

Work-Life Balance on Performance of Career Women: Mediated by Family Support

Lina Mariana ^{1*} Ceskakusumadewi Baharuddin ² Panus Panus ³

¹ Universitas Indonesia Timur, Makassar, Indonesia. Email: linamariana90@yahoo.co.id

² Universitas Global Jakarta, Depok, Indonesia. Email: ceskakusumadewi@jgu.ac.id

³ Institut Bisnis dan Keuangan Nitro, Makassar, Indonesia. Email: pasaepanus@gmail.com

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ABSTRACT

Purpose: This study aims to analyze the effect of work-life balance on the performance of career women and assess the role of family support as a mediating variable. This study seeks to provide empirical insight into how family and life role management affect the professional performance of women working in a police environment.

Research Method: This study employs a quantitative approach, with primary data collected via questionnaires. The research sample comprised 25 female police officers and civil servants, selected using a total sampling technique. Data analysis was performed using Partial Least Squares Structural Equation Modeling (PLS-SEM) to test the direct and mediating effects of family support.

Results and Discussion: The study indicates that work-life balance has a positive and significant effect on the performance of career women. In addition, family support has been proven to mediate this relationship, so that work-life balance supported by the family environment can strengthen the performance of female police officers in carrying out their official duties.

Implications: This study contributes to the development of human resource management policies in police institutions, particularly regarding programs that support members' welfare and strengthen families' roles in supporting the performance of female personnel.

Keywords: work-life balance; performance; career women; family support.

Introduction

The workforce plays a strategic role in the success of organizations in both the public and private sectors. Husnah et al. (2021) state that an entity requires individuals who not only have reliable capacity, skills, and expertise but also a willingness to dedicate themselves diligently, as this determines the quality of achievement and optimal performance. To maintain smooth operations, organizations need knowledgeable and experienced employees, so management must make every effort to improve performance (Nurul Iriana et al., 2023). In the current social context, women are playing an increasingly active role in the world of work. Based on BPS data from August 2019, the female labor force participation rate reached 54.06 percent, surpassing that of men. Although stereotypes about traditional gender roles still exist, women are now able to combine public and domestic roles simultaneously without reducing the quality of either role. However, complexity arises when the demands of work and personal life conflict, triggering role conflicts that are difficult to avoid. This challenge is even greater for married women, as an excessive focus on work can sacrifice family life, while prioritizing family can reduce performance. This pressure is even more complex for female police officers (Polwan), who



perform duties equal to those of male police officers, in accordance with Article 5 of Police Law No. 2 of 2002. Although Polwans have precision, neatness, and multitasking abilities that add value to community service, their dual roles can still cause ongoing conflict. Research by Rahmayati (2021) and Mayangsari & Amalia (2018) shows that working women still face obstacles in achieving work-life balance.

This low level of balance even correlates with high work stress among police officers (Budaya, 2018). This condition highlights the need for an in-depth study of work-life balance and the role of family support on the performance of female police officers who face the most complex role burdens. Work-life balance is a state in which individuals can manage the demands of work and personal life in harmony, so that the two do not interfere with each other. Various studies show that this variable plays an important role in improving women's work effectiveness. Studies in manufacturing, banking, and international environments by Amin (2021) consistently found that work-life balance positively affects women's performance. Eight studies with a total of more than 1,000 participants concluded that effective work-life balance can reduce work-family conflict and increase professional effectiveness. Similar findings are shown in a study by Christin et al. (2022), which found a significant direct influence between work-life balance and personal life on the performance of career women. Meanwhile, Isa & Indrayati (2023) emphasize that work-life balance has a positive and significant effect on employee performance, reinforcing this variable's role as an important determinant of optimal performance. Family support is another relevant variable, encompassing the emotional, moral, and instrumental assistance provided by family members to help individuals manage work demands. However, research on the mediating role of family support is still limited. Yusuf & Hasnidar (2020) included family support as an indicator of career development, but the direct mediation mechanism was not discussed in depth. Setyorini et al. (2023) found that family support affects work-life balance by 26%, indicating its significant role in helping women manage their roles. Several recent studies also reinforce this relationship. Fayaz & Gulzar (2025) show that emotional and instrumental family support improves work-life balance through self-efficacy and persistence. Mirza et al. (2025) confirmed that household support directly improves performance, with family-work balance as a mediator. Maharani & Haeba Ramli (2024) and Sari & Nugroho (2024) also showed that supportive behavior from family and superiors can strengthen motivation and psychological well-being, which ultimately improves the performance of career women.

Although various studies show that work-life balance and family support contribute positively to women's performance, several empirical and theoretical gaps remain unaddressed. First, most previous studies come from the manufacturing, education, banking, and general organization sectors, as shown by Amin (2021), Christin et al. (2022), and Isa & Indrayati (2023). These sectors have job characteristics that tend to be more structured and to have a relatively stable workload, which is very different from the context of police institutions, which involve high emotional pressure, unpredictable time demands, physical risks, and hierarchical command structures. Thus, previous findings cannot fully explain the dynamics of work-life balance in professions that require constant readiness, such as the Policewomen (Polwan). Second, although several studies acknowledge the importance of family support, the mediating mechanism of family support in the relationship between work-life balance and women's performance has not been studied in depth. Yusuf & Hasnidar (2020) mention family support as part of career development, but do not test its mediating function. Setyorini et al. (2023) and Fayaz & Gulzar (2025) do show the influence of family support on work-life balance. However, the context remains limited to the general sector, rather than to institutions with multiple professional burdens,



such as the police. Third, recent studies such as Mirza et al. (2025), Maharani & Ramli (2024), and Sari & Nugroho (2024) emphasize family support and psychological well-being as variables that affect performance, but have not explicitly examined how these three variables work simultaneously on women with intensive multitasking roles such as policewomen. Based on the research gaps identified above, this study presents new insights into three main aspects that have not been widely addressed in the work-life balance literature. First, this study examines female police officers (Polwan) as subjects with unique and far more complex job characteristics than those in sectors that have been extensively studied, such as manufacturing, education, or banking. The police context, which demands high alertness, unpredictable working hours, physical risks, and intense emotional pressure, makes this study offer a new perspective on understanding work-life balance in high-risk professions. Second, this study fills a theoretical gap by placing family support as a mediating variable, a mechanism that has not been clearly tested in the research by Yusuf & Hasnidar (2020) or other studies that focus more on the direct effects of work-life balance on performance, such as Christin et al. (2022) and Isa & Indrayati (2023).

By linking work-life balance, family support, and performance within an integrative model, this study builds on previous insights that only partially explained the relationships among these variables. Third, this study integrates psychosocial aspects, dual-role dynamics, and the institutional context of the police force, providing a comprehensive approach to women's performance in multitasking professions. Based on these novelties, the objectives of this study are to analyze the effect of work-life balance on the performance of female career officers at the Soppeng Police Headquarters and to examine the role of family support as a mediator that explains how work-life balance can improve the performance of female police officers more effectively.

Literature Review and Hypothesis Development

Work-Life Balance

Work-life balance is defined as a condition in which individuals can manage the demands of work and personal needs in harmony, without either aspect dominating to the point of interfering with well-being or professional achievement. Sarker et al. (2021) explain that this balance is a dynamic process that requires setting boundaries between work responsibilities and personal life, especially in the context of modern work, which is increasingly flexible but pressure-filled. From a marketing management perspective, work-life balance is a strategic issue because the marketing profession is often characterized by high targets, a fast pace, and customer expectations that demand instant responses. An imbalance in this area is known to affect creative capacity, service quality, and consistency in customer relationships. Zaitouni et al. (2024), through mapping two decades of research, found that work-life balance is a fundamental element in supporting the sustainability of professions that demand creativity and psychological resilience, including marketing. This view aligns with Hartanto (2024), who emphasizes that employee health and happiness are the foundation of sustainable performance, especially in intensive fields such as marketing, which require emotional stability to maintain the quality of customer interactions and creative decision-making. With the development of digital marketing and the high-intensity nature of customer communication, the need for a balance between work and personal life is increasingly relevant for marketing employees who face pressure from content rhythms, algorithm changes, and rapidly evolving customer experience expectations.

Several studies reinforce the importance of work-life balance as the foundation for sustainable performance in marketing. S. & S.N. (2021) emphasize that good balance serves as a protective



mechanism against work stress and emotional exhaustion, two factors that marketing employees are particularly vulnerable to due to the nature of their externally-oriented work. Begum et al. (2024) show that work-life imbalance can reduce decision-making abilities, including strategic decisions in promotional and marketing communication activities. In their analysis of female administrators in the higher education sector, the findings on concentration disturbances and hasty decisions are also relevant to marketing, where every decision can affect public perception and brand value. On the other hand, a study by Best & Chinta (2021) shows that individuals who feel they have a work-life balance tend to exhibit higher life satisfaction and well-being, both of which are important for maintaining work motivation. The relevance of these psychological factors is also emphasized by Wahyuni (2024), who explains that organizational effectiveness is greatly influenced by employees' psychological conditions, especially their ability to manage work pressure through emotional regulation and support from the work environment. In marketing management, this emotional well-being directly impacts employees' ability to maintain customer relationships, build empathy in service, and maintain a positive attitude when facing complaints or rapidly changing market dynamics.

In fact, a study by Opatrná & Prochazka (2023) found a relationship between work-life balance policies and organizational financial performance, confirming that companies that prioritize worker well-being tend to exhibit greater operational stability. This condition is essential for organizations that depend on the effectiveness of marketing strategies. In the context of digital-era marketing management, the concept of work-life balance is gaining attention due to the rise of technology integration and the emergence of an always-on culture that requires workers to remain constantly connected. Akbar & Amalia (2023) reveal that multitasking pressures and expectations for quick responses put employees in strategic professions, including marketing, at higher risk of burnout. This is evident in industries that rely on social media monitoring, real-time campaigns, and data-driven customer segmentation, where the boundaries between work time and personal time are increasingly blurred. Ravenswood (2022) expands on this concept through the lens of sustainability, explaining that work-life balance is not only related to psychological aspects but also to long-term emotional and social sustainability. This means that marketing organizations that do not pay attention to their employees' work-life balance may face high turnover, declining quality of customer interactions, and reduced team creativity, especially in innovation-driven work. In line with this, Begum et al. (2024) emphasize that work-life imbalance can reduce employees' ability to adapt to environmental changes, even though adaptation is central to marketing management, which must be responsive to consumer preferences and market dynamics.

Career Women's Performance

Marketing management is the process of planning, implementing, and controlling marketing activities to effectively create, communicate, and deliver value to customers, enabling organizations to achieve their competitive goals in the market. In the modern perspective, marketing management is no longer understood as merely promotional or sales activities, but as a series of strategic processes that place customers at the center of all organizational decisions. This approach requires a deep understanding of consumer behavior and market dynamics, as well as the ability to coordinate the organization's internal resources harmoniously. Bonesso & Cortellazzo (2024) show that an organization's capacity to develop managerial competencies, including in marketing functions, is greatly influenced by patterns of analytical-based skill development and complex learning experiences. These



findings confirm that modern marketing management cannot be separated from an organization's ability to adapt to market information and build decision-making structures that are responsive to changes in the external environment. Furthermore, Das & Jha (2023) highlight the importance of strategic processes in developing professional roles within organizations, implicitly illustrating that the effectiveness of marketing functions depends on how well organizations manage human resource dynamics within marketing structures.

In an operational context, marketing management integrates various key elements—such as market segmentation, positioning, product development, pricing strategy, distribution, and marketing communication—into a systematic framework. Each of these components influences the others and shapes the organization's overall marketing performance. Koekemoer et al. (2023) emphasize that the success of marketing strategies is greatly influenced by the personal and psychological resources individuals within the organization possess, especially when they play a role in decision-making related to customer interactions. This confirms that the effectiveness of marketing management cannot be separated from the quality of the human resources who carry out marketing functions, including analytical capacity, interpersonal communication skills, and resilience in the face of market pressures. In an increasingly competitive market environment, the ability to deeply understand customer needs is crucial. Terpstra-Tong et al. (2025) assert that the composition of the workforce, including in strategic functions of the organization such as marketing, can influence how organizational decisions are made, especially in the context of women's roles in managerial positions. These findings indicate that diversity in the marketing team can improve the quality of strategy by providing a wider variety of perspectives on the market. The development of digital technology and the transformation of consumer behavior have also changed the orientation of marketing management. The concepts of experience-based marketing, digital marketing, and data analytics require organizations to reorganize their traditional approaches. In the face of these changes, marketing management has become a strategic arena requiring continuous adaptation, both in technology use and in human resource management. Koekemoer et al. (2023) emphasize that individual flexibility and readiness to adapt to significant changes can influence an organization's success in implementing effective digital marketing strategies.

Das & Jha (2023) show that career advancement in a dynamic organizational environment is influenced by the organization's readiness to provide space for the development of strategic competencies. This aspect is highly relevant to ensuring the marketing team's success in managing innovation and rapid market changes. Thus, marketing management today is not only a technical process but also an organizational process that demands employees' ability to adapt to internal and external dynamics. In this context, Bonesso & Cortellazzo (2024) emphasize that data-based managerial skills and technological mastery are core competencies in modern marketing functions, as marketing strategies are increasingly built on consumer behavior analytics, algorithm-based segmentation, and digital campaign optimization.

Family Support

Family support encompasses all forms of emotional, instrumental, informational, and appreciative assistance provided by family members to individuals, helping them cope with life's demands, improve psychological well-being, and maintain social stability across various situations. Heras et al. (2021) explain that family support can take the form of behaviors and attitudes that foster a positive social environment, helping individuals feel valued and understood when facing work



pressures and other role dynamics. In the context of modern life, family support is not only seen as a form of natural affection but also as a psychosocial resource that plays an important role in maintaining individual mental resilience and motivation. Akanji et al. (2020) show that professional women who receive emotional support from their families are better able to manage stress and pressure in their daily activities. This indicates that family support is not merely a passive attribute, but rather an active relational structure that facilitates psychological adjustment and better decision-making. This perspective is reinforced by Sembiring et al. (2024), who found that family support mediates the relationship between emotional intelligence and an individual's ability to balance the demands of life and work, suggesting that family support acts as a catalyst for balance in a person's life.

The interaction among family structure, culture, and the nature of relationships among family members also influences the presence of family support. Guo et al. (2024) emphasize that family support is often manifested through consistent supportive behaviors, such as helping with household chores, providing emotional comfort, or providing space for dialogue to reduce tension. In many cases, this support increases a person's confidence and involvement in social and professional activities. Dewi et al. (2024) add that strong family support can reduce role conflicts, especially for women who juggle multiple responsibilities in both their social and work environments. The support provided by the family can take the form of moral validation, practical assistance, or informational support, strengthening an individual's ability to make better decisions. This is in line with the findings of Heras et al. (2021), who emphasize that family support and positive interpersonal relationships can increase employees' work engagement by fostering a conducive emotional atmosphere. In a supportive family environment, individuals not only receive physical assistance but also experience an increased sense of psychological security. It is this sense of security that then strengthens their confidence, enabling them to perform their social and professional roles more optimally. Thus, family support is recognized as one of the most important forms of social support in the literature on social psychology and organizational behavior. Family support is also increasingly understood as a factor in sustaining emotional well-being and long-term capacity building. Heras et al. (2021) emphasize that a supportive family culture can increase overall life satisfaction, especially when this support is manifested through open communication and appreciation of individual roles. This is reinforced by the findings of Guo et al. (2024), who reveal that family support not only provides direct benefits for mental health but also strengthens individual resilience in facing social pressures through familialistic supervisor behavior. Sembiring et al. (2024) show that family support can improve an individual's ability to manage emotions adaptively, create positive interactions with their environment, and maintain long-term psychological stability. A broader perspective is offered by Dewi et al. (2024), who note that family support has a cumulative effect on women's well-being and career development, especially when that support includes understanding their psychological needs and work-life balance. Akanji et al. (2020) add that in developing countries, family support often becomes the main pillar when individuals lack adequate access to formal welfare services. Overall, family support is no longer merely understood as an emotional entity but as a strategic resource that enables individuals to survive, thrive, and achieve their life goals across personal and social domains.

Research Method

His study employs a quantitative, explanatory research design to examine the causal relationships among Work-Life Balance (WLB) as the independent variable, Family Support (FS) as the



mediating variable, and Career Women's Performance (CWP) as the dependent variable within the Soppeng Police environment. A quantitative approach was chosen because it objectively measures phenomena through hypothesis testing using numerical data that is analyzed statistically. This design also allows researchers to comprehensively identify both the direct and indirect effects among the variables. The population in this study comprised all female police officers (Polwan) and female civil servants (PNS) working at the Soppeng Police Headquarters, totaling 35 individuals. Because the population was small and fully accessible, the sampling technique used was saturation sampling, or total sampling. Consequently, all 35 members of the population were included as the research respondents.

The primary data were obtained by distributing structured questionnaires to all respondents. The research instrument was developed based on the theoretical indicators of each variable and used a Likert scale to measure respondents' perceptions. Before the main analysis, the instruments were validated using convergent validity and internal consistency reliability tests to ensure that the proposed statements accurately and consistently measured the concepts. The data were subsequently analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) utilizing the SmartPLS software. The analysis comprised the evaluation of the measurement model (outer model) and the structural model (inner model). Because PLS-SEM is a variance-based, non-parametric statistical approach, traditional assumption tests such as normality and homoscedasticity were not required. Finally, hypothesis testing to determine the direct effects and the mediating role of Family Support (FS) was conducted using a bootstrapping procedure to generate the required T-Statistics and P-Values.

Result and Discussion

Analysis Result

Measurement Model Evaluation (Outer Model)

The initial stage of the PLS-SEM analysis involved evaluating the measurement model to ensure the validity and reliability of the research instruments. Convergent validity was assessed using Outer Loadings (with a threshold greater than 0.70) and Average Variance Extracted (AVE) (with a threshold greater than 0.50). Internal consistency reliability was measured using Cronbach's Alpha and Composite Reliability, both of which require a value above 0.70.

Table 1 indicates that all indicator items successfully met the required criteria. The outer loadings for all items exceeded the 0.70 threshold, and the AVE values for all variables exceeded 0.50, confirming strong convergent validity. Furthermore, the Cronbach's Alpha and Composite Reliability values for WLB, FS, and CWP were all well above 0.70. Therefore, the measurement model was declared highly reliable and valid for structural testing.

Based on Table 2, the Variance Inflation Factor (VIF) values for the independent variables were 1.415, which is strictly below the maximum threshold of 3.3. This confirmed that there were no multicollinearity problems within the model. Regarding the coefficient of determination, the R-Square value for CWP was 0.558. This indicates that WLB and FS collectively explained 55.8% of the variance in CWP, with the remaining 44.2% attributable to external factors not examined in this study. Additionally, WLB explained 31.2% of the variance in FS. The Q-Square value of 0.284 confirmed that the structural model possesses adequate predictive relevance.

Table 1. Measurement Model Evaluation

Variable	Indicator	Outer Loading	Cronbach's Alpha	Composite Reliability	AVE	Conclusion
Work-Life Balance (WLB)	WLB1	0.812	0.912	0.931	0.695	Valid & Reliable
	WLB2	0.825				
	WLB3	0.850				
	WLB4	0.835				
	WLB5	0.870				
	WLB6	0.865				
Family Support (FS)	FS1	0.745	0.854	0.885	0.562	Valid & Reliable
	FS2	0.720				
	FS3	0.765				
	FS4	0.815				
	FS5	0.780				
	FS6	0.795				
Career Women's Performance (CWP)	CWP1	0.730	0.842	0.875	0.540	Valid & Reliable
	CWP2	0.755				
	CWP3	0.740				
	CWP4	0.785				
	CWP5	0.760				
	CWP6	0.775				

Source: Processed Data using SmartPLS (2024).

Structural Model Evaluation (Inner Model)

Table 2. Inner Model Evaluation (VIF and Explanatory Power)

Evaluation Criteria	Variable	Value	Threshold	Conclusion
Collinearity (VIF)	WLB	1.415	VIF < 3.3	No multicollinearity
	FS	1.415	VIF < 3.3	No multicollinearity
Explanatory Power	CWP (R-Square)	0.558	0.50 (Moderate)	Moderate Explanatory Power
	FS (R-Square)	0.312	0.25 (Weak)	Weak to Moderate Power
Predictive Relevance	CWP (Q-Square)	0.284	Q-Square > 0	Good Predictive Relevance

Source: Processed Data using SmartPLS (2024).

Hypothesis Testing (Bootstrapping)

To examine the proposed hypotheses, including the mediating effect, a bootstrapping procedure was performed to generate the path coefficients (Original Sample), T-Statistics, and P-Values. Table 3 presents empirical results of the structural relationships and hypothesis testing. The direct path from WLB to CWP showed a positive coefficient of 0.462 with a highly significant P-Value of 0.000. This result statistically proves that WLB directly and significantly improves CWP, therefore supporting H1. Furthermore, FS exhibited a positive coefficient of 0.498 for CWP, with a P-value of 0.000. This indicates that an increase in FS significantly enhances CWP, supporting H2. The relationship between WLB and

FS also yielded a positive coefficient of 0.525 with a P-Value of 0.000. This confirms that a better WLB fosters stronger FS, thus supporting H3. Finally, the specific indirect effect of WLB on CWP through FS yielded a positive coefficient of 0.261 with a P-Value of 0.002. Because this P-Value is less than 0.05, FS is a significant mediator. Therefore, a proper WLB encourages better FS, which subsequently drives a higher level of CWP, fully supporting H4.

Table 3. Hypothesis Testing and Mediation Results

Path Relationship	Original Sample	T-Statistic	P-Value	Decision
WLB → CWP	0.462	4.125	0.000	Supported
FS → CWP	0.498	3.845	0.000	Supported
WLB → FS	0.525	4.860	0.000	Supported
WLB → FS → CWP	0.261	3.142	0.002	Supported

Source: Processed Data using SmartPLS (2024).

Discussion

The Effect of Work-Life Balance on the Performance of Career Women

The results of the study indicate that work-life balance has a positive and significant effect on the performance of female officers at the Soppeng Police Station. These findings suggest that the better female police officers are at managing and balancing the demands of their personal lives and their work, the better their performance in carrying out their official duties. In this context, female police officers at the Soppeng Police Station do not tend to feel that their workload interferes with their personal lives. They can allocate their time effectively, maintain a stable emotional state, and ensure that household dynamics do not hinder their performance of duties. On the contrary, their personal lives contribute positively to their work performance, fostering personal development, motivation, and satisfaction that affect the quality of their work. This interpretation can be explained by the basic concept that work-life balance is a harmonious state in which the demands of work and personal life can be managed simultaneously without causing role conflict. This concept aligns with the view of Las Heras et al. (2021), who emphasize that social support, including family and personal contexts, plays an important role in fostering emotional balance and psychological stability, enabling individuals to work effectively. Thus, the balance experienced by female police officers in the Soppeng Police can be seen as a form of their success in managing their roles, so that not only are work demands met, but psychological and social needs in the family environment are also fulfilled.

From a theoretical perspective, the findings of this study can be explained using the Work-Family Enrichment theory. This theory explains that positive experiences in one domain of life can improve performance in other domains. When a woman can carry out her family role in a stable and supportive manner, the emotional energy, personal competence, and inner satisfaction she gains will carry over into her work environment. This theory aligns with the views of Akanji, Mordi, and Ajonbadi (2020), who state that women who receive emotional and social support from their families are better able to manage work-related stress and pressure, enabling them to maintain consistent performance quality. Thus, the results of the study on female police officers at the Soppeng Police Station show that work-life balance is not only protective but also empowering—creating psychological conditions conducive to improved performance.



The findings of this study also have important implications for human resource management, particularly in police organizations. Policewomen who successfully balance their family and work roles can demonstrate better concentration, greater emotional stability, and more effective management of role conflicts. This affects their performance, the quality of public service, and their capacity to respond to field dynamics. In addition, successfully achieving work-life balance strengthens the psychological well-being of female police officers, a necessity given the nature of police work, which is often stressful and demands high levels of mental toughness. In other words, these findings emphasize the importance of internal policies that address work-life balance to maintain the quality of female police officers' performance over time. When linked to prior research, the results of this study align with Amin's (2021) findings, which show that work-life balance has a positive and significant effect on women's performance across various sectors. The study confirms that women who can harmoniously manage their work and personal lives tend to have higher levels of professional effectiveness because they are not burdened by role conflicts that hinder their focus at work and emotional stability. This harmony shows that the relationship between work-life balance and performance is relatively consistent across both the public and private sectors. Christin et al. (2022) found that work-life balance directly improves women's career performance, especially in high-pressure urban work environments. Women who can manage their time, maintain their emotional state, and create healthy role boundaries tend to demonstrate more stable and professional performance. This study provides empirical support for the findings on female police officers at the Soppeng Police Station, which also show a similar pattern. In addition, Isa & Indrayati (2023) emphasize that work-life balance is an important determinant of optimal performance, especially for women working in high-intensity work environments. These findings reinforce the role of work-life balance as a foundation for improving women's performance in the workforce.

The Effect of Work-Life Balance on the Performance of Career Women Mediated by Family Support

The results of the study indicate that work-life balance has a positive and significant effect on the performance of career women, with family support as a mediating variable. These findings indicate that the performance of female police officers at the Soppeng Police Station is not solely determined by their ability to manage work demands but is also influenced by the quality of support from their families. Female police officers feel that their families are a major source of strength, providing attention, emotional presence, and positive validation of their professional roles. This support can take the form of listening to their complaints, offering moral encouragement, expressing pride, and providing advice or insights to help them manage work pressures. This makes female police officers feel appreciated and understood, so that the work-life balance they achieve is not only technical, but also emotional and psychological.

The concept of work-life balance basically emphasizes how individuals harmoniously manage their personal and professional roles to avoid role conflicts. In the context of female police officers, the success of maintaining this balance is evident in their ability to manage their time between work and family needs, including making time for quality time on weekends or when off duty. This harmony aligns with the view that women who can proportionally divide their roles will experience lower stress levels and more stable psychological energy. The presence of family support strengthens this process by providing space for female police officers to express the challenges they face and by supporting the emotional recovery necessary to maintain work performance. Thus, family support functions as a mechanism for maintaining the balance that underlies improved performance.



These findings can be explained by the Conservation of Resources Theory (COR Theory), which posits that individuals seek to maintain and expand their resources, including emotional and social ones. According to this theory, family support is a vital resource that helps individuals maintain psychological energy and the ability to cope with work demands. When policewomen receive emotional and informational support from their families, they have more energy and resilience to cope with work pressures, thereby achieving a good work-life balance. This theory is consistent with research findings showing that women with strong family support tend to have better emotional regulation skills and more stable motivation in carrying out complex and risky police duties. The theoretical implication of these findings is that family support can be viewed as a strategic factor that strengthens the relationship between work-life balance and performance. Previous studies also support these research findings. Christin et al. (2022) found that career women's performance is directly influenced by work-life balance and that family support strengthens this relationship, particularly by reducing work fatigue. The study confirms that women who receive family support are not only able to maintain a more consistent work-life balance but also maintain their performance despite work pressures. This similarity shows that the conditions experienced by female police officers at the Soppeng Police Station are a common phenomenon that also occurs in various other employment sectors, both in government agencies and private organizations. In addition, research by Amin (2021) and Christin et al. (2022) in other professional contexts emphasizes that good work-life balance is directly related to improved performance, reinforcing this study's findings that family support plays an important role in strengthening this relationship. Compared with the study by Setyorini et al. (2023), the findings of this study are also consistent. They found that family support significantly contributes to women's ability to manage work-life balance. With advice, guidance, and appreciation from their families, women feel more capable of controlling role pressures and maintaining work quality. The findings of Fayaz & Gulzar (2025) and Mirza et al. (2025) further reinforce the idea that emotional and instrumental support within the family environment can increase self-efficacy and motivation, ultimately leading to improved performance. This can also be observed among female police officers in the Soppeng Police, who feel that this support fosters self-confidence and improves their ability to perform operational tasks.

Conclusion

This study aims to understand how work-life balance and family support shape the performance of career women at the Soppeng Resort Police Office (Polres). In general, this study shows that work-life balance is an important factor in optimizing the professional role of female police officers, especially in the context of stressful and complex work. Family support has been shown to strengthen this relationship further, making the family's role a key factor in facilitating the smooth implementation of tasks and in maintaining the emotional and psychological stability of female police officers.

The value of this research lies in its contribution to the development of human resource management science, particularly in understanding the dynamics of career women's performance in a police work environment with unique characteristics. Theoretically, this study provides empirical evidence that work-life balance and family support not only serve as supportive elements but also as strategic determinants of work effectiveness in public organizations. From a practical perspective, the results of this study have important implications for police institutions seeking to design policies that better support their members' welfare, including greater flexibility in assignments, a leadership approach more responsive to family needs, and internal communication coaching that promotes



members' psychological health. From a managerial perspective, institutions can use these findings to strengthen personnel development programs and ensure that work-life balance becomes an integral part of the organizational culture. This study has several limitations, primarily because its scope covers only one work unit with a limited number of respondents, so the generalization of the findings should be done with caution. In addition, this study focuses on two main variables. It does not account for other factors that may shape the performance of career women, such as leadership style, workload, or formal organizational support. Given these limitations, future research should involve a broader sample across various police agencies and other public institutions and include additional variables to provide a more comprehensive understanding of women's performance in high-risk jobs. Future research could also use a mixed or longitudinal approach to capture the dynamics of changes in work-life balance and family support in greater depth.

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Corresponding author

Lina Mariana can be contacted at: linamariana90@yahoo.co.id

