

THE TENDENCY OF JOB STRESS OF *TURJAWALI* POLICE OFFICERS OF SOUTH JAKARTA METROPOLITAN POLICE RESORT

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ABSTRACT

Turjawali (escort and patrol) police unit of South Jakarta Metropolitan Police Resort is responsible for regulating, escorting and prosecuting traffic violations in the context of traffic law enforcement with an area of 145.73 kms square. The unit employs 84 personnel on duty from 06.00 a.m. to 22.00 p.m. They must be ready for any incidents in the field in any conditions during the working hours. Such circumstances often make them suffer from work stress. The research aims at examining the causes or factors of the stress among the personnel of turjawali police section. The author employs the qualitative approach and field research method. Data are gathered using observations, interviews, and document review. The results of the study reveal that there are several factors causing work stress of turjawali police officers of South Jakarta Metropolitan Police Resort, including internal factors in membership, such as physical demands and task demands, roles in the organization, career developments, and types of relationships in membership, organizational structure and climate. It is found out that there is an excessive workload due to the size of the jurisdiction of South Jakarta Metropolitan Police Resort and the lack of personnel of Turjawali police. Moreover, there is also an external factor due to the fact that South Jakarta Metropolitan Police Resort jurisdiction is a place for motorized vehicles to pass from Depok, Bogor and other surrounding areas. This increases the workload of Turjawali police of South Jakarta Metropolitan Police Resort. The conditions in the field (hot, rainy, noisy, and dusty) have worsened the situation and tended to make them stressed at work.

Keywords: *South Jakarta Metropolitan Police Resort, turjawali, work stress, workload*

1. INTRODUCTION

One of the most important resources in an organization is human because almost all aspects of organizational activities cannot be separated from the human element. As a workforce, humans are the main resource and play an important role in the organization. Siagian states that philosophically, humans are the most important element

in an organization.¹ Most importantly, humans are not only the 'crown' of God's creation, but they are also different from other living things. Humans are the most important element in an organization because other elements possessed by an organization such as money, materials, machines,

¹ Sondang P Siagian, *Fungsi-fungsi Manajerial* (Jakarta: Bumi Aksara, 1996), p.320

work methods, time and other wealth's can only benefit the organization if the people working for the organization have the power of building instead of destructing the organization. Therefore, it is no exaggeration to say that the implementation of organizing is essentially based on the importance of making humans as stimulants and reducing the possibility of human roles as destroying organizations.

Human resources that are not well coordinated can be a problem for an organization because humans are social beings who have different needs, attitudes, and habits from one another. Various forms of problems related to human resources are always faced by organizations. Problems belong a worker are quite diverse, such as job dissatisfaction, wage discrepancies, high absentee rates, inability to do the work assigned, poor employee relations, and stress problems. Stress is a general term applied to the feelings of stress in human life. Stress can interfere with the work performance of employees in an organization.

Police profession is categorized by most of researchers as a type of work that is very stressful.² Stress experienced by the police can come from physical, social, psychological, political and economic stressors, can also be in the form of work stressors such as excessive workload, low salary, lack of facilities, non-conducive work environment, risk of life while on duty, work routines, etc. These obstacles eventually cause stress which causes negative behaviour in the Police. Traffic police who are often late in arriving on traffic jams, or members of the Criminal Investigation Department who are lazy in solving cases are examples of the image that is perceived by public about police. According to Meliala, one of the

assumptions of the emergence of a disappointing police work performance is due to the stress symptoms that arise among members of police. Police must also be on standby in 24 hours; any time when a call comes they must be fast and responsive; the police dormitory facilities are also inadequate; some police stations do not have dormitories for their members so that when an emergency occurs they cannot immediately go to the location and this affects the lack of recognition and appreciation from the community.³

If police personnel do face excessive workloads, repetitive, monotonous and unvaried work, and they worse thing, accompanied by a lack of rewards, lack of direction, unresponsive supervisor conditions, no opportunities for self-development, inflexible regulations that cause individuals to feel caught in an unfair system, the police will have low job satisfaction. If these conditions are not immediately addressed and allowed to occur for a period of time, police personnel may experience stress.

Kunarto⁴ states that many, if not all, of the duties of Indonesian National Police have the potential to cause stress. A member standing on the side of the road in the hot sun, sucking in dust and exhaust gas continuously without being able to buy drinks and so on, is a very heavy pressure for the member physically and mentally. Even in an incident in Lebak Bulus crossroads, the author finds that when there is a very heavy traffic jam, the police who belong to Turjawali section, do not try to overcome the traffic jam, but instead left the scene without any attempts to handle it. In accordance with the explanation above, this is the psychological pressure experienced by the Turjawali police

²Aditama, *Fenomena Burnout pada Polisi*, (Majalah Emphaty, Edisi Juli), p. 41

³Ibid., p. 42

⁴Kunarto, *Etika Kepolisian* (Jakarta: PT Cipta Manunggal, 1997), p.213

officers in carrying out their duties, so they leave their area of duty.

Such incidents will only cause a tendency to mental fatigue in the Turjawali police personnel, coupled with the complex and congested work system of the Turjawali section. They do their work by going directly to the field every day from morning to evening and sometimes until evening. Sometimes—worsened with the presence of motorists who drive their vehicles by not obeying the signs and using the opposite road—such conditions will cause traffic accidents to the drivers. In fact, many public vehicles transport take and drop passengers carelessly and this will result in increasing traffic jams.

The description above gives the author the desire to conduct research on the tendency of work stress experienced by Turjawali police officers who are on duty directly to the field with the title “The Tendency of Work Stress of Turjawali Police Officers of South Jakarta Metropolitan Police Resort.” The author assumes that the police, in this case Turjawali Unit of South Jakarta Metropolitan Police Resort, in its efforts to maintain and improve the performance of traffic law enforcement that occurs in the jurisdiction of South Jakarta Metropolitan Police Resort cannot be separated from problems that lead to work stress experienced by its members.

The formulation of the problem in this study is that many Turjawali police officers—when carrying out their duties dealing directly with the general public as well as the number of vehicles and vehicle drivers who do not comply with traffic—experience work stress as well as how Turjawali police officers cope with the stress they feel on a daily basis.

The purpose of this study is to find out factors influencing work stress on Turjawali police officers of South Jakarta Metropolitan Police Resort, and

the management used by South Jakarta Metropolitan Police in preventing work stress of its Turjawali police officers in accordance with their workload and life needs as well as the arrangement between the workload and time lag done by Turjawali section of South Jakarta Metropolitan Police Resort in reducing work stress.

2. LITERATURE REVIEW

2.1 Stress

In general, people have experienced tensions although it is often not felt, because this tension ranges from a slight anxiety to a feeling of anxiety that paralyzes a person. A person who experiences a little anxiety doesn't realize that it is a tension that can get worse. Basically tension is a feeling that is not easy to describe. Tension arises because there are problems that must be addressed. Prolonged tension can interfere with the course of life. However, in everyday life there is no tension and it does not necessarily indicate happiness but indicates lethargy or ignorance about what is going on. The word ‘stress’ means a great worry caused by a difficult situation or something that causes the condition.⁵ Another dictionary defines ‘stress’ as a physical, chemical, or emotional factor that causes bodily or mental tension and may be a factor in disease causation.⁶ Meanwhile, Elisabeth Scott⁷ states that stress is any type of change that causes physical, emotional, or psychological strain. Stress is our body's response to anything that requires attention or action.

⁵<https://dictionary.cambridge.org/dictionary/english/stress>

⁶<https://www.merriam-webster.com/dictionary/stress>

⁷<https://www.verywellmind.com/stress-and-health-3145086>

In the 14th century, many people are tempted to do research on the problem of non-technical stress. This refers to the difficulties or suffering experienced by a person. Lumsden (1981) in Lazarus at the end of the 17th century explains that Robert Hooke makes a rather long contribution by formulating stress engineering analysis. Hooke addresses the practical question of how man-made structures, such as bridges are designed to carry heavy loads without collapsing in which they must withstand shocks, from wind, earthquakes and other natural forces capable of destroying them. Lazarus⁸ writes:

Hooke's analysis of the problem drew on three basic concepts, load, stress, and strain. Load refers to external forces, such as weight; stress is the area of the bridge's structure over which the load was applied; and strain is the deformation of the structure, produced by the interplay of load and stress. This analysis greatly influenced 20th century model of stress, which drew on the idea of load as an external force exerted on social or psychological system. Load is analogous to an external stress stimulus, and strain is analogous to the stress response or reaction.

Stress can be divided into two: (1) Eustress—the result of a response to stress that is healthy, positive, and constructive. These include individual and organizational well-beings that are associated with growth, flexibility,

adaptability, and high levels of performance; and (2) Distress—the result of a response to stress that is unhealthy, negative, and destructive. These include individual as well as organizational consequences, such as cardiovascular disease and high absenteeism, which is associated with illness, decline, and death. In other words, the author can conclude that eustress is a positive stress, while distress is a negative stress which becomes the main point of the study. Meanwhile, French and Roger in Wijono⁹ have defined work stress as a misfit between a person's skills and abilities and demands of the job misfit in term of a person's needs supplied by the job environment.

Then, Van Harrison and Pinneau change the definition to become, "any characteristic of the job environment which processes a threat to the individual." Work stress is the result of workplace conditions, such as a noisy workplace, bad air and so on that can disturb one's peace of mind. According to Munandar,¹⁰ work stress is an individual's response to stressors at work that can cause a person to not function optimally. The reactions that occur can be in the form of physical, psychological or behavioural reactions.

According to Hans Syle, a retired professor from University of Montreal who observes a series of changes to various environmental demands, stress is an abstraction. He calls the series of changes as the general adaptation syndrome which consisted of three stages:

⁸Richard S Lazarus, *Stress and Emotion: A New Synthesis* (New York: Springer Publishing, 1999), p. 31

⁹S Wijono, *Psikologi Industri & Organisasi* (Jakarta: Kencana Prenada Media Group, 2010), p. 143

¹⁰A.S. Munandar, *Psikologi Industri dan Organisasi* (Jakarta: UI-Press, 2008)

- a. **Alarm**, in which organisms are oriented towards the demands given by their environment and begin to appreciate them as threats.
- b. **Resistance**, in which the organization mobilizes its resources to be able to deal with demands. If the demands last for a long time then these sources of adjustment begin to run out and the organism reaches the final stage.
- c. **Exhaustion**, in which the body can become sick. This is called the disease of adaptation

Stephen P. Robbins¹¹ defines job or work stress as a dynamic condition in which individuals are faced with opportunities, obstacles and desires and the results obtained are very important but cannot be ascertained. Job stress is a feeling of pressure experienced by employees in dealing with work. This work stress can be seen from the symptoms, including unstable emotions, feeling uneasy, being alone, having a trouble sleeping, excessive smoking, not being able to relax, being anxious, tense, being nervous, increasing blood pressure, and experiencing digestive disorders. Overall, job stress is all the pressure felt by individuals within the scope of their work that affects a person's activity in carrying out his or her duties or work

According to Elisabeth Scott,¹² stress can be short-term or long-term. Both can lead to a variety of symptoms, but chronic stress can take a serious toll on the body over time and have long-lasting health

effects. Some common signs of stress include: changes in mood, clammy or sweaty palms, decreased sex drive, diarrhoea, difficulty sleeping, digestive problems, dizziness, feeling anxious, frequent sickness, grinding teeth, headaches, low energy, muscle tension, especially in the neck and shoulders, physical aches and pains, racing heartbeat, and trembling. Furthermore, Scott¹³ elaborates the ways how to identify stress in a person. Scotts says that stress is not always easy to recognize, but there are some ways to identify some signs that you might be experiencing too much pressure. Sometimes stress can come from an obvious source, but sometimes even small daily stresses from work, school, family, and friends can take a toll on your mind and body. If you think stress might be affecting you, there are a few things you can watch for:

- a. Psychological signs, such as difficulty concentrating, worrying, anxiety, and trouble remembering
- b. Emotional signs, such as being angry, irritated, moody, or frustrated
- c. Physical signs such as high blood pressure, changes in weight, frequent colds or infections, and changes in the menstrual cycle and libido
- d. Behavioural signs, such as poor self-care, not having time for the things you enjoy, or relying on drugs and alcohol to cope

Elisabeth Scott also explains that there are four types of stress. Not all types of stress harmful or even negative. Some of the different

¹¹Stephen P Robbins, *Perilaku Organisasi Edisi Ke-sepuluh* (Jakarta: PT.INDEKS Kelompok Gramedia, 2006), p. 793

¹²<https://www.verywellmind.com/stress-and-health-3145086>

¹³<https://www.verywellmind.com/stress-and-health-3145086>

types of stress that we might experience include:

- a. *Acute stress*: Acute stress is a very short-term type of stress that can either be positive or more distressing; this is the type of stress we most often encounter in day-to-day life.
- b. *Chronic stress*: Chronic stress is stress that seems never-ending and inescapable, like the stress of a bad marriage or an extremely taxing job; chronic stress can also stem from traumatic experiences and childhood trauma.
- c. *Episodic acute stress*: Episodic acute stress is acute stress that seems to run rampant and be a way of life, creating a life of ongoing distress.
- d. *Eustress*: Eustress is fun and exciting. It's known as a positive type of stress that can keep you energized. It's associated with surges of adrenaline, such as when you are skiing or racing to meet a deadline.¹⁴

Moreover, Scott explains that feeling stressed out over a relationship, money, or your living situation can create physical health issues. The inverse is also true. Health problems, whether you're dealing with high blood pressure or you have diabetes, will also affect your stress level and your mental health. When your brain experiences high degrees of stress, your body reacts accordingly. Serious acute stress, like being involved in a natural disaster or getting into a verbal altercation, can trigger heart attacks, arrhythmias, and even sudden death. However, this happens mostly in individuals who

already have heart disease. Stress also takes an emotional toll. While some stress may produce feelings of mild anxiety or frustration, prolonged stress can also lead to burnout, anxiety disorders, and depression. Chronic stress can have a serious impact on your health as well. If you experience chronic stress, your autonomic nervous system will be overactive, which is likely to damage your body, she says. Stress-Influenced conditions include: diabetes, hair loss, heart disease, hyperthyroidism, obesity, sexual dysfunction, tooth and gum disease and ulcers.¹⁵

2.2 Workload

The word 'workload' can be defined as the ability of the worker's body to accept work. From the point of view of ergonomics, every workload received by a person must be appropriate and balanced to the physical and psychological abilities of the workers who receive the workload. Workload can be in the form of physical workload and psychological workload. Physical workload can be in the form of heavy work such as lifting, caring, pushing, while the psychological workload can be in the form of the extent to which the level of expertise and work performance possessed by individuals with other individuals.

Workload is a condition where workers are faced with tasks that must be completed within a certain time limit. Too much workload and too little workload are stress generators. Quantitatively, the workload arises from too many or too few tasks, whereas qualitatively if the worker feels unable to perform the task, or the task does not use the

¹⁴<https://www.verywellmind.com/stress-and-health-3145086>

¹⁵<https://www.verywellmind.com/stress-and-health-3145086>

skills or potential of the workforce, the workload for a very large number of working hours is an additional resource of stress.¹⁶ Everly & Girdano in Munandar add another category of workload, namely a combination of quantitative and qualitative overload work. Excessive loads, either physical or mental, for instance having to do too much, can become possible sources of job stress. The element that causes quantitative overload is working conditions, where each task is expected to be completed as quickly as possible, accurately and carefully. At times, this is motivational and results in achievement, but if the pressure of time causes a lot of failure or causes a person's health condition to deteriorate, and then this is a reflection of quantitative overload. Too little quantitative workload can also affect a person's psychological well-being. In simple work, where there is a lot of repetition, boredom and monotony will arise. Boredom in the daily routine of work, as a result of too few tasks to do, can result in reduced attention. This is potentially dangerous if the workforce fails to act appropriately in an emergency.

There are several factors that can affect the workload in the form of external and internal factors. They include:

- a. External factors, such as tasks, work organization, and work environment.
- b. Internal factors, such as somatic factors: gender, age, body size, health condition, nutritional status and psychological factors: motivation, perception, belief, desire, and satisfaction.

¹⁶A.S. Munandar, loc. cit.

The National Police is a large and complex police organization from the point of view of the state. Therefore, it must be managed properly. Duties and authorities will be carried out efficiently and effectively if they receive the right support from human resources management. In its implementation, the National Police must continuously strive to gain the trust of the community as their protectors and servants. The operational elements of the National Police require distinctive professional technical skills in addition to the ability as a general duty of police officers, which of course is also graded according to the level of organization and rank. Police personnel management or HR management includes: (a) personnel planning or manpower planning, (b) recruitment, (c) pre-service training or education, (d) assignment, (e) transfers and promotions, (f) in-service training, (g) salary and welfare, and (h) retirement.

According to Prabu, the causes of work stress include a perceived workload that is too heavy, urgent work time, low quality of work supervision, an unhealthy work climate, inadequate work authority related to responsibilities, work conflicts, differences in values between employees and leaders who are frustrated at work.¹⁷ Stress factors in the world of work can be grouped into five broad categories: (a) intrinsic factors in work, (b) roles in organizations, (c) career development, (d) relationships at work, and (e) organizational structure and climate.¹⁸ Apart from the five things mentioned above,

¹⁷A. P. Mangkunegara, *Manajemen Sumber Daya Manusia Perusahaan* (Bandung: Remaja Rosdakarya, 2009)

¹⁸A.S. Munandar, log.cit.

Tosi et.al., in Wijono state that there are several factors outside of work that can be a source of stress, especially those related to environmental factors outside of work such as: (a) changes in the structure of life, (b) social support, (c) locus of control, (d) personality, (e) self-esteem, (f) flexibility/rigid, and (g) ability.¹⁹

Prolonged stress must be handled immediately, appropriately and in accordance with the conditions experienced by the person who suffers from the stress himself. According to Lazarus and Folkman there are two ways that can be used in overcoming stress problems, which can be divided into:

- a. Problem focused—efforts to overcome stress by regulating or changing the problems faced and the surrounding environment that causes pressure.
- b. Emotion focused—efforts to cope with stress by regulating emotional responses in order to adjust to the impact that will be caused by a condition or situation that is considered stressful.²⁰

Individuals tend to use problem focused in dealing with problems that they think they can control themselves. On the contrary, individuals tend to use emotion focused in dealing with problems that they think are difficult to control. Sometimes individuals can use both methods at the same time but not all stress management methods must be used by an individual. A study conducted by Folkman on the possible variations of the two strategies above and the

results of the study reveal that there are eight strategies in solving stress:

- a. **Confrontative**—efforts to change the situation that is considered pressing in an aggressive manner, the level of retribution is quite high, and risk taking.
- b. **Seeking social support**—efforts to get emotional comfort and information assistance from others.
- c. **Planful problem solving**—efforts to change the situation that is considered pressing in a careful, gradual and analytical manner.
- d. **Self-control**—efforts to regulate the feelings when faced with stressful situations.
- e. **Distancing**—efforts not to get involved in problems such as avoiding problems as if nothing happens or creating positive views such as taking problems as jokes.
- f. **Positive reappraisal**—efforts to find positive meanings from problems by focusing on self-development, usually also involving religious matters.
- g. **Accepting responsibility**—efforts to realize the responsibility for oneself from the problems he or she faces and try to accept it to make things better. This strategy is good, especially if the problem occurs because of his or her thoughts and actions, but this strategy becomes bad if the individual is not responsible for the problem.
- h. **Escape/avoidance**—efforts to deal with stress by running away from the situation or avoiding it by turning to other things, such as

¹⁹S.Wijono, *Psikologi Industri & Organisasi* (Jakarta: Kencana Prenada Media Group, 2010), p.154

²⁰Richard S Lazarus, log.cit.

eating, drinking, smoking, or using drugs.²¹

Lazarus and Folkman²² state that an effective strategy is a strategy that helps a person to tolerate and accept a stressful situation and not worry about the pressure that he or she cannot control. In accordance with this statement, Cohen and Lazarus argue, in order to carry out stress management effectively, stress management strategies need to refer to the five functions of stress management tasks, known as stress management tasks:

- a. Reducing harmful environmental conditions and increasing prospects for improve it.
- b. Tolerating or adjusting to negative realities.
- c. Maintaining a positive self-image.
- d. Maintaining the emotional balance.
- e. Continuing to be satisfied with relationships with other people.²³

3. METHODS

The research employs the field research method and qualitative approach because the study aims to find out the meaning of a phenomenon comprehensively.²⁴ Data are collected through in-depth interview techniques with informants so that deep, accurate, and meaningful information can be achieved. The author uses the purposive sampling technique or sampling purpose in order to determine the informants, meaning that author selecting informants deliberately with certain

reasons. Besides interviews, the author also conducts observations as one of common techniques in collecting data in a qualitative research.²⁵

4. RESULTS AND DISCUSSIONS

There are several factors that influence work stress of Turjawali police officers of South Jakarta Metropolitan Police Resort, including internal factors in membership, such as physical demands and task demands, roles in the organization, career development, relationships in membership, and organizational structure and climate. It is known that Turjawali police officers of South Jakarta Metropolitan Police Resort have an excessive workload due to the large area of the jurisdiction of South Jakarta Metropolitan Police Resort and the lack of personnel of Turjawali section. In addition, there are also external factors, namely that the jurisdiction of South Jakarta Metropolitan Police Resort is a place for motorized vehicles to pass from the Depok, Bogor and surrounding areas. This geographical condition increases the workload done by Turjawali section of South Jakarta Metropolitan Police Resort. The conditions in the field and the nature that are sometimes hot, rainy, noisy, dusty have added their burden, which in turn, tends to make them stressed at work. This study shows that there are several factors of work stress the Turjawali police officers have, namely excessive workload due to the large area and lack of members.

4.1 Factors causing work stress of Turjawali police officers

The membership of a police officer is a membership that covers several aspects, meaning that the job is difficult, dangerous, and stressful.

²¹R.S Lazarus & S Folkman, *Stress, appraisal, and coping* (New York:McGraw-Hill, Inc, 1984).p.73

²²Ibid., p. 75

²³Ibid., p. 76

²⁴S. Margono, *Metodologi Penelitian Pendidikan*, (Jakarta: Rineka Cipta, 2005), p. 36

²⁵Mardalis, *Metode Penelitian Suatu Pendekatan Proposal, Cet .VI*, (Jakarta: Bumi Aksara, 2003), p. 63

The profession's work environment has a high probability of experiencing things that are frightening, shocking, or causing a psychological trauma, stress and a radical change of a person from the experiences he has had. The source of stress that causes a person to not function optimally or that causes a person to become sick does not only come from one type of stressor but also from several stressors. Therefore, the membership environment has a very prominent influence on the health of a person who is working. Job stress is an adaptive response and an adjustment to a condition between the individual and his or her environment. Surana, a Turjawali police officer, says, "The road conditions are not well-arranged, the road conditions are still jammed, while we have tried to overcome as much as possible, especially during traffic jams. We lack of personnel."²⁶

The conditions of the field are usually the main factor causing stress of Turjawali police officers in carrying out their duties, for example, crowded traffic, unfavourable weather, scorching heat, noisy machines of vehicles and exhaust fumes. Such conditions make the police officers more likely to be stressed in carrying out their duties as public servants.

The narrowing roads carried out by the local government in the context of using Trans Jakarta lane further adds to the existing traffic congestion, as stated by Giyatno, a Turjawali police officer, "the narrowing road used for the bus way is very disturbing for other road users, especially private

vehicles so that it worsen the congestions because one lane is taken for the bus way lane. But, it is the local government program. We will follow it. That means that it actually adds to the congestion."

If there is a minor mistake made by police officers, then the community will always remember it without remembering the good things that have been done by them. This is stated by another Turjawali police officer, Suroto, "The thing that bothers me the most is the drivers who like to violate traffic lights. They are not really aware that it can cause a terrible accident, and if there is another accident, we are also going to be blamed. The most important thing is that we try to overcome the traffic jam, if we can't afford it, well, we just give up. The important thing is that we don't leave our job."

Turjawali police officers continue to do their best to carry out their duties as traffic law enforcers without looking at all complaints and existing field conditions. If this condition continues, it will only cause work stress for them. And in the end, it will make them unable to carry out their duties to the best of their ability. The lack of Turjawali police officers compared to the size of the jurisdiction of South Jakarta Metropolitan Police Resort causes several problems. By having a total of 84 officers for regulating, escorting and regulating traffic and traffic law enforcement for the entire South Jakarta Metropolitan Police Resort jurisdiction (145.73 kms square), comprising of twelve sub-districts located in their operational area really makes them have to work hard in enforcing traffic laws. It will, indeed, add their workload as explained by

²⁶Interview with Aiptu Suratna, an officer of South Jakarta Metropolitan Police Resort on 10 October 2019.

Police Sergeant Suroto, “with the current number of vehicles in my opinion, it is very short. We are often overwhelmed by the traffic conditions in our area, not to mention the presence of arbitrary road users.”²⁷

The lack of personnel of Turjawali section further adds to their burden in carrying out their daily duties, especially when they are in the hours of going to and coming home from work. The roads will be increasingly full of motorized vehicles. The minimum personnel of the section will increase their workload in carrying out their duties. Sometimes, they have to carry out their duties until they have to pass their work schedule, as stated by Sergeant Bripka Suroto, “Sometimes we are stuck at the location if there are incidents/cases that have not been investigated because we must complete the task. If we postpone it then it will usually add to our tomorrow workload. It must be finished today, even though it will exceed the available service time.”²⁸

In addition to the above problems, welfare is also a big problem for Turjawali Unit police officers. A Turjawali police officers, Subarji states, “But I still try to fulfil which needs are more important and prioritized.” The lack of welfare experienced by personnel also adds to the tendency of work stress of Turjawali unit police officers because if the welfare felt by them is lacking, then they will indirectly make them lazy

to work. They will experience boredom and if it is more acute it will become a work stress.

Furthermore, career is also a cause of work stress of Turjawali police officers because it determines the progress of their career in the future. As stated by Arif Kurniawan, “Career management here is still as usual. You can say it is good and it is good. It is not bad also. It can be said standard because sometimes someone is promoted in fact it is not the time for him or her to be promoted. Meanwhile, some personnel are not promoted yet, even though it is the time for them to be promoted.”²⁹ The uncertainty in career development experienced by Turjawali police officers can also be a cause of job stress. Career development here includes the uncertainty things over-promotion and under-promotion. When it is time for some police officers to get promotions, but they don't get anything and the one who gets it is their colleagues who shouldn't get a promotion, social jealousy will arise among the other members.

4.2 Strategies of stress management of Turjawali police officers

Stress of Turjawali police officers can be prevented from occurring and can be dealt with without having a negative impact. Stress management is more than just dealing with it. It learns to deal with it adaptively and effectively. It is almost as important to know what to do and what not to do and what to try. Some people with stress at work due to a competition often vent it by working extra hard. This is not an effective even

²⁷Interview with Bripka Suroto, a police officer of South Jakarta Metropolitan Police Resort on 10 October 2019

²⁸Interview with Bripka Suroto, a police officer of South Jakarta Metropolitan Police Resort on 10 October 2019

²⁹Interview with Arif Kurniawan, a police officer of South Jakarta Metropolitan Police Resort on 10 October 2019

fruitless way to solve the cause of stress. In fact, it will only add to the problem further. Before going into more specific ways to deal with certain stressors, there are two approaches: the individual approach and organizational approach.³⁰

Individual approach—things that might be done in an individual approach are:

- a. **Application of time management**—very precise timing will guarantee one will not become stressed. A good pattern of time division between work, worship, and rest time as stated by Latif, “The change of shifts will make us at least not feel bored, so it's not monotonous. Actually, we are bored too, our work every day is like that, but we consider it an experience for the future. So it's normal when it's in the field, we follow it well and run it smoothly. Yes, thank God it's been going well so far.”³¹
- b. **Additional exercise time**—in human body, exercise is needed that can regulate and stimulate motor nerves and muscles so as to make our bodies fit. Physical endurance will also be better.
- c. **Expansion of social support networks**—making contact with many people is very necessary. In addition to making work easier, we can also use a lot of friendship networks as a place to share in solving problems that

are experienced. Sometimes, everyone like this is very necessary. Therefore, humans are social creatures who need each other. This is reiterated by Latif, “To get rid of the burden on my mind, I usually keep myself busy with activities at home. I like art. Usually, I like to do activities related to art. Then when I meet my wife and children, my burden can be lost. It feels really good.”³²

Organizational Approach—some of the causes of work stress are the demands of the task and the role and organizational structure which are all controlled by management, so that these factors can be changed. Therefore, the strategies that may be used by management to reduce work stress are through selection and placement, goal setting, job redesign, participatory decision making, organizational communication, and welfare programs.³³ Among the things that might be done are the following:

- a. Creating a supportive organizational climate;
- b. Better selecting personnel and work placements;
- c. Reducing conflicts and clarifying organizational roles;
- d. Setting realistic goals; and
- e. Improving organizational communication.

Before going into more specific ways of dealing with a particular stressor, it is important to

³⁰W.A.Dyah, “Dampak Stres dan Tingkat Kepuasan Kerja Terhadap Kinerja Karyawan” diakses dari <http://widiastutidyah.wordpress.com/2011/01/20/makalah-dampak-stres-dan-tingkat-kepuasan-kerja-terhadap-kinerja-karyawan/> pada tanggal 26 Mei 2013

³¹Interviews with a police officer of South Jakarta Metropolitan Police Resort, Aipda Latif, 10 October 2019

³²Interviews with a police officer of South Jakarta Metropolitan Police Resort, Aipda Latif, 10 October 2019

³³R. Dwiputra, “Makalah Stres Kerja”, diakses dari Rumah Kita <http://putrakolut.blogspot.com/2013/02/makalah-stres-kerja.html>, pada tanggal 26 Mei 2013

consider some general guidelines for spurring change and coping. Understanding the basic principles becomes an important part so that someone is able to design solutions to problems that arise, especially those related to the causes of stress in their relationships at work. In relation to the workplace, stress can arise on several levels, ranging from the inability to perform well in certain roles due to misunderstandings by superiors or subordinates. Or even from lack of skills (especially management skills) to simply not liking someone with whom to work closely.³⁴

According to Prabu, there are three patterns in dealing with stress, namely:

- a. **Healthy Pattern**—the best pattern of dealing with stress, namely the ability to manage behaviour and actions so that stress does not cause interference.
- b. **Harmonious Pattern**—a pattern of dealing with stress with the ability to manage time and activities in a harmonious manner and do not cause obstacles.
- c. **Pathological patterns**—a pattern of dealing with stress with the impact of various physical and social-psychological disorders.³⁵

To deal with stress in a healthy or harmonious way, of course there are many things that can be studied. In dealing with

stress, there are three strategies that can be used:

- a. Minimizing and controlling sources of stress.
- b. Neutralizing the impact caused by stress.
- c. Increasing personal endurance.³⁶

Moreover, there are several things that a person can do to prevent the occurrence or emergence of work stress in them so that immunity will arise in them. They can be resistant and immune to stress by doing activities such as relaxation, meditation, yoga and so on. Essentially, these things can be done within the scope of the practice of their religious worships. This is what Turjawali police officers of South Jakarta Metropolitan Police Resort do on average, as stated by Amin Tulus Paelek, “Sometimes, I perform ablution to relieve my anger. Sometimes, I vent my anger to make me calm down in my duties and face the motorcyclist.”³⁷

Many Turjawali police officers resolve or deal with their stress by returning to the religious path they have always believed in. For them, they don't have to worry about anything because they still have a very high backrest that they can rely on and a place to complain about. There are indeed some of them who call themselves down using tranquilizers like nicotine which is found in cigarettes as stated by Arif Kurniawan, “I smoke. It really helps me if I'm bored in the field. Enough to bear clear my mind or is stricter with them and have not

³⁴ Margiati Lullus, Stres kerja: *Latar Belakang Penyebab Dan Alternatif Pemecahannya*. *Jurnal Masyarakat, Kebudayaan dan Politik*, (Surabaya: Fakultas Kesehatan Universitas Airlangga, 1999), hlm.76

³⁵ Mangkunegara, log.cit

³⁶Ibid

³⁷Interview with a police officer of South Jakarta Metropolitan Police Resort, Amin Tulus Pamilih, 10 October 2019

been too emotional about traffic control.”³⁸

5. CONCLUSIONS AND IMPLICATIONS

5.1 Conclusions

In general, this research can be concluded as follows:

- a. Work stress is any pressure felt by individuals within the scope of work that affects a person's activity in carrying out one's duties or work.
- b. Excessive stress can threaten a worker's ability to deal with the environment. Work.
- c. Factors that influence job stress of Turjawali police officers include: intrinsic factors in membership such as physical demands and task demands, roles in organizations, career development, relationships in membership, organizational structure and climate; work environmental factors, such as physical conditions, management or social relations; and personal factors, such as personality type.
- d. Among the causes of work stress on members is excessive workload; this is related to the lack of members and the large area of South Jakarta Metropolitan Police Resort.
- e. Field conditions that are sometimes hot, rainy, noisy, dusty. These add to the physical burden experienced by Turjawali police officers. These further add to their burden which ultimately tends to make them stressed at work.

5.2 Implications

Based on the conclusions above, the author strongly proposes the following implications:

- a. Improving the management system within Indonesian National Police itself, so as to create a management that is in accordance with the workload of the members. Pay more attention to the welfare of members who carry out heavy field workload. Increase the number of personnel and provide good training for them in order to achieve a work balance between welfare and workload.
- b. The head of police resort or traffic unit of South Jakarta Metropolitan Police Resort should be more active in knowing the levels of work stress of its members, recognizing as early as possible the sources of work stress that can lead to work stress and have a negative impact on the performance of its members.
- c. Leaders can use alternative solutions offered by experts in the field of dealing with work stress.
- d. In order to study more about work stress in the National Police environment at large and to complement the shortcomings of this research in discussing work stress in the organization, the researcher recommends the organization to conduct a further research with a more in-depth study, so that work stress problems in the organization can be anticipated and addressed comprehensively and thoroughly so that the decline in performance individually in groups and in organizations can be anticipated early.

³⁸Interview with a police officer of South Jakarta Metropolitan Police Resort, Arif Kurniawan, 10 October 2019.

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