

ANALYSING JOB STRESS OF CRIMINAL INVESTIGATION DEPARTMENT INVESTIGATORS OF BALIKPAPAN POLICE RESORT

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ABSTRACT

The study aims to analyse the effect of workload and transformational leadership style, simultaneously and partially on the work stress of the investigators of Criminal Investigation Department of Balikpapan Police Resort. Today, many parties demand the Indonesian National Police, also known as the National Police, to be more professional in carrying out its main duties; one of them is law enforcement. When the National Police responds and transforms environmental developments into its organization, stressors will arise which have the potential to cause work stress to its personnel. When the work stress of personnel becomes too great, it will reduce the performance of the police organization. Therefore, to overcome the work stress of its personnel, scientific thinking is needed by knowing the factors that influence such work stress, including workload and transformational leadership style. The research employs the quantitative approach using the survey method. Research data are gathered by distributing a questionnaire. There are sixty-two investigators of Balikpapan Police Criminal Investigation Department are used as samples. The results of the research show that workload has a positive but not significant effect on work stress, while transformational leadership style has a negative and significant effect on work stress. Meanwhile, workload and transformational leadership style simultaneously have a positive and significant effect on work stress of the personnel of Criminal Investigation Department of Balikpapan Police Resort.

Keywords: job stress, transformational leadership style, workload

1. INTRODUCTION

1.1 Background

The main duties and responsibilities of the Indonesian National Police—in accordance with Article 13 of Law Number 2 of 2002 concerning Indonesian National Police—are to maintain security and public order, to enforce laws and to protect and serve community. One of

the main duties of the National Police that is currently attracting public attention is related to law enforcement which is carried out by CID (Criminal Investigation Department) both at the central level of the National Police Headquarters and at the lowest level, namely the Criminal Investigation Unit at police sectors. To be able to carry out its

main duties, of course, the National Police needs capable and qualified human resources because they are the main factor in an organization. This is due to the fact that the existence of an organization depends on one of its human resources so that when the personnel of the National Police experience stress while doing their duties and responsibilities, there is no doubt that it will affect both their performance and organizational performance.

The duties and responsibilities of the National Police continue to evolve in line with the dynamics of its external environment. These developments have an impact on the development of public demands on the performance of the National Police and the development of crimes that occur in society. Therefore, the National Police needs to respond to all these dynamics by transforming changes into its organization. One of them is by carrying out organizational reforms in terms of its culture, structure and instrument in order to answer and balance the various developments and demands of the tasks. All of these dynamics of changes can potentially create more stressors to the personnel of the National Police. Davis and Newstrom (2008: 201) state that when stress becomes too much, work performance will begin to decline because stress interferes with the execution of work. Employees will lose the ability to control their work; they become incapable of making decisions; and their behaviour becomes erratic or unstable. Therefore, when stress has an impact on a decrease in the work performance of personnel, it will inhibit the organization which should continue to grow to respond

and adapt to the dynamics of its environmental changes.

Davis and Newstrom (2008:198) also elaborate a number of working conditions that often cause stress to employees, including excessive workload and leadership quality. Workload is an aspect that must be considered by an organization because it is directly related to work performance. According to Hurrell in Munandar (2014:383-384), workload is a condition of work with job descriptions that must be completed within a certain time limit. Too much workload and too little workload are stress generators. Another factor that affects job stress is leadership style. One of the leadership styles that can be applied to reduce the work stress of members of an organization is transformational leadership style. Transformational leadership is a leader who inspires his or her followers to go beyond their own self-interests and who has the ability to have a profound and extraordinary influence on his or her followers (Robbins and Judge, 2015:261).

The research is conducted on members of Criminal Investigation Unit of Balikpapan Police Resort which has a high crime rate in the jurisdiction of East Kalimantan Police Region. The criminal investigation unit handled 1,794 criminal cases in 2016, 1,730 criminal cases in 2017, and 1,515 criminal cases in 2018 (Source: *Urbanopsnal* of Balikpapan Police Criminal Investigation Unit, 2018). These criminal cases can increase with the addition of cases that have not been completed in the previous year. As an illustration, in 2017 there were 1,730 cases and the criminal investigation unit successfully

cleared 1,153 cases. It means that there are still 577 cases that have not been cleared yet, and these cases must be handled in the following year. Based on this data, it can be illustrated that the high number of cases that must be handled by the personnel of Criminal Investigation Unit of Balikpapan Police Resort. In addition to such condition, the complainant or community who report the cases are also demanding and pushing the criminal investigation unit to solve their reports immediately, procedurally and professionally. They do not hesitate to report the performance of the members of the criminal investigation unit to Security Profession (Internal Affairs) on the grounds that the case handling process is slow and un-procedural. In addition, when the knowledge and abilities of the members of the criminal investigation unit are not balanced with the demands of their work, it is also a factor causing stress. The high workload due to many tasks that must be completed, various forms of complaints from the community, the pressure felt by the members of the criminal investigation unit such as time pressure, work completion targets and the quality of human resources faced with the development of work complexity are things that have the potential to trigger the emergence of work stress in the members of Balikpapan Police Criminal Investigation Unit. Consequently, the work stress can possibly decrease the job performance of the members of Balikpapan Police Criminal Investigation Unit.

Due to the high workload, it is necessary to have a leader who can motivate and inspire the members so that they can work well

without feeling pressured or pushed. The head of criminal investigation unit as the person in charge of the implementation of the technical functions of criminal investigation unit within the police resort plays a big role in encouraging his or her investigators to be able to work optimally in completing the work assigned to them. If the head of the criminal investigation unit can lead and manage his or her work units well, namely by making careful work plans, setting rational goals to be achieved, setting an example for members to work well, controlling the work of members by motivating them, inspiring and paying attention to their needs and their achievements, then these things can potentially make his or her members feel comfortable at work even though they have a high workload.

1.2 Research Problem

The problem of the research is how workload and transformational leadership styles influence job stress of the personnel of Balikpapan Police Resort Criminal Investigation Department. Due to the fact that there are some researches resulting in inconsistent results, the researcher also measures the consistent relationship or correlation among variables of the previous research in this research. Thus, the author proposes the following hypothesis:

- a. Ha₁: Workload significantly influences job stress of the personnel of criminal investigation unit of Balikpapan Police Resort.
- b. Ha₂: Transformational leadership style significantly influences job stress of the personnel of criminal investigation unit of Balikpapan Police Resort.

- c. H₃: Workload and transformational leadership style simultaneously and significantly influence job stress of the personnel of criminal investigation unit of Balikpapan Police Resort.

2. LITERATURE REVIEW

2.1 Relationship between workload and job stress

According to Hurrell in Munandar (2014: 383), excessive workload and too little workload are usually stress generators. Workload can be divided into too little or too little workload “quantitative”, which arises as a result of too many or too few tasks being given to the workforce to be completed in a certain time, and excessive or too little workload “qualitative”, that is, if people feel unable to perform a task, or the task does not use the skills or potential of the workforce. In addition, quantitative and qualitative excessive workloads can

2.2 Relationship between transformational leadership style and job stress

A leadership’s pressure and attitude can also potentially trigger stress. Therefore, the leadership of an organization must be able to apply the right leadership style in order to minimize the potential stress of its members. One of various leadership styles that is considered to be able to reduce job stress levels is transformational leadership style.

Transformational leadership is a leadership that has a vision for the future and is able to identify environmental changes and is able to transform these changes into the organization, spearhead changes, provide motivation and support,

lead to the need to work a large number of hours, which is an additional source of stress.

Everly & Girdano in Munandar (2014:384) added another category of workload, namely a combination of quantitative and qualitative redundant workloads. Work stress is an adaptive response to external situations that produce physical, psychological and or behavioural deviations in organizational members (Luthans, 2011: 279). The results of a research, conducted by Yussof and Zukifli (2017), show that there is a significant and positive effect of workload on work stress. This means that the higher the workload borne by the employee, the higher job stress will they have. However, different results are found out in the research, conducted by Madadzadeh, et al., (2017). The results of the research show that there is no a significant effect of workload on job stress.

inspire individual employees to be creative and innovative, build a solid teamwork, bring updates in work ethic and management performance, be brave and take responsibility for leading and controlling the organization (Bass and Bass, 2011 in Dahniel and Dharma, 2014:235). This is in accordance with the statement of Robbins and Judge (2015:264) which states that transformational leaders get a higher level of trust from their members and can reduce the stress and boredom of their members.

The results of a research conducted by Dartey-Baah and Ampofo (2015) and a research conducted by George et al., (2017) found a negative and significant effect of transformational leadership

style on job stress. Therefore, it can be interpreted that the better the transformational leadership style applied by the leader then the better the job stress will be reduced

2.3 Research literature

There are several previous researches on job stress that have been carried out by several researchers, including:

- a. A research, conducted by Yussof and Zulkifli (2017), entitles “*The Impact of Workload on the Job Stress of the Employees in a Malaysian Shipping Organization.*” This study aims to determine the effect of workload on work stress on employees of shipping companies on the east coast of peninsular Malaysia. The research finding is that the decrease of the number of workers causes more workload on the remaining workers which subsequently increases job stress.
- b. A research, conducted by George, et al., (2017), entitles “*An Investigation into the Effect of Leadership Style on Stress-related Presenteeism in South African Knowledge Workers.*” This study aims to determine the effect of leadership styles, consisting of transformational, transactional, and laissez-faire on the work stress of workers in various industries in South Africa. The research findings show that leaders who adopt transformational leadership are the most successful in reducing workers' job stress, while leaders with a transactional style can also reduce workers' work stress but are not as good as the transformational leadership.

Meanwhile, laissez faire leadership has no significant effect on the job stress of the workers.

- c. A research, conducted by Madadzadeh, et al., (2017), entitles “*The Association between Workload and Job Stress among Nurses in Vasei Hospital, Sabzevar city, Iran.*” This study aims to determine the relationship between workload and work stress on nurses working for Vasei Hospital in Sabzevar, Iran. The research finding is that there is a relatively high workload among nurses due to limited knowledge in various fields of work, but it has no significant effect on job stress.
- d. A research, conducted by Dartey-Baah and Ampofo (2015), entitles “*Examining the Influence of Transformational and Transactional Leadership Styles on Perceived Job Stress among Ghanaian Banking Employees.*” The research aims at knowing the effect of transformational and transactional leadership styles on job stress of banking employees in Ghana. The research finding is that a leader with a transformational style can actually reduce employee job stress, whereas when transactional behaviour is applied by a leader, it actually increases the employee's job stress.

These studies are relevant to this study because they use job stress as the main topic of discussion. However, in some respects this research has some differences compared to previous studies. One

of them is the use of two variables that theoretically have different effects on work stress, namely workload which has the potential to increase work stress and transformational leadership which has the potential to reduce work stress. Meanwhile, previous studies tend to examine variables that have a unidirectional effect, or even only examine one independent variable, such as in the research of Yussof and Zulkiffli (2017) and the research of Madadzadeh, et al., (2017) which examines workload on job stress. Research on leadership style on job stress is George, et al., (2017) which divides leadership into three styles, namely transformational, transactional and laissez-faire as well as research by Dartey Baah and Ampofo (2015) which divides leadership into two styles on work stress. Furthermore, in the research method that this study also has differences because the sampling was carried out by the census method, so that the results obtained truly reflect the conditions of the research object and can reduce bias.

Meanwhile, in other studies, the sampling method was carried out by purposive sampling in the research of George, et al., 2017 and also with the random sampling technique in the research of Madadzadeh, et al., 2017 and the research of Dartey-Baah and Ampofo, 2015. The research conducted by the researcher aims to know how the effect of workload and transformational leadership style on job stress of the members of the Balikpapan Police Resort Criminal Investigation Department.

3. METHODS

3.1 Research Approach and Method

This research is a quantitative descriptive research with survey method. Data collection technique is using a questionnaire given to 62 members of Balikpapan Police Criminal Investigation Department. According to the research problem, this is an associative problem in which a research question connects two or more variables. The relationship between variables in this study is a causal relationship. The survey is conducted in order to find out how the conditions of each variable studied in the context of this study. The variables are workload and transformational leadership style as independent variables and job stress as the dependent variable.

3.2 Variable Operations

There are two independent variables used in this study, namely: (1) Workload (X1) which is measured based on the dimensions: quantitative overload, less quantitative overload, qualitative overload, less qualitative overload and quantitative and qualitative overload, (Hurrell in Munandar, 2014:383-389); (2) Transformational Leadership Style (X2), which is measured based on the dimensions: ideal influence, inspirational motivation, intelligence stimulation and individual considerations (Bass and Bass, 2011 in Dahniel and Dharma, 2014:235). The dependent variable used is job stress (Y), which is measured based on the dimensions: extra-organizational stressors, organizational stressors, group stressors and individual stressors (Luthans, 2011:442-449).

3.3 Population and Sample

The population in this study are all members of the Balikpapan Police Criminal Investigation Unit as many

as 62 people. The sampling technique used is saturated sampling or census. According to Roscoe in Sugiyono (2014:102-103), the appropriate sample size in the study is between 30 to 500 respondents. Based on this opinion, the number of samples of 62 members to be taken by researchers can be said to be feasible.

3.4 Data Collection Techniques

Data is collected through the distribution of questionnaires to the research object. There are sixty-two respondents who are the members of Balikpapan Police Criminal Investigation Unit. For the purposes of quantitative analysis, the answers are given a score between 1 (one) to 4 (four). The answers given by respondents in the questionnaire use a Likert scale which ranges from very positive to very negative.

3.5 Data Analysis Techniques

Data analysis is performed using the multiple linear regression technique with SPSS program. Hypothesis testing is done in two ways, namely t-test and F-test. The t-test aims to partially test the effect of the independent variables on the dependent variable, namely the effect of the independent variable workload (X1), and transformational leadership style (X2) on job stress (Y). H0 is accepted if the significance probability value 0.05 and H0 is rejected if the significance probability value < 0.05. The F test aims to determine the simultaneous effect of independent variables on the dependent variable, namely workload (X1), and transformational leadership style (X2) on work stress (Y). H0 is accepted if the significance probability value 0.05 and H0 is rejected if the significance probability value < 0.05.

4. RESULTS

4.1 Multiple Linear Regression Analysis

Table 1: Multiple Linear Regression Analysis Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.726	.262		10.400	.000
1 Workload	.125	.075	.148	1.653	.104
1 Transformational Leadership Style	-.292	.037	-.705	-7.859	.000

Dependent Variable: Job Stress

Based on the table of the results of the regression analysis above, it can be determined the regression equation: $Y = 2.726 + 0.125X_1 - 0.292X_2 + e_i$. Based on this equation, it can be explained that the

constant value (β_0) which is 2.726 can be interpreted that the magnitude of the job stress variable (Y) if it is not influenced by the workload variable (X1) and the transformational leadership style

variable (X2) is 2.726. The value of 1 is 0.125 which shows the value of the workload variable has a positive value of 0.125 to job stress. This means that every 1 unit increase in the workload variable (X1) will result in an increase in the work stress variable (Y) of 0.125 units on condition that the other independent variables remain. The value of 2 is -0.292 which shows the value of the

transformational leadership style variable has a negative value of -0.292. This can be interpreted that every 1 unit increase in the transformational leadership style variable (X2) will result in a decrease in the stress variable work (Y) of 0.292 with the condition that the other independent variables remain.

4.2 Results of Multiple Coefficients of Determination Analysis

Table 2: Multiple Coefficients of Determination Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.776 ^a	.602	.588	.17570	1.814

a. Predictors: (Constant), Transformational Leadership Style, Workload

b. Dependent Variable: Job Stress

Table 2 shows R Square of 0.602 while the adjusted R Square value is 0.588. This means that the job stress variable for members of Balikpapan Police Resort Criminal Investigation Unit can be explained by 58.8% by

the workload variable (X1) and the transformational leadership style variable (X2), while the remaining 41.2% is explained by other factors outside the model researched.

4.3 Hypothesis Testing Results

a. t-test (Partial test)

From the results of the calculations in Table 1, it can be explained that the workload coefficient has a positive value of 1.653 with a significance level of $0.104 > 0.05$. Thus, it can be explained that workload has a positive but not significant effect

on job stress. Furthermore, the transformational leadership style coefficient has a negative value of -7.859 with a significance level of 0.000 which is smaller than 0.05. Thus, it can be explained that the transformational leadership style has a significant but negative effect on job stress.

b. F-test (Simultaneous Test)

Table 3 F-test Calculation Results

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	2.755	2	1.377	44.616	.000 ^b
Residual	1.821	59	.031		
Total	4.576	61			

a. Dependent Variable: Job Stress

b. Predictors: (Constant), Transformational Leadership Style, Workload

Based on the results of the F-test calculation, it can be seen that the F value is $44,616 > F\text{-table}$ (3.16) with a significance of $0.000 < 0.05$. This means that the workload variable (X1) and transformational leadership style (X2) have a simultaneous influence on the job stress variable (Y). Based on the results of multiple linear regression analysis and t-test, it is also known that the transformational leadership style variable is the variable that

contributes the most to job stress as evidenced by the regression coefficient of the transformational leadership style variable (0.292) which is greater than the workload regression coefficient (0.125). In addition, the t-count of the transformational leadership style variable (7.859) is also greater than the t-count of the workload variable, which is 1.653, and with a smaller level of significance ($0.000 < 0.104$).

5. DISCUSSIONS

5.1 The effect of workload on job stress

The heaviest workload experienced by members of Balikpapan Police Resort Criminal Investigation Unit is related to the responsibility for decisions made. This is shown in the answer to the statement item which is an indicator of decision accountability from the quantitative and qualitative overload sub-variables with a value of 3.60 and is included in the very high category. The decision-making process can be a quantitative and qualitative overload condition at the same time where one of the things that causes is who responsible for the decisions taken is. In general, in the National Police in every law enforcement process, members are often involved in a decision-making process. When the decisions taken have a negative impact, apart from the leadership, members are still responsible for the decisions taken according to their part of responsibility. Everly & Girdano in Ashar Sunyoto Munandar (2014: 384) state that quantitative

and qualitative excessive workloads can lead to the need to work for a large number of hours, which is an additional source of stress. In this case, the quantitative and qualitative overloads felt by the members of the criminal investigation unit are when they have to do too many tasks with high time pressure and when the abilities of the members are not in accordance with the level of demands of the tasks that must be done. On the other hand, members or personnel must continue to carry out all the tasks assigned to them and take the responsibility for every action they take. However, if it is associated with the desire of members to excel, the responsibility in every decision taken is also part of the efforts to get achievement. Members who interpret stress as eustress will actually be more motivated to work harder to improve their performance and even quantitative and qualitative overloads do not become an obstacle for them to keep working. This is in accordance with the statement of McClelland (1992) in Dahniel and

Dharma (2014: 79). He states that one of the characteristics of people who have a high need for achievement is their willingness to assume responsibility as a consequence of their efforts to achieve their goals.

The lowest workload perceived by members of Balikpapan Police Resort Criminal Investigation Unit is related to the work target given which is lighter than the ability of the members. This is indicated by the average value of respondents' answers of 1.87 which is included in the medium category and is part of the opportunity indicator to use skills and potential skills in the sub-variable load too little qualitatively. This means that members of Balikpapan Police Resort Criminal Investigation Unit at work do not often receive work targets that are lighter than their abilities. In other words, the members more often perceive that their work targets are higher than their abilities. So in working the members do not often experience too little qualitative burden where according to Munandar (2014: 387) that at too little qualitative load employees are not given the opportunity to use their abilities which is finally causing work boredom.

The results of testing the hypothesis of this study indicate that workload has a positive but not

5.2 The effect of transformational leadership style on job stress

The indicator of transformational leadership style that are considered the best by the members of Balikpapan Police Resort Criminal Investigation Unit is related to the motivation given by the leadership in order to be more successful in the future. This is indicated by the

significant effect on work stress with a significance value (α) t greater than 5% ($0.104 > 0.05$) and t -count of $1.653 < t$ table 2.001. Based on these results, hypothesis 1 which states that workload has a significant effect on work stress for members of Balikpapan Police Resort Criminal Investigation Unit is rejected. These results can be explained that although the workload has the potential to increase stress because of its positive effect, it does not have a major impact on the work stress level of members of Balikpapan Police Resort Criminal Investigation Unit. This result is different from the research of Yussof and Zulkifli (2017), whose results found a significant positive effect of workload on work stress. However, these results support the research results of Madadzadeh, et al., (2017) which also did not find any significant effect of workload on work stress. The results of this study explain that a high workload has the potential to cause job stress, seen from the direction of its positive influence, but the insignificant effect of the workload can be explained by a greater influence than the other variables tested in this study, namely leadership style which can theoretically reduce stress levels, which will be discussed further in the next section.

average value of the respondents' answers of 3.47 which is included in the very good category and is part of the indicators of increasing motivation for success from the intellectual stimulation sub-variable. This indicates that the head of Criminal Investigation Unit as the leader in Balikpapan Police Resort Criminal Investigation Unit has

acted by motivating its members to be able to stimulate members' knowledge to advance by making

them aware that in order to achieve success in the future they must have good quality knowledge and skills at work.

The indicator of transformational leadership style that is considered the lowest by the members of Balikpapan Police Resort Criminal Investigation Unit is related to the leadership's attention to the needs of the members. This is indicated by the average value of the respondents' answers of 2.90. This figure is still actually in the good category which is part of the attention to needs indicator of the Individualized consideration sub-variables. This means that the head of criminal investigation unit is still considered good in giving individual attention to aspects of the needs of the members of Balikpapan Police Resort Criminal Investigation Unit. Bass and Avolio (1994) in Dahniel and Dharma (2014: 235) state that individualized consideration which is part of transformational leadership behaviour is reflected by leaders who always listen attentively and pay special attention to the needs of achievement as well as the needs of people they lead.

The results of testing the research hypothesis show that transformational leadership style has a significant effect on job stress with a negative influence direction as evidenced by the significance value (α) t which is smaller than 5% ($0.000 < 0.05$) and t -count of -7.859. This means that transformational leadership style can have a significant effect in reducing job stress. Based on these results, hypothesis 2 which states that

transformational leadership style has a significant effect on work stress for members of the Balikpapan Police Criminal Investigation Unit is accepted.

The results of the study also support the results of previous research, including the research of George et al., (2017) and the research of Dartey-Baah and Ampofo (2015) which found a negative and significant influence between transformational leadership style on job stress. Therefore, in general, based on the results of the studies it can be interpreted that a well-applied transformational leadership style will be able to reduce the level of job stress of the members of the organization, and this study confirms the same results as the previous studies. Bass in Yukl (2015: 316) explains that with transformational leadership, followers feel trust, admiration, loyalty, and respect for the leader and they are motivated to do more than they are initially expected. This means that the better the transformational leadership style applied by the head of Criminal Investigation at Balikpapan Police Resort, the lower the job stress level of its members. With a better support and attention from the leadership the members do not feel pressured at work so that members become more enthusiastic at work and do not feel stressed even though they face heavy demands and workloads.

5.3 The effect of workload and transformational leadership style on job stress

The higher the demands of work the more stress will be placed on the members of Balikpapan Police Resort Criminal Investigation Unit,

especially if these demands cannot be met by the members. Robbins and Judge (2015: 343) state that stress is a dynamic condition in which an individual is confronted with an opportunity, constraint, or demand associated with what he or she really wants and whose outcome is perceived as uncertain and important. Opportunities are expectations that are not in accordance with the facts caused by the individual's lack of understanding of his limitations.

Conditions that tend to cause stress are called stressors. Stress can be caused by only one stressor or by several stressors at once. The emergence of job stress on a person can be influenced by many things. The results of testing the research hypothesis show that workload and transformational leadership style simultaneously have a significant effect on work stress as evidenced by the significance value (α) $F_{0.000} < 0.05$ and $F_{\text{count}} 44,616 > F_{\text{table}} 3.16$. Based on these results, the hypothesis (H_a) 3 which states that workload and transformational leadership style simultaneously have a significant effect on job stress of the members of Balikpapan Police Resort Criminal Investigation Unit is accepted.

This result is also supported by the results of the multiple linear regression analysis which shows the regression coefficient value of the transformational leadership style variable of 0.292 which is greater than the workload regression coefficient of 0.125. (Bass and Bass, 2011 in Dahniel and Dharma, 2014:235) state that transformational leadership is leadership that has a vision for the future and is able to identify environmental changes and is able to transform these changes

into organizations, spearhead change and provide motivation and inspiration to individual employee to be creative and innovative, build solid teamwork, bring updates in work ethic and management performance, dare and take responsibility for leading and controlling the organization.

The theory is sufficient to illustrate that the transformational leadership style can eliminate the pressure felt by members of Balikpapan Police Resort Criminal Investigation Unit due to a high workload. The results of the study which show the dominant influence of transformational leadership style on work stress compared to workload also indicate the need to continue to apply a good transformational leadership style so that members can avoid stress that can reduce their performance. Moreover, in reality the workload is difficult to control, because it tends to come from outside.

Based on the results of data processing, it can be explained that in general the workload of the Balikpapan Police Criminal Investigation Unit is almost impossible to reduce, considering that crime continues to grow along with the times, but the level of job stress of members due to the increasing workload does not necessarily become high because of the transformational leadership style that is well implemented by the head of Criminal Investigation Unit of Balikpapan Police Resort. These results are reflected in the results of research that shows the influence of transformational leadership style is more dominant than workload. Based on the results of the questionnaire, it was also revealed that the average value of

respondents' answers for transformational leadership was 3.22, which was the highest compared to workload (2.51) and job stress (2.10). This further confirms the magnitude of the influence of the transformational leadership style in reducing the stress level of members of the Balikpapan Police Criminal Investigation Unit despite having to bear a high workload.

6. CONCLUSIONS AND IMPLICATIONS

6.1 Conclusions

- a. There is a positive and insignificant effect of workload on job stress of the members of Balikpapan Police Criminal Investigation Unit. This conclusion is supported by the results of hypothesis testing that the significance value of workload (α) t is greater than 5% ($0.104 < 0.05$) and t -count is $1.653 < t$ -table 2.001. This shows that a high workload does not necessarily increase the work stress of members of Balikpapan Police Criminal Investigation Unit. The workload does have a positive effect on increasing work stress but does not have a major impact on the work stress level of members of the Balikpapan Police Criminal Investigation Unit.
- b. There is a negative and significant influence of transformational leadership style on job stress of the members of Balikpapan Police Resort Criminal Investigation Unit. This conclusion is supported by the results of hypothesis testing that the significance value of transformational leadership style (α) t is smaller than 5% ($0.000 <$

0.05) and t -count is -7.859 . This means that a good transformational leadership style will be able to reduce the work stress level of members of Balikpapan Police Resort Criminal Investigation Unit. In addition, transformational leadership style is the variable that contributes the most to the work stress of members of Balikpapan Police Resort Criminal Investigation Unit. This means that the transformational leadership style has the most significant effect on the job stress of members of Balikpapan Police Criminal Investigation Unit when compared to the workload. These results can also explain that there is no significant effect of workload on work stress due to a more significant influence of transformational leadership style or in other job work stress arising from a high workload on members of the Balikpapan Police Criminal Investigation Unit can be reduced or significantly reduced with a good transformational leadership style.

- c. Workload and transformational leadership style simultaneously have a significant effect on job stress. This conclusion is supported by the results of hypothesis testing that simultaneously workload and transformational leadership style have a significance value (α) F which is smaller than 5% ($0.000 < 0.05$) and F -count $44,616 > F$ -table 3.16. This means that workload together with transformational leadership style have a significant contribution to changes in job stress for

members of Balikpapan Police Resort Criminal Investigation Unit.

6.2 Implications

- a. Balikpapan Police Resort Criminal Investigation Unit should be more carefully in distributing workload to its personnel.
- b. Balikpapan Police Resort Criminal Investigation Unit should maintain and, at the same time, improve its current leadership style: transformational leadership style in order to avoid job stress among its personnel.
- c. Balikpapan Police Resort Criminal Investigation Unit should balance the workload and transformational leadership style in order to avoid as well as to maintain the stability of job stress among its personnel or detectives.

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