Work-life balance is the balance between roles and responsibilities in both work and outside of work (household and social life).This research uses a quantitative method with a sample size of 279 people.The sampling technique used in this study is purposive sampling.The data collection methods used are the emotional intelligence scale, the work-life balance scale, and the serving culture scale.This research uses the data analysis technique known as Structural Equation Model (SEM).The results of this study indicate that there is an influence of emotional intelligence on Work Life Balance among Polri Personnel, with Serving Culture as a mediator.The results were obtained through testing using the Sobel Test technique, where based on the two-tailed probability value of 0.012 < 0.05, and/or with the Sobel test statistic value of 2.488 > 1.96.

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1. INTRODUCTION

Success, balance, and harmony in work, personal, and social life are the primary goals of individuals seeking self-actualization and achieving their potential. Organizational members, known as employees, staff, or personnel, are required to perform well, but they also have lives outside of work that must be addressed, such as family, social communities, studies, and other commitments. Work-life balance is a balance between the demands of work and an individual's life. From a work-life balance perspective, work is a choice in managing work responsibilities, as well as family and social responsibilities. In contrast, from an organizational perspective, work-life balance presents a challenge in establishing an organizational culture that supports stable employee performance. This also applies to workers with high working hours and intensity, such as police officers.

In Article 5 of the Police Law No. 2 of 2002, the main duties of the Indonesian National Police are to maintain security and public order, enforce the law, and provide protection, guidance, and service to the community. Police are a profession with numerous job demands, such as maintaining public order 24/7, carrying out duty shifts, and working in the field. Police are also required to work long shifts and overtime,

making them feel overburdened. These job demands can lead to the risk of prolonged fatigue due to lack of rest time, which impacts their personal, family, and social lives.

The role and duties of the Intelligence Directorate also involve carrying out intelligence functions, often requiring hours beyond normal working hours. In general, police officers in operational roles interact more with field operations, which involve dealing with various crimes and public order issues. The nature and characteristics of police officers' work are closely related to the work-life balance phenomenon, which raises issues of balance between work and family life.

Police officers are a profession with quite demanding workloads and often feel burdened by their work. The demands of police work can lead to the risk of prolonged fatigue due to lack of rest time. The conditions experienced by police officers affect work-life balance, with difficulties juggling work and personal roles. Numerous studies have shown a low work-life balance among police officers. This low work-life balance is caused by long and excessive working hours. A low work-life balance can negatively impact mental and physical health.

Work-life balance refers to the balance between personnel managing their quality of life and work demands. A lack of work-life balance in the workplace is a contributing factor to stress. As work demands increase, stress increases. High work demands deprive personnel of time for rest and relaxation. This can lead to stress and depression, ultimately negatively impacting the work itself and leading to low productivity (Fauzan et al., 2023). A balance between personnel's work and quality of life can also be a focus of attention for the Indonesian National Police (POLRI), which will enhance personnel's well-being in carrying out their duties. This recognition is based on personnel's success in achieving targets with outstanding performance, not solely on their skills and competencies.

Several journals, including Oktufiani, DW, (2023), found that factors influencing work-life balance include work shifts, relationship harmony, time flexibility, emotional intelligence, organizational culture/serving culture, organizational/family/social support, sleep quality, and workload. A high work-life balance can help police officers solve problems, influence performance, and control their work and life roles.

Research by Wen et al. (2020) suggests that public service professionals are more susceptible to stress. Several studies have shown that police officers experience a low work-life. This low work-life balance is caused by long and excessive working hours (Jaya et al., 2021). This situation demonstrates the difficulty of dividing work and life roles among police officers, thus requiring high emotional intelligence.

Emotional intelligence plays a crucial role in improving individual and organizational performance, even significantly influencing an individual's role and relationship with their work, as it plays a crucial role in modern work life (Shylaja & Prasad, 2017). Emotional intelligence enables individuals to more easily recognize their emotions, which can then be used creatively to solve problems at the organizational level (Robertson-Schule, 2014). Emotional intelligence has been shown to be a combination of cognitive abilities related to work-life balance, as well as communication skills, which are key to achieving work-life balance (Kanti & Seshadri, 2019).

According to Jakupov et al. (2014 in Mardhatillah & Buana 2018), if someone has the ability to recognize their own and others' feelings, adjust to them, and use them for personal achievement, they have a greater chance of achieving work-life balance. Research by Shylaja & Prasad (2017) suggests that, in general, individuals with higher levels of emotional intelligence will also achieve a high work-life balance. Therefore, if someone's emotional intelligence is low, there is a possibility that their work-life balance will also be low due to a lack of ability to manage their emotions and feelings, which can impact these domains.

2. RESEARCH METHOD

The research method used in this study is quantitative. Quantitative research aims to accurately describe the characteristics of an individual, condition, symptom, or specific group, or to determine the frequency of certain relationships between other symptoms in society. The variables in this study are work-life balance, emotional intelligence, and survivability culture. The population is the entire research subject that we will use as an area for generalization, where the research subject will be measured and studied (Sugiyono, 2019). Therefore, the population in this study is all personnel of the Criminal Investigation Department, totaling 416 people, while the sample in this study is 210 people. In this study, an interval scale is used, namely the Likert scale (to measure the attitudes, opinions, and perceptions of an individual or group about social phenomena). In this research, social phenomena are specifically determined by the researcher, which are hereinafter referred to as research variables. After obtaining the necessary data from observations, interviews, documentation studies, and literature studies, the next stage is data processing and analysis. The data analysis method used in this study is computer-assisted using the SEM program.

3. RESULTS AND ANALYSIS

The Influence of Emotional Intelligence on Serving Culture

The research results revealed a positive and significant influence of emotional intelligence on the Serving Culture of Indonesian National Police Personnel. The influence of emotional intelligence on Serving Culture was significantly positive, with a beta value (magnitude of influence) of 0.163 (16.3%).

Based on the data analysis, it was also revealed that the instruments or indicators within the emotional intelligence variable had the three largest factor loadings in influencing serving culture. The highest factor loading was found in the Perception of Emotion dimension, coded EI22, with a factor loading of 0.718. Next was the Influence of One's Own Emotions dimension, coded EI10, with a factor loading of 0.711. Then, the Utilization of Emotions dimension, coded EI8, had a factor loading of 0.707.

The results of this study are in line with and support the opinions or statements of several experts and previous research findings, including the opinion by Kanti, T. at all (2019) who stated that emotional intelligence has the capacity to guide and shape, helping develop positive and resilient leaders and teams, leading to a positive and inclusive culture. Individuals with high emotional intelligence will have a greater impact on physical and mental health resilience and can influence success in the world of work, and are easily able to translate serving culture well. Serving culture is a rule of the game that serves as a guideline for organizational communities in carrying out their obligations and values for behavior within the organization. Organizational culture is formed to serve as values, which serve as guidelines for behavior within the organization. Emotionally intelligent employees enable them to have high flexibility and are able to adapt well. When faced with change, they will be proactive rather than reactive. Emotionally intelligent employees dare to take risks, are not afraid to make mistakes, and are able to recognize creative (innovative) solutions.

The Influence of Serving Culture on Work-Life Balance

The results of this study found a positive and significant influence of Serving Culture on the Work-Life Balance of Indonesian National Police Personnel. The influence of Serving Culture on Work-Life Balance among Indonesian National Police Personnel was significantly positive, with a beta value (magnitude of influence) of 0.712 (29.4%).

Based on the analysis, the instrument or dimension of the Serving Culture variable with the largest factor loading in influencing Work-Life Balance was the Individual Orientation dimension, with indicator codes SC27 and SC28, with factor loadings of (SC27 = 0.899 and SC28 = 0.820, respectively). The third largest dimension was Improvement of Detail, with indicator code SC11, with a factor loading of (0.817). These findings do not diminish the role of other instruments or indicators of the Serving Culture variable in influencing Work-Life Balance.

The results of this study align with and support the opinions or statements of several experts and previous research, including research by Hudson (2005). Work-life balance refers to a person's ability to balance their responsibilities at work and non-work-related matters. According to Hudson, aspects of work-life balance include time balance. The proportion of time spent on work and non-work activities is certainly crucial in achieving work-life balance. This includes time for personal enjoyment, family, and the people around us. Another aspect is the balance of involvement, which leads to commitment to participation in an activity. The form of the activity itself is not only interpreted as an event, but also activities such as art, sports, and family activities. The next aspect is the balance of satisfaction. According to Hudson (2005), of these two aspects, satisfaction and comfort are the final aspects of work-life balance. Furthermore, according to Kurniawati et al (2024), serving culture/organizational culture is a pattern of beliefs and values understood and internalized by organizational members, giving it a unique meaning for the organization and becoming the basis for behavioral rules within the organization or company. Organizational culture is the result of a process of melting and merging the cultural styles and/or behaviors of each individual into new norms and philosophies, which instill energy and group pride in facing certain things and goals.

Serving culture is a set of values that become traits and habits reflected in attitudes, behaviors, and actions at work. Working carefully and diligently can also be interpreted as an effort to be liked by superiors, because they fear being reprimanded by their superiors or transferred to another unit for being considered less thorough. Furthermore, this careful and diligent work culture is also related to a work culture of togetherness, meaning harmony in living life. They always strive to maintain togetherness or harmony with both superiors and fellow staff, so that work-life balance is achieved.

The Effect of Emotional Intelligence on Work-Life Balance

The results of this study found no effect of emotional intelligence on work-life balance among Indonesian National Police personnel. However, the effect of emotional intelligence on work-life balance

among Indonesian National Police personnel was positive but not significant, with a beta value (magnitude of effect) of only 0.009 (0.9%).

Although there was no significant effect between emotional intelligence and work-life balance, the direction of the effect was positive. This means that better emotional intelligence among students improves work-life balance among Indonesian National Police personnel, and vice versa, although the effect was not significant.

According to Ritonga et al (2024), work-life balance is the ability of a person or individual to fulfill their work duties and remain committed to their family, as well as other responsibilities outside of work. Therefore, the company where you work is expected to create or form a work-life balance so that workers or employees can balance their dual roles. Not only are companies expected to create work-life balance policies, but employees should also be able to balance their roles and work professionally to achieve work-life balance.

Purba et al. (2024) stated that work-life balance is how a person divides their time, both at work and in activities outside of work. This includes individual behaviors that can be a source of personal conflict and a source of energy for the individual. Emotional intelligence is directly proportional and has a positive correlation with a person's level of work-life balance. High emotional intelligence leads to a high level of work-life balance. Emotional intelligence is the ability to express emotions, identify emotions, control one's own emotions, recognize others' emotions, and regulate emotions.

One internal factor that influences the achievement of work-life balance is emotional intelligence. Emotional intelligence varies from person to person. According to Goleman (in Ohorella et al., 2024), emotional intelligence is not something someone is born with, but rather a skill that can be learned and developed to achieve better abilities and performance. A person with high emotional intelligence can manage change well, communicate effectively with others, control their emotions, build relationships even in challenging situations, and solve problems. They also possess empathy and remain optimistic when facing difficulties in life (Harianto et al., 2023).

The results of this study also do not support or differ from previous research. Previous research conducted by Sjoberg (2008) showed a positive relationship between emotional intelligence and a person's ability to adapt. His research concluded that higher emotional intelligence is directly proportional to their ability to adapt. Sjoberg stated that adaptability helps individuals balance work and family life. Sharma (2014) found in his research on various types of professional work that high work-life balance is directly proportional to high employee emotional intelligence. This means that employees with high emotional intelligence also have a high work-life balance, and vice versa.

The Effect of Emotional Intelligence on Work-Life Balance with Serving Culture as a Mediator

The results of this study indicate that emotional intelligence influences work-life balance among Indonesian National Police (Polri) personnel, with Serving Culture as a mediator. These results were obtained through the Sobel Test, with a two-tailed probability value of $0.012 < 0.05$, and a Sobel test statistic of $2.488 > 1.96$. The results indicate that Serving Culture is a strong intervening or mediating variable in efforts to improve work-life balance among Indonesian National Police personnel. The analysis of both direct and indirect effects also revealed that the direct effect of emotional intelligence on work-life balance is smaller than the indirect effect of emotional intelligence on work-life balance through Serving Culture, indicating that Serving Culture is a strong mediator in enhancing the influence of emotional intelligence on work-life balance. This is supported by research conducted by Ritonga et al (2024), which revealed that intellectual intelligence (IQ) contributes approximately 20% to the factors determining success in life, while the other 80% is influenced by other forces, including emotional intelligence. This is also supported by previous research conducted by Ritonga et al al. (2024) regarding the influence of emotional intelligence on employee work behavior, which stated that when employees' emotional intelligence abilities, in terms of self-awareness, are good, employee performance will improve, and they are able to balance various problems in daily life, so that individuals can minimize conflicts between personal life and career. This is very important in creating work-life balance in every role they undertake. Emotionally intelligent people can communicate with others in a healthy and constructive manner, which helps increase productivity in the workplace. They are also able to boost morale when needed because they can easily read others' emotions. In addition to internal factors influencing work-life balance, serving culture is thought to be a mediator in creating work-life balance (Ritonga et al., 2024).

Many organizations strive to create a culture and environment that reflects their values, mission, and goals, and some actively focus on engaging employees as a key driver of success (Purba et al., 2024). An ideal Serving Culture is characterized by openness, supportive behavior, and strong communication between the organization and employees (Kholil et al 2024). The value of work-life balance is communicated and a sense of purpose is instilled through the company's mission statement and other

executive communications. Honesty and mutual trust, as organizational values, are essential for establishing work-life balance (Suharti & Suliyanto, 2012). Research by Young (2012) suggests that a positive culture and ethics perceived within the work climate positively impact work-life balance. Once work-life balance is perceived to have improved, companies with a positive Serving Culture can maintain it, and employees harmoniously remind each other and practice the values (Suharti & Suliyanto, 2012).

4. CONCLUSION

Based on the data analysis and discussion, the author draws the following conclusions from the study regarding the influence of emotional intelligence on work-life balance, with serving culture as a mediating variable: There is an influence of emotional intelligence on serving culture among Indonesian National Police personnel; There is an influence of serving culture on work-life balance among Indonesian National Police personnel; There is no influence of emotional intelligence on work-life balance among Indonesian National Police personnel; and There is an influence of emotional intelligence on work-life balance, with serving culture as a mediator.

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