

Improving the Work Effectiveness of Indonesian National Police Officers through Recruitment and Selection, Training, and Work Environment that Promotes Work-Life Balance as an Intervening Factor

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Keywords		Abstract
Work Effectiveness; Recruitment and Selection; Training; Environment; Work-Life Balance		This research examines the influence of recruitment and selection, training, and work environment on the work effectiveness of Indonesian National Police (Polri) officers who graduated from the Inspector Police School for Graduate Sources (SIPSS), with work-life balance serving as an intervening variable. A mixed-methods approach was employed, combining quantitative analysis through SEM-PLS on survey data from 131 SIPSS officers stationed in DKI Jakarta with qualitative analysis using NVivo based on semi-structured interviews with three key informants across different rank levels. The quantitative findings reveal that recruitment and selection ($\beta = 0.349$, $p < 0.001$), training ($\beta = 0.306$, $p < 0.001$), work environment ($\beta = 0.217$, $p = 0.001$), and work-life balance ($\beta = 0.302$, $p < 0.001$) all exert significant positive effects on work effectiveness. Furthermore, all three independent variables significantly influence work-life balance, which in turn mediates their relationships with work effectiveness. The model explains 51.7% of the variance in work effectiveness and 30.9% in work-life balance, with satisfactory model fit indices (SRMR = 0.045, GoF = 0.581). Qualitative findings corroborate these results, highlighting that transparent recruitment processes, relevant training programs, supportive work environments, and effective time management contribute to enhanced work-life balance and overall work effectiveness. These findings extend the application of Job Demands-Resources theory and Social Exchange Theory to semi-military public sector organizations and provide practical implications for improving human resource management practices within Polri.

INTRODUCTION

The Indonesian National Police (Polri) serves as a state institution with a central role in maintaining public order, security, and law enforcement across Indonesia (Surbakti & Abdilah, 2021). In accordance with Law Number 2 of 2002, Polri is responsible for maintaining public security and order, enforcing the law, and providing protection, guidance, and services to the community (Putri, 2021). As a public institution with semi-military characteristics and a hierarchical bureaucratic structure, the effectiveness of Polri's task execution is highly dependent on the quality of its human resources. Consequently, human resource management (HRM) becomes a critical aspect in supporting the professionalism, integrity, and responsiveness of Polri to increasingly complex social dynamics (Nuraeni et al., 2025). In performing these functions, Polri officers need not only technical competence but also

managerial capability, leadership skills, and high moral integrity in accordance with the values of Tribrata and Catur Prasetya (Rusmini, 2021).

However, in practice, problems related to the work effectiveness of police officers remain prevalent. Throughout 2025, there were 9,817 recorded cases of ethical code violations, with 689 personnel dishonorably discharged due to breaches of discipline and professionalism (Tempo.co, 2025). The high number of violations indicates that the work effectiveness of police officers has not yet reached an optimal level, both in terms of compliance with operational standards and in the implementation of public service functions. Additionally, external monitoring data shows that Polri received the highest number of public complaints among all institutions, with the National Commission on Human Rights (Komnas HAM) receiving 771 complaints against Polri (Pusat Studi Hukum dan Kebijakan Indonesia, 2025). These complaints generally relate to slow public services, unresponsiveness, and abuse of authority, reflecting a significant gap between organizational task demands and individual capacity to perform roles effectively.

The phenomenon of low work effectiveness is further reinforced by various concrete cases in the field. In the case of a car rental company owner murdered on the Tangerang-Merak toll road, police officers reportedly failed to provide a rapid response to the victim's request for assistance due to administrative constraints (CXO Media, 2025). Furthermore, during the 2025 International Labor Day demonstrations, police officers allegedly engaged in repressive actions including violence against demonstrators and medical personnel, demonstrating ineffectiveness in self-control and security procedure implementation (Amnesty International Indonesia, 2025). These incidents underscore the urgent need for improved work effectiveness within the police force.

Preliminary research conducted on 30 SIPSS-graduate police officers revealed that work environment issues (30%), training concerns (26.7%), work-life balance challenges (23.2%), and recruitment and selection problems (13.3%) were the dominant factors affecting work effectiveness. Additional preliminary research on 10 personnel regarding recruitment transparency found that 8 respondents reported the existence of illegal levies or brokers outside Polri's official channels, while only 2 stated the process was transparent. Similarly, regarding training implementation (Dikbangspes), 8 personnel reported persistent seniority practices, while only 2 affirmed transparency. These conditions indicate that work effectiveness issues are not standalone phenomena but rather result from interactions among various managerial and organizational factors.

From a theoretical perspective, the Job Demands-Resources (JD-R) model explains that high job demands without adequate resources can lead to stress and burnout, ultimately reducing individual performance and work effectiveness (Bakker et al., 2023). Social Exchange Theory emphasizes that when organizations provide supportive work environments, adequate training, and fair placement systems, individuals will respond by increasing their performance and work commitment (Ahmad et al., 2023). The Ability-Motivation-Opportunity (AMO) Theory further suggests that work effectiveness depends on the interaction of ability, motivation, and opportunity elements (Bos-Nehles et al., 2023). Meanwhile, Person-Job Fit and Person-Organization Fit theories emphasize the importance of alignment between individual characteristics and job requirements as well as organizational values (Kristof, 1996; Edwards, 1991). Therefore, work-life balance serves as a bridge connecting organizational

factors with work effectiveness, as the balance between work and personal life has been shown to enhance psychological well-being, motivation, and individual productivity (Antoli-Jover et al., 2024; Tejero et al., 2021).

Despite the growing body of literature on HRM practices and their effects on work effectiveness, research examining the relationships between recruitment and selection, training, and work environment on work effectiveness through work-life balance remains predominantly focused on private and healthcare sectors (Chapagain et al., 2021; Lavoie-Tremblay et al., 2024; Rahman et al., 2025). Studies in the context of police institutions, particularly among SIPSS-graduate officers who possess unique characteristics in terms of educational background and job demands, remain very limited. This study aims to comprehensively analyze how recruitment and selection, training, and work environment influence work effectiveness through the role of work-life balance as an intervening variable among SIPSS-graduate police officers, employing a mixed-methods approach to provide both statistical evidence and contextual depth. This research offers several significant benefits. Theoretically, it extends the application of JD-R theory, Social Exchange Theory, AMO Theory, and Person-Fit theories to the context of semi-military public sector organizations, particularly the Indonesian National Police, thereby enriching the academic literature on HRM in law enforcement institutions. Practically, the findings provide actionable recommendations for Polri leadership to improve recruitment transparency, enhance training relevance, create supportive work environments, and implement policies that promote work-life balance, ultimately contributing to improved officer performance, reduced ethical violations, and enhanced public trust in police services. Additionally, this research serves as a reference for future studies examining similar HRM issues in other public sector organizations in Indonesia and beyond.

METHOD

Research Design and Setting

This research employed a mixed-methods approach with an explanatory sequential strategy, where quantitative analysis was conducted first, followed by qualitative analysis to deepen and contextualize the findings (Sugiyono, 2021). The quantitative component used a causal-comparative design to test cause-and-effect relationships among predetermined variables. The qualitative component employed semi-structured interviews to obtain deeper understanding of the phenomena under investigation. Data were collected during the first semester of 2026 across Polri work units in DKI Jakarta, Indonesia, selected because the area's relatively homogeneous work characteristics and assignment patterns could minimize differences in organizational conditions, workload, and operational systems across work units.

Population and Sample

The population comprised all SIPSS-graduate police officers from the 2023 (157 officers), 2024 (200 officers), and 2025 (199 officers) cohorts, totaling 556 officers distributed across various work units in Indonesia. These three cohorts were selected because they represent officers in early career stages with relatively homogeneous characteristics in terms of rank, responsibility, and work experience. Using purposive sampling combined with stratified random sampling, the quantitative sample consisted of 131 officers stationed in DKI Jakarta (Mabes Polri and Polda Metro Jaya), representing 23.56% of the total population. The

qualitative sample included three key informants from different rank levels: one mid-ranking officer (Pamen), one junior officer (Pama), and one non-commissioned officer (Bintara), all working in human resource management divisions, providing comprehensive perspectives from policy-making, technical implementation, and operational levels. Table 1 presents the population and sample distribution.

Table 1. Population and Sample Distribution

No	Work Unit	Cohort	Population	Percentage
1	Mabes Polri & Polda Metro Jaya (DKI Jakarta)	2023	33	21.02%
		2024	46	23.00%
		2025	52	26.13%
2	Units outside DKI Jakarta	2023	124	78.98%
		2024	154	77.00%
		2025	147	73.87%

Source: Research data, 2026

Instruments and Data Collection

Quantitative data were collected using a closed-ended questionnaire distributed online via Google Forms, consisting of 41 items: 11 items measuring work effectiveness (adapted from Allen et al., 2003; Gibson et al., 2012; Robbins & Judge, 2018), 6 items for work-life balance (adapted from Fisher-McAuley et al., 2003; Greenhaus & Allen, 2011), 9 items for recruitment and selection (adapted from Dessler, 2020; Armstrong & Taylor, 2020), 9 items for training (adapted from Noe, 2020; Shariff et al., 2021), and 6 items for work environment (adapted from Basalamah & As'ad, 2021; Sedarmayanti, 2017). All items were measured using a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree). Qualitative data were gathered through semi-structured interviews with three key informants, covering 10 main questions on all study variables and 4 supplementary questions examining program effectiveness, personnel competency, procedural transparency, and budget management.

Data Analysis

Quantitative data were analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS) through SmartPLS software, chosen because the study develops a new research model and PLS-SEM does not require normal distribution assumptions while accommodating small-to-medium sample sizes (Hair et al., 2019; Hair et al., 2021). The analysis included outer model evaluation (convergent validity through outer loading factors and AVE, discriminant validity through cross-loadings, Fornell-Larcker criterion, and HTMT, and reliability through Cronbach's Alpha and Composite Reliability) and inner model evaluation (path coefficients for direct effects, indirect effects for mediation, R-square for explanatory power, f-square for effect sizes, and model fit indices including SRMR, NFI, and GoF). Qualitative data were analyzed using NVivo software through open coding, thematic categorization, hierarchical chart analysis, and cluster analysis, with triangulation across informant sources to enhance validity and credibility (Mulyana et al., 2024; Sugiyono, 2021).

RESULTS AND DISCUSSION

Respondent Demographics

Of the 131 respondents, 74 (56.5%) were male and 57 (43.5%) were female, indicating a relatively balanced gender composition. The majority (107 respondents, 81.7%) were aged 25-34 years, 22 (16.8%) were under 25, and only 2 (1.5%) were aged 35-44, demonstrating that most respondents are in their productive years and at early-to-middle career stages. Regarding SIPSS cohort distribution, 52 respondents (39.7%) were 2025 graduates, 46 (35.1%) from 2024, and 33 (25.2%) from 2023, providing representation across recent cohorts. Table 2 presents the demographic characteristics.

Table 2. Respondent Demographics

Criterion	Category	Frequency	Percentage
Gender	Male	74	56.5%
	Female	57	43.5%
Age	< 25 years	22	16.8%
	25-34 years	107	81.7%
	35-44 years	2	1.5%
SIPSS Cohort	2023	33	25.2%
	2024	46	35.1%
	2025	52	39.7%

Source: Primary data processed, 2026

Descriptive Statistics

All variables received high mean scores, indicating positive perceptions among respondents. For work effectiveness, items ranged from 4.63 to 4.82, with "dedication in work" scoring highest (M = 4.82) and "perceived organizational support" and "comfort in work unit" scoring lowest (M = 4.63 each). Work-life balance scores ranged from 4.32 to 4.69, with the ability to separate work and personal matters and satisfaction with work both scoring highest (M = 4.69), while "sufficient time for family and outside activities" scored lowest (M = 4.32), reflecting the challenge of managing time in demanding police work schedules. Table 3 summarizes the mean scores for all variables.

Table 3. Descriptive Statistics Summary by Variable

Variable	Items	Min Mean	Max Mean	Overall Mean
Work Effectiveness	11	4.63	4.82	4.73
Work-Life Balance	6	4.32	4.69	4.55
Recruitment and Selection	9	4.19	4.73	4.53
Training	9	4.55	4.77	4.63
Work Environment	6	4.66	4.76	4.73

Source: Primary data processed, 2026

Recruitment and selection scores ranged from 4.19 to 4.73, with physical fitness test suitability and psychological test suitability both scoring highest (M = 4.73), while "informal interview implementation" scored lowest (M = 4.19). Training scores ranged from 4.55 to 4.77,

with career-related motivation scoring highest ($M = 4.77$) and "facilities and timing alignment with field needs" scoring lowest ($M = 4.55$). Work environment scores ranged from 4.66 to 4.76, with "smooth communication creating conducive atmosphere" and "responsibility and cooperation building harmonious environment" both scoring highest ($M = 4.76$), while "adequate infrastructure support" scored lowest ($M = 4.66$). These findings suggest that while overall perceptions are positive, specific areas such as organizational support, time availability for personal life, interview practices, training facility alignment, and infrastructure adequacy represent opportunities for improvement.

Outer Model Evaluation

Convergent validity was confirmed as all outer loading factors exceeded 0.70, ranging from 0.877 (WLB2) to 0.945 (WE3). Average Variance Extracted (AVE) values for all variables exceeded 0.50: work effectiveness (0.822), training (0.812), recruitment and selection (0.817), work environment (0.849), and work-life balance (0.792). Discriminant validity was established through three approaches: cross-loadings analysis confirmed that each indicator loaded highest on its own construct; Fornell-Larcker criterion showed that the square root of AVE for each construct exceeded its correlations with other constructs; and all Heterotrait-Monotrait Ratio (HTMT) values were below 0.90, with the highest being 0.604 (work-life balance to work effectiveness). Reliability was confirmed with Cronbach's Alpha values ranging from 0.947 to 0.978 and Composite Reliability values from 0.958 to 0.981, all substantially exceeding threshold values. Table 4 presents the validity and reliability results.

Table 4. Validity and Reliability Results

Variable	AVE	Cronbach's Alpha	Composite Rel.	Loading Range
Work Effectiveness	0.822	0.978	0.981	0.881-0.925
Training	0.812	0.971	0.975	0.879-0.918
Recruitment & Selection	0.817	0.972	0.976	0.882-0.925
Work Environment	0.849	0.964	0.971	0.896-0.945
Work-Life Balance	0.792	0.947	0.958	0.877-0.907

Source: SmartPLS output, 2026

Structural Model (Direct Effects)

The structural model was evaluated through path coefficients analysis. All seven direct hypotheses were supported with p-values below 0.05 and t-statistics exceeding 1.96. Table 5 presents the complete results.

Table 5. Path Coefficients (Direct Effects)

Relationship	Coefficient	T-Statistic	P-Value	Decision
RS -> Work Effectiveness	0.349	6.708	0.000	H1 Supported
Training -> Work Effectiveness	0.306	4.391	0.000	H2 Supported
WE -> Work Effectiveness	0.217	3.486	0.001	H3 Supported
WLB -> Work Effectiveness	0.302	3.970	0.000	H4 Supported
RS -> Work-Life Balance	0.402	5.543	0.000	H5 Supported

Training -> Work-Life Balance	0.293	4.250	0.000	H6 Supported
WE -> Work-Life Balance	0.262	3.619	0.000	H7 Supported

Note: RS = Recruitment and Selection; WE = Work Environment; WLB = Work-Life Balance.

Source: SmartPLS output, 2026

Recruitment and selection demonstrated the strongest direct effect on work-life balance (beta = 0.402) and the strongest effect on work effectiveness among the independent variables (beta = 0.349). Training showed substantial effects on both work effectiveness (beta = 0.306) and work-life balance (beta = 0.293). Work environment exhibited significant but relatively smaller effects on work effectiveness (beta = 0.217) and work-life balance (beta = 0.262). Work-life balance itself showed a significant positive effect on work effectiveness (beta = 0.302), confirming its importance as both a predictor and a mediating mechanism.

Mediation Analysis (Indirect Effects)

Table 6. Indirect Effects (Mediation Testing)

Mediation Path	Coefficient	T-Statistic	P-Value	Decision
RS -> WLB -> Work Effectiveness	0.122	3.474	0.001	H8 Supported
Training -> WLB -> Work Effectiveness	0.088	2.584	0.010	H9 Supported
WE -> WLB -> Work Effectiveness	0.079	2.491	0.013	H10 Supported

Source: SmartPLS output, 2026

The mediation analysis confirmed that work-life balance significantly mediates all three relationships, indicating partial mediation as all independent variables maintain significant direct effects while also operating through work-life balance. The strongest indirect effect was observed for recruitment and selection through work-life balance to work effectiveness (beta = 0.122, p = 0.001), meaning that well-conducted recruitment processes enhance officers' ability to balance work and personal life, which subsequently improves their work effectiveness. Training through work-life balance showed an indirect effect of 0.088 (p = 0.010), while work environment through work-life balance showed an indirect effect of 0.079 (p = 0.013). These results demonstrate that organizational HRM practices influence work effectiveness not only directly but also indirectly by fostering work-life balance conditions that enable officers to perform more effectively.

Model Fit Assessment

Table 7. Model Fit Indices and Effect Sizes

Index	Value
SRMR	0.045
NFI	0.863
GoF	0.581
R-Square (Work-Life Balance)	0.309
R-Square (Work Effectiveness)	0.517

f-square: RS -> Work Effectiveness	0.204 (medium)
f-square: RS -> Work-Life Balance	0.234 (medium)
f-square: Training -> Work Effectiveness	0.171 (medium)
f-square: Training -> Work-Life Balance	0.123 (small)
f-square: WE -> Work Effectiveness	0.088 (small)
f-square: WE -> Work-Life Balance	0.098 (small)
f-square: WLB -> Work Effectiveness	0.131 (small)

Source: SmartPLS output, 2026

The model demonstrated satisfactory fit with SRMR of 0.045 (well below 0.10), NFI of 0.863, and GoF of 0.581 indicating a high-fit model. The R-square of 0.517 for work effectiveness indicates that 51.7% of its variance is explained by the four predictors, while 30.9% of work-life balance variance is explained by the three independent variables. The f-square analysis revealed that recruitment and selection had the strongest influence with medium effects on both work effectiveness (0.204) and work-life balance (0.234), while training demonstrated medium effects on work effectiveness (0.171) and small effects on work-life balance (0.123). Work environment showed small effects on both outcomes.

Qualitative Findings

The NVivo analysis of interview data from three informants corroborated the quantitative findings across all variables. Regarding recruitment and selection, all informants perceived the process as increasingly transparent and objective, supported by computer-based systems, open announcement of results, and multi-layered internal and external oversight. The selection process was considered effective in building mental readiness, discipline, adaptability, and physical preparedness. However, informants emphasized the need for continued strengthening of supervision to ensure all stages truly operate on principles of objectivity and competency.

On training, informants acknowledged its role in enhancing technical capabilities, professionalism, operational readiness, and discipline. Training was also noted to improve decision-making ability and the capacity to handle work pressure in the field. However, informants highlighted that training materials need updating to reflect current technological developments, organizational needs, and operational conditions. Regarding work environment, informants valued positive interpersonal relationships, effective communication, collaborative teamwork, and supportive organizational culture as key contributors to a conducive work atmosphere. Some informants noted facility limitations in certain units that could affect task execution quality.

The work-life balance theme revealed that workload, unpredictable duty schedules, operational activities, and organizational demands were primary challenges to achieving balance. Informants employed time management strategies and relied on family support to maintain equilibrium. On work effectiveness, informants identified individual competency, work motivation, work environment, leadership support, and workload as primary influencing factors, with teamwork and inter-personnel coordination playing important supporting roles. The hierarchical chart and cluster analysis from NVivo confirmed strong thematic interconnections, with transparency, competency, and organizational support emerging as cross-cutting themes. Notably, Pamen-level informants focused more on procedural,

supervisory, and accountability aspects; Pama-level informants emphasized work adaptation, organizational communication, and work pressure; while Bintara-level informants predominantly discussed work comfort, field conditions, discipline, and work environment influence on daily task execution.

The finding that recruitment and selection significantly affects work effectiveness (H1) aligns with previous research demonstrating that competency-based and transparent recruitment processes enable employees to adapt, contribute optimally, and work effectively through proper person-organization fit (Abdalla Hamza et al., 2021; Safari et al., 2024; Yadav et al., 2021). This is consistent with Social Exchange Theory, where fair treatment during recruitment fosters reciprocal commitment and enhanced performance (Abbas et al., 2022; Nikolaou, 2021). The qualitative findings further confirm that informants perceived transparent and objective recruitment processes as foundational to obtaining personnel whose abilities match organizational demands.

The significant effect of training on work effectiveness (H2) supports the JD-R model perspective that training, as a job resource, reduces the negative impact of job demands and enhances performance (Munaty et al., 2022; Loeung, 2024; Yoo et al., 2023). This aligns with AMO theory, where training enhances both ability and motivation components. The qualitative data confirmed that training improves technical capabilities, discipline, and professionalism, though informants noted the need for content alignment with current operational needs. The positive influence of work environment on work effectiveness (H3) confirms that conducive physical and social working conditions enhance motivation and performance (Lis et al., 2021; Shariff et al., 2021; Royall et al., 2022), consistent with SET principles that organizational support is reciprocated with enhanced performance (von Humboldt et al., 2023).

The significant effect of work-life balance on work effectiveness (H4) corroborates findings that employees achieving balance between work and personal domains exhibit higher satisfaction and productivity (Allen et al., 2013; Haar et al., 2014; Tejero et al., 2021). In the Polri context, this is particularly relevant given the high pressure, substantial administrative burdens, and demanding work schedules that officers face. The qualitative findings confirmed that workload, duty schedules, and operational intensity significantly influence the balance between work and personal life, ultimately affecting daily work effectiveness.

The significant effects of recruitment and selection (H5), training (H6), and work environment (H7) on work-life balance demonstrate that organizational HRM practices play crucial roles in shaping officers' ability to balance professional and personal domains. Recruitment and selection showed the strongest effect ($\beta = 0.402$), suggesting that proper person-job fit established through competent recruitment processes is fundamental to preventing excessive work pressure and role conflict. Training contributes to work-life balance by equipping officers with competencies that enable more efficient task completion, thereby creating space for personal life (Ahmed et al., 2024; Giovanelli et al., 2024). Work environment influences work-life balance through collaborative culture, open communication, and adequate facilities that reduce emotional exhaustion (Aruldoss et al., 2022; Eng et al., 2024).

The mediating role of work-life balance (H8-H10) extends the existing literature by demonstrating that organizational HRM practices in semi-military institutions operate through work-life balance mechanisms to influence work effectiveness. This finding is particularly novel in the policing context, where the hierarchical and demanding nature of work creates

unique challenges for achieving work-life balance. The results support the integrated application of JD-R model, SET, AMO theory, and Person-Fit theories in explaining how organizational factors interact through individual well-being mechanisms to shape work outcomes in public sector organizations. These findings also address the literature gap identified by Chapagain et al. (2021) and others regarding the limited research on these relationships in law enforcement settings.

CONCLUSION

This study demonstrates that recruitment and selection, training, and work environment each exert significant positive effects on the work effectiveness of SIPSS-graduate police officers, both directly and indirectly through work-life balance as a mediating variable. All ten hypotheses were empirically supported through SEM-PLS analysis of 131 respondents, with the model explaining 51.7% of variance in work effectiveness and 30.9% in work-life balance, showing satisfactory model fit (SRMR = 0.045, GoF = 0.581). Recruitment and selection emerged as the strongest predictor of both work-life balance ($\beta = 0.402$) and work effectiveness ($\beta = 0.349$), underscoring the critical importance of transparent, competency-based recruitment processes in establishing the foundation for organizational performance. The qualitative findings from three informants across different rank levels reinforced these results, revealing that transparency in recruitment, relevance of training programs, supportive work environments, and effective time management are essential for maintaining work-life balance and enhancing overall work effectiveness. These findings contribute to the theoretical literature by extending the integrated application of JD-R model, Social Exchange Theory, AMO Theory, and Person-Fit theories to semi-military public sector organizations. For practical implications, Polri is recommended to strengthen the transparency and objectivity of recruitment processes, align training content with current operational needs and technological developments, improve physical facilities and foster collaborative work cultures across all units, and implement flexible work arrangements particularly for administrative tasks to support work-life balance. Future research should expand the sample to include officers across all Indonesian regions, incorporate longitudinal designs to examine causal relationships over time, and investigate additional variables such as leadership style, organizational culture, and digital transformation to provide a more comprehensive understanding of work effectiveness determinants in law enforcement institutions.

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