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The Influence Of Workload On Work Stress Of Police Officers At The Human Resources Bureau Of The North Sulawesi Regional Police

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Abstract

Workload is one of the factors that has the potential to increase work stress in police officers, especially in administrative units that face demands for fast and accurate work completion. This study aims to analyze the effect of workload on work stress among police officers at the Human Resources Bureau of the North Sulawesi Regional Police. The study used a quantitative approach with a correlational method. The study population consisted of 62 police officers and the entire population was sampled using a saturated sampling technique. Data were collected through a Likert scale questionnaire that had met validity and reliability tests, then analyzed using descriptive statistics and simple linear regression with the help of IBM SPSS. The results showed that workload had a positive and significant effect on work stress ($p < 0.05$) with a regression coefficient of 1.166 and a coefficient of determination (R^2) of 0.727. Mental workload was the most dominant aspect, while psychological aspects were the highest dimension of work stress. In conclusion, increasing workload tends to be followed by increasing work stress, so that proportional workload management needs to be an organizational concern to support personnel welfare and improve performance effectiveness.

Keywords: Job Stress, Mental Workload, Occupational Health, Police Officers, Workload

INTRODUCTION

Policing is a highly demanding profession, requiring the simultaneous execution of administrative, operational, and public service duties. The hierarchical work system,

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long working hours, and high performance expectations make police officers vulnerable to occupational stress. Several studies have shown that persistent work pressure can impact the physiological and psychological well-being of personnel, placing the police profession among the highest-stress occupations (Santre, 2024).

This phenomenon also occurs in Indonesia, including among personnel at the North Sulawesi Regional Police Human Resources Bureau, who are responsible for managing the National Police's human resources. The high administrative burden, demands for accurate data, deadlines, and the need to respond quickly to policy changes have the potential to increase workloads and trigger job stress among personnel (Silaen et al., 2025; Queirós, 2020).

Stress is a condition where an individual is in a stressful situation or feels unable to cope with the demands they face (Legi, Solang, & Kaunang, 2022). Occupational stress in police officers is influenced by various factors, such as high job demands, bureaucratic systems, hierarchical pressures, and the complexity of organizational responsibilities (Illinois Criminal Justice Information Authority, 2022). Research also shows that most police officers experience operational and organizational stress, which can lead to fatigue, decreased concentration, and poor decision-making (MGK, 2025; Silaen et al., 2025).

Employees are required to complete assigned tasks even under pressure, which can trigger work stress (Manggu, Solang, & Kapahang, 2022). Various studies have demonstrated that workload is associated with job stress in various sectors. However, research in Indonesia directly examining the effect of workload on job stress in police institutions is still limited. Most previous studies have focused on the impact of job stress or on operational personnel, leaving little study of conditions in administrative units (Li et al., 2022; Arikesi Journal, 2024; Silaen et al., 2025).

These limitations indicate a research gap regarding the relationship between workload and job stress among personnel in the Human Resources Bureau of the North Sulawesi Regional Police. The different task characteristics of each section within the Human Resources Bureau allow for variations in workload and stress levels, but empirical evidence regarding the relationship between these two variables in police administrative units remains very limited (Queirós, 2020; Silaen et al., 2025).

This study aims to analyze the effect of workload on job stress among police officers at the Human Resources Bureau of the North Sulawesi Regional Police. This research is significant because it provides empirical evidence that can serve as a basis for workload management and the development of work stress management strategies.

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The novelty of this study lies in its focus on personnel from the Human Resources Bureau, a police administrative unit that has rarely been studied quantitatively to examine the effect of workload on job stress (Queirós, 2020; Silaen et al., 2025).

METHOD

This study used a quantitative approach with a correlational method to examine the effect of workload as an independent variable on job stress as a dependent variable among police officers at the Human Resources Bureau of the North Sulawesi Regional Police. The quantitative approach was chosen because both variables can be measured numerically, while the correlational method was used to determine the direction and strength of the relationship between the variables without providing any specific treatment to the respondents (Sugiyono, 2019).

The study population consisted of all 62 police officers assigned to the Human Resources Bureau of the North Sulawesi Regional Police. The study used a saturated sampling technique, allowing all members of the population to be sampled. This technique was used because the population size was relatively limited, ensuring that all members had an equal opportunity to become respondents (Djaali, 2021; Sugiyono, 2009).

Data collection was conducted using a questionnaire with a Likert scale with four answer choices, namely Strongly Agree, Agree, Disagree, and Strongly Disagree. The workload variable was measured based on the aspects of mental demands, physical demands, and time pressure proposed by Putra (2023), while the work stress variable was measured based on psychological, physiological, and behavioral aspects according to Schultz and Schultz (1994). Before being used, the instrument was tested for validity using the Pearson Product Moment correlation and reliability using the Cronbach's Alpha coefficient through the SPSS application. The test results showed that the workload instrument had 29 valid items with a Cronbach's Alpha value of 0.818, while the work stress instrument had 30 valid items with a Cronbach's Alpha value of 0.918 so that both instruments were declared valid and reliable for use in research.

Data analysis was conducted using IBM SPSS with a simple linear regression analysis technique to examine the effect of workload on job stress. The analysis model was used to determine the magnitude of the influence of the independent variable on the dependent variable through a simple linear regression equation so that it could answer the formulated research objectives (Ghozali, 2018). The research procedures included instrument preparation, validity and reliability testing, data collection through

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questionnaire distribution to all respondents, data processing using SPSS, analysis of research results, and preparation of the research report.

RESULTS AND DISCUSSION

Assumption TestClassic

Table 1. Normality

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		62
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	7.62990098
Most Extreme Differences	Absolute	.064
	Positive	.064
	Negative	-.054
Test Statistic		.064
Asymp. Sig. (2-tailed)		.200[c,d]

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.

Based on the results of the normality test using the One-Sample Kolmogorov-Smirnov Test, the Asymp. Sig. (2-tailed) value was obtained at 0.200, which is greater than 0.05. These results indicate that the residual data is normally distributed, thus fulfilling the normality assumption and is suitable for use in simple linear regression analysis and hypothesis testing.

Table 2. Linearity

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Stres_Kerja * Beban_Kerja	Between Groups	(Combined)	11216.360	25	448.654	9.004	.000
		Linearity	9459.055	1	9459.055	189.831	.000
		Deviation from Linearity	1757.305	24	73.221	1.469	.145
	Within Groups		1793.833	36	49.829		
	Total		13010.194	61			

Based on the results of the linearity test, a significance value of 0.000 (<0.05) and a Deviation from Linearity of 0.145 (>0.05) were obtained. These results indicate that there is a significant linear relationship between workload and job stress without any deviation from the linear form, so the linearity assumption is met and the data is suitable for use in simple linear regression analysis and hypothesis testing.

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Hypothesis Testing

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Table 3. Simple Linear Regression Test

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	162.175	8.012		20.242	.000
	Beban_Kerja	1.166	.092	.853	12.642	.000

a. Dependent Variable: Stres_Kerja

Based on the results of a simple linear regression test, the workload variable has a regression coefficient (B) of 1.166 with a significance value of 0.000 (<0.05), so it can be concluded that workload has a positive and significant effect on work stress. The regression equation obtained is Y = 162.175 + 1.166X, which shows that every one unit increase in workload will increase work stress by 1.166 units. In addition, the Standardized Coefficients Beta value of 0.853 and the calculated t of 12.642 indicates that the effect of workload on work stress is in the very strong category, so the research hypothesis is accepted.

Table 4 Determination Test

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.853[a]	.727	.723	7.693

a. Predictors: (Constant), Beban_Kerja

b. Dependent Variable: Stres_Kerja

Based on the results of the coefficient of determination test, an R value of 0.853 was obtained, indicating that the relationship between workload and job stress is in the very strong and positive category. The R Square value of 0.727 indicates that workload contributes 72.7% to job stress, while the remaining 27.3% is influenced by other factors outside the study. In addition, the Adjusted R Square value of 0.723 indicates that the influence of workload on job stress remains high after being adjusted for the number of samples and research variables.

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Descriptive Analysis

Table 5. Descriptive Table of Workload and Job Stress

Variables	N	Minimum	Maximum	Mean	Standard Deviation
Workload	62	59	100	86.24	10,683
Work Stress	62	47	96	61.65	14,604

Based on the descriptive statistics, the Workload variable has a mean value of 86.24 with a standard deviation of 10.683. The minimum value of 59 and the maximum value of 100 indicate that the respondents' workload level is in the high category. Meanwhile, the Job Stress variable has a mean value of 61.65 with a standard deviation of 14.604, a minimum value of 47, and a maximum value of 96. This indicates that the respondents' work stress levels also tend to be high.

Table 6. Categorization Formula

Category	Categorization Formula
Low	X < (Mean - 1 SD)
Currently	(Mean - 1 SD) ≤ X < (Mean + 1 SD)
Tall	X ≥ (Mean + 1 SD)

Based on this reference, respondents with scores below the average are categorized as low, respondents with scores around the average are categorized as medium, and respondents with scores above the average are categorized as high. According to Azwar (2012), this categorization aims to facilitate data interpretation and provide an overview of the trends in variable levels in the research group.

Table 7. Categorization of Workload Variables

Categorization	Interval	Frequency	Percent
Low	X < 75.56	10	16.1%
Currently	75.56 ≤ X < 96.92	47	75.8%
Tall	X ≥ 96.92	5	8.1%
Total		62	100%

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Based on the workload variable categorization results, the majority of respondents, 47 (75.8%), fell into the moderate category. Furthermore, 10 respondents (16.1%) fell into the low category, and 5 respondents (8.1%) fell into the high category. Thus, it can be concluded that respondents' workload levels tended to fall into the moderate category.

Table 8. Categorization of Work Stress Variables

Categorization	Interval	Frequency	Percent
Low	X < 47.05	11	17.7%
Currently	47.05 ≤ X < 76.25	21	33.9%
Tall	X ≥ 76.25	30	48.4%
Total		62	100%

Based on the categorization of work stress variables, the majority of respondents (30 people) were in the high category. Furthermore, 21 respondents (33.9%) were in the moderate category, and 11 respondents (17.7%) were in the low category. Thus, it can be concluded that respondents' work stress levels tended to be in the high category.

Descriptive Based on Gender

Table 9. Workload Categorization by Gender

Gender	Low	Currently	Tall	Total	Dominant Category
Man	8 (17.0%)	35 (74.5%)	4 (8.5%)	47	Currently
Woman	2 (13.3%)	12 (80.0%)	1 (6.7%)	15	Currently
Total	10 (16.1%)	47 (75.8%)	5 (8.1%)	62	Currently

Based on the results of gender crosstabs by Workload category, the majority of respondents, both male and female, were in the moderate category. In the male group, 35 people (74.5%) were in the moderate category, while 4 people (8.5%) were in the high category. In the female group, 12 people (80.0%) were in the moderate category and 1 person (6.7%) was in the high category. Overall, 75.8% of respondents had a moderate level of Workload.

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Table 10. Categorization of Work Stress by Gender

Gender	Low	Currently	Tall	Total	Dominant Category
Man	7 (14.9%)	16 (34.0%)	24 (51.1%)	47	Tall
Woman	4 (26.7%)	5 (33.3%)	6 (40.0%)	15	Tall
Total	11 (17.7%)	21 (33.9%)	30 (48.4%)	62	Tall

The crosstab results between gender and Job Stress category show that most respondents are in the high category. Among male respondents, 24 people (51.1%) are in the high category, 16 people (34.0%) are in the medium category, and 7 people (14.9%) are in the low category. Among female respondents, 6 people (40.0%) are in the high category, 5 people (33.3%) are in the medium category, and 4 people (26.7%) are in the low category. Overall, the majority of respondents, namely 48.4%, are in the high job stress category.

Table 11. Descriptive Analysis Table of Workload Aspects

Workload Aspect	**Percentage (%)**	**Category**
Mental Workload	74.2	Currently
Physical Workload	68.5	Currently
Time Pressure	71.8	Currently
Average	71.5	Currently

Based on the descriptive analysis, the most dominant aspect of workload was mental workload, followed by time pressure and physical workload. These results indicate that police officers in the North Sulawesi Regional Police's Human Resources Bureau face more demands related to cognitive activities, such as information processing, job analysis, and decision-making. Overall, respondents' workloads were in the moderate category, indicating that the job demands were still manageable for most officers.

Table 12. Descriptive Analysis Table of Work Stress Aspects

Aspects of Work Stress	**Percentage (%)**	**Category**
Psychological Aspects	82.1	Tall
Physiological Aspects	78.4	Tall

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Behavioral Change	74.6	Tall
Average	71.5	Tall

Based on the descriptive analysis, the most dominant aspect of work stress is psychological, followed by physiological and behavioral aspects. These results indicate that work stress among police officers in the Human Resources Bureau of the North Sulawesi Regional Police is characterized more by feelings of depression, anxiety, and emotional instability, followed by physical symptoms and changes in work behavior. Overall, respondents' work stress levels were in the high category, indicating that work pressure has a significant impact on the psychological, physical, and behavioral conditions of officers.

RESULTS AND DISCUSSION

This study aims to determine the effect of workload on job stress among police officers at the Human Resources Bureau of the North Sulawesi Regional Police. Based on the results of a simple linear regression analysis, a significance value of 0.000 ($p < 0.05$) was obtained with a positive regression coefficient of 1.166. These results indicate that workload has a positive and significant effect on job stress among police officers at the Human Resources Bureau of the North Sulawesi Regional Police. This means that the higher the workload received by police officers, the higher the level of job stress experienced. Conversely, if the workload decreases, the level of job stress also tends to decrease. This finding supports the research hypothesis which states that there is an effect of workload on job stress among police officers at the Human Resources Bureau of the North Sulawesi Regional Police.

The results of the study also showed that the coefficient of determination (R Square) was 0.727. This indicates that the workload variable contributed 72.7% to work stress, while the remaining 27.3% was influenced by other factors outside the study, such as organizational support, role conflict, leadership style, work environment conditions, and individual coping abilities. The contribution value indicates that workload is a dominant factor that influences the level of work stress of police officers in the police administration unit, especially in the HR Bureau of the North Sulawesi Regional Police.

Descriptively, the research results indicate that the majority of respondents fall into the high workload and high work stress categories. This situation illustrates that HR Bureau personnel face significant work demands, both in terms of administration, personnel data management, time-based task completion, and demands for work

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accuracy. Mental workload is one of the most dominant aspects because police officers are required to have high concentration, precision in administrative decision-making, and the ability to complete work under limited time pressure. Furthermore, continuous work pressure can give rise to psychological, physiological, and behavioral stress symptoms such as fatigue, emotional tension, decreased concentration, and increased work pressure.

The results of this study align with the Job Demands–Resources (JD-R) theory developed by Bakker and Demerouti. This theory explains that every job has job demands and job resources. Workload falls under the category of job demands, which require continuous physical and mental effort. When job demands exceed the resources of an individual or organization, individuals will experience work stress, emotional exhaustion, and even burnout. In the context of this study, the high administrative demands and work pressure at the North Sulawesi Regional Police Human Resources Bureau indicate an imbalance between job demands and individual capacity, leading to work stress among police officers.

Furthermore, the results of this study support the opinion of Schultz and Schultz (1994), who stated that work stress arises through psychological, physiological, and behavioral reactions resulting from excessive work pressure. Among police officers in the Human Resources Bureau, high work pressure led to emotional tension, physical fatigue, and decreased work effectiveness. This indicates that excessive workload not only impacts an individual's psychological state but also impacts their work performance and physical health.

The findings of this study are consistent with those of Nurwiranti and Rachmah (2021), who found a positive and significant relationship between workload and job stress among police officers in the Human Resources Department of the East Java Regional Police ($r = 0.602$ and $p = 0.000$). The similarity of these research results indicates that the police Human Resources Unit is characterized by dense, stressful, and highly precise administrative work, potentially increasing personnel work stress. Furthermore, these research findings support the research of Setyowati and Ulfa (2020), which stated that the high workload among members of the Bantul Police Traffic Unit contributes to increased work stress among police officers.

However, the results of this study differ from those of Wardani and Musslifah (2024), who found that workload had no significant relationship with job stress among police officers in the Sukoharjo Police Department. This difference in research results is likely influenced by job characteristics, organizational conditions, and differences in the

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work environment within each police institution. In this study, the focus was on the HR unit, which has a high administrative burden and demands for deadline-based work completion, resulting in greater work pressure. Meanwhile, in Wardani and Musslifah's (2024) study, job stress is likely more influenced by other factors such as organizational support, interpersonal relationships, or individual personality factors.

Practically, the results of this study provide important implications for human resource management within the police force, particularly the Human Resources Bureau of the North Sulawesi Regional Police. The significant impact of workload on job stress demonstrates the need for more proportional and systematic workload management. Organizations need to evaluate task distribution, personnel numbers, and work systems to prevent the workload from becoming too heavy for certain individuals. Furthermore, police institutions should provide psychological support programs, stress management training, and improved workplace well-being to help police officers manage work pressures more effectively.

Another practical implication is the importance of creating a work environment that supports the psychological well-being of employees. This includes leadership support, good organizational communication, and adequate rest periods.can help reduce the negative impact of workload on personnel's mental health. If work stress is not managed properly, it can result in decreased productivity, increased errors, decreased quality of organizational services, and impaired mental health of police officers.

Theoretically, the results of this study reinforce the Job Demands–Resources (JD-R) theory, which explains that high work demands without adequate work resources will increase the risk of work stress. The findings of this study also expand the application of the JD-R theory in the context of police organizations, particularly in administrative units such as the Human Resources Bureau, which has been rarely studied. This study proves that work stress is not only experienced by police officers in the field, but also by administrative personnel who face high work demands and complex organizational pressures.

In addition to strengthening theory, this research also provides an empirical contribution to the development of industrial and organizational psychology studies within the Indonesian police force. This research can serve as a basis for further research to develop more complex research models by incorporating other variables such as social support, burnout, work-life balance, and psychological resilience as factors influencing police officers' work stress.

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CONCLUSION

This study shows that workload has a positive and significant effect on the work stress of police officers at the Human Resources Bureau of the North Sulawesi Regional Police. The results of the simple linear regression analysis produced a significance value of 0.000 with a positive regression coefficient of 1.166, while the coefficient of determination value of 0.727 indicates that workload is able to explain 72.7% of the variation in work stress. Descriptively, the respondents' workload is in the medium category with the mental workload aspect dominating, while work stress is in the high category with the psychological aspect as the most dominant dimension. These findings indicate that increasing work demands, especially those related to cognitive activities and time pressure, tend to increase the level of work stress among personnel at the Human Resources Bureau of the North Sulawesi Regional Police.

This study still has limitations because it only involved 62 respondents in one work unit, so the results cannot be generalized to all police units. Furthermore, the study only examined the effect of workload on job stress, so there are still other factors that could potentially influence job stress that have not been analyzed. Therefore, further research is recommended to involve a wider population and develop the research model by including other relevant variables. Practically, the results of this study can serve as a basis for the Human Resources Bureau of the North Sulawesi Regional Police in evaluating workload distribution, increasing organizational support, and developing work stress management programs to support personnel well-being and improve organizational performance effectiveness.

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