



## The Relationship Between Work-Life Balance And Job Satisfaction Among Correctional Officers In Ternate City

Afrizal Muhram Embisa<sup>1\*</sup>, Abdul Hamid<sup>2</sup>

<sup>1,2</sup>: Universitas Khairun, Indonesia

<sup>1\*</sup> [afrizalmuhram@gmail.com](mailto:afrizalmuhram@gmail.com), <sup>2</sup> [abdulhamid@unkhair.ac.id](mailto:abdulhamid@unkhair.ac.id)



### \*Corresponding Author

#### Article History:

Submitted: 30-05-2026

Accepted: 06-06-2026

Published: 10-06-2026

#### Keywords:

Work-Life Balance; job satisfaction; correctional institution employees.

The Journal is licensed under a Creative Commons Attribution-NonCommercial 4.0 International (CC BY-NC 4.0).

### ABSTRACT

Correctional officers are required to perform complex and demanding responsibilities within the criminal justice system while simultaneously maintaining their personal and family lives. High workloads, shift schedules, security risks, and work-related pressure may affect employees' ability to achieve work-life balance, which in turn can influence their level of job satisfaction. Therefore, understanding the relationship between work-life balance and job satisfaction among correctional officers becomes important to support employee well-being and organizational effectiveness. This study aimed to examine the relationship between work-life balance and job satisfaction among correctional officers in Ternate City. This study employed a quantitative approach with a correlational research design. The participants consisted of 90 actively working correctional officers selected using purposive sampling from three correctional institutions in Ternate City, namely the Class II Juvenile Correctional Institution (LPKA), the Class III Women's Correctional Institution, and the Class IIA Correctional Institution. Data were collected using a work-life balance scale and a job satisfaction scale. Data analysis was conducted using Spearman's rho correlation test due to the data distribution characteristics. The results showed that most respondents were categorized as having a moderate level of work-life balance (46%) and moderate job satisfaction (73%). The correlation analysis revealed a positive and statistically significant relationship between work-life balance and job satisfaction ( $r = 0.479$ ;  $p < 0.05$ ). The correlation coefficient indicated a moderate relationship, suggesting that higher levels of work-life balance were associated with higher levels of job satisfaction among correctional officers. Conversely, lower work-life balance tended to be accompanied by lower job satisfaction. In conclusion, work-life balance serves as an important factor in supporting correctional officers' job satisfaction. These findings highlight the importance of organizational policies and work environments that promote balance between professional and personal life in order to improve employee well-being, work performance, and institutional effectiveness.

### INTRODUCTION

Based on Law Number 22 of 2022, correctional officers are functional law enforcement officials authorized by law to execute correctional duties within the criminal justice system. Correction serves functions encompassing services, rehabilitation, community guidance, care, security, and surveillance. As correctional officers, they bear a substantial array of duties that must be performed. Conversely, correctional officers also have their own personal lives outside their professional duties, such as managing household affairs and other personal responsibilities. This duality occasionally presents challenges when employees fail to balance their work with their personal and family lives, a concept commonly referred to as work-life balance. Employees' inability to achieve this equilibrium leads to a decline in job performance. Furthermore, it can induce stress, fatigue, burnout, and diminished motivation. This condition negatively impacts work quality, absenteeism rates, turnover rates, and overall employee satisfaction. Employees experiencing an imbalance between their work and personal lives tend to be more vulnerable to burnout as well as physical and mental health issues (Rifaldi & Wibowo, 2023).

On the other hand, the Ternate Correctional Institution plays a vital role in the criminal justice system and social stability within the North Maluku region. Therefore, the well-being and job satisfaction of correctional officers constitute crucial aspects of maintaining institutional performance and sustainability. This underscores the rationale for selecting the title "The Relationship Between Work-Life Balance and Job Satisfaction Among Correctional Officers in Ternate City," which is based on the unique and complex operational dynamics of the Ternate City Correctional Institution. Correctional institutions operate 24 hours a day with a shift-work system and high job stress stemming from the responsibility of supervising and rehabilitating inmates. Additionally, the confined work environment, high security risks, and limited social interaction outside of work are factors that can influence employees' work-life balance and job





satisfaction. If left unmanaged, these conditions can lead to emotional exhaustion, burnout, decreased productivity, and an increased turnover intention. Through this study, it is anticipated that the extent of the relationship between work-life balance and employee job satisfaction can be identified, alongside its supporting or hindering factors.

### LITERATURE REVIEW

A good work-life balance offers numerous benefits for employees, companies, and society. For employees, it can enhance job satisfaction, productivity, and physical as well as mental health. For organizations, work-life balance can improve corporate performance, employee productivity, and organizational attractiveness as a workplace. For society, it contributes to the well-being of families and the community as a whole (Hendra & Artha, 2023). When individuals feel satisfied with their jobs and possess a strong commitment to the organization, they tend to demonstrate high loyalty toward the company by performing citizenship behaviors that exceed their expected duties. Satisfied employees are inclined to exhibit positive attitudes toward their work, such as providing positive feedback about the organization and exerting maximum effort, even going beyond their prescribed responsibilities (Firdaus et al., 2024). From the lens of Social Exchange Theory, this phenomenon occurs because employees perceive organizational initiatives that support work-life balance as a form of institutional care, creating a psychological obligation to reciprocate with higher dedication and discretionary efforts (Adhiwijaya et al., 2024).

Research has shown that work-life balance is an important factor influencing employee job satisfaction. Individuals who are able to balance work demands and personal life tend to experience higher levels of job satisfaction because it helps reduce work-related stress and increases comfort in carrying out their daily roles. This condition enables employees to work more effectively and maintain positive attitudes toward their jobs (Halim & Tj, 2023)

These findings are supported by a study conducted by (Suryaningtyas et al., 2022) which demonstrated that work-life balance plays an important role in enhancing job satisfaction because individuals who are able to balance work demands and personal life tend to experience better psychological well-being and are able to perform their work more optimally. In addition, another study found that work-life balance has a positive influence on job satisfaction and indirectly contributes to improving employee performance through the creation of more positive work experiences (Sayekti & Suhartini, 2022). Further findings also indicated that the better employees are able to maintain work-life balance, the higher the level of job satisfaction they experience. Therefore, organizations need to pay greater attention to work-life balance as one of the strategies for improving employee well-being and productivity (Paryanti & Aprianti, 2022).

In addition to influencing job satisfaction, work-life balance also plays a role in enhancing employees' attachment and commitment to their organizations. Employees who perceive a balance between their work and personal lives tend to demonstrate greater loyalty and a stronger willingness to make their best contributions to the organization. Conversely, an imbalance between work and personal life can lead to job burnout, stress, and lower levels of job satisfaction (Suhardiman & Saragih, 2022). This negative outcome can be conceptually explained by the Job Demands-Resources (JD-R) model, where high occupational demands—such as inflexible working hours and structural pressures—act as a source of energy depletion; when personal life resources are neglected due to this imbalance, severe burnout and job dissatisfaction become inevitable (Bakker & de Vries, 2021).

Other studies have also explained that work-life balance is associated with the emergence of positive employee behaviors within organizations, such as helping colleagues, maintaining good working relationships, and supporting the achievement of organizational goals. Therefore, work-life balance is considered an important aspect that organizations should pay attention to in order to enhance employee well-being while simultaneously supporting overall organizational effectiveness (Wirawan & Sukmarani, 2023)

Although literature indicates a positive relationship between work-life balance and job satisfaction across various sectors, empirical evidence assessing this relationship among correctional officers remains scarce, particularly in Ternate City, North Maluku. Most previous studies have predominantly focused on formal sectors such as corporate offices, services, and private industries, meaning their findings may not necessarily be relevant to a bureaucratic work context characterized by high pressure and strict regulations like a correctional facility. Correctional institutions represent a unique "total institution" environment where officers face constant psychological hazards, prison overcrowding, and potential inmate hostility, making the preservation of personal-professional boundaries significantly more challenging than in typical office-bound occupations (Schultz & Ricciardeli, 2024). This study offers a scientific contribution by filling this empirical gap within the correctional sector, specifically in eastern Indonesia. Accordingly, the results of this study are expected to enrich the literature in HR management and occupational psychology, particularly regarding the relationship between work-life balance and job satisfaction in closed, high-risk work environments.

### METHOD

This study employed a quantitative approach focusing on numerical data analysis, which enables the researcher to test hypotheses through the application of statistical techniques. The analysis in this study aimed to examine the relationship between work-life balance and job satisfaction among correctional officers at the Ternate City Correctional Institution using a correlation test. Each variable in this study was measured using research instruments consisting of a





work-life balance questionnaire scale developed by Dewi (Dewi, 2023) consisted by 19 item with cronbach alpha's 0,935 and a job satisfaction questionnaire created by Sarah (Sarah, 2018) consisted by 36 item and cronbach alpha's from 0,60 until 0,75 ensuring that the obtained data were in the form of numbers that could be analyzed through statistical procedures. This research was conducted to determine the relationship between two variables: work-life balance as the independent variable (X) and job satisfaction as the dependent variable (Y). The population for this study comprised all correctional officers at Correctional Institutions (Lapas) in Ternate City. The sample consisted of 90 actively working officers selected from three facilities: the Class II Juvenile Correctional Institution (LPKA) of Ternate, the Class III Women's Correctional Institution of Ternate, and the Class IIA Correctional Institution of Ternate, with 30 participants representing each facility. The sample in this study was determined using a purposive sampling technique with inclusion criteria work within 6 month or more and shift or non-shhift.

Table 1. Demographic Characteristics of Participants

No	Characteristic	Category	Frequency (f)	Percentage (%)
1	Gender	Male	47	52
		Female	43	48
2	Institutional Facility	Juvenile Correctional Institution	30	33.3
		Women's Correctional Institution	30	33.3
		Class IIA Correctional Institution	30	33.3
3	Age (Years)	21-30	45	50
		31-40	23	26
		41>	22	24

## RESULT

### Univariate Analysis

Research data were collected by distributing questionnaires to the respondents who comprised the research sample. Data collection was conducted among 90 respondents across Correctional Institutions in Ternate City. The correlation analysis employed in this study was Spearman's rho correlation test.

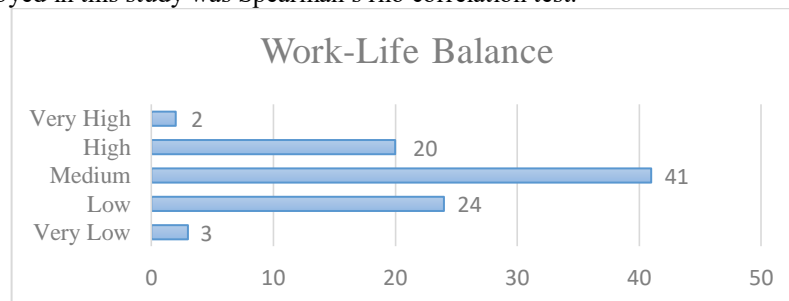


Figure 1. Distribution of Work-Life Balance Levels Among Correctional Officers

Based on the research results presented above, 2 respondents (2%) possessed a very high level of work-life balance, 20 respondents (22 %) had a high level of work-life balance, 41 respondents (46%) exhibited a moderate level of work-life balance, 24 respondents (27%) reported a low level of work-life balance, and 3 respondents (3%) fell into the very low work-life balance category. Out of the total 90 respondents, the majority were situated within the moderate work-life balance category.

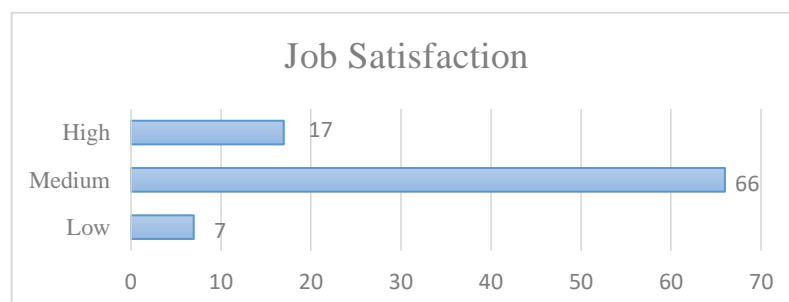


Figure 2. Distribution of Job Satisfaction Levels Among Correctional Officers

Based on the research results presented above, 17 respondents (19%) possessed a high level of job satisfaction, 66 respondents (73%) exhibited a moderate level of job satisfaction, and 7 respondents (8%) reported a low level of job satisfaction. Out of the total 90 respondents, the majority were situated within the moderate job satisfaction category.





**Bivariate Analysis  
Normality Test**

Table 2. Normality Test Results for Work-Life Balance and Job Satisfaction (N = 90)

Variable	Kolmogorov-Smirnov			Shapiro-Wilk			Not normally distributed
	Statistic	N	p	Statistic	N	P	
<b>Work-Life Balance</b>	0.064	90	0.200	0.990	90	0.720	
<b>Job Satisfaction</b>	0.130	90	0.001	0.921	90	0.000	

The normality test in this study was conducted using the Kolmogorov–Smirnov and Shapiro–Wilk methods for the work-life balance and job satisfaction variables involving 90 respondents. The analysis revealed that the work-life balance variable had a significance value of 0.200 in the Kolmogorov–Smirnov test and 0.720 in the Shapiro–Wilk test ( $p > 0.05$ ). Therefore, it can be stated that the data for the work-life balance variable were normally distributed. Meanwhile, the job satisfaction variable yielded a significance value of 0.001 in the Kolmogorov–Smirnov test and 0.000 in the Shapiro–Wilk test ( $p < 0.05$ ), indicating that the data for the job satisfaction variable were not normally distributed. Based on these results, it can be concluded that not all research variables met the normality assumption. Consequently, data analysis to examine the relationship between variables was performed using a nonparametric statistical technique, specifically Spearman’s rho correlation.

**Correlation Test**

Table 3. Spearman’s rho Correlation Matrix Between Work-Life Balance and Job Satisfaction

Variable	Work-Life Balance	Job Satisfaction	p
<b>Work-Life Balance</b>	-	0.479**	0.000
<b>Job Satisfaction</b>	0.479**	-	0.000

\*\* a positive and significant relationship

The results of this analysis using Spearman’s rho correlation revealed a correlation coefficient of 0.479 with a significance value of 0.000 ( $p < 0.05$ ). These findings indicate that there is a positive and significant relationship between work-life balance and job satisfaction. This implies that higher work-life balance among respondents is associated with a higher level of job satisfaction. Conversely, if work-life balance is low, the respondents' level of job satisfaction also tends to decline. The correlation coefficient value of 0.479 indicates that the strength of the relationship between the two variables falls into the moderate category. This suggests that work-life balance contributes meaningfully to job satisfaction, although it is not the sole factor influencing the respondents' job satisfaction. Consequently, there are other factors outside of work-life balance that may also influence job satisfaction

**DISCUSSION**

This study demonstrates that an individual's ability to balance the demands of work and personal life can influence their emotional state and evaluation of their job. Theoretically, this mechanism aligns with the Spillover Theory, which suggests that experiences, emotions, and behaviors generated in one domain (such as family or personal life) can spill over and positively affect performance and attitudes in another domain (the workplace) (Kim & Oh, 2025). Achieving equilibrium between work and personal life is critically required because employees with good work-life balance tend to work with greater happiness, effectiveness, and efficiency, which in turn enhances their job satisfaction. A study conducted within the Sri Lankan telecommunications industry explained that effective work-life balance practices provide dual benefits for both employees and organizations, such as reducing stress levels and fostering greater happiness both at work and at home (Muliawati & Frianto, 2020).

Individuals with good work-life balance are generally capable of managing their time, energy, and attention more effectively between professional and personal roles. Those who successfully achieve this balance tend to be happier, physically and mentally healthier, and more motivated to achieve their career goals (Kurnia & Khairunnisa, 2024). Evidence suggests that a favorable work-life balance can enhance productivity; employees who perceive higher balance tend to be more focused, energetic, and high-performing (Rohimah, 2023). This indicates that workers who are able to maintain their work-life balance will ultimately experience heightened job satisfaction (Firdaus et al., 2024). Such conditions can cultivate feelings of comfort, security, and satisfaction regarding their current employment. This is supported by the findings of a study conducted by Meylda (Meylda, 2025), entitled “The Relationship Between Work-Life Balance and Job Satisfaction Among Employees at PT X,” which found that there is a relationship between work-life balance and job satisfaction. These findings indicate that work-life balance and job satisfaction have a positive and linear relationship. This means that the higher the level of work-life balance perceived by employees, the higher their level of job satisfaction. Conversely, when work-life balance decreases, employees’ job satisfaction also tends to decline.

In the specific context of correctional officers in Ternate City, the predominantly moderate levels of both work-





life balance (46%) and job satisfaction (73%) provide unique insights into prison management in eastern Indonesia. Demographic data from this study indicates that 50% of the officers are within the 21–30 age group. This younger cohort represents an early-career phase where individuals are highly vulnerable to the pressures of a rigid, semi-military bureaucratic structure. They are simultaneously trying to establish professional competence while navigating early adulthood responsibilities, such as marriage or starting a family. Furthermore, the operational dynamics of the three facilities—the Juvenile Correctional Institution (LPKA), the Women's Correctional Institution, and the Class IIA Correctional Institution—require a 24-hour shift system. This relentless schedule inherently limits social interaction and disrupts domestic routines, which explains why the officers' perceived balance and satisfaction remain capped at a "moderate" level rather than "high."

On the contrary, individuals experiencing an imbalance between work and personal life are more susceptible to physical and psychological fatigue, job stress, role conflict, reduced work comfort, and even burnout (Kurnia & Khairunnisa, 2024). If these conditions persist continuously, they can diminish an individual's level of job satisfaction, as work comes to be perceived as a source of pressure that disrupts personal life. For correctional officers, this imbalance is exacerbated by the high-risk and high-confinement environment of their daily duties. Constant vigilance against security breaches, managing inmate conflicts, and the psychological weight of rehabilitation work can leave officers emotionally depleted (Lambert et al., 2022). When this depletion is not countered by adequate personal time or organizational support, negative spillover occurs, severely eroding their satisfaction with their law enforcement careers.

Consequently, the results of this study reinforce the perspective that work-life balance serves as a crucial factor in enhancing job satisfaction. Therefore, efforts to cultivate a balance between work and personal life warrant serious attention from both individuals and organizations to support psychological well-being and elevate employee job satisfaction. Administratively, the Ministry of Law and Human Rights (Kemenkumham) in the North Maluku region, particularly prison leaders in Ternate, must move beyond generic human resource policies. Practical interventions—such as designing more predictable shift rotations, implementing workload-sharing systems, and introducing stress-management or family-inclusive institutional programs—are highly recommended to transition these officers from moderate satisfaction to an optimal level of professional well-being.

### CONCLUSION

Based on the research results, it can be concluded that there is a positive and statistically significant relationship between work-life balance and job satisfaction among correctional officers in Ternate City. The analysis using Spearman's rho correlation revealed a moderate correlation coefficient of 0.479 with a significance value of 0.000 ( $p < 0.05$ ). These findings statistically indicate that a higher level of work-life balance among officers is associated with a higher level of perceived job satisfaction. Conversely, a lower level of work-life balance tends to be accompanied by a decline in officers' job satisfaction, confirming that professional equilibrium plays a vital role in determining employees' psychological evaluation of their work.

The descriptive analysis showed that the majority of respondents fell into the moderate category for both work-life balance (46%) and job satisfaction (73%). This specific condition indicates that while correctional officers in Ternate are moderately capable of balancing professional demands and personal obligations, substantial occupational pressures, high-risk security environments, and rigid shift rotations still pose significant challenges to their overall psychological well-being.

To transition these officers from moderate satisfaction to an optimal level of performance and well-being, the Regional Office of the Ministry of Law and Human Rights (Kanwil Kemenkumham) of North Maluku, particularly prison leaders in Ternate City, must implement strategic and concrete interventions: 1) optimizing shift schedules by designing more predictable and fair rotations to reduce physical exhaustion and allow officers, especially the younger cohort, sufficient and high-quality personal/family time; 2) introducing institutional wellness programs, such as stress-management workshops, psychological counseling services, and family-inclusive institutional programs, to mitigate the psychological hazards and emotional depletion associated with high-risk prison environments; and 3) enhancing workload redistribution and structural support to minimize burnout risks during high-vigilance operational periods.

### ACKNOWLEDGMENT

The author expresses sincere gratitude to all parties who provided support, assistance, and contributions throughout the completion of this research. Special thanks are extended to all correctional officers at the Ternate City Correctional Institution who willingly participated as respondents in this study. The author also conveys deep appreciation to the research advisors, family, and friends for their guidance, support, and continuous motivation during the research process. It is hoped that this study will provide meaningful benefits and contributions to the advancement of science, particularly in the fields of work-life balance and job satisfaction.

### REFERENCES

Adhiwijaya, A. G. P., Purwaningrum, E. K., & Mariskha, S. E. (2024). The Influence of Work-life Balance on Organizational Citizenship Behavior. *KnE Social Sciences*. <https://doi.org/10.18502/kss.v9i30.17515>





- Bakker, A. B., & de Vries, J. D. (2021). Job Demands–Resources theory and self-regulation: new explanations and remedies for job burnout. *Anxiety, Stress and Coping*, 34, 1–21. <https://doi.org/10.1080/10615806.2020.1797695>
- Dewi, A. C. (2023). *Hubungan Work Life Balance Sebagai Implementasi Dari Islamic Work Ethic Dengan Kinerja Karyawan Wanita Yang Sudah Menikah Pada PT Berkah Ridho Cinta Indonesia Di Karanganyar*.
- Firdaus, R. Y., Wiharno, H., & Fitriani, L. K. (2024). Pengaruh Beban Kerja, Stres Kerja, dan Work-Life Balance terhadap Kepuasan Kerja serta Dampaknya pada Organizational Citizenship Behavior. *Jurnal Syntax Admiration*, 5(4), 1334–1352. <https://doi.org/10.46799/jsa.v5i4.1117>
- Halim, M., & Tj, H. W. (2023). *Kepuasan Kerja Karyawan yang Dipengaruhi Oleh Lingkungan Kerja dan Work Life Balance*. 7, 23223–23232.
- Hendra, D., & Artha, B. (2023). Work-Life Balance: Suatu Studi Literatur. *Innovative: Journal Of Social Science Research*, 3(3), 11320–11330.
- Kim, T., & Oh, M. (2025). Work-to-Life Spillover and Organizational Commitment: The Moderating Role of Flextime and Sectoral Differences Between Public and Non-Public Organizations. *Public Personnel Management*, 54, 521–556. <https://doi.org/10.1177/00910260251319817>
- Kurnia, M. I., & Khairunnisa, A. (2024). *Peran Work-Life Balance Dalam Meningkatkan Etos Kerja Profesional*. 13, 256–260.
- Lambert, E. G., Lanterman, J. L., Elechi, O. O., Otu, S., & Jenkins, M. (2022). Exploring the connection between work-family conflict and job burnout among Nigerian correctional staff. *Psychiatry, Psychology, and Law: An Interdisciplinary Journal of the Australian and New Zealand Association of Psychiatry, Psychology and Law*, 29, 832–853. <https://doi.org/10.1080/13218719.2021.1982790>
- Meylda, S. D. (2025). *Hubungan antara Work Life Balance dengan Kepuasan Kerja pada Karyawan PT . X*. 12(01), 479–489.
- Muliawati, T., & Frianto, A. (2020). *Peran Work-Life Balance dan Kepuasan Kerja Terhadap Kinerja Karyawan Milenial: Studi Literatur*. XX(2020), 606–620.
- Paryanti, Y. I., & Aprianti, K. (2022). Pengaruh Work Life Balance, Stres Kerja dan Lingkungan Kerja Terhadap Kepuasan Kerja Pegawai Pada Rumah Sakit Umum Daerah Bima. *Jurnal Manajemen Sumber Daya Manusia*, 16, 21–28.
- Rifaldi, A., & Wibowo, P. (2023). Pengaruh Work-Life Balance Terhadap Kinerja Pegawai Lembaga Pemasarakatan Kelas IIB Brebes. *Jurnal Sains Student Research*, 1(1).
- Rohimah, A. N. (2023). Analisis Kebijakan Keseimbangan Kerja-Hidup Dan Kepuasan Kerja Dalam Perspektif Sumber Daya Manusia. *Jurnal Ekonomi, Manajemen Dan Akuntansi*, 2, 39–46.
- Sarah, S. (2018). *Pengaruh stres kerja dan kepuasan kerja terhadap psychological well-being pada polisi wanita*.
- Sayekti, L. N., & Suhartini. (2022). Work Life Balance Dan Work Engagement : Dampaknya Terhadap Kepuasan Kerja Dan Kinerja Karyawan. *Jurnal Aplikasi Bisnis*, 19.
- Schultz, W. J., & Ricciardeli, R. (2024). Correctional officers and the ongoing health implications of prison work. *Health & Justice*, 13, 4. <https://doi.org/10.1186/s40352-024-00308-2>
- Suhardiman, M., & Saragih, S. (2022). *Technostress dan Work Life Balance Pada Karyawan : Kepuasan Kerja Sebagai Variabel Mediasi*. 06(1999), 30–45.
- Suryaningtyas, D., Wilujeng, S., & Firdaus, R. M. (2022). *Peran mediasi work life balance di antara work from home dan kepuasan kerja*. 6(1), 138–152.
- Wirawan, S. A. R., & Sukmarani. (2023). *Hubungan Antara Work Life Balance Dengan Kepuasan Kerja Pada Karyawan Sales*. 12(1), 76–87.

