

Moderation of Supervision Support in the Influence of Work-Life Balance on Improving Personnel Performance of the Human Resources Bureau of the Central Kalimantan Regional Police

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Abstract. *This study is an explanatory research with an associative approach, aimed at analyzing the relationships and effects among variables as well as testing hypotheses to strengthen the theoretical foundations used. The variables examined include Work-life Balance, Supervisory Support, and Personnel Performance. The population of this research consists of all personnel of the Human Resources Bureau of Central Kalimantan Regional Police, totaling 70 individuals. A census sampling technique was employed, whereby all members of the population were included as respondents. Primary data were collected through a closed-ended questionnaire measuring respondents' perceptions of the research variables using a 1–5 Likert scale. The research instrument was developed using a Personality Questionnaire approach, and the data were analyzed using Structural Equation Modeling Partial Least Squares (SEM-PLS). The findings reveal that Work-life Balance has a positive and significant effect on personnel performance, indicating that maintaining a balance between work and personal life can enhance performance quality. Additionally, Supervisory Support is shown to have a positive and significant effect on personnel performance, reinforcing the idea that supervisory assistance—whether emotional, informational, evaluative, or physical—plays a crucial role in improving performance. The study further demonstrates that Supervisory Support moderates and strengthens the effect of Work-life Balance on personnel performance. This suggests that effective supervisory support enhances the positive impact of work–life balance, making its contribution to more optimal performance. This study provides empirical evidence on the importance of supervisory support and work-life balance in improving personnel performance, particularly within police institutions that operate under high work demands.*

Keywords: *Balance; Supervisory; Support.*

1. Introduction

The performance of the Indonesian police force is currently under public scrutiny, both in

terms of professionalism, accountability, and the quality of service to the public. High public expectations of the Indonesian National Police (Polri) demand continuous performance improvements, including in terms of response speed, integrity, and effectiveness in carrying out security and public order duties. This focus is directed not only at the institution in general, but also specifically at personnel in strategic work units such as the Human Resources (HR) Bureau, which plays a crucial role in managing and developing the police force's internal capacity.

The success of each unit's work is crucial for the police organization's success in achieving specific goals. The National Police's Precision Quick Wins Program is a way for the National Police (Polri) to improve its performance. The declining public trust in the Polri institution is the primary reason for this program. Therefore, the National Police is striving to implement various steps and innovations through precise and measurable hard work, collectively as an institution (Riadi & Kurniawati, 2022).

The Precision Vision promoted by National Police Chief General Listyo Sigit Prabowo has received a positive response from various parties. The Precision concept, which stands for Predictive, Responsible, Transparent, and Fair, is considered It can make police services more integrated, modern, convenient, and fast. The police, as an institution primarily tasked with maintaining public security and order, enforcing the law, and protecting and serving the community, is committed to serving while respecting local wisdom within Indonesian culture. Precision itself refers to four policy pillars, 16 priority programs, 51 activities, 177 action plans, and eight commitments within the National Police (Polri) concept. Four transformations are at the heart of the precision of the National Police: Organizational Transformation, Operational Transformation, Public Service Transformation, and Supervisory Transformation (Tri Brata & Nashar, 2022a).

Police personnel often face high workloads, significant mental pressure, and professional demands that require them to be ready to carry out their duties at any time, even outside of normal working hours. These conditions have the potential to lead to emotional exhaustion, prolonged stress, and ultimately negatively impact their motivation and performance. An imbalance between work and personal life demands is a major trigger for decreased morale, especially if it is not balanced by an adequate internal support system.

The concept of work-life balance is crucial to promote as an effort to maintain a balance between work and personal life. Work-life balance is believed to reduce the risk of emotional exhaustion and stress caused by excessive workloads, thereby promoting improved psychological well-being and job performance among police personnel.

Work-life balance is a crucial aspect of supporting the physical and mental well-being of police officers, which in turn can positively impact their performance and the public service they provide (Bataineh, 2019). Work-life balance is crucial (Giovanna Ganesini et al., 2018), especially in the policing profession, which often involves significant pressure and responsibility. A strong work environment and support from superiors and colleagues can

create an environment where police officers feel supported and valued (Javanmardnejad et al., 2021).

Work-life balance In the eyes of employees, work-life balance is the ability to carry out and manage tasks as a worker and be responsible for their personal life and family (Bagheri-Nesami et al., 2017). Meanwhile, companies view work-life balance as a challenge to create a supportive culture for work within the company, where employees can focus on completing their work in the workplace so that they can create and make a positive contribution to the company in achieving its goals (Bagheri-Nesami et al., 2017).

Previous research has shown that there is still controversy regarding the relationship between work-life balance and HR performance. Analysis found a strong positive relationship between work-life balance and employee performance (Preena & Preena, 2021). However, Christian et al. (2023) found that work-life balance had no effect on employee performance.

Effective supervision from superiors or leaders, known as supervisory support, plays a crucial role in improving personnel motivation and performance (Rauf et al., 2021). Supervisory support, in the form of direction, mentoring, and attention to subordinates' conditions, not only strengthens work morale but also creates a healthy and supportive work climate. Supervisory support can strengthen the relationship between work-life balance and is a key factor in achieving superior performance within the Central Kalimantan Regional Police's Human Resources Bureau.

2. Research Methods

The type of research used in this study is explanatory research, which is associative in nature, aiming to determine the relationship between two or more variables (Sugiyono, 2018). This study aims to explain hypothesis testing with the intention of confirming or strengthening the hypothesis, which in turn can strengthen the theory used as a basis. In this case, the study examines the influence of work-life balance, supervisory support, and personnel performance. The data sources in this study include primary and secondary data. Primary data is data obtained directly from the subject (Widodo, 2017), including work data, supervisory support, and personnel performance. Secondary data is data obtained from other parties. This data includes statistical data and references related to this study.

3. Results and Discussion

3.1. Respondent Description

This study used 70 respondents from all personnel in the Human Resources Bureau of the Central Kalimantan Regional Police. The characteristics of the research respondents are presented using statistical data obtained through questionnaire distribution. During the field implementation, all respondents were willing to complete the questionnaire, resulting in 70 completed questionnaires that could be used in the data analysis.

The description of the respondents in this study can be explained in four characteristics, namely based on gender, age, education and length of service, as explained below:

1) Gender

The characteristics of the respondents in this study can be explained based on gender as follows:

Table Respondent Description Based on Gender

Gender	Frequency	Percentage
Man	62	88.6
Woman	8	11.4
Total	70	100.0

The data presented in Table shows that the majority of respondents were male, 62 people (88.6%), while women 8 people (11.4%). This composition indicates that men still dominate the Human Resources Bureau of the Central Kalimantan Regional Police, in line with the characteristics of the police institution, which predominantly involves male personnel in various areas of duty and operations. This dominance has implications for work patterns that emphasize discipline, assertiveness, and high physical readiness. However, the presence of female personnel also makes significant contributions, especially in administrative aspects, public service, and interpersonal communication, which are essential components of the performance of a modern organization based on excellent service.

2) Age

The characteristics of the respondents in this study can be explained based on age as follows:

Table Respondent Description Based on Age

Age	Frequency	Percentage
18 - 30 years old	19	27.1
31 - 40 years old	24	34.3
41 - 50 years old	15	21.4
>50 years	12	17.1
Total	70	100.0

Source: Data processing results, 2025.

The data presented in Table 4.2 shows that the majority of respondents are in the 31–40 year age range, as many as 24 people (34.3%), followed by the 18–30 year age group as many as 19 people (27.1%), 41–50 years as many as 15 people (21.4%), and over 50 years as many as 12 people (17.1%). This composition indicates that the majority of personnel are in their early to middle productive age, who typically possess high levels of energy, motivation, and adaptability to change, including in the implementation of human resource policies and digital-based work systems. Personnel over 50 years of age have the advantage of experience and work wisdom, so this age diversity can create a balance between innovation and

operational stability that positively impacts team performance.

3) Last education

The characteristics of the personnel who were respondents in this study can be explained based on their last education as follows:

Table Respondent Description Based on Last Education

Last education	Frequency	Percentage
High School/Vocational School	25	35.7
Diploma	8	11.4
Bachelor	32	45.7
Postgraduate	5	7.1
Total	70	100.0

Source: Data processing results, 2025.

Table shows that in terms of education, respondents with a Bachelor's degree (S1) dominated, with 32 respondents (45.7%), followed by those with a high school/vocational school degree (25) (35.7%), those with a Diploma (8) (11.4%), and those with a Postgraduate degree (5) (7.1%). This finding indicates that the majority of personnel have the qualifications.

Adequate academic qualifications support competency-based task implementation and HR policy analysis. The high proportion of bachelor's degree graduates indicates an improvement in the quality of human resources within the police force, particularly in the managerial and administrative fields. Personnel with higher education backgrounds tend to have better strategic thinking, effective communication, and managerial skills, which ultimately contribute positively to improving the institution's overall HR performance.

4) Years of service

The characteristics of the personnel who were respondents in this study can be explained based on their length of service as follows:

Table Respondent Description Based on Length of Service

Years of service	Frequency	Percentage
0 - 3 years	11	15.7
>3 - 6 years	19	27.1
>6 - 9 years	24	34.3
> 9 years	16	22.9
Total	70	100.0

Source: Primary Data Processing Results, 2025.

In Table it is known that the majority of respondents have worked for >6–9 years, as many as 24 people (34.3%), followed by >3–6 19 people (27.1%) had more than 9 years, 16 people (22.9%) had more than 3 years, and 11 people (15.7%) had 0–3 years. This proportion indicates that most personnel have medium to high work experience, reflecting a high level

of professional maturity and

A deep understanding of organizational procedures. Long-tenured personnel tend to have strong emotional stability and institutional loyalty, while new personnel bring dynamism and innovation to their work. The combination of the two creates a synergistic work structure, positively impacting the collective performance of the Central Kalimantan Regional Police's Human Resources Bureau, particularly in the context of effective personnel management and improving the quality of internal police services.

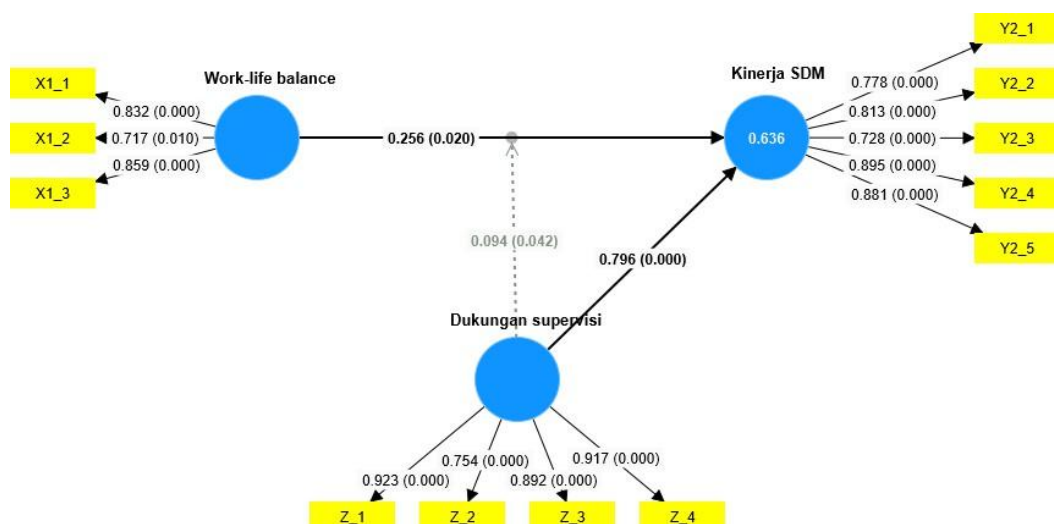
Descriptive analysis aims to obtain an overview of respondents' assessments of the variables studied. Through descriptive analysis, information will be obtained regarding respondents' tendencies in responding to the indicator items used to measure the research variables.

The data is explained by providing a weighted assessment for each statement in the questionnaire. Respondent response criteria follow the following assessment scale: Strongly Agree (SS) score 5, Agree (S) score 4, Quite Agree (CS) score 3, Disagree (TS) score 2, Strongly Disagree (STS) score 1. Furthermore, the variable description is grouped into 3 categories, namely: low category, score = 1.00 – 2.33, medium category, score = 2.34 – 3.66 and high/good category, with a score of 3.67 – 5.00.

The final analysis in PLS is the structural model analysis, or inner model. In structural model analysis, hypotheses can be tested using t-statistics. The test results can be seen in the structural model output, which examines the significance of the loading factor, which explains the influence of the work-life balance construct on supervisory support through the mediation of personnel performance as an intervening variable.

In this case, data processing was performed using SmartPLS v4.1.0 software. The results of this data processing are shown in the following image:

Figure Full Model SEM PLS Moderation



Source: Results of data processing with Smart PLS 4.0 (2025)

Based on the chart of research data processing results using Smart PLS 4.0 above, hypothesis testing can then be conducted. To determine whether the hypothesis is accepted or not, in this case, this is done by comparing the calculated *t* with the *t*-table, assuming that the calculated *t* is greater.

from the *t*-table. The *t*-table value for a 5% significance level is 1.96. The following table shows the results of the test of the influence between variables using Partial Least Square analysis.

Table Path Coefficients

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Supervision support -> Personnel performance	0.796	0.783	0.064	12,494	0.000
Work-life balance -> Personnel performance	0.256	0.241	0.110	2,330	0.020
Supervisory support x Work-life balance -> Personnel performance	0.094	0.087	0.045	2,082	0.042

Source: Results of data processing with Smart PLS 4.0 (2025)

By presenting the results of the data processing, testing can then be carried out for each research hypothesis, namely:

1) Hypothesis Testing 1:

H1: Worklife balance has a significant influence on personnel performance.

The first hypothesis test was conducted by examining the estimated coefficient value (original sample estimate) of the influence of work-life balance on personnel performance, which was 0.256. This result provides evidence that work-life balance has a positive influence on personnel performance. The results of the *t*-test confirmed this finding, where the calculated *t*-value (2.330) was greater than the *t*-table (1.96) with *p* (0.000) less than 0.05. The conclusion of this test is that work-life balance positively and significantly influences personnel performance. This result means that the better the work-life balance, the better the performance *balance*, then personnel performance will tend to increase. Based on this, the first hypothesis proposed in this study, namely "Work-life balance has a significant influence on personnel performance," can be accepted.

2) Hypothesis Testing 2:

H2: Supervisory support has a significant influence on personnel performance.

The second hypothesis test was conducted by looking at the estimated coefficient value

(original sample estimate) of the influence of Supervisory Support on Personnel Performance, which was 0.796. This result provides evidence that Supervisory Support has a positive influence on Personnel Performance. The results of the t-test confirmed these findings, where it was known that the magnitude of the calculated t (12.494) was greater than the t -table (1.96) with p (0.000) less than 0.05. The conclusion of this test is that Supervisory Support positively and significantly influences Personnel Performance. This result means that the better the Supervisory Support, the more Personnel Performance will tend to increase. Based on this, the first hypothesis proposed in this study, namely "Supervisory Support has a significant influence on Personnel Performance" can be accepted.

3) Hypothesis Testing 3:

H3: Good supervisory support will strengthen the influence of work-life balance on personnel performance.

The third hypothesis test was conducted by looking at the estimated coefficient value (original sample estimate) of the influence of the interaction variable (Supervisory Support x Work-life Balance) on personnel performance, which was 0.094. This result provides evidence that the moderating effect of Supervisory Support can strengthen the relationship between Work-Life Balance and Personnel Performance. The results of the t-test showed that the calculated t -value (2.082) was greater than the t -table (1.96) with p (0.042) less than 0.05. Based on this test, it can be concluded that there is a moderating effect of Supervisory Support on the relationship between Work-Life Balance and Personnel Performance. This result means that high Supervisory Support can strengthen the influence of Work-Life Balance on personnel performance. Based on this, the third hypothesis proposed in this study, namely "Supervisory Support in good condition will strengthen the influence of Work-Life Balance on personnel performance" can be accepted.

3.2. Discussion

1) The influence of work-life balance on personnel performance.

Research shows that work-life balance has a positive and significant impact on personnel performance. Previous research shows that the quality of work life and work-life balance are important factors. Work life has a positive and significant effect on employee job satisfaction and performance (Respati et al., 2023).

Work-life balance which is reflected by four indicators, namely the Time Balance indicator, Involvement Balance, and Satisfaction Balance, which is proven to be able to improve personnel performance, which in this study is measured by five indicators, namely the Work Quality, Quantity, Timeliness, Effectiveness, and Independence indicators.

The Work-Life Balance variable shows that the indicator with the highest outer loading value is Satisfaction Balance. Meanwhile, in the Personnel Performance variable, the indicator with the highest outer loading value is Punctuality. This finding indicates that the higher the level

of satisfaction balance experienced by personnel in managing their work and personal life roles, the better their punctuality in completing tasks. This means that the ability of personnel to maintain a balanced experience of satisfaction between work demands and personal needs contributes directly to increased time discipline, efficiency, and consistency in meeting work targets. Thus, satisfaction balance is a crucial factor driving more optimal operational performance.

The Work-life Balance variable shows that the indicator with the lowest outer loading value is Involvement Balance or engagement balance, while in the Personnel Performance variable, the indicator with the lowest outer loading value was Work Quality. This finding indicates that improving engagement balance, namely an individual's ability to regulate the extent to which they are involved in the demands of both work and personal life, will contribute to improved work quality.

This means that when personnel are able to maintain a balanced balance between involvement in organizational tasks and personal needs, they tend to work with greater focus, thoroughness, and consistency. A good balance of involvement allows for physical and mental recovery, prevents fatigue, and increases an individual's capacity to meet established work quality standards. Therefore, although this indicator has the lowest loading value, it still has important implications for improving work quality, particularly regarding efficiency, accuracy, and accountable work results.

2) The influence of supervisory support on personnel performance.

Research shows that supervisory support has a positive and significant impact on personnel performance. Previous research indicates that supervisory support has a positive influence on employee performance (Lee et al., 2019).

Supervisory support is reflected in four indicators, namely emotional support, assessment support, and performance support.

Information and physical support have been proven to be able to improve personnel performance, which in this study was measured by five indicators, namely Work Quality, Quantity, Timeliness, Effectiveness, and Independence.

The supervisory support variable shows that the indicator with the highest outer loading value is physical support, while in the personnel performance variable, the indicator with the highest outer loading value is punctuality. This finding indicates that the more optimal the form of physical support provided by supervisors, such as the availability of work facilities, supporting tools, and an adequate work environment, the better the personnel's punctuality in completing tasks. This means that the quality of effective physical support plays a direct role in improving the discipline, consistency, and efficiency of personnel's work time, thereby contributing to overall performance improvement.

The supervisory support variable shows that the indicator with the lowest outer loading value

is assessment support, while for the personnel performance variable, the indicator with the lowest outer loading value is work quality. These findings indicate that increasing assessment support provided by superiors, for example through clear, objective, and ongoing feedback, will contribute to improving the quality of personnel work. This means that the more effective the supervisor is in providing constructive evaluations and direction, the greater the impact.

This will also improve personnel's ability to improve work results, maintain consistent performance, and meet organizational operational standards. Therefore, assessment support is a crucial aspect in building more optimal and sustainable performance.

3) Moderation of supervisory support in the influence of work-life balance on personnel performance.

This study demonstrates that supervisory support strengthens the influence of work-life balance on employee performance. A recent meta-analysis showed that supervisory support has a significant impact on desired work attitudes, behaviors, and performance (Khalid & Rathore, 2017). Supervisory support can enhance positive psychological states for individuals, such as positive affect and well-being (Li et al., 2018).

Supervisory support in this study was measured by reflecting four indicators: emotional support, assessment support, information support, and physical support. Work-life balance was then reflected by four indicators: time balance, involvement balance, and satisfaction balance. Meanwhile, personnel performance in this study was measured by five indicators: indicators of Work Quality, Quantity, Timeliness, Effectiveness, and Independence.

The Supervisory Support variable shows that the indicator with the highest outer loading value is physical support. For the Work-Life Balance variable, the strongest indicator is Satisfaction Balance. Meanwhile, for the Personnel Performance variable, the indicator with the greatest contribution is punctuality in completing tasks.

This finding indicates that the more optimal the physical support provided by superiors, such as the provision of work facilities, supporting facilities, and practical assistance in carrying out tasks, the stronger the influence of the balance of satisfaction between work life and personal life on the timeliness of work completion.

This means that when employees feel real support from their supervisors, it helps them achieve emotional balance and satisfaction both inside and outside of work. Ultimately, this leads to increased discipline, consistency, and punctuality in carrying out tasks, resulting in optimal overall performance.

The supervisory support variable showed the lowest outer loading value on the assessment support indicator. For the work-life balance variable, the indicator with the lowest outer loading value was involvement balance. Meanwhile, for the performance variable, For personnel, the indicator with the lowest outer loading value is work quality. This finding indicates that assessment support provided by superiors plays a significant role in

strengthening the influence of balanced work-life engagement on personnel work quality. In other words, the more optimal supervision in providing constructive feedback, evaluation, and assessment, the greater the ability of personnel to maintain proportional engagement, thereby impacting the quality of their work output.

4. Conclusion

This study aims to answer the research gap related to the role of work-life balance on HR performance with the formulation of the problem in this study is "the role of work-life balance in increasing work motivation and performance of HR Bureau Personnel of Central Kalimantan Regional Police with supervision support as a moderator". Then the answers to the research questions that arise in this study are as follows: Research shows that work-life balance has a positive and significant impact on employee performance. This means that the better the balance between work and personal life, the higher their performance. Research shows that supervisory support has a positive and significant impact on personnel performance. This means that the better the support provided by supervisors, whether in the form of direction, assistance, or evaluation, the greater the personnel's performance. This study proves that supervisory support strengthens the influence of work-life balance on personnel performance. This means that supervisor support strengthens the positive influence of work-life balance on performance. With support, good supervision, work-life balance more effectively improve personnel performance.

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