

Analysis of the Influence of Job Stress on the Job Engagement of Police Members in Operational Tasks in Region Y

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ABSTRACT: Police should still have positive energy to improve the quality of work and be motivated to improve performance. However, some police cannot handle stress, so their work performance is not optimal, and even violations occur. This study examines the effect of work stress on work engagement for members of the National Police who are carrying out police operational duties. The approach used in this study is quantitative. We started the research step by collecting data, interpreting data, and presenting data results through statistical tests. The research method used is non-experimental with a prediction test, where this study aims to determine whether the independent variable influences the dependent variable. Google forms are used to fill out the scale and are completed by 250 police. The results of this study support Wasinis and Riyanto's (2020) research, which assumes that stress affects work engagement, not the other way around. Stress affected work engagement for state police of the Republic of Indonesian members carrying out police operational duties. Based on the description of each research variable, the overall stress level and work engagement of participants tend to be high, and there is a demographic influence on the participants' stress level and work engagement.

Keywords: Job Stress, job Engagement, Police, Operational Duties.



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INTRODUCTION

Safe conditions in an area are a fundamental factor that must be fulfilled so that social activities can run well. Chaotic situations often disrupt community and government activities. Law number 2 of 2002 concerning the Indonesian National Police is a state institution tasked with maintaining the security of Indonesia. For police personnel, there is no such thing as “sleeping” so that the security of an area can be appropriately maintained. One of the duties is to require police officers

to work 24 hours to provide services to the community. Therefore, the police must provide and organize 24-hour emergency services and divide them into several working hours so that in all situations, there are police officers available to take care of all activities and problems that occur in the community.

The complexity of tasks, demands, and problems that arise from society put tremendous pressure on the work carried out by police members. The main tasks that each member already has, which have been regulated in the National Police Chief Regulation, overlap with the many community reports that must immediately get responsive action from police members. White and Robinson (2014) state that police must balance the demands they get and must complete their duties (White & Robinson, 2014). Demands they get and must complete the tasks assigned. Police leaders need to manage their personnel's performance, especially in society's ever-changing conditions.

The inadequate number of police members compared to the number of people causes a buildup of task loads on each member. On the other hand, police officers are in constant contact with other people every day, inter-personal interactions that are emotionally and psychologically demanding. Political pressure, lack of time for family, workload, pressure derived from rotations or transfers, and a negative public image impact police work stress. Police are also constantly confronted with people from various backgrounds and a variety of problems that occur in the community, such as deaths, disputes, diseases, accidents, crimes, and many other incidents. A job loaded with organizational and operational pressures (Burke, n.d.). Because of these issues, the quality of performance can ultimately be affected. According to the 2017 World Internal Security and Police Index (WISPI), Police performance is ranked at the bottom of 127 police organizations worldwide. Facts need to be considered to improve performance in service to the community.

Stress can indeed be experienced by anyone, anytime and anywhere. Stress is an inevitable part of police personnel. Stress can generally be defined as the pressure individuals feel in life. Meanwhile, work stress can be interpreted as a condition of emotional, psychological, and physical fatigue that arises when there is interaction between individuals and their work (Asih et al., 2018). Individuals from any field of work can experience job stress, especially in the field of work that prioritizes community service, one of which is the police.

Aumiller et al. (2008) found that one profession with a high risk of experiencing stress is the police (Aumiller et al. 2008). Stressful working conditions in the police have a significant impact on mental, physical, and behavioral conditions if they cannot be adequately managed. Furthermore, stressed police officers pose a threat to themselves, their coworkers, offenses, and public safety. Research (Hunnur et al., 2014) explains that 85.5% of the total 475 respondents experience high-categorized job stress as police. Job stress in the police is generally felt by police who carry out operational duties.

Stress is usually viewed negatively and can impact an individual's mental and physical well-being. Individuals accustomed to living according to rules and bearing a heavy responsibility burden can become stressors, not to mention that family, emotional, financial, and social stressors can add to the stress (Kahn, n.d.; Khan et al., 2013).

However, Roizen and Oz (2011) suggest stress is good for life. Stress heightens the biological system so that individuals can face upcoming threats. Stress keeps individuals alive. The changes in the body due to stress give strength and awareness. Concentration will become more focused, reaction time will be faster, and strength will increase. The contradictions described previously (Roizen & Oz, 2011) can add to the exciting value of this research because it can be seen which theory is more suitable for this study.

Related to stress, there is a psychological variable that can be influenced by stress, namely work engagement. Work engagement is characterized by passion, dedication, and perseverance (Schaufeli et al., n.d.; Xanthopoulou et al., 2009). This variable is essential for the institution's progress, image, and resilience. It can be seen which theory is more in line with the research results to be carried out.

The phenomenon in Indonesia itself is that police officers in charge of operational functions are often assigned to conflict or disaster areas, so they are vulnerable to experiencing both physical and psychological stress due to having a heavy workload that must maintain or restore the security situation with severe threats from injury, disability, to loss of life (Perkap number 2 of 2018). On the other hand, being separated from their families for a relatively long time also has inevitable consequences for Police members. They sometimes experience continuous psychological conflicts and psychological problems in the service (demotivation, indiscipline, disloyalty to the unit and leadership, and even criminal acts) as well as in their family life (domestic conflicts to divorce, domestic violence, and economic problems).

Police officers experience operational assignments on a regular and rotating basis. This unit is under operation control, and a force was seconded in a particular area under the control of the National Police Headquarters and coordinated with the local Polda. The areas of assignment are conflict areas, both domestic and foreign. Assistance and psychological strengthening are needed to maintain psychological conditions for those carrying out assignments. These pressures and demands cause a little more stress for Police members. However, the impact varies between members when conducting police operations in conflict areas with various threats to personal safety. For people who can adjust well, it will not be a problem. However, members who experience psychological conflict, stress, trauma, and duty pressure can trigger conflict with their environment.

Data from Task Force III of Operation Madago Raya 2021 under the control of the Head of the Command Post, which currently has a strength of 21 (twenty-one) personnel and 24 (twenty-four) personnel divided into two ready teams, namely Alfa Squad 3 and Alfa Squad 8, stated the problems felt by its members while in the area of Operation Mandago Raya III Year 2021 in region Y. Some personnel feel boredom, which is generally due to the frequency of operational assignments felt to be too frequent and the unfulfillment of expectations regarding infrastructure for expression such as sports facilities. In addition, some chase team personnel found it difficult to communicate with their families while on duty. Some personnel also felt psychological pressure due to the extended time of assignment and the uncertainty of information regarding the end of

the assignment period. Furthermore, some personnel experienced concerns about the health conditions of their families.

Problems and expectations from implementing Task Force III of Operation Madago Raya 2021 were also found, including problems adjusting to the environment, experiencing boredom, missing spouses and families, worrying about health problems while on assignment, and limited opportunities to continue police development education. Among the problems mentioned above, the highest data is aimed at the problem of missing spouses and families due to being separated from the place of assignment. The various problems that arise, as above, lead to stress that impacts the physical and psychological conditions of Police personnel.

Based on the previous description, it can be concluded that, ideally, the police can handle the stress because their work requires them to focus on working even with a heavy workload. After all, it is related to social security. However, there are cases where police officers cannot handle stress, so their job performance is not optimal, and violations occur.

The issue of work engagement and work stress experienced by police personnel carrying out operational duties needs to be a particular concern because it will affect the welfare and performance of personnel. When referring to the definition of work engagement previously mentioned, where work engagement is a sense of attachment to work, structural and cultural factors in the police environment may reduce the work engagement of police personnel. Therefore, it is essential to examine the extent to which work stress affects police work engagement, which will encourage the implementation of a work engagement program that will encourage structural and cultural improvements in the police environment (Susilo, 2007). Based on this description, the author will conduct this research to examine the effect of work stress on the work engagement of members at the Headquarters of the Indonesian National Police with a case study of Police members who are carrying out operational police duties (Roma et al., 2006; Rothbard, n.d.).

In some previous studies, the correlation of work engagement to stress has been carried out. Mol et al. (2017) found that a relatively high workload in the ICU and a hefty emotional burden can be recognized as an integral part of ICU work in medical workers. However, it turns out that work engagement can offset work-related stress reactions. In addition, Zhang et al. (2020) also argue that medical workers, especially nurses, worked more during the Covid pandemic. It was found that nurses with high work engagement felt low-stress levels. This is due to an intense devotion to work, so even higher workloads cannot make nurses depressed. So, it is a novelty for researchers to conduct police research because the type of work differs from previous studies. In addition, this research also focuses on police officers assigned to the field.

This research is different from Wasinis and Riyanto (2020), who think that stress affects work engagement, not work engagement that affects stress. If not handled properly, service sector workers who experience stress will reduce engagement and work engagement performance (Wasinis & Riyanto, 2020). Failure to complete tasks will make workers more stressed, especially if tasks are unclear or overlapping and there is a discrepancy between the conditions usually found in organizations undergoing radical change. Because of the difference in the direction

of influence, the research conducted by the researcher can be said to be new. Similarly, Herlina (2019) assumes that several factors can affect job stress, including environmental, organizational, and individual factors (Herlina, 2019). More specifically, work stress will decrease from individual factors if personnel have a high sense of work engagement (Simamora, 2004; Siswatiningsih & Wening, 2021).

Another novelty of this study is that it uses an adaptation scale. So, this research will determine whether a different culture with the origin of the scale can still be used in a different Indonesian culture. In the work engagement scale, the UWES scale is used, which was previously used in several American, African, and European countries but did not include Asia. In addition, this scale is also used in several occupations, and the police are one of them. But of course, it has never been used on Indonesian police because the scale does not involve Asian respondents. As for the adapted stress scale, the PSQ scale is used in the Canadian police force (Rivai & Sagala, 2009; Robbins & P, n.d.).

This research focuses on the value of influence because it is more focused on cause-and-effect relationships. The most targeted problem is work engagement. It can be seen that Police members have cases that indicate a lack of work engagement, such as a lack of optimism in work, a lack of independent enthusiasm to increase work potential, and a lack of enthusiasm in facing work challenges. Concentration is easily distracted, so mistakes occur while working, and targets are not achieved. Work actively only when you want to get something or strings attached (Nugroho et al., 2013; Paramarta & Darmayanti, 2020). Therefore, the researcher assumes that there is a critical urgency in overcoming the problem of work engagement. However, to overcome this, it is necessary to understand the causes of the problem so that consideration can be obtained to overcome the problem through an approach that will minimize the existing problems.

With this research focus, the study's problem formulation is: "How does work stress affect work engagement in police officers who are carrying out operational police duties?"

METHOD

Type of Research

The approach used in this study is quantitative, a type of research where the researcher determines what will be studied, formulates questions, collects measurable data, and analyzes numbers using statistics (Creswell, 2008). Researchers began the research steps with data collection, data interpretation, and presentation of data results through statistical tests. The research method used is non-experimental with predictive testing, where this research aims to determine whether there is a role of the independent variable on the dependent variable. This research will investigate the role of stress on work engagement.

Research Variables

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The variables used in this study consist of the criterion variable (Y) and the predictor variable (X). The criterion variable (dependent variable) is the dependent change that is affected by or becomes the result of the role of the independent variable. The predictor variable (independent variable) is the change that causes the change or the emergence of the dependent variable.

The variables used in this study are Table 1. Research Variables.

No.	Variable	Dimensions
1	Work Stress (X)	Operational pressure
		Organizational pressure
2	Work Engagement (Y)	Strength
		Dedication
		Absorption

Source: (Schaufeli & Bakker, n.d.; Thompson & McCreary, 2006) Processed by Researcher 2022.

Research Participants

The population is all individuals who fit the criteria set by the researcher (Sugiyono, 2014). The population in this study was 679 police officers who were on under-operational control operational duties because Central Sulawesi is an area that is still in high conflict until most personnel are sent there for a long time, namely 3 months.

The sample represents the population to be studied (Arikunto, 2013). The sampling technique used in this study is convenience sampling, which is based on the availability of the subject. The research sample filled in the scale through a Google form with the link <http://Bitly/Penlit22>, which was distributed

Through WhatsApp based on the contact data provided by the police. After one week (8 - 15 August 2022), the researcher analyzed the data obtained, and the sample consisted of 100 people.

Research Instruments

The questionnaire consists of two scales: the work stress scale and the work engagement scale. It contains statement items describing the indicators of each variable. The two scales use a Likert scale model, in which the research subjects are asked to choose one of the seven alternative answer options available on the stress scale and six alternative answers on the work engagement scale.

The blueprint of the stress scale is as follows:

Table 2. Stress Scale Blueprint

No.	Dimension	Item Number		Number of Items
		Support	Not Support	
1.	Tekanan operasional	1,2,3,4,5,6,7,8,9,10		20
		11,12,13,14,15,16,		
		17,18,19,20		
2.	Tekanan organisasional	21,22,23,24,25,26,27		20
		28,29,30,31,32,33,34,		
		35,36,37,38,39,40		
Total				40

The blueprint of the work engagement scale is as follows:

Table 3. Blueprint Scala Work Engagement

No.	Dimension	Item Number		Number of Items
		Not Support	Support	
1	Power	1,4,8,12,15,17		6
2	Dedication	2,5,7,10,13		5
3	Absorption	3,6,9,11,14,16		6
Total				17

Validity Test

Researchers conduct several validity tests, namely the expert judgment panel test, language test, and readability test. The validity test on the work engagement and stress scales is carried out using content validity, where researchers conduct discussions with supervisors as expert judgment.

The researcher also conducted a linguistic test to determine whether the questions on the scale followed excellent and correct language rules. For this reason, the researcher asked an expert English translator to assess the translation results. The translation process starts from English to Indonesian, and then the results are translated back into English to determine if there are significant differences in meaning.

In addition, researchers conducted a readability test to determine whether the respondents could understand the questions they provided. The researcher gave the scale prepared to several people with characteristics according to the prospective respondents to provide feedback. This readability test includes a writing error test, an item-meaning understanding test, and a language use and selection test.

Data Collection Techniques

The writing of the thesis began with a literature study related to the impact of stress on work engagement. Initial research was conducted through interviews with police members under operation control abroad and domestically. The researcher also made observations in the field of work to become the basis for this research. The data collection technique was a questionnaire distributed through an online platform, Google Forms, with the link <http://Bitly/Penlit22>.

RESULT AND DISCUSSION

The results of this study indicate that stress plays a positive and significant role in work engagement. This means that the higher the stress felt by police who carry out operation control operational duties, the higher the work engagement. Conversely, the lower the stress felt by police who carry out operation control operational duties, the lower the work engagement. This is what happens to participants is eustress, a positive scope of stress, commonly called good stress. It is said to be positive because this type of stress benefits those who feel it.

Police who carry out operational duties under operation control have their challenges compared to police who do not work in the field. They must serve in areas vulnerable to security for at least three months. The duty period may be extended if no replacement troops have been assigned.

Assigned to conflict areas, police officers are required to be engaged in their work. For example, they must always be ready whenever they must secure their work area, sincerely help residents' security, and always focus on work even though they are far from their families.

In some previous studies, the correlation of work engagement to stress has been carried out. Mol et al. (2017) found that a relatively high workload in the ICU and a hefty emotional burden can be

recognized as an integral part of ICU work in medical workers. However, it turns out that work engagement can offset work-related stress reactions. In addition, Zhang et al. (2020) also argue that medical workers, especially nurses, worked more during the Covid pandemic. It was found that nurses with high work engagement felt low-stress levels (Zhang et al., 2020).

The results of this study support Warsini and Riyanto's (2020) research, which assumes that stress affects work engagement, not the other way around. The role value is even higher because it is more than 50%. This study also found that stress has a positive and significant role in work engagement. This could be because being a police officer, especially under operation control, is indeed cumbersome compared to other police categories, so they are still required to provide better work engagement. In addition, to become a member of the operation control police, there is first a stricter selection to minimize the presence of police who experience low work engagement. This selection involves psychological tests, physical strength tests, and leadership assessments of police performance.

This also aligns with Roizen and Oz (2011), who think stress is good for life. Stress heightens the biological system so that individuals can face upcoming threats. Stress keeps individuals alive. The changes in the body due to stress give strength and awareness. Concentration will become more focused, reaction time will be faster, and strength will increase.

Based on age, it is known that the highest value of stress is in the age group 31-35 years; this is because at this age, the responsibility increases, and usually, at this age, the police are married, so the burden away from the family is getting bigger. Thus, concerns about the state of the family are higher, especially if there is a disaster in the family; separated from the family, it will be easier to remember the family, it is easy to feel anxious, and longing is unbearable. This is in stark contrast to the police in the 20-25 age group, who have the lowest stress because they are usually unmarried. However, at the age of 26-30, stress is lower than that of 31-35 years old and higher than that of 20-25 years old because although they have more experience, at this age, family responsibilities are heavier than those of 20-25 years old but not as heavy as those of 31-35 years old.

As for work engagement, the group with the highest score is the group at the age of 31-35 years because, at this age, individuals are more mature and focused on working, so they want to give their best in their work. At this age, more experience, knowledge, and training are required to provide essential capital for dealing with problems. For example, it was found that 30–35-Year-old respondents are wiser in responding to problems in conflict areas and can protect police who are younger than them. Police at this age usually respond more to encourage their juniors to work by providing good performance. This is the case with the 20–25-year-old age group, who are not as mature as their seniors and are still more likely to be less focused on work because they still have less experience, training, and knowledge. Therefore, it is natural that the work engagement is the lowest.

Figure 1. Age of Participants

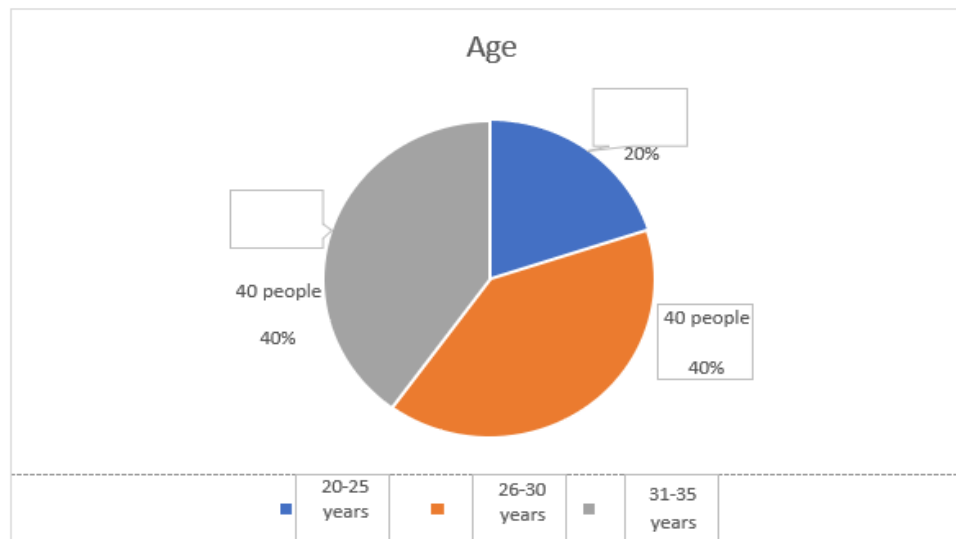


Figure 1 shows the age distribution of the participants: Most are 26-30 years old (40%) and 31-35 years old (40%), while the fewest are 20-25 years old (20%). Overall, this data is quite diverse.

In the category of length of work, it is known that the highest stress value in the group working more than 5 years. This could be because the longer the work, the more responsibilities will be given to further hone their potential, so this is prone to making individuals feel more stressed. For example, the longer one works, the more loyal the individual is to his or her job, so the police will increasingly entrust additional tasks with a higher level of difficulty than previous tasks, such as leading a team. This, in turn, adds to police stress.

As for work engagement, the group with the highest score is the group that has worked for more than 5 years. This can be because the longer individuals work as police officers, the more they love and understand their work. For example, the longer they work, the more the police will be proud of their work. They will not hesitate to mention their work without feeling inferior when comparing their salaries with other job salaries.

Figure 2. Length of Service

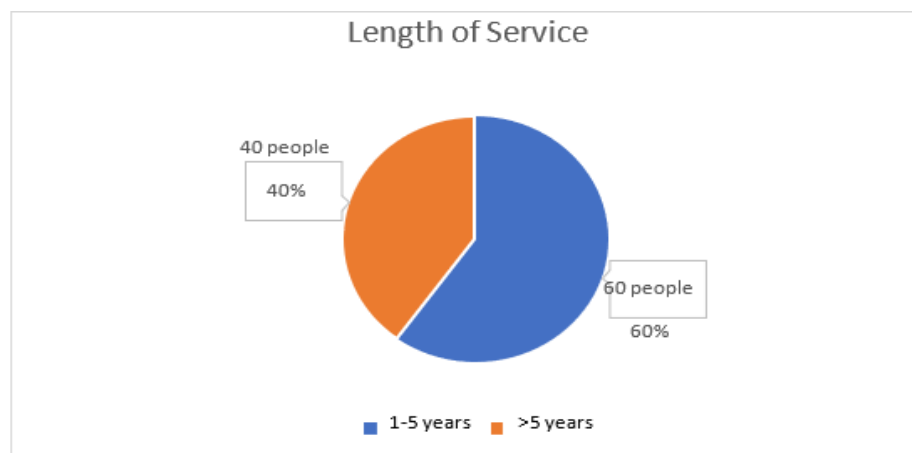


Figure 2, regarding the length of work, shows that most participants have worked as police between 1-5 years (60%), while the fewest are participants who have worked for more than 5 years (40%).

In the rank category, it is known that the lowest value of stress in the Officer group; this could be because at this rank, the Officers are accustomed to the existing work, and to become Officers, there is a strict selection, so that superior seeds are selected that are more resistant to pressure. At the same time, the highest stress value is in the rank of Non-Commissioned Officers because, at this rank, they begin to be given more tasks than enlisted and usually begin to experience saturation with work and worry about the future of the rank.

As for work engagement, the group with the highest score is the non-commissioned officer group. This could be because, in the non-commissioned officer position, individuals will be even more motivated to move up, so they will provide high work engagement. The non-commissioned officer group is a group of former enlisted men who rose to become non-commissioned officers. With this promotion experience, pride and benefits are felt. Therefore, the police will be encouraged to provide even better work engagement to facilitate promotion. For example, he previously worked only casually. However, when he became a non-commissioned officer, he helped other jobs even without being told and tried to increase the potential for work independently.

Figure 3. Participant Rank

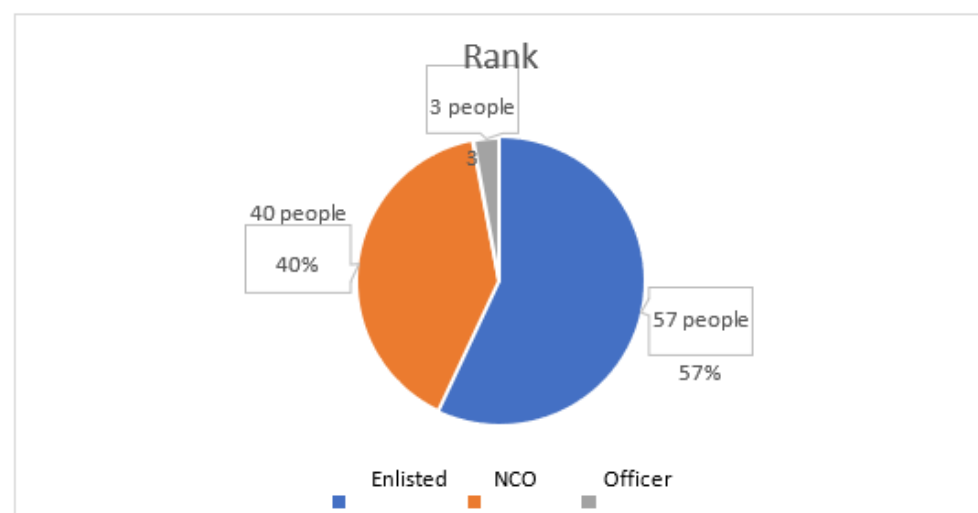


Figure 3 shows the rank of participants: Most were enlisted (57%), while the fewest were officers (3%). This study provides input for the Indonesian police force and proves that work engagement can be influenced by how police cope with stress. Even though the stress level is high, it will not interfere with the stability of work engagement when it can be overcome. Work engagement is needed, considering the police's high workload. With this understanding, a stricter selection of police candidates is needed so police can be filtered out who can handle their stress and provide good work engagement.

This ability in stress management also needs to be supported by the approach of psychology experts to routinely provide careful treatment to prevent psychological problems that can occur

due to stress(Yulianti, 2004). For example, self-relaxation through mindful breathing or group counseling to share problems and solve problems together.

Suggestions for future research can be made by taking a more significant number of participants and different types of work groups. In addition, if you want to specify the police who have problems, you need to select them first because it could be because they cannot handle stress well, so their work engagement is low. Due to the limitations of this study, it is more likely that the police can cope with their stress because they are superior police officers who are strictly selected before being assigned.

In addition, the place of research is only focused domestically. Meanwhile, there are also police officers who are assigned abroad. Thus, cultural differences, greater distance, and length of service can have different impacts, which need further research. Similarly, police from other groups who have different duties need further research because their duties and work fields are different, with risks and workloads that are relatively lower than those of police under operation control duty. With the variety of police groups, there is still the possibility that there will be its uniqueness and uniqueness in the research conducted.

Other variables should be added to better explain the phenomenon of work engagement, which occurs more deeply. For example, resilience can be added as an independent variable and stress can be added as a mediator. It could be that people with good resilience can manage their stress so that work engagement is good. This is as stated by Tampombebu and Wijono (2022), who stated that there is a significant negative influence between resilience and work stress. The higher the resilience employees possess, the lower work stress will be, and vice versa. If the resilience possessed by employees is low, then work stress will be higher (Saks, 2006; Tampombebu & Wijono, 2022). Meanwhile, Siliyah and Hadi (2021) state that resilience is one of the antecedents of work engagement(Siliyah & Hadi, 2021). Individuals with resilience tend to value themselves, believe they can manage work tasks well, and are motivated by goals. And motivated by the goals that have been set so that these individuals will be engaged with their work. With the linkages suggested by the two previous studies and the research results that researchers get related to the influence of stress on work engagement, it is necessary to develop further research involving stress mediators.

CONCLUSION

This research provides the following results:

1. Police officers carrying out operational police duties experience stress that affects work engagement.
2. Based on the description of each research variable, participants tend to have high-stress levels and work engagement.
3. Demographics affect participants' stress levels and work engagement.

Add other variables to better explain the work engagement phenomenon more deeply. For example, burnout can be added as a mediator variable because burnout starts with stress. Hatinen et al. (2009) states that burnout is a consequence of prolonged work stress and is most often characterized by fatigue, cynicism, and reduced professional effectiveness. So, more specifically, the stress that occurs is negative.

This research provides input for the Indonesian police force and proves that work engagement can be influenced by how police cope with stress. Even though the stress level is high, it will not interfere with the stability of work engagement when it can be overcome. Work engagement is needed, considering the police's high workload.

This ability in stress management needs to be supported by the approach of psychology experts, who routinely provide careful treatment to prevent psychological problems that can occur due to stress. For example, self-relaxation through mindful breathing or group counseling to share problems and solve problems together.

The psychology bureau can also create modules related to peer attachment improvement programs because this can help the police, especially during severe conditions due to terrorist problems. With peer attachment, each personnel will strengthen each other and help increase work engagement, especially during critical times.

In addition, the psychology bureau can also put up pamphlets around the post containing words of encouragement so that the police will remember to stay enthusiastic about work and not give up on the work challenges. Alternatively, the bureau can also routinely send virtual quotes so that the police feel that there is special attention and a reminder to continue to perform well.

This research provides an understanding of the impact of work stress on job engagement among police personnel in operational duties. To enhance job engagement and mitigate the adverse effects of stress, it is recommended that the police institution develop a stress management program that includes relaxation techniques training and regular counseling sessions. Additionally, using modules to strengthen peer engagement and psychological support, such as providing motivational materials, can help reinforce the mental resilience of personnel in handling operational tasks. Further development in stress management is expected to help maintain optimal performance in high-pressure work environments.

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