The Effect Of Organizational Support And Work-Life Balance On Organizational Commitments Of Policewoman With Job Satisfaction As A Mediator Variable In West Nusa Tenggara Regional Police

Pratiwi Nofiani[1], Siti Nurmayanti[2], Surati[3]

[1]Master of Management, Faculty of Economics and Business, University of Mataram, Mataram, Indonesia

[2,3]Management, Faculty of Economics and Business, University of Mataram, Mataram, Indonesia

[1]p.nofiani@gmail.com, [2]mayaramli24@gmail.com (corresponding author), [3]drsurati2013@gmail.com

ABSTRACT

The objectives of this study are (1) To analyze the effect of Organizational Support on Job Satisfaction (2) To analyze the effect of Work-Life Balance on Job Satisfaction (3) To analyze the effect of Organizational Support on Organizational Commitment (4) To analyze the effect of Work-Life Balance on Organizational Commitment (5) To analyze the effect of Job Satisfaction on Organizational Commitment (6) To analyze the effect of Organizational Support on Organizational Commitment mediated by Job Satisfaction (7) To analyze the effect of Work-Life Balance on Organizational Commitment mediated by Job Satisfaction. This type of research is causal associative research. Methods of data collection using the census method. Respondents in this study were all Policewoman with Low-Rank Officers as many as 54 peoples. The data collection used in this study was a questionnaire. Data analysis tools using Path analysis with Smart PLS 3. The results showed that (1) Organizational Support has a significant positive effect on Organizational Commitment (2) Work-Life Balance has a positive and significant effect on Organizational Commitment (3) Organizational Support has a positive and significant effect on Job Satisfaction (4) Work-Life Balance has a positive and significant effect Job Satisfaction (5) Job Satisfaction has a positive and significant effect on Organizational Commitment (6) Organizational Support has a significant positive effect on Organizational Commitment mediated by Job Satisfaction (7) Work-Life Balance has a positive and significant effect on Organizational Commitment mediated by Job Satisfaction of Police Women at West Nusa Tenggara Regional Police.

Keywords: Organizational Support, Work-Life Balance, Job Satisfaction, Organizational Commitment

INTRODUCTION

Effectiveness for competitive advantage depends primarily on the performance of the members of the organization. However, the foregoing means that employees are a valuable resource, capable of providing a competitive advantage for the organization. The resource-based view argues that human resources can meet the criteria of a resource that is valuable, scarce, inimitable, and irreplaceable. For an organization to be successful, there is a need to answer the needs of employees, especially in the aspect of work commitment (Muindi, and K'Obonyo, 2015).

Organizations need employees who are highly committed to the organization. Blau and Boal (in Sopiah, 2008) stated that employees 'commitment to the organization is part of the employees' loyalty to the goals of the organization in which they work. Mowday, et al (1982) stated that organizational commitment is positively correlated with low turnover, limited hardiness, and low absenteeism as well as an increase in low organizational commitment which can be indicated by the level of work strikes, absences (absenteeism), and high levels of work movement.

Riggio (in Sopiah, 2008) explains that employees who have high organizational commitment will reduce their intention to change workplaces so that these employees can serve and develop themselves in one organization only.

Organizational commitment consists of affective, continuity, and three-dimensional normative commitments. Affective commitment determines the employee's intention to leave or stay in the organization. Employee commitment to the organization is strongly influenced by the level of job satisfaction that the employee has. As a result, Adenguga's (2013) research found that job satisfaction affects employee organizational commitment. Employees feel more satisfied when the work they do is valued enough so that they can contribute to the organization. Employees with a high level of job satisfaction are very important because employees will have more confidence that the organization cares about the quality of their work and employees are more committed to the organization, and have higher retention rates and productivity (Fatt, Khin, & Heng, 2010).

A person's job satisfaction can also be influenced by several things, according to Mathis and Jackson (2000) such as recognition from the organization (organizational support) and opportunities given to employees such as work balance. As'ad (2002) states that job satisfaction is a general attitude that is the result of several specific attitudes towards job factors, self-adjustment, and individual social relations outside of work. Job satisfaction is very important for the company because it plays a role in knowing how positive employees respond to their work so that it can be used as a guide for organizations to increase employee commitment to the organization where the employee is located.

Job satisfaction is the feeling of employees associated with their work, namely feelings of pleasure or displeasure in viewing and carrying out their work (Davis and Yoder, 1992). In addition to employee job satisfaction, perceived support in the workplace has important implications for various aspects of organizational behavior such as work commitment or organizational commitment. Gunduz (2014) states that in addition to job satisfaction, it is revealed that organizational support affects organizational commitment. Employees need support from the organization, by paying attention to the existence of employees and caring about welfare. Research conducted by Saad et al (2008) suggests that organizational support is one of the factors that also affect employee commitment to the organization.

Job satisfaction and organizational support, work-life balance can affect organizational commitment. According to Weckstein (Maschlihah, 2016) work-life balance is a concept of balance that involves ambition or career with happiness, free time, family, and spiritual development. Greenhauss, Collins, and Shaw (2003) define work-family balance as a state in which the individual feels bound and satisfied with his role in the family and work. In practice, the individual will provide the necessary care and attention between the two roles so that a balance is created. Schermerhorn in Devan (2016) reveals that work-life balance is a person's ability to balance the demands of work with personal and family needs.

Organizations that promote work-life balance are a way of attracting and retaining employees who support organizational well-being. Work-life imbalances have negative results for effective organizational functioning (Arif and Farooqi, 2014).

Job satisfaction can mediate organizational support and work-life balance on organizational commitment. Burke (2000) found that if the organization maintains a work balance of work, employees will be more satisfied and will be more committed to their jobs and responsibilities. According to Ariani (2011), employees need support from organizations by paying attention to the existence of employees and caring for their welfare so that satisfaction arises in them which in turn can increase their commitment to work.

The reality on the ground shows that many women who have multiple roles find it difficult to divide their roles. For working women, dividing time for work, family, and yourself is the toughest problem that requires more effort to solve (Wijayanti, 2016). The work demands of women often make it difficult for them to fulfill their responsibilities in other aspects of life, such as in the family. Several female police officers who were successfully interviewed by the researcher said that they had to be able to meet the work targets that had to be achieved within the time set by the organization, so they had to work overtime and come home late at night.

Their duties as police officers have been stipulated in Law no. 2 of 2002 concerning the police. The duties of the police as guardians of security and public order include: implementing guarding arrangements, escorting and patrolling the community and government activities as needed, carrying out all activities to ensure safety, order, and smoothness of traffic on the road, fostering the community to increase community participation, legal awareness society, as well as the legal community order and statutory regulations.

So that it can be seen that the police have many tasks, while as humans, the police also have tasks outside of their work, namely their daily life. A situation where workers can balance their job responsibilities with tasks outside of work is called a work-life balance. The work-life balance of female police officers (Police Women) is still not good, because there is still a dual role conflict in carrying out their duties as a member of the National Police as well as a housewife.

According to the accounts of several Policewoman who have worked for the West Nusa Tenggara Regional Police for a long time, they stated that the provisions of working hours and daily activities at work have been determined by the leadership, but at unspecified working hours outside of working hours must be available at any time and anywhere when there is a call from the leader. This of course affected not only him but also his family. Not infrequently small problems arise because of job demands that he cannot leave. When he has an obligation to fulfill his shift, his son who is sick cannot be taken for treatment. Sometimes he also has to leave vacations and moments with his family for the sake of the responsibilities of his job.

Balance can be obtained when working if an individual can balance the emotional, behavioral, and time demands of well-paid work, family, and personal duties. Balance is needed so that no stressor makes a job disturbed so that someone must be able to balance between work and things outside of their work. The point of balancing here is that female Policewoman (Police Women) must be able to keep up with their time with their other lives with their family and closest people.

As stated by Realyta (2007), that the dual role played by a woman as a housewife as well as a worker, of course, can cause interpersonal conflict and intrapersonal conflict. Where if there is a prolonged conflict, of course, it can cause stress, namely a physiological, psychological, and behavioral response which is a form of adjustment to threatening conditions. The impact of this work-life imbalance is not trivial because it can affect the decline in the quality of service to the community, so that if the quality of service decreases it can cause public apathy towards the Tribrata Corps (Polri) which in turn can lead to a decrease in the level of legal compliance of the community.

The objectives of this study can be determined as follows (1) To analyze the effect of Organizational Support on the Organizational Commitment, (2) To analyze the effect of Work-Life Balance on the Organizational Commitment, (3) To analyze the effect of Organizational Support on Job Satisfaction of West Nusa Tenggara Regional Police Officers, (4) To analyze the effect of Work-Life Balance on Job Satisfaction, (5) To analyze the effect of Job Satisfaction on the Organizational Commitment of a Policewoman at the West Nusa Tenggara Regional Police, (6) To analyze the effect of Organizational Support on Organizational Commitment mediated by the Job Satisfaction of a West Nusa Tenggara Regional Police Officer, (7) To analyze the effect of Work-Life Balance on Organizational Commitment, mediated by the Job Satisfaction of a West Nusa Tenggara Regional Police Officer

THEORETICAL
Organizational Commitment

Kreitner and Kinichi (2010) explain that commitment to the organization reflects the extent to which an individual identifies himself as part of the organization and is committed to its goals. Mathis and Jackson (2002) define "Organizational Commitment as the degree to which employees believe in and accept organizational commitment goals and desire to remain with the organization" that organizational commitment is the degree to which employees believe and accept organizational goals and will remain or will not leave the organization.

Organizational commitment is a condition in which employees are very interested in the goals, values, and suggestions of the organization. Commitment to the organization means more than just formal membership because it includes an attitude of liking the organization and a willingness to put forth a high level of effort for the benefit of the organization for the achievement of goals (Steers in Sumarto, 2009).

Mayer and Allen (2011) explain that organizational commitment is considered a level of relevance to the organization where they work. Highly committed employees to stay with the organization during bad and good times. They tend to work routine, full-time jobs, protect corporate assets, and share organizational goals. So a corporation that understands what employees need will have more opportunity to increase employee organizational commitment as planned by the corporation.

Job satisfaction

According to Abdurrahmat (2006) job satisfaction is a form of emotional attitude that is fun and loves the job he is doing. Job satisfaction at work is job satisfaction that can be enjoyed at work by getting results from the achievement of work goals, placement, treatment, and a good working environment. Employees who can enjoy job satisfaction in this job will choose to prioritize their work rather than the remuneration/wages they get from the job. Employees will feel more satisfied if the remuneration is proportional to the work done.

Jobs that provide job satisfaction for the perpetrators are jobs that are felt to be fun to do (Supriyanto & Machfudz, 2010). Conversely, work that is unpleasant to do is an indicator of a sense of dissatisfaction at work (Bangun, 2012).

According to Achmad et al (2010), job satisfaction is functioned to be able to increase employee morale, increase productivity, reduce absenteeism levels, increase employee loyalty and keep employees working in a company. Employees who get job satisfaction are employees who have good work attendance and turnover, are passive in the union and have better work performance than other employees. While employees who do not get job satisfaction will have an impact on the company in the form of employee absenteeism, work turnover, inaction in completing work, early resignation, being active in a workers union, disturbed by the physical and mental health of their employees.

Organizational Support

The perception of organizational support is a major concept of organizational support theory. Organizational support theory states that to meet emotional needs and assess the benefits of increased work effort, employees from a general perception of the extent to which the organization values its contribution and cares for its well-being (perceived organizational support) (Eisenberger, et al. In Mangundjaya, 2016)

At the same time, Erdogan and Enders (2016) state that organizational support is the degree of individual confidence in the organization that the organization cares for it, assesses every input given and provides help and assistance to it. Allen et al. (2015) in Sugiyono (2015) describe organizational support which is defined as how much the organization assesses the contribution of employees and cares about it.

According to Eisenberg, et al. in Christian (2015) states that organizational support is an employee's belief about how much the company supports the work of the employee and the welfare

of the employee concerned. The company treatments received by employees are considered as stimuli that are organized and interpreted into perceptions of organizational support.

Work-Life Balance

Work-life balance is the individual's ability to align the demands of work with their responsibilities for personal life and life outside of work, such as family responsibilities (Schermerhorn, Hunt, & Osborn. 2002). McDonald and Bradley (2005) state that Work-Life Balance is the extent to which individuals feel satisfied and equally involved in their roles in work and other life outside of work. Fisher (2009) defines Work-Life Balance as a form of effort made by individuals to balance two or more roles that are undertaken. According to Greenhouse, Collins,

McDonald and Bradley (2005) state that there are three aspects of Work-Life Balance, namely:

a) Time Balance (time balance)

This aspect calls the dance a balance between the time spent performing individual roles in work life and other life outside of work.

b) Involvement balance

This aspect relates to the balance of psychological involvement of individuals and their commitment to roles in work and life outside of work.

c) Satisfaction Balance

This aspect looks at the level of individual satisfaction that is balanced in carrying out its role in work life and life outside of work.

Conceptual Framework and Hypotheses

Changes in work and family life require employees to continually seek measures to balance them. Work-life balance has an important influence on employees 'attitudes towards the organization and also on employees' lives. Both men and women prefer to work in organizations that promote work-life balance. Men are more fortunate than women. Men will feel more satisfied if they achieve more at work, even though at a price they have to abandon their family. On the other hand, the stress that women experience at work and in the family environment is equally important, and both are sources of satisfaction for women.

Many variables can influence the creation of a work-life balance for individuals, including perceived organizational support (Perceived Organizational Support/POS). POS refers to the overall employee belief in the extent to which the company values employees, cares for their welfare, and supports employees' social-emotional needs by providing resources to help. Support from organizations in creating work-life balance for their employees is expected to help employees achieve this work-life balance (Fitria, 2019). The following is a conceptual framework in this study:
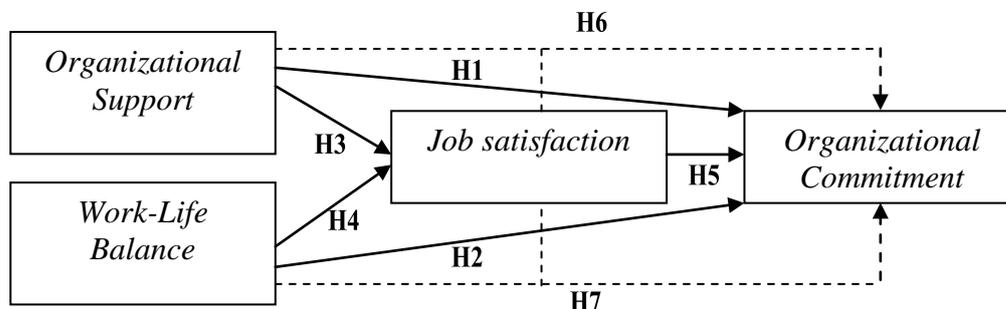

Figure 1. conceptual framework

Based on the conceptual framework above, the research hypothesis is as follows:

H1: Organizational support has a positive and significant effect on organizational commitment.

H2: Work-Life Balance is positively related to Organizational Commitment.

H3: Organizational support has a positive and significant effect on job satisfaction.

H4: Work-Life Balance is positively related to Job Satisfaction.

H5: Employee job satisfaction has a positive and significant effect on organizational commitment.

H6: Organizational support has a positive and significant effect on Organizational Commitment mediated by job satisfaction.

H7: Work-Life Balance is positively related to Organizational Commitment mediated by job satisfaction.

METHODS

The approach in this research uses quantitative methods and includes the type of causal associative research (cause and effect). Causal research is a study to examine the causal relationship between the variables studied (Umar, 2008). Causal associative research aims to analyze how a variable affects other variables or how the influence of organizational support and work-life balance on organizational commitment and job satisfaction as a mediating variable in West Nusa Tenggara Regional Police Officers.

The population of this study was 54 Policewoman, low-rank officers, at the West Nusa Tenggara Regional Police. Researchers have sufficient energy and time to collect the required data from this population so that the data collection is used in the census method. All members of the population served as respondents. Census research is a study that takes a population group as a sample as a whole and uses a structured questionnaire as a primary data collection tool to obtain specific information (Usman & Akbar, 2008).

The main data collection tool in this study is a questionnaire, which is an arrangement of statements or questions related to the variables studied. A questionnaire will be given to each respondent understudy to measure the variables under study. Data Analysis Techniques and Hypothesis Testing with Path Analysis with PLS. This study uses path analysis with Partial Least Squares (PLS).

RESULTS

Description of Respondent Characteristics

Respondents who were less than 31 years old were 16.7%, respondents aged 31-40 years were 14.8%, respondents aged 41-50 years were 37.0%, respondents who were more than 50 years old as much as 31.5%. Therefore, it can be concluded that most of the Policewoman at the West Nusa Tenggara Regional Police are relatively aged 41-50. At this age range, the West Nusa Tenggara Regional Police can be called a productive age and have high work morale.

Amount Respondents based on education level showed that respondents with a high school education/equivalent with a percentage of 72.2%, respondents with a Diploma education of 1.9%, and respondents with a Bachelor's education 16.7%, respondents with a Master's education of 9.3%. This illustrates that most of the West Nusa Tenggara Regional Police Officers have education at the high school level. The work process in a strategic scope has little opportunity for female police officers so that the scope of work of Policewoman is still in a technical scope. Jobs that are technical in nature are still very possible to be done by individuals who have high school graduates or the equivalent. Forward, It needs policies from the managers to continue to direct the officers to increase their knowledge through education, especially to increase their gradation to undergraduate level. This is necessary as an individual and organizational development effort in helping achieve common goals.

Characteristics of Respondents Based on Period of Service show that those who have a work period of between 6-10 years are 27.8%, work periods between 11-15 years are 18.5%, and work periods of more than 15 years are 53.7%. Therefore, it can be concluded that most of the West Nusa Tenggara Regional Police Officers have very long working tenure. This means that they have very high experience in working within the West Nusa Tenggara Regional Police. The police are synonymous with having a lot of work. A lot of work, often direct contact with the community, is a job that requires experience in acting. Therefore, it takes a long working period in the scope of the West Nusa Tenggara Regional Police.

Description of Variables

Organizational support is the respondent's response to the institution's concern in supporting work as female police personnel. The total average of Organizational Support based on the responses of Policewoman with a high category means that the organization has provided high support for Policewoman in the West Nusa Tenggara Regional Police.

Work-Life Balance is Respondents' responses to inner skills align job demands with responsibility for personal life and life outside of work. The average total work-life balance of Policewoman based on the response data of respondents is high, meaning that Policewoman in the West Nusa Tenggara regional police have a high work balance in positioning themselves to work as female police officers in strategic positions with their status as a housewife.

Job Satisfaction is the respondent's response to feelings of pleasure in run job duties as Policewoman. The total average of job satisfaction from respondents' responses is 4.31 with very satisfied criteria, meaning that Policewoman are very satisfied in carrying out their work at the West Nusa Tenggara Regional Police. It can be admitted that not all women can carry out their careers well if they reach the officer level within the Indonesian National Police. The current achievements of Policewoman have made them very happy and satisfied in carrying out their duties at the West Nusa Tenggara Regional Police.

Organizational commitment is Respondents' responses to the work behavior of Policewoman are shown through their activeness in carrying out work sacrifices to achieve organizational goals within the Regional Police of West Nusa Tenggara. Meanwhile, the total average of Organizational Commitments from the responses of a Policewoman is 4.43 with very high criteria, meaning that a Police Women Officer has a very high attachment to the work and organization where he works for the West Nusa Tenggara Regional Police.

Result Significance Test

To determine the significance level of the path coefficient, the t-value generated by running the Bootstrapping algorithm is used to determine whether the proposed hypothesis is accepted or not. At the 0.05 significance level, the hypothesis will be supported if the t-value exceeds the critical value of 2.00488. The results of the significance level test can be seen in Table 1. summarize the results of hypothesis testing with the PLS approach. The path coefficient value is obtained from the SmartPLS output which can be seen below.

Table 1. Model Structural Test Results

Influence Between Variables	Coefficient	T-Statistics	P-value	Information
Organizational Support -> Job Satisfaction	0.235	2,237	0.015	Significant
Work Life Balance -> Job Satisfaction	0.742	7,529	0,000	Significant
Organizational Support -> Organizational Commitment	0.102	1,758	0.042	Significant
Work Life Balance -> Organizational Commitment	0.342	5,318	0,000	Significant
Job Satisfaction -> Organizational Commitment	0.574	8,151	0,000	Significant
Organizational Support -> Job Satisfaction -> Organizational Commitment	0.315	2,396	0,000	Significant
Work Life Balance -> Job Satisfaction -> Organizational Commitment	0.426	5,229	0,000	Significant

Based on Table, it explains:

1) Organizational Support has a positive influence on the Organizational Commitment of Policewoman at the West Nusa Tenggara Regional Police of 0.102 with a significance value of 0.042 (lower than the error tolerance of 5%) which means significant, so it can be stated that the first hypothesis is accepted.

2) Work-Life Balance has a positive influence on the Organizational Commitment of Policewoman at the West Nusa Tenggara Regional Police of 0.342 with a significance value of 0.000 which means it is significant, so it can be stated that the second hypothesis can be accepted.

3) Organizational Support has a positive influence on the job satisfaction of Policewoman at the West Nusa Tenggara Regional Police of 0.235 with a significance value of 0.015 which means significant, so it can be stated that the third hypothesis is accepted.

4) Work-Life Balance has a positive influence on the job satisfaction of Policewoman at the West Nusa Tenggara Regional Police of 0.742 with a significance value of 0.000 which means significant, so it can be stated that the fourth hypothesis is accepted.

5) Job Satisfaction has a positive and significant effect on the Organizational Commitment of Policewoman at the West Nusa Tenggara Regional Police of 0.574 with a significance value of 0.000. which means significant, so it can be stated that the fifth hypothesis can be accepted.

6) Organizational Support has a positive and significant influence on Organizational Commitment mediated by the Job Satisfaction of Policewoman of West Nusa Tenggara Regional Police with a coefficient value of 0.135 and a p-value of 0.010 which means significant so that it can be stated that the sixth hypothesis is accepted.

7) Work-Life Balance has a positive and significant influence on Organizational Commitment mediated by the Job Satisfaction of Policewoman of West Nusa Tenggara Regional Police with a coefficient value of 0.426 with a p-value of 0.000 means significant, so that it can be stated that the seventh hypothesis can be accepted.

DISCUSSION

The Effect of Organizational Support on Organizational Commitment

The research results showed that Organizational Support has a significant effect on the Organizational Commitment of Police Women of West Nusa Tenggara Regional Police. The treatment from the organization received by Policewoman was captured as a stimulus that was organized and interpreted into a perception of organizational support. This perception will foster a certain degree of confidence from organizational members in the respect that the organization gives to their contribution (valuation of employees. Contribution) and the organization's attention to their lives (care about employees well-being) (Eisenberger, et al. 1986). The level of employee trust in organizational support will be influenced by their evaluation of experiences and observations about the way the organization treats its employees in general (Allen, 1995; Eisenberg et al., 1986).

According to Hutchinson (1997), organizational support can also be viewed as an organizational commitment to individuals. When in individual-organizational interactions, there is a term known as organizational commitment from individuals in the organization; then organizational support means the opposite, namely organizational commitment to individuals (employees) in the organization. Organizational commitment to employees can be given in various forms, including rewards, equal compensation, and a fair organizational climate. These forms of support also develop from extrinsic (material) in nature such as salaries, allowances, bonuses, and so on; to those that are intrinsic (non-material), such as attention, praise, acceptance, intimacy, information, self-development, and so on.

Organizational support within the scope of work of the West Nusa Tenggara Regional Police to West Nusa Tenggara Regional Police Officers is shown through the process of placing human resources according to competence and based on the principle of justice, treating members fairly, fair job promotion programs, and ensuring job security for the police. women from the

Regional Police of West Nusa Tenggara gave birth to a strong commitment to them. The Policewoman became very loyal to their work and organization so that every organization's interest was always placed above their own interests following the oath of duty they had pronounced.

The results of this study are in line with the results of research from Ringle, et al (2009) stated that organizational support has a significant effect on organizational commitment. Organizational support is defined as employees' perceptions regarding the extent to which the organization provides support to employees and the extent to which the organization is prepared to assist when needed (Pack, 2005). An empirical study conducted at a large hospital in the Midwest found that perceived organizational support was significantly correlated with commitment (Tansky and Cohen, 2001).

The Effect of Work-Life Balance on Organizational Commitment

The research results showed that Work-Life Balance has a positive and significant effect on the Organizational Commitment of Policewoman at the West Nusa Tenggara Regional Police. Work-life balance practices are organizational changes designed to reduce working-family conflicts. This work-life balance practice enables employees to be effective in both work and personal roles. The more control employees have over their lives, the more able they are to balance work and family. Arif and Farooqi, (2014) cite the opinion of Iqan Lazar, (2010) who concluded that the balance between work and non-work roles that are successful is beneficial for employees and organizations. This balance in the work and life domains enhances the quality of personal relationships and organizational outcomes. Many organizations feel the need for a work-life balance that includes retention of a valuable workforce, reducing family conflicts, and reducing employee stress.

There is a balance of time used by Police Officers to carry out roles in work with family life, social life, careers of Police Officers, there is a balance of involvement and satisfaction because it can balance roles has led to loyal behavior towards work at West Nusa Tenggara Regional Police.

Work-life balance provides a balanced balance between personal and works life. The results show that there is a direct relationship between commitment and work-life balance (Arif and Farooqi, 2014).

The Effect of Organizational Support on Job Satisfaction

The research results showed that Organizational Support has a positive and significant effect on Job Satisfaction. Positive support from the leadership to the West Nusa Tenggara Regional Policewoman Police Women has created a conducive working situation. This can be seen from their responses who feel that the support of the organization within the scope of the work of the West Nusa Tenggara Regional Police to the West Nusa Tenggara Regional Police Officers, which has been felt to have high support because in the scope of the West Nusa Tenggara Regional Police the placement of human resources is following the competence and based on the principle of justice regardless of whether they are male or female. They become satisfied at work because there are equal opportunities and opportunities in developing careers.

By obtaining this support, the satisfaction of the Police Officers is motivated to be better. In addition, support also raises the enthusiasm of the workers so they can trust and help each other and there is a good relationship between workers in the work environment of West Nusa Tenggara Regional Police.

The results of this study are the same as some of the studies conducted by The results of Fitri's research (2007) suggest that perceptions of organizational support have a positive and very significant effect on job satisfaction. Ariani (2011) states that member job satisfaction is influenced by perceptions of organizational support. Wiasatrya (2010) states that there is a strong positive relationship between organizational support and the level of employee job satisfaction. The study of Chang (2014) shows that organizational support will develop a sense of belonging, and this will help increase job satisfaction. Rehan and Ahmed's study (2014) states that organizational support and job satisfaction depend on each other.

Influence Work-Life Balance to Job Satisfaction

The research showed that Work-Life Balance has a significant effect on Job Satisfaction. Sakthivel Rania, (2011) found that recognition is associated with work-life balance, which causes job satisfaction and the effect of recognition of employee contributions is reflected in their satisfaction. Work assignments and work-life are positively related. Pay is related to work/life balance mediation factors that end in job satisfaction. Benefits are highly correlated with work-life balance. The Beter benefits program leads to employee satisfaction. Nowadays human resources have concluded that there is a strong relationship between employee satisfaction and business. In the results, the organization focuses on developing policies and programs on work-life issues.

The balance of time spent by the Police Officers of the West Nusa Tenggara Regional Police to carry out their roles in work with family life, social life, and career has created a sense of satisfaction in them. As a result of the work assigned to the Policewoman of the West Nusa Tenggara Regional Police, it does not exceed my main duties and functions and the facilities and infrastructure that support the work have met the standards set so they are happy to work within the scope of the West Nusa Tenggara Regional Police.

The results of this study are the same as the results of research from Tayfun and Çatir (2014) found that there is a positive relationship between work-life balance and organizational commitment. Today's competitive environment demands a balance between personal and work life. Work-life balance is positively related to job satisfaction. Noor found that employees happily work in an organization that helps them balance their personal needs and work-life needs. Difficulty in balancing work and having an impact on the personal life and job satisfaction (Arif and Farooqi, 2014).

The results of previous research conducted by Azeem and Akhtar (2014) found that recognition was associated with work-life balance which led to job satisfaction and the effect of recognition on employee contributions was reflected in their satisfaction. In the organization's focus on policy development programs and work-life issues, employees feel more satisfied with their work and families when they enjoy the benefits of a work-life balance program provided by their superiors. Yutaka (2012) concluded that the work-life balance program has different effects for male and female employees. Male employees are satisfied with the three steps, such as work, work-life balance program, and superiors. But female employees have a significant relationship only with job satisfaction.

Influence Job Satisfaction on Organizational Commitment

The research results showed that Job Satisfaction has a positive and significant effect on Organizational Commitment. According to Rahman and Muhamad (2001) stated that workers in lay organizations show higher satisfaction compared to private organizations. Besides, job satisfaction has a positive and significant relationship to the normative commitment of workers in both types of organizations. Aydogdu and Asikgil (2011) state that job satisfaction has a significant and positive relationship with the three dimensions of organizational commitment and the desire to resign from the organization has a negative relationship with job satisfaction and organizational commitment. Sharma and Bajpai (2010) state that organizational commitment is proven to be a catalyst to increase the level of employee job satisfaction.

As the response of the Policewoman that the salary has been given based on the principle of justice, the salary and wages they receive are following their responsibilities, and the provision of salaries and allowances is always on time which have been determined, giving birth to the Trust of Police Officers to remain loyal and loyal to their organization so that they are ready to sacrifice their time and energy and soul for the achievement of organizational goals.

The results of this study are in line with the research found by Wahyudi and Sudibya (2016) which found that there was a positive relationship between job satisfaction and organizational commitment. Tella et al. (2007) found a significant relationship between job satisfaction and organizational commitment. If employees are satisfied with their jobs, co-workers, pay, and superiors, and overall job satisfaction, they are more committed to the organization (Okpara, 2004). The higher the employee's job satisfaction, the higher the employee's organizational commitment.

This is following the results of studies conducted by Al-Aameri (2000) and Wu & Norman (2005 in Al Hussami, 2008) which states that there is a positive relationship between job satisfaction and organizational commitment. When employees are satisfied with their work,

The Effect of Organizational Support on Organizational Commitment mediated by Job Satisfaction

The research results showed that Organizational Support has a significant effect on Organizational Commitment mediated by the Job Satisfaction of Police Women of West Nusa Tenggara Regional Police. Perceptions of support can fulfill the need, approval, and pride of employees to remain a member of the organization into self-identity, to develop positive emotional or affective achievement into the organization. Job satisfaction is an important construct in the workplace and is related to organizational achievement and affective organizational commitment. Perceptions of Organizational Support can be influenced by various aspects of the treatment of employees by the organization, thus influencing the employee's interpretation of the organizational motives for designing the treatment. These perceptions can strengthen the expectations of personnel achievement and affective achievement in the organization to increase efforts to meet organizational goals.

Perceptions of Organizational Support are the perceptions of personnel regarding the organization's contribution and concern for their welfare. Based on the opinion of Rhoades & Eisenberger (2002), there are three main ways in which employees perceive the organization, namely through supervisor support, through rewarding and pleasant working conditions, and through policies. and fair practice. So far, perceptions of support are believed to influence important organizational behavior and can influence organizational success.

The results of this study indicate that perceptions of organizational support affect affective organizational commitment mediated by job satisfaction that has been felt by female police officers in the West Nusa Tenggara Regional Police. This relationship is predicted by organizational support theory and social exchange theory. Organizational support theory states that the determination of organizational readiness provides rewards for increasing work effort and meeting the socio-emotional needs of employees, developing beliefs related to organizational values, and contributing or paying attention to employee welfare or working conditions, whereas social exchange theory states that between employees and employees. leaders are exchanging based on reciprocal exchange norms.

The results of this study are supported by research by Babakus, et al. (1996) and Kahumuza & Schlechter (2008). Perceptions of Organizational Support are also followers' perceptions of the support provided by the leader. Usually, this perception can mediate the relationship between a construct and organizational commitment. Research that uses Perceptions of Organizational Support as an antecedent and mediator of organizational commitment, among others, are Settoon, et al. (1996), Randall & Driscoll (1997), Erickson & Roloff (2007), Stinglhamber & Vandenberghe (2003). This study also shows that PDO mediates the relationship between these perceptual antecedent variables (which in this study are shared values within the organization and perceptions of supervisory support or PDP) and the consequence, namely satisfaction with affective organizational commitment. The consequences of high perceptions of organizational support are increased job satisfaction, organizational commitment, emotional conditions or positive feelings, interest in work, good job performance, and the desire to remain in the organization.

The Effect of Work-Life Balance on Organizational Commitment mediated by Job Satisfaction

The research results showed that Work-Life Balance has a positive and significant effect on Organizational Commitment mediated by the Job Satisfaction of Policewoman at the West Nusa Tenggara Regional Police. Changes in work styles, work culture, family needs, work demands, occur rapidly which eventually increase the population of multiple-income couples, single parents, and the responsibility of supporting parents, as well as other factors that require someone to work due to the higher life needs. These increased changes can harm employees as well as organizational

performance. Increased pressure at work negatively affects work-life balance, job satisfaction, and organizational commitment (Azeem, and Akhtar, 2014).

Work-life balance has important consequences for employees 'attitudes towards their organization as well as for employees' lives. Work-life boundaries may be very important in the management of workers who demand highly skilled knowledge, such as a professional profession, where commitment and loyalty present challenges for employers (Rania, Kamalanabhan & Selvarani, 2011). The attitude of employees towards the organization and their lives is influenced by work-life balance. Work-life balance is essential when organizations have to manage highly technical professionals because high commitment and loyalty are required for organizational success (Scholarios & Marks, 2006).

In work-life balance, a person manages conflicts between different demands on his time and energy in a way that satisfies his need for well-being. This aspect certainly shows the existence of an organizational effort to build job satisfaction from its members. Organizations will also encourage work-life balance as a way to attract and retain employees who support the welfare of the organization. Burke (2000) found that if the organization maintains a work balance of work, employees will be more satisfied and will be more committed to their jobs and responsibilities. When family responsibilities match job responsibilities, they result in family conflict, which creates a decrease in job satisfaction (Akram and Hassaan, 2013). Basically, member satisfaction is one of the goals in an organization during a certain period. An organization that has members with a high level of satisfaction is likely to have high work commitment and better organizational performance.

CONCLUSION

From the results of the research and discussion above, the conclusions of the research that can be drawn are:
1. Organizational support has a significant positive effect on the Organizational Commitment.
2. Work-life balance has a positive and significant effect on Organizational Commitment.
3. Organizational Support has a positive and significant effect on Job Satisfaction.
4. Work-Life Balance has a positive and significant effect on Job Satisfaction.
5. Job Satisfaction has a positive and significant effect on the Organizational Commitment.
6. Organizational Support has a significant positive effect on Organizational Commitment mediated by the Job Satisfaction.
7. Work-life balance has a positive and significant effect on organizational Commitment mediated by Job Satisfaction of Policewoman at the West Nusa Tenggara Regional Police.

RECOMMENDATION

The suggestions that can be recommended according to the research results are as follows:
1. The support of the organization that is still felt by the Policewoman of the West Nusa Tenggara Regional Police is "Providing solutions if their subordinates have problems". This should be a concern for superiors within the Organization because after all the problems faced by their subordinates will have an impact on their work. So there needs to be a solution that can be given because leaders can become parental figures for their subordinates because every suggestion given will definitely be heard and obeyed.
2. Policewoman are still dominated by those who have high school graduates or equivalent. In the future, there needs to be a policy from the managers to continue to direct the officers to increase their knowledge through traumata education to increase their gradation to undergraduate level. This is necessary as an individual and organizational development effort in helping achieve common goals.

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