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The Effect of Workload and Burnout on Job Stress among Regional Police Officers of South Sumatra through Resilience as an Intervening Variable

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ABSTRACT

This study aims to examine the influence of workload and burnout on job stress among officers of the South Sumatra Regional Police (Polda Sumsel), with resilience serving as a mediating variable. A quantitative method with an explanatory research approach was employed, involving a survey of 294 personnel from the Special Criminal Investigation Directorate (Ditreskrimsus), General Criminal Investigation Directorate (Ditreskrimum), Traffic Directorate (Ditlantas), and Water and Air Police Directorate (Ditpolairud) of Polda Sumsel. Data were collected using a Likert-scale questionnaire and analyzed using Structural Equation Modeling with Partial Least Squares (SEM-PLS). The results reveal that workload has a significant direct effect on job stress among police officers. Burnout also demonstrates a significant direct effect on job stress. Furthermore, both workload and burnout exert significant direct effects on resilience. Resilience has a significant direct effect on job stress. In addition, resilience significantly mediates the relationships between workload and job stress, as well as between burnout and job stress among police officers.

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1. INTRODUCTION

The Indonesian National Police (Polri) is a law enforcement institution that plays a strategic role in maintaining public security and order in Indonesia. This role requires police officers to perform their duties with a high level of responsibility and professionalism. In practice, officers are expected to act decisively, ethically, and consistently in every situation while remaining on standby 24/7 to carry out orders, including those outside official working hours. Such demands make policing one of the professions most vulnerable to psychological pressure, particularly job stress. Job stress, as defined in

[1], is the feeling experienced by employees during work, which is influenced by various factors in their environment, such as the work setting, organizational conditions, and individual characteristics. A study in [2] revealed that 85% of police officers experience high levels of operational stress, while 55% are at high risk of developing psychological disorders. Factors such as exposure to violence, uncertainty in work situations, irregular schedules, and increasing workloads are among the major triggers of stress.
Workload is recognized as one of the primary causes of job stress. As stated in [3], workload is defined as an excessive process or activity that can lead to tension and strain. In line with this, [4] explains that excessive workload—both quantitative (volume and duration) and qualitative (complexity and responsibility)—requires greater energy, focus, and time, often resulting in fatigue, reduced concentration, and lower performance. Empirical studies in policing contexts have also confirmed that heavy workloads are positively correlated with higher stress levels [5], [6].

In addition to workload, burnout is a crucial factor influencing job stress. Burnout, which manifests through emotional exhaustion, depersonalization, and diminished personal achievement, often arises from prolonged and excessive work demands. Individuals subjected to continuous pressure at work are more susceptible to fatigue and decreased motivation. Research in [7] and [8] has demonstrated a positive and significant association between burnout and job stress. Furthermore, [9] highlighted that even when workloads are high, employees with lower levels of burnout tend to sustain stable resilience. This suggests that resilience can function as a psychological buffer against the adverse impact of burnout; however, as burnout intensifies, resilience generally decreases. Notably, previous findings have been inconsistent: [10] reported that workload does not significantly influence job stress, whereas [11] found that burnout does not always have a significant correlation with job stress.

These research inconsistencies underscore the role of other psychological variables that may affect the relationship between workload, burnout, and job stress, with resilience being one of the most significant. Resilience is commonly described as an individual's capacity to recover from stressful experiences and adapt positively to demanding conditions. As noted in [12], resilience serves as a psychological shield, enabling individuals with higher resilience levels to cope more effectively with workload and burnout, thereby reducing job stress. Consistent results were also reported by [13] and [14], which found a negative and significant correlation between resilience and job stress. Therefore, resilience plays a crucial role in buffering the negative effects of workload and burnout, acting as a key protective factor in high-stress work settings. Based on this perspective, this study investigates the effect of workload and burnout on job stress among South Sumatra Regional Police officers, with resilience serving as an intervening variable.

2. METHOD

This study employs an explanatory research design to examine the relationships among variables and test the proposed hypotheses using a quantitative approach. Data were collected through a questionnaire distributed via Google Forms to gather information on workload, burnout, resilience, and job stress. The study population comprises all officers of the South Sumatra Regional Police (Polda Sumatera Selatan) serving in four directorates: the Directorate of Special Criminal Investigation (Ditreskrimsus), the Directorate of General Criminal Investigation (Ditreskrimum), the Traffic Directorate (Ditlantas), and the Water and Air Police Directorate (Ditpolairud), with a total population of 1.110 officers. The sample size was determined using the Slovin formula with a 5% margin of error, resulting in 294 respondents selected through purposive sampling. Data analysis was conducted using the Structural Equation Modeling (SEM) method with the SmartPLS 4.0 software

3. RESULTS AND DISCUSSION

3.1 Results of Analysis

3.1.1 Research Instrument Testing (Outer Model)

Table 1. Validity Test

Variable	Indicator	r-calculated	r-table	Description
Workload (X_1)	BK1	0,909	0,70	Valid
	BK2	0,935	0,70	Valid
	BK3	0,931	0,70	Valid
	BK4	0,938	0,70	Valid
	BK5	0,944	0,70	Valid
	BK6	0,937	0,70	Valid
	BK7	0,929	0,70	Valid
Burnout (X_2)	BU1	0,883	0,70	Valid
	BU2	0,918	0,70	Valid
	BU3	0,917	0,70	Valid
	BU4	0,922	0,70	Valid
	BU5	0,897	0,70	Valid
	BU6	0,919	0,70	Valid
	BU7	0,913	0,70	Valid
	BU8	0,931	0,70	Valid
Resilience (Y)	RE1	0,857	0,70	Valid
	RE2	0,845	0,70	Valid
	RE3	0,850	0,70	Valid
	RE4	0,879	0,70	Valid
	RE5	0,836	0,70	Valid
	RE6	0,858	0,70	Valid
	RE7	0,853	0,70	Valid
	RE8	0,858	0,70	Valid
	RE9	0,863	0,70	Valid
Job Stress (Z)	SK1	0,889	0,70	Valid
	SK2	0,883	0,70	Valid

Variable	Indicator	r-calculated	r-table	Description
	SK3	0,914	0,70	Valid
	SK4	0,908	0,70	Valid
	SK5	0,888	0,70	Valid
	SK6	0,901	0,70	Valid
	SK7	0,894	0,70	Valid
	SK8	0,905	0,70	Valid
	SK9	0,902	0,70	Valid
	SK10	0,887	0,70	Valid
	SK11	0,889	0,70	Valid

Source: Processed Data (2025)

Based on Table 1, it can be seen that all loading factor values for each indicator exceed 0.7. This indicates that all indicators used in this study are valid. Therefore, the data processing in this research has met the validity test criteria.

Table 2. Reliability Test

Construct	Cronbach's Alpha	Composite Reliability (Rho_A)	Composite Reliability (Rho_C)	Average Variance Extracted (AVE)	Description
Workload	0,975	0,976	0,979	0,868	Reliabel
Burnout	0,971	0,973	0,976	0,833	Reliabel
Resiliensi	0,954	0,955	0,961	0,732	Reliabel
Stres Kerja	0,976	0,976	0,978	0,803	Reliabel

Source: Processed Data (2025)

Based on the results of the reliability test shown in Table 2, every construct in this research fulfills the reliability standards for Cronbach's Alpha, Composite Reliability (Rho_A), and Composite Reliability (Rho_C). Each construct records a Cronbach's Alpha value exceeding 0.9, and the Composite Reliability (CR) values are also higher than the required minimum of 0.7. In addition, the Average Variance Extracted (AVE) for all constructs is above 0.5. Thus, it can be concluded that all constructs are reliable and meet the reliability assessment criteria.

3.1.2 Structural Model Testing (Inner Model)

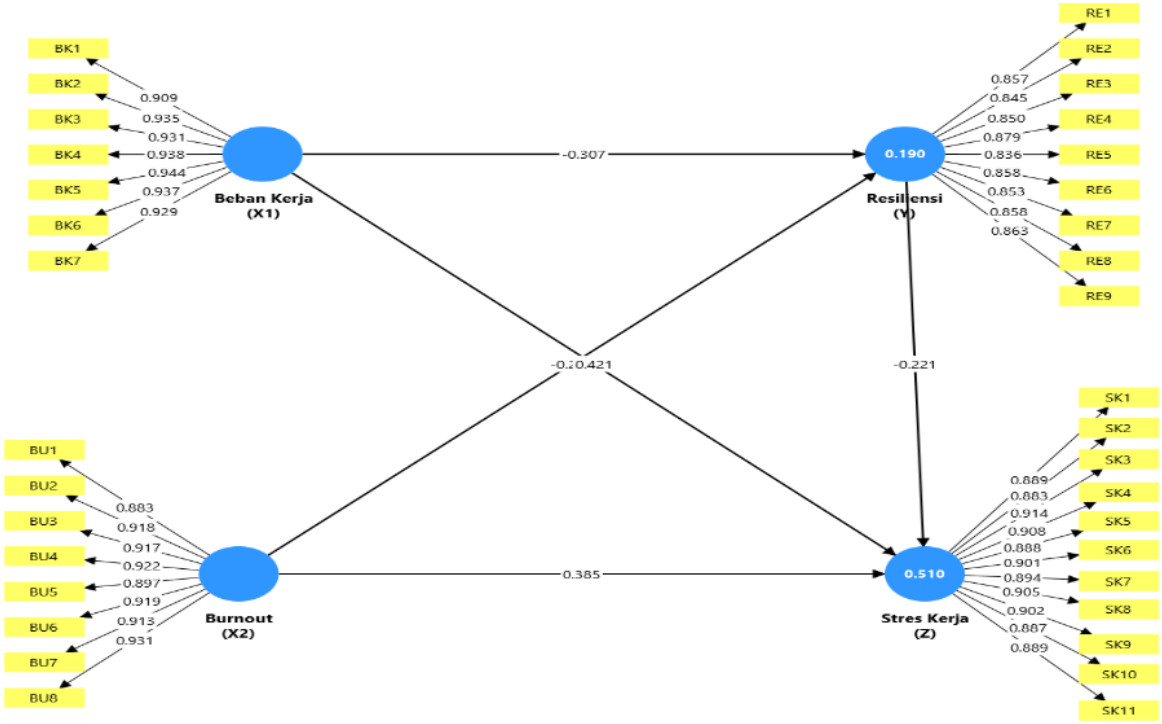

Figure 1. PLS Output Display

Source: Processed using SmartPLS (2025)

Table 3. PLS Bootstrapping Path Coefficient Results

	Original Sample	Standard Deviation	t-Statistics	t-table	P values
Workload → Resilience	-0,307	0,049	6,209	1,65	0,000
Workload → Job Stress	0,421	0,043	9,684	1,65	0,000
Burnout → Resilience	-0,290	0,053	5,431	1,65	0,000
Burnout → Job Stress	0,385	0,044	8,688	1,65	0,000
Resilience → Job Stress	-0,221	0,049	4,537	1,65	0,000

Source: Results of SmartPLS Bootstrapping (2025)

The results of the bootstrapping analysis show that workload has a significant negative impact on resilience (coefficient = -0.307, $p < 0.05$) and a significant positive impact on job stress (coefficient = 0.421, $p < 0.05$). In the same way, burnout has a significant negative influence on resilience (coefficient = -0.290, $p < 0.05$) and a significant positive influence on job stress (coefficient = 0.385, $p < 0.05$). Moreover, resilience significantly and negatively affects job stress (coefficient = -0.221, $p < 0.05$).

The indirect effects between the independent and dependent variables are presented in Table 4 below.

Table 4. PLS Bootstrapping Indirect Effect Results

	Original Sample	Standard Deviation	t-Statistics	t-table	P values
Workload → Resilience → Job Stress	0,068	0,017	3,868	1,65	0,000
Burnout → Resilience → Job Stress	0,064	0,019	3,360	1,65	0,001

Source: Results of SmartPLS Bootstrapping (2025)

The bootstrapping results reveal that workload indirectly influences job stress in a positive manner through resilience (coefficient = 0.068, $p < 0.05$). In other words, an increase in workload contributes to higher job stress by diminishing resilience. Likewise, burnout demonstrates a positive indirect impact on job stress via resilience (coefficient = 0.064, $p < 0.05$), suggesting that higher burnout levels lead to increased job stress as a result of reduced resilience.

Table 5. R Square (R^2)

	R-Square
Resilience _(Y)	0,190
Job Stress_(Z)	0,510

Source: SmartPLS Processed Data (2025)

The R-square analysis indicates that the independent variables in the model explain 19% of the variance in resilience ($R^2 = 0.190$), while the remaining 81% is attributed to other factors not included in the model, such as social support, self-efficacy, or personality traits. Conversely, 51% of the variance in job stress is accounted for by the variables in the model ($R^2 = 0.510$), with the remaining 49% influenced by external aspects, such as job satisfaction, work environment conditions, or role conflict, which were not considered in this study.

To assess the strength of the effect of exogenous latent variables on endogenous latent variables within the structural model, the F-square (f^2) value is utilized. The F-square (f^2) benchmarks are 0.02, 0.15, and 0.35, representing small, medium, and large effects, respectively [15].

Table 6. *F Square (f^2)*

	Workload (X_1)	Burnout (X_2)	Resilience (Y)	Job Stress (Z)
Workload (X_1)			0,116	0,323
Burnout (X_2)			0,103	0,273
Resilience (Y)				0,080
Job Stress (Z)				

Source: SmartPLS Processed Data (2025)

The F-square analysis shows that workload has a small effect on resilience ($f^2 = 0.116$) and a medium effect on job stress ($f^2 = 0.323$). Burnout has a small effect on resilience ($f^2 = 0.103$) and a medium effect on job stress ($f^2 = 0.273$). Meanwhile, resilience has a small effect on job stress ($f^2 = 0.080$).

According to the mediation analysis conducted using the approach of [16], resilience is identified as a mediating variable on two pathways within the model. First, in the link between workload and job stress, both the direct effect and the indirect effect via resilience are significant and show the same positive direction, which characterizes it as complementary mediation. Second, for the connection between burnout and job stress, the direct and indirect effects are also significant and consistent in direction, thereby also classified as complementary mediation.

3.2 Discussion

3.2.1 Effect of Workload on Job Stress

The analysis shows that workload has a positive and significant effect on job stress (coefficient = 0.421; $t = 9.684$; $p < 0.05$) with an F-square value of 0.323, indicating a medium effect size. This finding suggests that the higher the workload, the higher the level of job stress experienced by police officers. This result aligns with the studies in [5] and [6], which highlight that high workload is a major factor contributing to job stress, particularly when it is not balanced with adequate time management and organizational support. Excessive workload can cause severe psychological strain, especially in law enforcement environments where officers are required to maintain constant readiness, deal with irregular working hours, and face intense physical and mental demands.

3.2.2 Effect of Burnout on Job Stress

The results indicate that burnout has a positive and significant effect on job stress (coefficient = 0.385; $t = 8.688$; $p < 0.05$), with an F-square value of 0.273, representing a medium effect size. This means that the higher the level of burnout among police officers, the higher the job stress they experience. These findings are consistent with [8] and [7], which state that burnout is a strong predictor of job stress, particularly when there is insufficient recovery time and organizational support. In the policing context, burnout not only affects individual functioning but also reduces engagement, resilience, and empathy, which in turn negatively impact performance and overall well-being.

3.2.3 Effect of Workload on Resilience

The findings reveal that workload has a negative and significant effect on resilience among police officers (coefficient = –0.307; $t = 6.209$; $p < 0.05$), with an F-square value of 0.116, indicating a small but significant effect size. This means that as workload increases, resilience levels tend to decrease. This is in line with the Job Demand-Control-Support (JDCS) model by Karasek and Theorell, which states that high job demands, when not accompanied by sufficient control and social support, can reduce an individual's adaptive capacity. As noted in [12], workload negatively impacts resilience. Overall, heavy workload in the policing environment not only triggers job stress but also reduces officers' psychological endurance, which, if left unaddressed, can affect long-term performance and well-being.

3.2.4 Effect of Burnout on Resilience

The study shows that burnout has a negative and significant effect on resilience (coefficient = –0.290; $t = 5.431$; $p < 0.05$), with an F-square value of 0.103, which falls under the small effect category. This indicates that higher burnout levels are associated with lower resilience. This finding supports the Maslach Burnout Inventory (MBI) framework and the JDCS model, which explain that emotional exhaustion resulting from high job demands and inadequate control or social support weakens individuals' adaptive capacity. These findings also align with [14], which reported that individuals with high burnout tend to have lower resilience, reduced adaptive functioning, and greater vulnerability to emotional conflict. Overall, burnout not only increases job stress but also diminishes psychological resilience, which affects long-term effectiveness and well-being.

3.2.5 Effect of Resilience on Job Stress

The findings indicate that resilience has a negative and significant influence on job stress (coefficient = –0.221; t = 4.537; p < 0.05), with an F-square value of 0.080, suggesting a small yet meaningful effect size. In other words, higher levels of resilience help lower the job stress experienced by police officers. These results reinforce the notion that resilience acts as a protective factor against job stress by enhancing individuals' ability to cope adaptively, regulate emotions, and maintain self-confidence. Comparable findings were also noted in [12] and [6], which highlighted the essential role of resilience in alleviating job stress, especially within high-pressure professions such as law enforcement.

3.2.6 Effect of Workload on Job Stress through Resilience

Path analysis reveals that workload exerts both a direct positive and significant impact on job stress (coefficient = 0.421; t = 9.684; p < 0.05) and an indirect significant effect through resilience (coefficient = 0.068; t = 3.868; p < 0.05). According to the classification by [16], this pattern is identified as complementary mediation, indicating that resilience partially mediates and strengthens the relationship between workload and job stress. The negative and significant influence of workload on resilience (coefficient = –0.307; t = 6.209; p < 0.05) further confirms the mediating role of resilience. The F-square results show that workload has a medium effect on job stress ($f^2 = 0.323$) and a small effect on resilience ($f^2 = 0.116$). Meanwhile, the R-square values are 0.510 for job stress and 0.190 for resilience, suggesting that the model can reasonably explain the variation in both constructs. From a theoretical perspective, this finding aligns with the JDCS model, which posits that job stress rises when high job demands are not balanced by psychological resources such as resilience.

3.2.7 Effect of Burnout on Job Stress through Resilience

Path analysis reveals that burnout has a direct, positive, and significant impact on job stress (coefficient = 0.385; t = 8.688; p < 0.05), while its indirect effect through resilience is also significant (coefficient = 0.064; t = 3.360; p < 0.05), with both effects pointing in the same direction. Based on the classification by [13], this relationship is categorized as complementary mediation, highlighting the mediating role of resilience in the connection between burnout and job stress. Burnout is further shown to have a negative and significant influence on resilience (coefficient = –0.290; t = 5.431; p < 0.05), implying that higher levels of burnout lower an individual's adaptive capacity. The F-square results indicate that burnout has a medium effect on job stress ($f^2 = 0.273$) and a small effect on resilience ($f^2 = 0.103$). The R-square values stand at 0.510 for job stress and 0.190 for resilience. These findings align with the MBI framework, which states that emotional exhaustion due to burnout reduces individuals' adaptability. They also support the JDCS model, which suggests that burnout escalates when high job demands are not counterbalanced by adequate control or social support. Therefore, resilience is validated as a significant mediator between burnout and job stress.

4. CONCLUSION

The results indicate that workload exerts a positive and significant influence on job stress among officers of the South Sumatra Regional Police (Polda Sumatera Selatan), suggesting that increased workload contributes to higher stress levels. Likewise, burnout has a positive and significant effect on job stress, meaning that emotional and physical exhaustion further amplifies stress. The study also finds that workload has a negative and significant impact on resilience, indicating that heavier work demands reduce the officers' capacity to adapt and cope with challenges. A similar negative and significant relationship is observed between burnout and resilience, where higher levels of burnout diminish psychological strength.

In addition, resilience demonstrates a negative and significant effect on job stress, implying that greater resilience is associated with lower stress levels among police personnel. The mediation analysis further confirms that resilience significantly mediates the relationships between workload and job stress, as well as between burnout and job stress. These mediation findings underline the critical role of resilience in buffering the impact of risk factors (workload and burnout) on job stress. Therefore, resilience serves as an intervening variable that substantially shapes how workload and burnout influence job stress among officers.

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