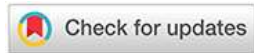


COMPARISON OF WORK-LIFE BALANCE LEVELS OF SECURITY TEAM OFFICERS AT CLASS IIA CORRECTIONAL FACILITY IN SERANG AND CLASS IIB STATE DETENTION CENTER IN SERANG



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ABSTRACT

Security guards play an important role in maintaining stability and security in correctional institutions and detention centers. Therefore, the balance between work and personal life (work-life balance) is a key factor that can affect their performance and well-being. This research focuses on comparing the level of work-life balance of security squad officers at the Class IIA Serang Correctional Institution and the Class IIB Serang State Detention Center. The formulation of the problem in this study is whether there is a significant difference in the level of work-life balance between officers in the two institutions. This study used a quantitative method with a cross-sectional survey approach, involving 72 respondents consisting of 36 officers in each institution. The data collection technique was conducted through a questionnaire with indicators measured based on the three main dimensions of work-life balance: time balance, involvement balance, and satisfaction balance. Data were analyzed using a normality test and t-test to see the difference between the two groups of respondents. The results showed a significant difference in the level of work-life balance between officers at Class IIA Serang Correctional Facility and Class IIB Serang Detention Center, with officers at the correctional facility showing higher scores. This improvement is due to factors such as the work environment, supporting facilities, and better management policies in correctional facilities. The conclusion of this study shows that work-life balance has a major influence on officers' well-being and performance, and there are significant differences between the two institutions.

Keywords: *Work-Life Balance; Security Squad Officers;
Class IIA Serang Correctional Facility;; Class IIB Serang Detention Center*



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INTRODUCTION

Security is a crucial foundation in managing correctional institutions (prisons) and state detention centers (rutan), with the primary role of the Security Guard Team in maintaining order. However, they face significant challenges in balancing work and personal life. Differences in tasks and work environments affect this balance. Guards in prisons experience greater pressure due to the large number of inmates, high security risks, and complex tasks such as supervising the assimilation process. They often deal with conflicts and riots among inmates. On the other hand, guards in detention centers have lighter workloads, focusing on custody, with lower security risks and a more stable environment. The facilities provided, such as dormitories, dining areas, health facilities, and sports areas, help guards maintain a balance between work and personal life, offering opportunities to relax after a long workday. However, facilities in detention centers tend to be more limited. This limitation can impact the well-being and job satisfaction of the guards.

A lack of adequate facilities may make it difficult for guards to get enough rest or find a comfortable place to relax outside of working hours, which could negatively affect their work-life balance (Poulose, 2014). Support in terms of personnel, equipment, technology, and training significantly impacts the balance between work and life for guards. Prisons are generally equipped with more personnel and advanced equipment, such as security systems and efficient communication technology (Schabracq et al., n.d.). Maintaining work-life balance is a necessity, and research by Frone et al. (1996) emphasizes the negative impact of work-family conflict on employee well-being. Social support from the work environment, as indicated by Grandey & Cropanzano (1999), can help individuals manage work-related stress and pressures. Regular training on stress management is also essential to help guards face work challenges. This holistic approach requires strong management commitment to improving guard well-being, which in turn will enhance the operational efficiency and effectiveness of prisons and detention centers (Frame & Hartog, n.d.).

Table 1
Data on the Number of Prison and Detention Center Inmates.

Category	Correctional Institution	State Prison
Convict	705 Convicts	235 Prisoners
Prisoner	-	321 Prisoners

Based on the comparison data of the number of inmates and detainees in the table above, it can be concluded that the Class IIA Serang Correctional Institution generally faces greater challenges compared to the Class IIB Serang State Detention Center. With a larger number of inmates in the Class IIA Serang prison, along with higher security risks and the complexity of tasks such as supervising assimilation and social reintegration, the security guard team there tends to experience greater work pressure. They may face situations that require more intensive conflict management and strict supervision of the inmates. On the other hand, the security guards at the Class IIB Serang detention center, with fewer inmates and a primary focus on custody and detainee maintenance, may face a lighter workload. They have more flexible time to carry out routine tasks such as monitoring detainees and maintaining security. Nevertheless, both in prisons and detention centers, the role of security guards is crucial in maintaining

security and order, as well as supporting the success of rehabilitation and social reintegration programs.

Table 2
Supporting Facilities Data at Class IIA Serang Correctional Institution and Class IIB Serang State Detention Center

No	Facility	Correctional Institution	State Prison
1	Worship Place	Available	Available
2	Break Room	Available	Not Available
3	Sports Venues	Available	Not Available

Source: Administrative Subdivision of Class IIA Serang Prison, 2024
Management Subsection of Class IIB Serang Detention Center, 2024

In addition, the differences in available facilities and support can also affect the work-life balance of security guards in both institutions. The Class IIA Serang Correctional Institution has more comprehensive facilities, including rest areas, dining rooms, and sports facilities, which can help officers get rest and relaxation after intensive work hours. These facilities enable officers to achieve a better balance between their work and personal lives, helping to reduce stress and fatigue that may arise from job demands.

On the other hand, the lack of facilities at the Class IIB Serang Detention Center, especially the absence of rest/mess areas and sports facilities, can hinder the officers' ability to maintain a balance between work and personal life. The lack of comfortable rest spaces and recreational options can make it harder for officers to recover their energy and manage stress after performing security duties. Therefore, adequate facilities in correctional institutions and state detention centers are essential for supporting officer well-being and achieving a balanced work life.

By understanding these differences, this study aims to conduct a comprehensive comparison to identify the level of work-life balance among security officers in Class IIA Serang Prison and Class IIB Serang Detention Center. It is hoped that this research will provide valuable insights to management in recognizing areas for improvement, enhancing the well-being and job satisfaction of security officers. Moreover, the findings of this study are expected to contribute to the human resource management literature in correctional institutions and detention centers.

LITERATURE REVIEW AND HYPHOTESIS

Yejin and Mi's (2023) findings indicate that overall, clinical nurses experience a higher level of work-life balance compared to non-clinical nurses. Additionally, factors such as professionalism and interpersonal relationships in job satisfaction, relationship-oriented nursing organizational culture, and nurse-physician relationships in the nursing work environment are also higher among current clinical nurses. This study suggests the need for hospital-level interventions to enhance work-life balance, foster a relationship-oriented nursing organizational culture, and improve job satisfaction through interprofessional relationships to retain hospital nurses.

Durai (2023) concludes that there is no significant relationship between various factors affecting work-life balance and the stress levels of teachers in government-

supported schools in Madurai, as well as the stress levels of self-funded school teachers in the same city. The research provides a deeper understanding of the importance of work-life balance for teachers and highlights the factors that can influence this balance.

Vattapparambath (2023) indicates that there is a difference in Quality of Work Life (QWL) scores between remote work and in-office work. However, it is essential to interpret these findings cautiously, taking into account the limitations and the complexities of the interactions among various factors that may influence employees' perceptions of their QWL. Further research in this area could provide valuable insights for organizations and practitioners to create a healthy work environment while enhancing the quality of life at work for employees, regardless of their location or gender.

Hypothesis

(Ho): There is no difference in the Work-life Balance levels of Security Guards in the Correctional Institution (Lapas) compared to those in the Detention Center (Rutan).

(Ha): There is a difference in the Work-life Balance levels of Security Guards in the Correctional Institution (Lapas) compared to those in the Detention Center (Rutan).

METHOD

In this study, the author employed a quantitative approach as the primary method. Quantitative research, as described by Creswell (2016), emphasizes the collection and analysis of numerical data to test hypotheses and explain relationships between specific variables. This approach is often used in studies aiming to make generalizations or claims that can be statistically measured. In this context, the quantitative research design provides a robust framework for generating reliable findings that can be replicated by other researchers.

RESULTS AND DISCUSSION

Validity Test

Validity Test of Involvement Balance Dimension at Lapas Kelas IIA Serang: The Involvement Balance dimension at Lapas showed a calculated value (rhitung) greater than the table value (rtabel) of 0.329; therefore, all items in the questionnaire are declared valid. Thus, the questionnaire used is suitable for processing as research data.

Validity Test of Time Balance Dimension at Lapas Kelas IIA Serang: The Time Balance dimension at Lapas indicates a calculated value (rhitung) greater than the table value (rtabel) of 0.329, so all items in the questionnaire are declared valid. Consequently, the questionnaire used can be considered suitable for processing as research data.

Validity Test of Satisfaction Balance Dimension at Lapas Kelas IIA Serang: The Satisfaction Balance dimension at Lapas shows a calculated value (rhitung) greater than the table value (rtabel) of 0.329. Therefore, all items in the questionnaire are declared valid, making the questionnaire suitable for processing as research data.

Validity Test of Involvement Balance Dimension at Rutan Kelas IIB Serang: The Involvement Balance dimension at Rutan shows a calculated value (rhitung) greater than the table value (rtabel) of 0.329. Thus, all items in the questionnaire are declared valid, making the questionnaire suitable for processing as research data.

Validity Test of Time Balance Dimension at Rutan Kelas IIB Serang: The Time Balance dimension at Rutan indicates a calculated value (rhitung) greater than the table

value (r_{tabel}) of 0.329. Therefore, all items in the questionnaire are declared valid, making the questionnaire used suitable for processing as research data.

Validity Test of Satisfaction Balance Dimension at Rutan Kelas IIB Serang: The Satisfaction Balance dimension at Rutan shows a calculated value (r_{hitung}) greater than the table value (r_{tabel}) of 0.329. Thus, all items in the questionnaire are declared valid, making the questionnaire suitable for processing as research data.

Univariate Analysis

Data Description of Work-Life Balance Variable at Lapas Kelas IIA Serang: It can be observed that the minimum score for the Work-Life Balance variable at Lapas Kelas IIA Serang, based on 36 respondents, is 44, while the maximum score is 78. The overall average response from the respondents is 59.78, with a standard deviation of 7.957. These average and standard deviation values are then used as references for normalization and to determine score thresholds as a basis for categorization within the Work-Life Balance variable.

The Work-Life Balance variable is categorized into three categories: low, moderate, and high. The calculation results indicate that the low category has a score of $X < 51.823$; the moderate category has scores in the range of $51.823 \leq X < 67.737$; and the high category has scores of $X \geq 67.737$.

Reliability Test

Results of Reliability Testing Using SPSS: The reliability test shows that the Work-Life Balance variable has a Cronbach's Alpha of 0.941, which is greater than 0.60. Therefore, it is declared reliable, and the data is suitable for further research. Regarding the categorization results of Work-Life Balance, from 36 respondents, 5 respondents (13.9%) fall into the low category, 26 respondents (72.2%) into the moderate category, and 5 respondents (13.9%) into the high category. This indicates that the Work-Life Balance at Lapas Kelas IIA Serang is generally in the moderate category. Employees in this category indicate that the balance between work and personal life is quite good, although there are still several aspects that can be improved. Employees feel that even though they manage their time and satisfaction between work and personal life fairly well, there is still an opportunity to enhance that balance.

Data Description of Work-Life Balance Variable at Rutan Kelas IIB Serang: It can be seen that the minimum score for the Work-Life Balance variable at Rutan Kelas IIB Serang, based on 36 respondents, is 42, while the maximum score is 75. The overall average response from the respondents is 55.94, with a standard deviation of 7.775. These average and standard deviation values are then used as references for normalization and to determine score thresholds as a basis for categorization within the Work-Life Balance variable.

The Work-Life Balance categorization at Rutan Kelas IIB Serang is divided into three categories: low, moderate, and high. The calculations indicate that for the low category, the score X is below 48.16; for the moderate category, the score X is in the range of $48.16 \leq X < 63.71$; and for the high category, the score X is equal to or greater than 63.71.

Regarding the categorization results of Work-Life Balance at Rutan Kelas IIB Serang, it can be explained that out of 36 respondents, 6 respondents (16.7%) fall into the low category; 27 respondents (75.0%) are in the moderate category; and 3 respondents (8.3%) are in the high category. This result shows that the Work-Life Balance at Rutan Kelas IIB Serang tends to be in the moderate category. Employees in this moderate

category indicate that they feel relatively balanced between work and personal life. Although they believe their work meets basic needs, there are still aspects that may need improvement to achieve better balance. Employees may also feel burdened by some responsibilities and the work environment, but overall they are able to perform their duties satisfactorily.

Normality Test

Normality Testing was conducted on two groups of data: Work-Life Balance of Security Officers at Lembaga Pemasyarakatan Kelas IIA Serang (Lapas) and Work-Life Balance of Security Officers at Rumah Tahanan Negara Kelas IIB Serang (Rutan). In this study, normality was tested using the Shapiro-Wilk test, which is generally used for small samples of less than 50. The purpose of the normality test is to determine whether the data is normally distributed. Data is considered normally distributed if the significance value (sig) is greater than 0.05; conversely, if the sig value is less than 0.05, the data is considered not normally distributed.

Based on the output table, it is noted that the degrees of freedom (df) for Work-Life Balance in Lapas is 36, and similarly for Work-Life Balance in Rutan, it is also 36. This indicates that the sample size in each group is less than 50, thus making the use of the Shapiro-Wilk test appropriate for detecting data normality.

Furthermore, the output shows that the Sig value for Work-Life Balance in Lapas is 0.096, while for Work-Life Balance in Rutan, it is 0.060. Since the Sig values for both groups are greater than 0.05, according to the decision-making criteria in the Shapiro-Wilk normality test, it can be concluded that the Work-Life Balance data in both Lapas and Rutan is normally distributed.

Involvement Balance Dimension

The Involvement Balance dimension for Security Officers at Lembaga Pemasyarakatan Kelas IIA Serang falls into the "Good" category. The assessment criteria for the "Good" category is determined by a score of 764, which lies within the established scoring range of 648 to 807 for this category.

The summary of respondent feedback on the Involvement Balance dimension from LASSER indicates that most security officers at Lembaga Pemasyarakatan Kelas IIA Serang possess a good level of involvement balance. Out of 216 respondents, 48% rated their involvement as "Good," 39% rated it as "Fairly Good," and only 3% gave a "Neutral" rating. Although the score did not reach the "Very Good" category, the total score of 764 reflects that the Involvement Balance dimension is in the "Good" category, suggesting that officers generally feel engaged in their work, although there is room for improvement.

The high score indicates that officers generally feel involved in their work. Support from management, organizational policies that promote a balance between work and personal life, and a positive work culture may contribute to this good level of engagement. In the context of Work-Life Balance, a good Involvement Balance is crucial to prevent fatigue or burnout from excessive work involvement. This balance allows officers to remain focused and productive at work while maintaining relationships and activities outside of work, ultimately enhancing their emotional and physical well-being.

Time Balance Dimension

The Time Balance dimension for Security Officers at Lembaga Pemasyarakatan Kelas IIA Serang is also categorized as "Good." The assessment criteria for the "Good" category is

determined by a score of 641, which lies within the scoring range set for the "Good" category, between 600 and 720.

The summary of respondent feedback on the Time Balance dimension from LASSER indicates that the majority of security officers at Lembaga Pemasyarakatan Kelas IIA Serang demonstrate good time balance between work and personal life, evidenced by the total score of 641, which falls into the "Good" category. A high percentage of respondents (65%) rated their time balance as "Good," indicating that the work environment at this institution supports a healthy Work-Life Balance, which is essential for maintaining job satisfaction and employee well-being.

However, despite the overall positive results, there were 7% of respondents who provided a "Neutral" response, suggesting that there are still challenges faced in optimally managing time.

Satisfaction Balance Dimension

The Satisfaction Balance dimension for Security Officers at Lembaga Pemasyarakatan Kelas IIA Serang is categorized as "Good," with a total score of 743. Analysis of respondent feedback indicates that most officers feel satisfied with the balance between their work responsibilities and personal life.

Out of a total of 36 respondents, the percentage ratings show that 5.6% rated it as "Very Good" (5), 47.2% rated it as "Good" (4), 41.7% chose "Fair" (3), 5.6% felt it was "Poor" (2), and none rated it as "Not Good" (1). The score of 743 indicates that the Satisfaction Balance dimension is rated as "Good," reflecting that many officers feel their work not only meets professional needs but also provides personal satisfaction.

This high level of satisfaction is highly relevant in the context of Work-Life Balance, indicating a harmony between work responsibilities and activities outside of the work environment, contributing to the emotional and physical well-being of the officers. Organizational policies that support employee satisfaction, such as flexible scheduling and a positive work environment, may be significant driving factors.

Involvement Balance Dimension

The Involvement Balance dimension for Security Officers at Rumah Tahanan Negara Kelas IIB Serang is categorized as "Fair," with a total score of 721, placing it within the range of 561.6 to 734.4. This condition reflects that although officers are engaged in their tasks, they face significant challenges that may affect their motivation and work effectiveness.

The majority of respondents rated their involvement as "Fair" on nearly all statements presented, while a small fraction rated it as "Poor." This indicates underlying issues affecting their level of engagement in their work. Contributing factors may include high workload, lack of support from superiors, and ambiguity in roles and responsibilities.

Suboptimal engagement can negatively impact not only the individual officers but also the quality of service provided within the correctional facility. Job dissatisfaction can lead to harmful psychological effects, such as stress and burnout, which can, in turn, affect overall performance.

Time Balance Dimension

The Time Balance dimension for Security Officers at Rumah Tahanan Negara Kelas IIB Serang is also categorized as "Fair," with a total score of 590, placing it within the range of 561.6 to 734.4. This indicates that the balance between work and personal life for officers faces several challenges that require further attention.

From the respondents' feedback, the majority rated their time balance as "Fair," with a few rating it as "Good" and very few as "Very Good." Most ratings falling within the "Fair" range suggest that many officers are not entirely satisfied with their allocation of time between work and personal life. This score indicates issues in time management that may affect officers' satisfaction and productivity levels.

Several factors could contribute to this condition. One factor is the lack of flexibility in work scheduling, making it difficult for officers to balance work demands with personal needs. Additionally, inconsistent or irregular workload could also be a reason for officers feeling their time balance is disrupted. Limited support from management in helping officers manage their time further contributes to the low ratings for Time Balance. This dissatisfaction may impact officers' engagement and work motivation.

Satisfaction Balance Dimension

The Satisfaction Balance dimension for Security Officers at Rumah Tahanan Negara Kelas IIB Serang is categorized as "Fair," with a total score of 711. This score places it within the range of 561.6 to 734.4, indicating that most officers feel reasonably satisfied with their balance of satisfaction at work.

The summary of respondent feedback shows that most officers rated their satisfaction as "Fair," while a small number rated it as "Good" and very few as "Very Good." The higher ratings in the "Fair" level suggest that, although officers perceive some positive aspects of their work, there are issues preventing them from feeling truly satisfied.

Several potential factors influencing this rating may include dissatisfaction with the facilities and resources available at the workplace. Officers may feel that the provided facilities do not fully meet their needs, impacting overall satisfaction. Furthermore, the lack of recognition or appreciation from management may contribute to this sense of dissatisfaction, as officers might feel their efforts are not adequately valued.

Additionally, limited opportunities for career development could be one of the causes of the low satisfaction levels. Officers who feel there are insufficient opportunities for promotion or skill enhancement may be inclined to give a "Fair" rating. The work environment can also play a significant role, including relationships among colleagues and the physical conditions of the workplace, which can influence mood and satisfaction.

Discussion

In this study, the author focuses on comparing the level of Work-Life Balance (WLB) between security officers at the Class IIA Serang Correctional Facility (Lapas) and the Class IIB Serang State Detention Center (Rutan). WLB refers to an individual's ability to balance the demands of work and personal life, which affects mental, physical health, and professional performance. In jobs with high levels of stress and risk, such as in correctional facilities and detention centers, this balance is crucial to maintaining the officers' health and productivity.

This research is relevant because officers at both institutions face different challenges, both in terms of workload and the nature of their duties. In Lapas, officers often encounter situations requiring quick decisions and crisis management. Meanwhile, in Rutan, the primary focus is on managing detainees and enforcing legal procedures. These different work environments influence how officers manage the balance between their work and personal lives.

The analysis shows that the average WLB score for officers in Lapas is at a good level. This indicates that the officers are able to balance the demands of work and personal

life well, although some aspects may require further attention. This score also reflects that the work environment in Lapas, despite being challenging, relatively supports the well-being of the officers, both physically and mentally. This support is important in reducing work stress and helping officers manage their time and responsibilities outside of work.

A good balance between work and personal life contributes to improved officer performance. When officers feel in control of their personal lives, this can reduce work-related stress and burnout, as well as increase motivation and job satisfaction. A work environment that supports this balance also positively impacts productivity, as officers can work more effectively when they feel mentally and physically refreshed.

Based on demographic data, the majority of officers who were respondents in Lapas are between 20 to 30 years old, with work experience ranging from 6 to 10 years. Their relatively young age and adequate work experience suggest that they have the energy and adaptability to face work challenges. The combination of prime physical condition and sufficient experience makes these officers more prepared to handle the various dynamics in the Lapas work environment.

Moreover, youth is generally associated with better cognitive flexibility, allowing them to adapt more quickly to new policies or procedures, as well as technologies that may be implemented in their work. This adaptability is very important in the ever-evolving world of corrections, where system reforms and increasing security standards often require rapid adjustments from officers. With their age and experience, these officers are ideally positioned to take on these challenges and perform at their best.

When analyzed based on the three dimensions of WLB—Time Balance, Involvement Balance, and Satisfaction Balance—job satisfaction and social support are the main factors influencing this balance. Job satisfaction is a crucial element in maintaining a balance between personal life and work. Officers who are satisfied with their job tend to have better stress management abilities and are more capable of handling the demands without sacrificing their mental health or personal life.

Job satisfaction is not only measured by the financial compensation officers receive but also by other aspects such as the recognition they get for their performance, their sense of belonging to the organization, and opportunities for skill and career development. When officers feel valued and supported in their work, they are more motivated to give their best, and consequently, their level of job satisfaction increases. This satisfaction not only has a positive impact on individual performance but also creates a more productive and harmonious work environment overall.

In addition to job satisfaction, social support from superiors, coworkers, and the work environment also plays a very significant role in creating a balance between personal life and work. Social support, both emotional and practical, can help reduce the mental burden on officers, providing them with a sense of security and confidence in carrying out their duties. When officers feel they have supportive superiors and colleagues willing to help, they tend to be more engaged in their work and able to face challenges more effectively.

This level of social support also directly impacts work engagement and the well-being of officers in the correctional facilities. High engagement reflects satisfaction with the job and a sense of connection to the team and the organization. Strong social support from colleagues allows the formation of a supportive work climate, where officers can share experiences and solutions to the problems they face. Meanwhile, support from superiors includes clear guidance and direction, so officers feel guided in performing their duties and feel heard and cared for by the organization.

In the long term, factors such as job satisfaction and social support not only affect the well-being of the officers but also the quality of service they provide in Lapas. Officers who are satisfied and receive adequate social support will be better able to provide better service, maintain a safe work environment, and perform their duties more professionally. Organizations that understand the importance of these two factors and continuously improve them will be able to create a more stable and effective work environment, thus supporting the achievement of overall organizational goals

In addition, adequate facilities and supportive leadership policies have also been proven to be significant factors in improving officers' WLB. Facilities such as comfortable rest areas, recreational spaces, and access to sports facilities in the workplace help officers relieve physical and mental stress after heavy tasks. Quality rest allows officers to restore energy so that they can return to work more focused and productive. This is very important, especially in environments with high physical and mental demands, such as in correctional facilities.

Flexible work schedules are also a crucial element. With adjustments in shift and work hours, officers have the opportunity to schedule their work in line with their personal lives, such as caring for family or fulfilling other personal needs. This flexibility allows them to maintain a balance between work and personal life without having to sacrifice either. Additionally, access to mental health services, such as counseling or stress management programs, plays a key role in maintaining the emotional well-being of officers, given the psychological burdens they often face in their daily work.

Responsive leadership policies regarding the well-being of officers also play an important role in creating a conducive work environment for WLB. Adequate leave allowances, for example, allow officers to rest and spend quality time with family or simply recharge themselves. Furthermore, recognition for performance, whether in the form of verbal acknowledgment, incentives, or promotions, can increase motivation and a sense of belonging to the job. This recognition not only contributes to emotional well-being but also enhances job satisfaction, which in turn strengthens their commitment to their duties in Lapas.

Overall, this study emphasizes the importance of increasing social support, work facilities, and the implementation of policies focused on the well-being of officers to ensure optimal Work-Life Balance in the workplace. When organizations provide facilities that support the balance between work and personal life, officers will be better able to handle work pressures and remain productive. A combination of flexible policies, adequate facilities, and social support from leadership and colleagues will create an environment that supports not only work performance but also the holistic well-being of the officers.

Conversely, the descriptive analysis shows that the average Work-Life Balance score of officers in Rutan is at a sufficient level. This indicates that the balance between work and personal life has not yet been fully optimized for most officers. Compared to officers in Lapas, officers in Rutan appear to face more difficulties in maintaining this balance.

This condition suggests that although officers at the Detention Center (Rutan) may be able to carry out their duties, there are aspects of their well-being that still need improvement. The average Work-Life Balance (WLB) score, which is merely adequate, indicates the potential for issues that may impact work performance and the quality of life for the officers, both in and out of the workplace. Specifically, this challenge may indicate higher pressure or an imbalance between work responsibilities and the time and opportunities available to manage their personal lives.

This lack of balance needs to be taken seriously because, in the long term, the well-being of officers can affect their work effectiveness and the quality of the services they provide. Efforts to improve the WLB for officers at Rutan are crucial to maintaining optimal performance and ensuring their overall well-being remains protected.

The demographic profile of respondents at the Detention Center (Rutan) shows notable differences compared to those at the Correctional Facility (Lapas). The majority of officers at Rutan are between 31 and 40 years old, with 16 to 20 years of work experience. This more mature age and longer experience reflect that Rutan officers tend to bear greater responsibilities, both in professional contexts and in their personal lives.

In terms of work, more experienced officers are often faced with more complex tasks, such as managing difficult situations, leading teams, or handling detainees with diverse profiles. They may also be expected to serve as role models for younger colleagues and to make more strategic decisions in their daily duties. With more years of experience, their responsibilities increase not only in the technical aspects of their jobs but also in leadership and time management.

On the other hand, in their personal lives, more mature officers typically face different challenges compared to their younger counterparts. They may have families that require more attention, such as raising adolescent children or caring for aging parents. These obligations certainly add to the burden they must face, making the balance between work and personal life increasingly crucial to maintain.

With increased responsibilities on both sides, officers at Rutan must have better time management and stress management skills. Long work experience undoubtedly provides them with the skills and mental resilience necessary, but the dual burdens they face can also become a source of pressure that affects their Work-Life Balance. Therefore, it is vital for Rutan management to continuously provide sufficient support so that officers can maintain a good balance between their personal and professional lives, given their crucial role in maintaining operational stability at the facility.

This demographic profile also offers important insights into the specific needs of officers at Rutan. With a wider age range and longer work experience, these officers may have different well-being needs, such as more flexible career development programs and work policies that are more adaptive to personal responsibilities. Focusing on the well-being of more experienced officers will not only have a positive impact on them as individuals but will also contribute to the long-term effectiveness of the institution in carrying out its duties.

Several key factors contributing to the lower Work-Life Balance at the Class IIB Serang Detention Center include management policies that are less supportive of employee well-being. The lack of specific work welfare programs, such as stress management training, mental health support, or workplace relaxation facilities, indicates insufficient attention to the welfare needs of officers. Additionally, an uncondusive work environment is also a significant factor worsening the WLB conditions. Limited workplace facilities, such as inadequate rest areas or restricted access to health services, add to the burden on officers facing heavy work demands.

Social support, which should be one of the key elements in creating a positive work environment, also appears to be underutilized in this detention center. The lack of support from supervisors and coworkers can lead to increased emotional isolation, which ultimately negatively affects the psychological well-being of the staff. Management's inability to provide effective communication and empathy toward individual needs also worsens the level of stress experienced by the officers.

High work pressure, including long working hours, an ever-increasing workload, and lack of flexibility in scheduling, further exacerbates this situation. The officers may feel trapped in an energy-draining routine, with little time to recover or enjoy their personal lives. Without adequate policies to manage this pressure, the staff will continue to struggle to maintain a balance between work and personal life, which can eventually lead to burnout and decreased performance.

This research finding highlights the urgent need to improve management policies at the Class IIB Serang Detention Center. One crucial step to take is increasing social support from leadership. Management needs to be more responsive and sensitive to the well-being of the officers, not only in terms of performance but also from a personal and emotional perspective. This can be achieved through leadership training that focuses on empathy and communication, as well as the implementation of more flexible policies regarding work hours. For instance, a fairer job rotation program and scheduling that provides officers with adequate rest time.

In addition, providing better facilities is also a priority to improve work-life balance (WLB). Creating a comfortable break room, providing access to mental health services, and improving other physical facilities can offer significant support to the well-being of the officers. Such facilities will help staff cope with the heavy demands of work while maintaining their personal balance.

The implementation of more flexible policies, such as adaptive work hours or better-structured leave, is also urgently needed. These policies can help reduce excessive workload and give officers enough time to recover their energy. Moreover, such policies can increase their sense of ownership and responsibility toward their work, as the officers feel cared for and supported by management.

The analysis results show significant differences in the average Work-Life Balance (WLB) scores experienced by staff at the Correctional Facility (Lapas) and the State Detention Center (Rutan). Based on the t-test results, there are significant differences between the two groups of respondents. These differences are not only due to varying working hours but also influenced by organizational culture and different management policies at each institution. These findings strengthen the understanding of how both institutions manage and support the balance between work demands and the personal life needs of their staff.

In the Correctional Facility, although work hours remain an important factor, more flexible management policies, strong leadership support, and adequate facilities directly contribute to achieving better WLB. The average WLB score of staff in the Correctional Facility indicates that they are better able to balance work demands with personal life, thanks to a more supportive work environment. For example, staff in the Correctional Facility often have better access to mental health facilities and wellness programs, which help them manage stress.

In contrast, staff in the Detention Center face greater challenges in maintaining their WLB. The officers' long distance from their families forces them to spend more time at work, thus reducing quality time with family. This significantly affects emotional well-being and can increase stress levels. Additionally, the rigid work schedule at the Detention Center makes it difficult for officers to accommodate their personal needs. Strict shift rotations and additional responsibilities beyond their core duties, such as administrative tasks, add to the pressure they experience.

The difficulty in requesting leave at the Detention Center (Rutan), which is often delayed or even denied due to staff shortages, further worsens the Work-Life Balance (WLB) condition for officers. This limits their opportunity to rest or take time off, which

is crucial for maintaining a balance between work and personal life. On the other hand, in the Correctional Facility (Lapas), the process of requesting leave is more transparent and supportive, allowing staff to take the necessary time for recovery.

Additionally, the lack of supporting facilities at the Detention Center, such as adequate rest areas and access to employee wellness programs, also contributes to the low WLB scores. The limited infrastructure creates a less conducive work environment and hinders staff from achieving optimal balance. In contrast, staff at the Correctional Facility enjoy better access to these facilities, which positively contributes to their well-being.

The differences in organizational culture and management policies between the two institutions also directly impact staff well-being. At the Correctional Facility, stronger management support and better facilities contribute to achieving a better WLB. Meanwhile, at the Detention Center, limitations in policy and organizational support create greater challenges for staff in achieving a healthy balance between work and personal life.

Overall, the findings of this research show that Work-Life Balance plays a crucial role in influencing the well-being and performance of staff at both institutions. A good balance between work demands and personal life has been proven effective in reducing stress and increasing job satisfaction and productivity. Although staff at the Correctional Facility generally show better WLB levels compared to those at the Detention Center, the challenges faced by both institutions in creating a supportive work environment for achieving such balance remain significant.

The development of more adaptive policies and increased support at the Detention Center is crucial. More flexible work hour arrangements, management policies responsive to staff needs, as well as improved mental health facilities and comfortable rest areas would greatly help in creating a more conducive work environment for staff well-being. With these measures, it is hoped that WLB at the Detention Center will improve, creating a more positive and productive work atmosphere, similar to what has been achieved at the Correctional Facility.

Through this comparison, it becomes clear that with greater attention to staff well-being, both in the Correctional Facility and the Detention Center, there will be a significant impact on achieving optimal WLB and overall institutional performance.

CONCLUSION AND SUGGESTION

Based on the research results, the Work-Life Balance (WLB) level of security team officers at the Class IIA Correctional Facility (Lapas) in Serang is considered good, supported by management, adequate facilities, and a supportive work environment, allowing them to carry out their duties effectively while maintaining physical and mental health. Meanwhile, officers at the Class IIB Detention Center (Rutan) in Serang have a fairly good WLB, though not optimal, due to high workload, inadequate facilities, and policies that do not fully support their well-being. There is a significant difference between the two, where officers in the Lapas enjoy a more supportive work environment with more flexible policies, better facilities, and stronger social support, whereas officers in the Rutan face more challenges in achieving optimal WLB due to the lack of support and adequate infrastructure.

Based on these findings, several recommendations that can be considered to improve the Work-Life Balance (WLB) of security team officers in Lapas and Rutan include enhancing social support through leadership training focused on empathy and communication to create a supportive work climate, as well as building and improving

work facilities such as rest areas and mental health services. Additionally, the implementation of flexible work policies, such as adaptive scheduling and sufficient leave, will help officers adjust their work responsibilities with their personal lives. Wellness programs, including stress management and mental health, also need to be developed to maintain the emotional well-being of the officers. Regular monitoring and evaluation of the policies and programs implemented are important to ensure that the officers' needs are met. With these suggestions, it is expected that the WLB of the officers can improve, which will positively impact performance, service quality, and create a more productive and sustainable work environment.

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