

JOB STRESS PROFILE OF POLICEWOMEN OCCUPYING GENERAL FUNCTIONAL POSITIONS (POLICY ANALYSTS) OF JAKARTA METROPOLITAN POLICE REGION

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ABSTRACT

One of the problems of career development in human resource management (HRM) at Jakarta Metropolitan Police Region is that there is an overload of the number of middle rank officers. There is an imbalance between the number of middle-rank officers and the availability of the number of structural positions in the organization. The study aims to discuss the job stress profile of middle-rank policewomen at Jakarta Metropolitan Police Region who do not occupy structural positions and are posted in general functional positions commonly called policy analysts and how these policewomen policy analyst personnel deal with the job stress they experience. The results of the research reveal that the job stress is caused by organizational factors and personal factors. Besides, the job stress causes emotional and behavioral reactions. There are good stress (eustress), bad stress (distress), initially good to be bad stress, initially bad to be good stress and neutral stress. Factors affecting subjective appreciation of sources of job stress that cause stress reactions can be different, both internal and external. Female police anjaks of Jakarta Metropolitan Police Region manage the job stress using emotion-focused coping strategies, religious focused coping, and problem focused coping. The selection of coping strategies is influenced by the resources owned by the female police anjaks, including factors of health condition, self-concept, social support, economic assets, and spiritual.

Keywords: *female police, Jakarta Metropolitan Police Region, policy analyst, job stress*

1. INTRODUCTION

One of the real problems related to career development in human resource management (HR) faced by Polri (Indonesian National Police) is the limited structural space of echelon III and above compared to the number of high and middle rank officers who have met the requirements. Such condition has resulted in the phenomenon of "overload" in Polri career development

system at the level of high and middle rank officers, both at Polri Headquarters and several police regions throughout Indonesia (see Table 1).

Table 1 shows us that in the fourth quarter of 2017 in all work units of Polri Headquarters and police regions, there are a total of 212 high-rank police officers that are unable to occupy structural positions. Meanwhile, at middle-rank level there are 573

police senior commissioners, 1,532 police lieutenant colonels, and 2,086 police commissioners who altogether do not occupy structural positions.

In overcoming such overloads, Polri has taken several steps. One of them is to issue Regulation of Polri Chief Number 5 of 2017 concerning Amendments the Regulation of Polri Chief Number 3 of 2016 concerning the Administration of Ranks of Polri personnel for the extension of the service period. In the regulation, there are rules regarding the addition of the service period from the rank of lieutenant colonel to become senior

commissioner of colonel for at least 27 years and the rank of commissioner has a service period of 13-17 years. This regulation aims at avoiding an overload at the rank of senior commissioner (Felix, Nathaniel. 27 March 2018: 1, URL). Besides, an alternative solution that has been carried out by Polri is to place the outnumbered high and middle rank officers in functional positions that consist of certain functional positions and general functional positions (Cantrik, Edmon. 9 June 2011: 1, URL).

Table 1 Number of high and middle rank Polri officers in 2017

NO	RANKS	Polri HQs & Police Regions			
		DSP	REAL		
			Male	Female	Total
1	General	1	1	-	1
2	Commissioner General	6	9	-	9
3	Inspector General	34	78	-	78
4	Brigadier General	114	235	4	239
	Number of high rank officers	155	323	4	327
5	Senior Commissioner	1.121	1.633	66	1.699
6	Lt. Colonel	4.602	5.307	827	6.134
7	Commissioner	11.646	8.531	1.029	9.560
	Number of middle rank officers	17.369	15.471	1.922	17.393
	TOTAL	17.524	15.794	1.926	17.720

Source: Polri Headquarters, 2017

General functional positions in Polri as regulated by the Decree of Polri Chief No. Pol: Kep/582/IX/2010, dated September 24, 2010 concerning General Functional Positions within Polri are reserved for Polri personnel who have not occupied or who do not have certain structural or functional positions and it does not apply to personnel who are involved in criminal cases. High and middle rank personnel who occupy general functional positions within Polri are better known as policy analysts

(*anjak*). The background of high and middle rank personnel who occupy general functional positions (*anjak*) applied to Polri organization, namely for officers who will enter retirement, have completed their education, are currently attending education, return from assignments outside of Polri structure, leadership policies, and in sick condition and have personnel records by taking into account the placement in a work unit in accordance with their competence.

Polri's strategy to create a general functional position (Policy Analyst) as an alternative solution to overcome the buildup of personnel at the Pati and Pamen ranks still has problems. *Anjak* positions that applies in Polri have not yet been recognized by the Ministry of State Apparatus Empowerment/RB and the Ministry of Finance due to fact that such positions as stated in the Decree Polri Chief

Number: Kep/582/IX/2010 dated September 24, 2010 concerning Position General Functionalities within the Indonesian National Police have not met the criteria for functional positions as stipulated in the Regulation of the Minister of State Apparatus Empowerment/RB Number 45/2013 on Functional Positions of Policy Analyst and its Credit Scores

Table 2 Number of Polri middle-rank officers in the quarter of 2017

No.	Police Region	Type	Middle-ranks						Total	
			Senior Commissioner		Lieutenant Colonel		Commissioner		DSP	Real
			DSP	Real	DSP	Real	DSP	Real		
1	Aceh	A	23	22	119	118	357	163	499	303
2	Sumut	A	23	25	124	196	398	473	545	694
3	Sumbar	B	17	23	103	105	301	263	421	391
4	Riau	B	17	21	95	135	285	310	397	466
5	Kepri	B	17	20	90	93	246	118	353	231
6	Sumsel	A	23	20	112	158	341	349	476	527
7	Babel	B	16	15	91	87	237	54	344	156
8	Bengkulu	B	16	16	93	79	245	103	354	198
9	Jambi	B	17	16	94	134	254	225	365	375
10	Lampung	B	17	23	94	136	275	226	386	385
11	Metro Jaya	AK	33	33	183	276	608	816	824	1125
12	Jabar	A	23	26	129	216	537	741	689	983
13	Banten	B	16	12	88	131	236	195	340	338
14	Jateng	A	24	25	142	233	464	598	630	856
15	DIY	B	17	18	89	140	277	289	383	447
16	Jatim	A	23	26	146	271	540	644	709	941
17	Kalbar	B	17	20	96	112	273	201	386	333
18	Kalsel	B	17	17	97	125	269	209	383	351
19	Kalteng	B	16	14	98	122	265	118	379	254
20	Kaltim	A	23	22	111	127	338	259	472	408
21	Bali	A	23	23	107	190	346	354	476	567
22	NTB	B	16	16	93	111	254	147	363	274
23	NTT	B	16	22	100	76	277	108	393	206
24	Sulsel	A	23	24	136	188	431	415	590	627
25	Sultra	B	16	15	94	100	251	157	361	272
26	Sulteng	B	16	15	94	108	253	90	363	213
27	Sulut	B	17	22	93	144	257	230	367	396
28	Gorontalo	B	16	11	89	71	224	42	329	124

29	Maluku	B	16	19	92	75	240	94	348	188
30	Malut	B	16	13	92	67	237	44	345	124
31	Papua	A	22	20	127	126	397	153	546	299
32	Papua Barat	B	16	13	84	54	204	63	304	130
33	Sulbar	B	16	15	88	73	222	70	326	158
Total			624	642	3483	4377	10339	8321	14446	13340

Source: Polri Headquarters, 2017

The existence of *anjak* is considered a bad picture of the Polri career development system. This position is considered a "non-job" position, even though the functional position of a member of the National Police as regulated by Presidential Regulation Number 42 of 2017 concerning Functional Positions of a Member of the National Police is a position that shows the duties, responsibilities, authorities and rights of a member in an organizational unit of the National Police, which in carrying out their duties based on the competence of the position, expertise and/or certain skills and are independent.

Such accumulation (overload) occurring in middle rank group in police regions actually occurs in the the rank of commissioner. In fact, if accumulated from work units at Polri Headquarters and all police regions, there is still a lot of structural position space for commissioners. This condition shows that the deployment of commissioners has not been in accordance with the needs of the organization (see Table 2).

Based on the data shown in Table 2, it can be seen that Jakarta Metropolitan Police Region (JMPR) has the highest number of middle rank officers, especially the ranks of police lieutenant colonel and police commissioner. There are only 824 structural office spaces for middle rank officers, while there are 1,125 middle rank officers. This means that there are 301 middle rank officers of lieutenant

colonel and commissioner at JMPR who do not have structural positions. In order to overcome these problems, an alternative solution for general functional positions (*anjak*) is also applied at the police region.

General functional positions (*anjak*) at JMPR are not only occupied by male middle rank police officers, but it can also be occupied by female middle rank police officers (policewomen). In fact, as we know that there are far fewer policewoman personnel in terms of quantity than policemen personnel in the organization, but there are still policewomen personnel who do not have structural police positions.

The existence of the problems in general functional positions, of course, can generate job stress among middle rank officers who occupy these positions. This is especially true for policewomen who occupy the positions because apart from the need to overcome various problems related to these general functional positions, policewomen (especially those who are married) are also faced with various other sources of stress, including dual role conflicts in carrying out their duties as the members of police and as housewives.

According to Schaufeli and Enzman (in Euwema, Kop & Bakker, 2004), job stress in police organization is important to note because it can have a negative impact on the quality of relations between the police and community due to the fact that the core of the tasks of being a police officer is

relating to community. For this reason, the job stress of Polri personnel must certainly be a concern for Polri organization, because job stress can be a factor causing the decline in the performance of members of the organization which in turn can have an unfavorable impact on achieving the organizational goals.

2. LITERATURE REVIEW

2.1 Stress

Lazarus and Folkman are well-known figures in developing the transactional model of stress theory. Lazarus and Folkman (1984) state that stress is the relationship between an individual and his or her environment which is evaluated by a person as a demand or inability to deal with situations that are dangerous or threaten his or her health. Furthermore, Lazarus and Folkman emphasize that appraisal is the main factor in determining how much stress a person experiences when dealing with dangerous or threatening situations. In other words, stress is the result of a transaction between individuals and the cause of stress that involves an evaluation process (Dewe, O'Driscoll, & Cooper, 2012). In addition, the source of stress is an event or situation that exceeds the ability of the mind or body when dealing with the source of stress. When the situation provides a stimulus, the individual will perform appraisal and coping. Therefore, stress can continue to a more severe stage or gradually decrease. Such condition is determined by how a person's efforts deal with sources of stress.

According to Soewondo (2010), the effects of stress include (a) physical disturbances such as heart palpitations, migraines,

The author's interest in this problem has prompted the author to obtain an overview of the job stress profile of policewomen occupying the position of *anjak* at JMPR. The author also tries to get an idea of how the policewomen deal with the job stress they experience.

sweating, high blood pressure, heart disease; (b) changes in attitude such as withdrawing, feeling depressed, timid; (c) changes in behavior such as irritability, smoking, depression, a lot of mistakes, can't concentrate; (d) reduced productivity and effectiveness; (e) low job satisfaction; and (f) attendance. Mahdia (2014) in his research finds that coping strategies need to be owned in managing stress, where in the author's research it can be inputs in answering research problems, which are related to how research subjects deal with job stress.

2.2 Policy analysts

According to <https://www.glassdoor.com/Job-Descriptions/Policy-Analyst.htm>, a policy analyst, also known as *anjak*, is someone who is responsible for examining the efficacy of existing policies and laying out the groundwork for new programs and legislation to meet objectives and goals. Policy analysts also work closely with stakeholders to determine the goals and objectives of policies. Depending on the industry, a policy analyst may progress into a directorial or executive role.

Another source, <https://www.thejohnsongroup.co.nz>, states that a policy analyst is in charge of developing government

policies and providing advice and briefing to the leadership of the institution she or he works for. Policy analysts do this by evaluating, researching and consulting with stakeholders, which will then inform the best advice for the management to adopt. As a result they must be excellent problem solvers, capable of weighing up the pros and cons of a particular policy option and finding which one is the best for their Minister. They must also know about, or be able to learn quickly, the policy cycle (how new policies are passed) and the machinery of government.

As public servants, policy analysts must have loyalty to the institutions they work for. While they may not personally agree with the direction leadership is taking policy, at the end of the day they must go along with it.

3. METHODS

The author employs the qualitative approach using the field research method which aims to reveal facts and provides an overview of the phenomenon of job stress of policewomen. Farouk and Djaali (2010: 91) state that in order to get valid research results data collection techniques in qualitative research rely on the accuracy so that most of researchers employs in-depth interviews and document analysis. The data that has been collected is then analyzed through the stages including data reduction, data presentation, and drawing conclusions.

There are seven middle rank policewomen posted at JMPR that have been chosen as the respondents of the research. They occupy the post of policy analyst (*anjak*) in several assignment function units. They are one

lieutenant colonel and six commissioners. In addition, an analysis of other data sources is also carried out, namely data from documents belonging to JMPR work units, especially HR Bureau, the results of previous research related to research, regulations, reading books and other written materials.

4. RESULTS AND DISCUSSIONS

Jakarta Metropolitan Police Region consists of thirty-five work units, in which there are twenty-two work units in JMPR Headquarters and thirteen work units in police resorts. There are also 99 police sectors and 316 police sub-sectors. Currently, the ratio of police and community is 1: 695. There are 32,400 police personnel work for JMPR and based on the available office space in the organizational structure of the police region, there is still a shortage of personnel of 3,452 people (1,248 non-commissioned officers and 2,204 first rank officer). There are also 960 structural office spaces at the level of middle rank officers. Meanwhile, there are 1,066 middle rank officers at JMPR, meaning that there are 106 middle rank officers who do not occupy structural positions (69 police commissioners and 37 police lieutenant colonels). Polri plans to provide them with general functional positions as *anjak*, including female police personnel.

4.1 Job stress profile of policewomen in general functional positions (*anjak*) at JMPR

Based on the results of several interviews conducted with seven policewomen occupying the general functional positions (*anjak*) at JMPR and they are associated with transactional stress theory as the relationship between individuals and their environment, the job stress profile of the female

police officers can be explained as follows:

a. Sources of job stress

- 1) **Working conditions**—The policewomen occupying the position of *anjak* at JMPR do not like their working conditions due to the unavailability of work space for the positions. This is because the condition of the workplace is indeed cramped and already crowded. This is one of the causes of decreased work motivation because they feel less valued as Polri personnel who have long dedicated themselves to the Polri but are not given a proper place to even carry out their duties.
- 2) **Role problem**—The policewomen occupying the position of *anjak* at JMPR think that they have unclear roles because they are assigned only if additional personnel are needed.
- 3) **Interpersonal factors**—The position held at this time is not a popular position because of the assumption among Polri personnel that *anjak* is considered to be under a structural position. Besides, in terms of financial gain, an *anjak* does not get the same job allowance as other positions with the same ranks. In addition, there is a common perception among police personnel that police officers occupying the position of *anjak* are 'outcasts' who do not get structural positions.
- 4) **Career development**—The difficulty in competing at the level of police commissioner to be able to occupy structural positions according to competence has caused female police *anjak* feel that her career is 'stuck.' A female police *anjak* feels 'secondary' because apart from not having 'anyone' to get a structural position they feel less confident to compete because they are approaching the retirement age and are less attractive to be 'shown' because there are many new comers who are younger, fresher and more attractive.
- 5) **Organizational structure**—It is very rare for a female police *anjak* to be assigned and involved in the organization's policy-making process, especially since she does not hold a structural position.
- 6) **Home work view**—There is also a female police *anjak* who actually wants to have a career and occupy a structural position, but she does not get a full support from her husband. In fact, the husband directly asks his wife's superior to place her in a general functional position (*anjak*) so that she can spend more time with her family.

Several sources of job stress above are the results of the author's research, associated with sources of job stress proposed by Cooper (in Rivai, 2010). These sources of job stress if associated with factors

that are potential sources of stress according to Robbin (2015) are included in organizational factors. Meanwhile, the home work view is included in personal factor. Another personal factor found from the research results is economic problems, such as those faced by a female police *anjak*. Because the income they receive has decreased, namely they only receive general benefits and they do not receive job benefits, while their living costs do not decrease or even increase. This becomes a source of job stress, especially for female police *anjak* who are single parents because they have to bear the cost of living and family alone without the help of a life partner.

Sources of stress that come from other personal factors, if associated with Weiten (2002) who states that there are several events that can cause stress in individuals, namely: frustration, conflict, change and pressure. Where in the study, it is found that a female police *anjak* currently has a desire to occupy structural positions and do not want to linger as *anjak*, but so far she has not succeeded. This of course causes frustration, in which Weiten (2002) explains that frustration occurs in situations where a goal is blocked.

b. Job stress reaction

There are 4 (four) aspects of stress reactions in Nathanael S. (2009) namely physical, thought, emotional and behavioral aspects. The description of this job stress

reaction is further analyzed by the authors using the concept of stress symptoms by Terry Beehr and John Newman (in Rice, 1999) as well as several aspects of stress indicators according to Sopiah (2008: 89). However, from the results of research through interviews with key informants, only 2 (two) aspects can be further described by the author, namely emotional/psychological (feeling) and behavioral aspects.

1) Emotional aspects

(feelings):

- a) **Retained feelings and withdrawal**—female police *anjaks* who have unpleasant service experiences still harbor feelings of disappointment towards the organization. In fact, they do not accept the offers to occupy structural leadership positions.
- b) **Decreased self-confidence**—female police *anjaks* feel that there is very little, there may even be no chance for them to win in the competition at the rank level of commissioners.
- c) **Feelings of isolation**—female police *anjaks* feel as *anjaks* they do not have a place in their organization. This condition can be illustrated by the fact that there is no room for them.
- d) **Boredom and job dissatisfaction**—female police *anjaks* who have been placed as *anjaks* for three years have begun to feel very bored and have

less job satisfaction because they feel the organization's lack of attention regarding their career development.

2) Behavioral aspects:

- a) **Avoiding work and being absent from work**—female police *anjaks* choose not to serve if they are not involved in certain activities and this can also be done because they are also approaching the retirement age.
- b) **Decreased achievement and performance**--after serving as *anjaks*, most of them show a lower work performance than in the previous structural positions. This is mainly due to the unclear roles in this *anjak* position..

Stress is not only bad for the body, according to Kathleen Gunthert (in Dhaifurrakfhman Abas, 2018, URL), stress can also have a positive impact. As it is found, there are also female police *anjak* who actually experience positive impacts of stress which is reflected in the stress reaction. From the emotional aspect, namely an increase in motivation due to the fact that they have targets or desires to immediately get a structural position and the stress reaction is also reflected in her behavioral aspect, namely being more active in official activities. They become pro-active in seeking or involving themselves in activities and tasks within JMPR because as *anjaks* in a function unit, they do not have

tasks other than carrying out roll call activities.

According to Dohrenwed in Sheridan and Radmacher (1992), stress reaction can also be neutral because there are various stressful events that can be handled by individuals without any influence felt by the individual concerned. Based on the research results, this is also found in one of *anjaks* because for them being *anjaks* is a normal thing for them. They are actually happy because they can continue to work but have time to take care of their grandchildren.

c. Factors affecting subjective appreciation of sources of job stress

Nathanael (2009) states that factors that influence the subjective appreciation of the source of job stress are divided into internal and external factors, which are further linked to the results of the study and are discussed as follows:

1) Internal factors

a) Characteristics of a person

- (1) **Age**—for JMPR female police *anjaks*, of course, there are differences in assessment when viewed in terms of age, in this case the remaining time of service/time before retirement. Because most of JMPR female police *anjaks* have a service period of less than 3 (three) years. This certainly affects the mindset or

assessment of the sources of job stress they face.

(2) **Gender**—as female, the female police *anjaks* tend to use their feelings more than their logic.

(3) **Economic status**--differences related to economic status can be seen from the status of female police *anjaks* because, of course, there will be different between married and unmarried/widow female police *anjaks*. Besides, they are also influenced by the family dependents they still have.

b) Previous stressful experience

Related to the stressful experience of a female police *anjak*, it can be seen from her service experience because from this service experience it can be seen her career journey before becoming a female police *anjak* until finally becoming a female police *anjak*.

c) Thought

(1) **Positive**—for female police *anjaks* who have positive thoughts regarding their position in the position, of course they can see that this position is an opportunity to carry out other official activities without colliding with activities related to

their position (more flexible).

(2) **Negative**—most of female police *anjaks* think that by becoming *anjaks*, they tend to become police personnel who are viewed as 'one eye' in the official sense that their existence is not needed.

2) External factors (social support)

a) **Family support**—the existence of support from the family causes the Female police *anjaks* to face obstacles in developing a Police career while being a Policy Analyst who can actually have more time to spend with their families while occupying the position..

b) Support within the organization

(1) **Leader**—In this case, the direct supervisor is very influential on the existence and activeness of *anjak* personnel in carrying out their duties. Direct superiors who pro-actively assign duties and responsibilities to female police *anjaks*, will help them to give a more positive assessment of *anjak* position, especially regarding the award for female police *anjaks*.

(2) **Work colleague**—in dealing with work-related problems faced by female

police *anjaks* the support of colleagues is very important.

d. Nature of Job Stress

Sheridan and Radmacher (1992) suggest that based on a person's response to stressors that hit him or who befall him, there are three stress characteristics, namely eustress (good stress), distress (troublesome stress), and neutral effects (neutral effects). In this study, the nature of stress is associated with the views of Mills, Reiss, and Dombeck (2015) on the characteristics of stress, which can then be described as follows:

1) Distress atau 'stres buruk'

- (a) **Causing anxiety or worry**—female police *anjaks* feel that their career development has “stuck”.
- (b) **Being long term or short term**—the boredom and job dissatisfaction experienced by female police *anjaks* is felt as soon as they enter their third year while serving as *anjaks*.
- (c) **Weakening in the ability to cope**--female police *anjaks* who have experienced disappointment with the organization and also with leaders in service, choose not to return to their previous career and prefer not to solve problems.

- (d) **Feeling uninspired**—there are also female police *anjaks* who have no motivation at all in their careers, so they do not have the enthusiasm to work.
- (e) **Reduce performance**—by being placed as *anjaks* they reduce performance by being more concerned with their personal and family life and only working as a formality.

2) Distress becomes eustress or 'good stress'

Based on the results of the study, it is also found that there are female police *anjaks* who initially experienced distress, now they have changed to eustress, as described in the characteristics of the nature of eustress, including:

- a) **Motivating and focusing energy**—Female police *anjaks* have the motivation not to become *anjaks* for long, so they really focus their energy on developing their careers.
- b) **Being short-term**—After trying to adjust to following the routine during their assignments as *anjaks* because they feel they can not stand it or feel that they should not be *anjaks*, further they immediately look for a solution to

- immediately get a structural position.
- c) **Pushing yourself in the ability to overcome**--For female police *anjaks* who are not supported by their husbands regarding their expected career, they always push themselves and look for solutions to these problems with the hope of being able to prove to their partners that they are capable of succeeding in a police career as well as a housewife.
- c) **Feeling excited and excited**—there is also an *anjak* who is always passionate and enthusiastic and does not give up.
- d) **Improving the performance**—in the absence of a position that is carried out while serving as an *anjak*, they pro-actively ask to be involved in important activities at JMPR in

order to perform better than sitting idle and only carrying out the morning calls.

3) Eustress starts to become distress

Based on the results of the study, it is found that there are also female police *anjaks* who initially experience eustress. In fact, the stress reactions experienced by female police *anjaks* begins to be distressed because they has entered her fourth year as *anjaks*.

4) Neutral effects

The nature of job stress that does not increase or decrease this performance, occurs in female police *anjaks*. In carrying out their duties, they still try to do what they can as usual. To facilitate the understanding of the discussion related to the job stress profile of JMPR female police *anjaks*, the author describes it in Table 3.

Table 3 Analysis of the job stress profile of JMPR female police *anjaks*

No.	Job stress profile
1.	Job stress sources a. Organizational factor 1. Role problem—unclear job role (no SOP or job description) 2. Career development a) Unclear career development and job achievement appraisal. b) Job promotion is lower than their capabilities. c) The existence of nepotism in the organization. 3. Working Conditions—there is no room to work. 4. Interpersonal factors: a) Negative view of personnel towards the position. b) Negative views of colleagues on the positions held by personnel. c) Disappointment with leaders. 5. Organizational structure—they are involved in the decision-making process.

	b. Personal factors: <ol style="list-style-type: none"> 1. Job home appearance—no partner support. 2. Economic problems—income decreases while cost of living increases 3. Internal—frustration (their intentions are not achieved)
2.	Job stress reactions <ol style="list-style-type: none"> a. Emotional aspects (feelings): <ol style="list-style-type: none"> 1. Retained feelings and withdrawal 2. Decreased self-confidence 3. Feeling isolated and isolated 4. Boredom and job dissatisfaction 5. Motivation increases 6. Neutral b. Behavioral aspects: <ol style="list-style-type: none"> 1. Avoid work and be absent from work 2. Decreased achievement and performance 3. More active in official activities 4. Neutral
3.	Factors influencing subjective review on job stress sources <ol style="list-style-type: none"> a. Internal factors: <ol style="list-style-type: none"> 1. Thoughts: positive and negative 2. Previous stressful experience: service experience 3. Characteristics of a person: age, gender and economic status b. External Factors (Social Support): <ol style="list-style-type: none"> 1. Family support 2. Support within the organization: <ol style="list-style-type: none"> a) Leaders: direct superiors b. Colleagues
4.	Nature of job stress <ol style="list-style-type: none"> a. Distress or bad stress b. Distress becomes eustress c. Eustress is starting to become distress d. Neutral effect

4.2 JMPR female police *anjaks* facing job stress they experience

According to Lazarus and Folkman (1984), the next stage after the first stage of assessment on the source of job stress, the individual conducts a second stage of assessment which then takes steps/strategies called coping stress strategies. Based on the research results associated with the views of Lazarus and Folkman related to coping with stress, it is found that female police *anjaks* of JMPR deal with job stress they experience by using several types of strategies/methods as follows:

a. Emotion-focused coping

- 1) Self controlling—Female police *anjaks* try to respond

wisely and control their emotions.

- 2) Making distance—Female police *anjaks* spend more time with their families than carrying out their duties, thus distancing themselves from their work environment.
- 3) Positive re-assessing—In dealing with the job stress they face, Female police *anjaks* try to always think positively because they feel they are aware of the situation and conditions they experience are part of their job.
- 4) Accepting responsibility—All tasks, orders and responsibilities given by the

organizational leadership are always carried out properly by the female police *anjaks*.

- 5) Running or dodging—the experience of disappointment in the organization causes the female police *anjaks* choose not to accept an offer from the leadership who want to provide her with a structural position.

b. Problem-focused coping

- 1) **Confrontating**—Due to a strong desire to be able to continue a career as a policewoman and to immediately get a structural position and not to linger as a female police *anjak* so that the female police *anjaks* proactively seek assignments within JMPR to continue to exist and show their identity and their achievements in order to get positive evaluations, especially from the leadership, choosing to do the opposite of what was asked by the couple who actually want them to spend more time with their family than on the job.
- 2) **Seeking for social support**—With various assignments that they have been through and met many people both from leaders and colleagues, the female police *anjaks* use the power of friendship to be able to ask for help related to work problems that are being faced.
- 3) **Planning problem solving**—Not only do they remain silent in developing

their career, but female police *anjaks* also keep thinking about her career by making plans to achieve a better position than becoming *anjaks*.

In addition to the two methods, a female police *anjaks* also uses a strategy which according to Pargament (1997) is one type of coping, namely religious coping. It is one of the coping strategies that uses a religious approach in overcoming the problems being faced. Based on the results of the study, it is found that the religious coping strategy is self-directing, where the female police *anjak* believes that she has been given the ability by the God Almighty to solve problems. This religious coping is also carried out using a deferral strategy, in which the female police *anjak* has surrendered to God, regarding her career development which is still placed as a female police *anjak* for years.

According to Mu'taadin (2002), the selection of stress coping strategies in personnel is influenced by the coping resources owned by each personnel. The following are some of the coping resources that influence female police *anjaks* to choose forms of stress coping, including:

- a. **Health condition**—for female police *anjaks* who are almost entering retirement age, of course they are not young anymore so they prefer to use methods that do not require a lot of physical activity, and vice versa.

- b. **Self-concept**—a female police *anjaks* who has a self-concept that she has 'lived' from Polri organization so that she must always be able to give her best. This causes female police *anjaks* to have more confidence in solving problems.
- c. **Social support**—female police *anjaks* who do not get support from their husbands in their careers but get support from colleagues and leaders in their work and careers, prefer to use problem-focused coping strategies to overcome problems in the work they face.
- d. **Economic Asset**—the ability, in terms of finance

and other facilities, is a factor that can influence a policewoman in choosing the coping strategy method she will use.

According to Pergament (1997; 101) there are several things that become a source of coping. One of them is spiritual (such as feelings of closeness to God). Based on the results of the research, this spiritual resource is owned by female police *anjaks* so that they continue to try to carry out their duties and responsibilities as well as possible because carrying out their duties and obligations is a form of worship.

Table 4 Form of coping stress strategies and coping stress resources

FORM OF STRESS COPE STRATEGY	STRESS COPE RESOURCES
a. Emotion-focused coping <ol style="list-style-type: none"> 1. Self-controlling 2. Making distance 3. Positive re-assessing 4. Accepting responsibility 5. Running/dodging b. Problem-focused coping <ol style="list-style-type: none"> 1. Confrontation 2. Seeking for social support 3. Planning problem solving c. Religious-focused coping : <ol style="list-style-type: none"> 1. Self-directing 2. Differing 	a. physical health b. Self-concept c. Social support d. Economic asset e. Spiritual

To facilitate the understanding related to job stress coping strategies by female police *anjaks* and coping resources that influence the selection of strategies can be seen in the Table 4.

5. CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusions

- a. The sources of job stress of seven female police *anjaks* working for JMPR mostly come from organizational factors, such as role problems, career development, working

conditions, interpersonal factors, and organizational structure. Meanwhile, sources that come from personal factors are the appearance of home-work, economic problems, and from themselves. Job stress reactions found in female police *anjaks* of JMPR come from the emotional

aspect (feelings) are mostly boredom and job dissatisfaction, while other stress reactions are harboring feelings and withdrawing, decreasing self-confidence, feeling isolated and isolated, besides that found to be increased in motivation and neutral. Meanwhile, from the behavioral aspect of JMPR female police *anjaks*, most of them experience a decrease in achievement or performance in work when compared to before serving as an *anjak*, avoiding work and even being absent from work and in different reactions they can actually become more active in official and neutral activities. Most of female police *anjaks* experience bad stress or distress. Besides, some *anjaks* initially experience good stress or eustress begins to become distressed, some experience distress at first and then become “eustress”, and some experience neutral effects.

- b. Factors affecting subjective appreciation of the source of job stress causes different stress reactions. This factor can be seen from the internal and external side. Internal factors include thoughts, characteristics of a person and previous stressful experiences, while external factors are the presence or absence of social support from both family including spouses and also from leaders and co-workers. The organizational support factor is the most influential factor in the appreciation of the sources of job stress of female police *anjaks*.
- c. Female police *anjaks* of JMPR deal with job stress they experience using emotion-

focused coping strategies (coping that focuses on emotions) in living a life with job stress, in addition to using religious-focused coping methods, and as well as problem-focused coping. Resources for coping with stress that influence the selection of a form of stress coping strategy by female police *anjaks* of JMPR, including health conditions, self-concept, social support, economic assets, and spiritual. Female police *anjaks* who have social support resources, in this case the support of leaders and colleagues prefer using coping strategies focusing on problems or religion.

5.2 Recommendations

- a. Jakarta Metropolitan Police Region must carefully pay attention on the seven female police *anjaks* there.
- b. Jakarta Metropolitan Police Resort has to be able to help its female police *anjaks* decrease their stress. It is found out that the organizational support factor is the most influential factor in the appreciation of the sources of job stress of female police *anjaks*.

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