

Emotional Intelligence, Organizational Support, and Work-Life Balance among Police Officers: A Systematic Literature Review Amid Rising Mental Health Concerns in Law Enforcement

Taufik Kurrohman¹, Itryah²

^{1,2}Psychology Study Program, Faculty of Social Humanities, Universitas Bina Darma, Indonesia.

ABSTRACT: The high task demands and unpredictable operational hours in the policing profession often blur the boundaries between professional and personal lives, risking emotional exhaustion (burnout) and job stress. This study aims to systematically examine the role of emotional intelligence and organizational support in achieving work-life balance among members of the Indonesian National Police (Polri). This research employs a Systematic Literature Review (SLR) design, adopting the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) protocol. The literature search was conducted using the Google Scholar database within the 2020-2026 publication timeframe. Out of 257 initial documents, a rigorous screening process yielded 32 scientific articles that met the inclusion criteria for synthesis. The findings indicate that emotional intelligence plays a crucial role as an internal buffer, enabling personnel to regulate their emotions amidst operational pressures. On the other hand, organizational support—manifested through leadership empathy, fair task regulation, and a supportive work environment—has proven to be a significant external facilitator in mitigating the risk of burnout in operational duties. Furthermore, the synergy between individual emotional maturity and a caring command-oriented organizational climate serves as the primary key to maintaining the psychological well-being of police officers in the field.

KEYWORDS: Emotional Intelligence, Organizational Support, Work-Life Balance, Police Officers, Burnout.

1. INTRODUCTION

The dynamics of the modern professional landscape demand optimal performance from every individual without neglecting their psychological and mental well-being. One crucial phenomenon that continues to evolve in the study of Industrial and Organizational Psychology today is work-life balance (WLB). Based on the ProQuest database (2026), filtering for academic journals within the last ten years under the keyword "Work-Life Balance" yields 37,708 results, indicating a high level of academic attention to this issue. Work-life balance is an individual's ability to balance their occupational demands with personal and family needs (Hendra & Artha, 2023). It reflects an individual's capacity to manage time, energy, emotions, attitudes, and responsibilities in both their work and personal lives (Mubarak, 2023). Work-life balance, when supported by family-oriented policies and flexible working arrangements, enables employees to manage their professional and personal responsibilities much more effectively, ultimately increasing their engagement and productivity (Saputra & Masdupi, 2024).

The Indonesian National Police (Polri), as a strategic state institution, plays a vital role in maintaining public security and order, enforcing the law, and providing protection, care and services to the public, as stipulated in Law of the Republic of Indonesia Number 2 of 2002 on the Indonesian National Police. Individuals in this profession, commonly referred to as "Police Officers," frequently face immense occupational and social demands; therefore, it is critical for the institution to pay attention to the physical and mental well-being of police personnel to support their performance (Sultan & Saudi, 2025). The work of a police officer is synonymous with unpredictable operational hours, sudden security assignments, and a strict command hierarchy that magnifies the potential for fatigue (Sultan & Saudi, 2025). Consequently, achieving a harmonious Work-Life Balance (WLB) for police officers represents a highly complex challenge given the specific characteristics of their duties that directly intersect with the community. Furthermore, the time allocated to workers needs to be balanced between personal affairs and the workplace; if an imbalance occurs, it can negatively impact employees, meaning that if workers focus too heavily on work, the time for their family or personal life will decrease, resulting in reduced job satisfaction (Aura et al., 2024).

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A study conducted by (Muslikan & Ali, 2022) suggested that work-life balance is a condition where a person is able to separate personal life interests from work interests without disrupting the work activities assigned by their organization. This implies that personnel who have a good work-life balance possess a key factor that influences the level of job stress within an organization/institution. In line with this, (Astuti et al., 2025) explained the importance of proper workload management and work-life balance to increase the engagement and loyalty of police officers to the organization, emphasizing that job satisfaction is a crucial factor directly impacting members' morale. Therefore, if all these aspects are achieved, the quality of police service to the wider community will improve.

Addressing efforts to achieve a good work-life balance for police officers requires attention to several internal and external factors. Internal factors such as emotional intelligence play a vital role in achieving work-life balance. Emotional intelligence is an individual's ability to recognize, control, express, regulate, and manage their own emotions and the emotions of others (Nisya' & Raharjo, 2024). Individuals with good emotional intelligence will be able to control stressful situations in their lives so they can manage stress and conflicts between work activities and personal affairs; this is because these individuals tend to have a strong motivation to execute roles in both domains in a balanced manner (Tanessa & Halida, 2025). Research conducted by (Nisya' & Raharjo, 2024) posited that individuals with high emotional intelligence can improve their own work-life balance.

Although emotional intelligence is crucial, we must also pay attention to external aspects such as social support, which acts as a form of physical and psychological comfort provided by colleagues and family. Furthermore, individuals with high social support will be able to minimize the impact of pressure or stress arising from the surrounding environment (Nurhabiba, 2020). Another element, organizational support, also plays a critical role in realizing a good work-life balance. Organizational support, in the form of implementing policies that enable employees to meet their needs at work and in the family, ultimately reduces role conflicts. Employees who receive support from the organization will feel cared for, eliminating difficulties in balancing their roles in work and family (Rabani & Budiani, 2021).

Departing from this background, a systematic literature review is urgently needed to dissect the extent to which the interaction of emotional intelligence and organizational support contributes to achieving work-life balance among Polri members. Although various studies have examined the relationship between emotional intelligence, organizational support, and work-life balance separately, systematic reviews integrating these three variables within the context of the policing profession in Indonesia remain limited. Therefore, a systematic literature review is necessary to obtain a more comprehensive understanding of the relationships between these variables.

2. RESEARCH METHODOLOGY

This study uses a Systematic Literature Review (SLR) design, adopting the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) reporting protocol. The use of the PRISMA approach is specifically designed to ensure that the process of tracking, screening, and extracting data is conducted transparently, systematically, and free from subjective bias (Saputra & Masdupi, 2024). This systematic literature-based review is highly relevant for consolidating the results of previous studies to obtain comprehensive conclusions regarding a phenomenon (Hendra & Artha, 2023).

The literature search strategy was executed by utilizing a search database via Google Scholar. The first stage, identification, successfully netted 257 documents relevant to the keywords "Emotional Intelligence, Organizational Support, Work-Life Balance, Police." To narrow the scope to recent scientific studies, the publication date range was set from 2020 to 2026, resulting in 214 documents. The second stage involved screening, where titles and abstracts were manually checked to align with the topic of industrial and organizational psychology, and the geographical location of the study was limited to Indonesia, leaving 78 articles. In the third stage (eligibility), article feasibility was tested by reading the full text, leaving 50 articles.

Several mandatory inclusion criteria included narrowing the scope to recent peer-reviewed scientific studies published between 2020 and 2026, specifically researching police personnel, authorities, or professions with high workloads as comparative instruments. After setting aside purely conceptual articles or unpublished theses, taking only open-access articles, and focusing on geographically located studies in Indonesia, the final inclusion stage established 32 highly valid and credible articles to be analyzed and synthesized. The summary of this procedure can be seen in Figure I and Table I below.

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Figure 1. Flowchart of PRISMA Method Workflow

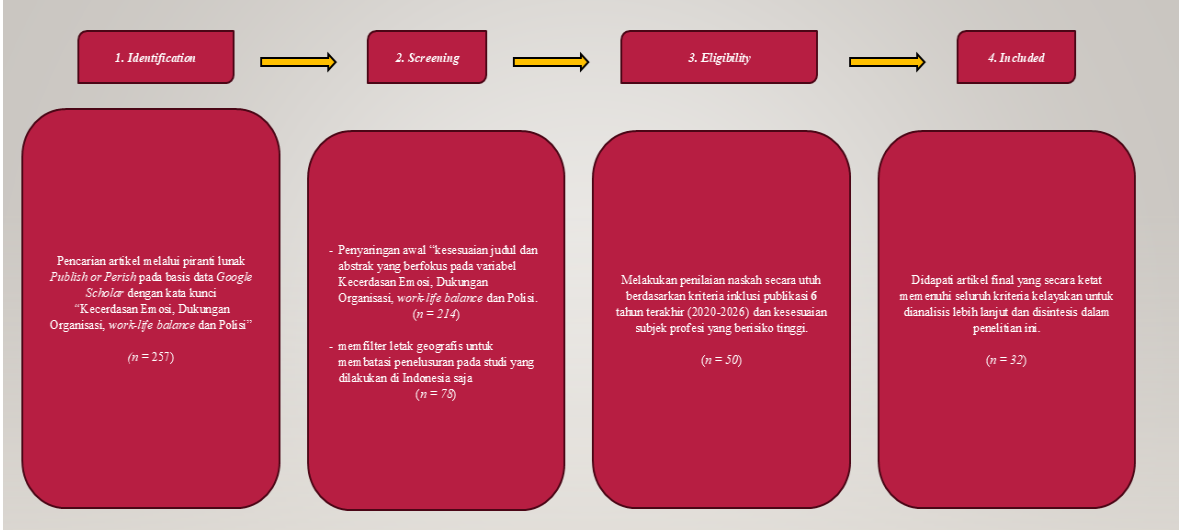


Table 1. PRISMA Method Workflow

Stages	Process Description	Result (n)
Identification	Article search via Publish or Perish software on the Google Scholar database using specific keyword combinations: Emotional Intelligence, Organizational Support, Work-Life Balance, and Police.	n = 257
Screening	Initial screening based on title and abstract matching focusing on WLB, Emotional Intelligence, and Organizational Support variables. Further filtered geographically for studies conducted in Indonesia.	n = 78
Eligibility	Full-text assessment based on inclusion criteria (published in the last 6 years and suitability of high-risk profession subjects).	n = 50
Included	Final articles that strictly meet all eligibility criteria to be analyzed and synthesized in this research.	n = 32

These results were then synthesized using a narrative approach to combine quantitative and qualitative findings from the included studies, so the narrative synthesis supports the highlighting of recurrent themes and differences across various studies while demonstrating existing gaps in the literature (Saputra & Masdupi, 2024). This approach was adopted to explore complex variable relationships, such as how work-life balance interacts with organizational support and emotional intelligence variables.

3. RESULTS AND DISCUSSION

Based on an in-depth extraction of the 32 scientific articles meeting the criteria, strong empirical evidence was found regarding how the role of emotional intelligence and organizational support can mitigate employee/officer job stress. Table II below presents a summary of six crucial studies serving as the foundation of synthesis in this literature review:

Table 2. Summary Of Selected Previous Studies

Title	Research Subjects	Methodology	Key Findings
(Nisya' & Raharjo, 2024), The Relationship between Workload and Emotional Intelligence and Work-Life Balance amongst Police Officers	100 Police Officers	Quantitative	There is a highly significant positive relationship between emotional intelligence and WLB ($R=0.829$), making emotional regulation a stress buffer.
(Nurhasanah, 2021), Work-Life Balance in Terms of Workload and Social Support Among Police Officers	110 Police Officers in Samarinda	Multiple Linear Regression	Social support and workload jointly contribute 45.7% to WLB dynamics. Time and energy consumed for state duties can disrupt personnel's private affairs, but supportive superiors and peers act as a psychological shield to neutralize these adverse effects.
(Nanuru et al., 2023), Work-Life Balance and Work Engagement	Police Officers (Demak)	Qualitative Descriptive	Family/social support and leadership attention are crucial factors helping subjects overcome stress

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to Cope with Stress and Burnout Among Members of the Demak District Police Force During and After the Covid-19 Pandemic			and burnout, enabling the development of WLB and work engagement in optimal job execution.
(Rabani & Budiani, 2021), The Relationship between Perceived Organisational Support and Work-Life Balance amongst Warehouse Staff at PT. X	Warehouse Staff	Correlational	Perceived organizational support strongly correlates ($r=0.623$) with achieving WLB. Supervisor assistance prevents individual role conflicts. Leadership attention provides an extraordinary boost to subordinate emotional well-being.
(Sultan & Saudi, 2025), A Description of Work-Life Balance Among Police Personnel at X City Police Headquarters	443 police officers	Descriptive	The majority of police personnel (63%) are at a moderate WLB level. Young officers (20-30 years) view work as an effort to improve life quality. Conversely, married and senior officers are more susceptible to WLB disruptions.
(Reynaldi et al., 2022) The Effect of Workload and Emotional Intelligence on Work-Life Balance amongst Seafarers on Cargo Ships	73 Cargo Ship Seafarers	Multiple Linear Regression	Emotional intelligence significantly contributes 41.7% in maintaining WLB in professions with high isolation risks. Seafarers capable of regulating emotions and building empathy proved to be more resilient in moderating pressure.

3.1. Work-Life Balance

(Sultan & Saudi, 2025) explained the definition of work-life balance as a concept that illustrates an individual's ability to balance and manage dual roles between work and personal life. This balance takes the form of proportional allocation of time and energy, fulfilling commitments in both domains, and drawing positive benefits from each role. This concept is vital for maintaining optimal well-being, especially in professions with high job stress levels. In line with this, (Aura et al., 2024) defined Work-Life Balance as an equilibrium between a person's responsibilities at work and life outside of work that can result in satisfaction for the employee themselves. A simple definition was also put forward by (Muslikan & Ali, 2022), indicating that Work-Life Balance is the result of a person's precision in separating personal life interests from work interests, without disrupting the quality of work assigned by the company or organization. From these various definitions, it can be concluded that Work-Life Balance is a condition where a person is able to execute their duties and roles in the workplace optimally without disrupting the quality of their personal life outside of work.

3.2. Organizational Support

In a study conducted by (Rabani & Budiani, 2021), organizational support was summarized as an employee's sensitivity and perception regarding the extent to which their involvement is valued and recognized by the organization they work for. Employees who feel supported by the organization will feel cared for, eliminating difficulties in balancing their roles in work and family. Furthermore, the presence of organizational support is assessed by the extent to which employees can be confident that their organization values their participation and creates well-being for them. In line with this definition, (Tanessa & Halida, 2025) explained that organizational support plays a critical role in helping employees manage job demands and personal responsibilities, ensuring that the work performed can add value and enrich the employee's personal life. (Nurhabiba, 2020), in her research, proposed two forms of organizational support: formal and informal support. Formal support can be the availability of work-family policy benefits and flexibility in work schedule arrangements, whereas informal support can take the form of work autonomy, meaning there is support and attention from superiors regarding the employee's career. From these definitions, it can be concluded that organizational support is a form of backing provided by an organization to its workers, in the form of perception, facilities, moral support, and flexibility in rest or leave time, proportionally and fairly assigning tasks to workers. When employees realize strong organizational support, a sense of responsibility will emerge over all workload obligations assigned by the organization to achieve its vision and mission, ultimately improving the quality of performance.

3.3. Emotional Intelligence

(Tanessa & Halida, 2025) defined emotional intelligence as an individual's ability to control and motivate oneself to remain steadfast when facing various obstacles, control impulses and delay gratification, and regulate moods so that anxiety does not interfere with the thought process, as well as possessing empathy. In this context, emotional intelligence is not an ability predetermined from birth, but rather something that can be utilized, improved, and continuously developed throughout life as an individual ages and gains experience. Another definition was provided by (Reynaldi et al., 2022), who suggested that emotional intelligence is an effort to control internal emotions, enabling individuals to feel and recognize themselves, using their feelings well and optimally to understand themselves and their environment. Furthermore, (Nisya' & Raharjo, 2024) emphasized in their

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research article that police officers are expected to increase their emotional intelligence by being more sensitive to their own feelings, understanding their emotions and the emotions of others, and learning to manage time well and try to build healthy relationships with new people.

3.4. Police Operational Workload and Personnel Role Conflict Vulnerability

A synthesis of various literatures clearly shows that the root of work-life imbalance in uniformed institutions like the police begins with massive operational workloads. The demand to always be on standby while on duty, unfriendly shift schedules, and physical exhaustion are toxins that slowly create dual-role conflicts disrupting well-being (Fauziah, 2020). When police officers cannot set boundaries between when they are on duty and when to rest, such fatigue will result in turnover intention (Barage & Sudarusman, 2022). In a study conducted by (Aura et al., 2024), workload has a significant influence on the work-life balance of individual police officers in Samarinda. The friction between institutional and family demands, if left unchecked, will radically destroy the foundation of the psychological wellbeing of officers in the field (Amellia et al., 2025). Furthermore, a study by (Muslikan & Ali, 2022) suggested that workload is closely related to a job where individuals assess task demands requiring mental and physical activities to be completed within a certain time; this means a well-managed workload reduces police stress levels.

Role conflict is a psychological symptom experienced by individuals that can later cause discomfort and potentially reduce work motivation, thereby impacting overall performance degradation. In a study conducted by (Muslikan & Ali, 2022), role conflict is described as a conflict occurring because an individual holds more than one conflicting role. This implies that the emergence of role conflict will affect work-related stress amongst members of the Criminal Investigation Unit of the Kerinci District Police.

3.5. The Role of Emotional Intelligence as Internal Resilience

To fortify oneself from massive job demands, personal emotional maturity emerges as the most effective defense mechanism. Emotionally intelligent employees are highly capable of suppressing frustration, setting priorities, and holding back negative emotions so they do not infect their domestic affairs (Nisya' & Raharjo, 2024). Furthermore, research by (Septina & Soeharto, 2023) revealed that for female police officers (Polwan) who bear high personal life expectations, emotional maturity becomes the primary instrument ensuring their psychological well-being is not shattered by command pressure. The success of personnel in managing their internal personal emotions is a strong foundation in shaping police into healthy, adaptive, and mentally prosperous individuals (Pramitadewi & Hendriani, 2023).

3.6. The Urgency of Organizational Support in a Command Ecosystem

Nevertheless, the majority of research shows that emotional resilience built personally will not last long without a humane and supportive command ecosystem. Tangible support from the organization, whether in the form of leadership empathy, clarity in granting leave time, or peer solidarity, is scientifically proven capable of repairing broken life balance (Nurhasanah, 2021). Furthermore, (Rabani & Budiani, 2021) posited that police personnel who feel their socioemotional needs are well attended to by their unit will not feel exploited, making it easier for them to achieve harmony between official and family demands. These findings indicate that the presence of empathetic and open communication from unit leaders during crises is the key that maintains the morale and work engagement of personnel against the threat of operational burnout (Nanuru et al., 2023).

3.7. Interaction of Emotional Intelligence and Organizational Support on Work-Life Balance

Ultimately, this literature review confirms that emotional intelligence and organizational support are two sides of a coin deemed equally important in maintaining and realizing Police Work-Life Balance. Some studies find that police who have a good Work-Life Balance not only feel relaxed but also trigger the emergence of work engagement or fully dedicated attachment to their work (Wijaya & Soeharto, 2021). Furthermore, (Atlennur & Arianto, 2024) asserted in their research that institutions or organizations capable of nurturing and realizing their members' Work-Life Balance will reap results in the form of built loyalty and increased job satisfaction. In a study conducted by (Tanessa & Halida, 2025), it was stated that high employee emotional intelligence will be followed by high employee work-life balance, and vice versa. This view is supported by research from (Ferrysandi et al., 2024), indicating that when police officers are mentally healthy, intelligent in managing their emotions, and feel well-protected by their organization, they will provide genuine, professional public service far from burnout in their operational duties. The majority of the reviewed studies conclude that emotional intelligence and organizational support are equally crucial in efforts to maintain and realize police Work-Life Balance.

Organizational support plays a crucial role in creating Work-Life Balance. In a study conducted by (Rabani & Budiani, 2021), organizational support is summarized as an employee's sensitivity and perception regarding the extent to which their involvement is valued and recognized by their organization. Employees who receive support from the organization will feel cared for, eliminating difficulties in balancing their roles in work and family. Employees' perceptions of organizational support related to balancing work and personal life are effective components in improving work-life balance. Research by Valcour et al. also shows

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that resources (job security, supervisor support, and peer support) are positively related to employee perceptions of the organization (Rabani & Budiani, 2021).

Organizations must create a positive perception of organizational support for employees by fulfilling its forming factors. In research conducted by Rhoades and Eisenberger, several forming factors of organizational support include organizational fairness, supervisor support, and favorable rewards and working conditions (Rabani & Budiani, 2021). (Rabani & Budiani, 2021) stated that there is a significant relationship between the variable of perceived organizational support and Work-Life Balance; the correlation coefficient value in their study shows a positive and significant direction, meaning the higher or more positive the perceived organizational support, the higher the employee's WorkLife Balance. Employees who receive good organizational support will form a perception regarding the organization's care and attention to their well-being.

4. CONCLUSIONS

Based on the Systematic Literature Review, it can be concluded that the Work-Life Balance of police officers heavily relies on the collaborative synergy between internal and external individual factors. On one hand, emotional intelligence is proven capable of acting as a psychological buffer, encouraging personnel to regulate stress and suppress negative emotional spillover caused by field workloads to prevent damaging family harmony. On the other hand, perceived organizational support—manifested through leadership empathy, fair task regulations, and peer solidarity—is the most potent external facilitator in preventing burnout in operational duties. Therefore, Polri, as a large institution oriented towards service, protection, and community shelter in maintaining public order and security, is required not only to focus its attention on the physical toughness and health of its members. Furthermore, Polri must pay attention to policy programs that culminate in the strengthening of personnel's emotional intelligence and building a supportive work and command culture to guarantee the psychological well-being of all members, thereby achieving Work-Life Balance. Future research is recommended to use empirical approaches involving Polri members directly to test the relationships between the variables identified in this literature review.

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