



**THE RELATIONSHIP BETWEEN WORKLOAD AND JOB STRESS AMONG
HUMAN RESOURCES PERSONNEL AT THE POLICE ACADEMY**

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Abstract

Workload is one of the main organizational factors that can trigger work stress in employees. Human Resources officers at the Police Academy perform various administrative tasks that require precision, responsibility, and adherence to strict deadlines, potentially increasing the risk of work stress. This study aims to examine the relationship between workload and work stress among Human Resources officers at the Police Academy and to examine whether there are differences in work stress levels based on gender. The research design used a quantitative correlational approach with a sample of 143 personnel from the Human Resources Division of the Police Academy. Data collection was conducted using the Workload Scale and the Work Stress Scale, each containing 24 valid items. Reliability tests showed excellent internal consistency, with Cronbach's Alpha coefficients of 0.971 for the Workload Scale and 0.977 for the Work Stress Scale. Data analysis used Spearman's rank correlation and the Mann–Whitney U test. The results showed a significant positive relationship between workload and work stress, indicating a very strong positive relationship between workload and job stress. ($r_s = 0.860$, $p < 0.05$), meaning that the higher the workload, the higher the level of work stress among Human Resources officers at the Police Academy. Preliminary survey findings support these results by indicating that accumulated tasks, administrative demands, time pressure, and overtime contribute to occupational stress manifested through physical fatigue, psychological distress, and behavioral changes in personnel. Furthermore, a Mann–Whitney U test showed no significant difference in job stress levels between male and female officers ($U = 2317.000$, $p = 0.720$; $p > 0.05$). The findings also strengthen the applicability of the Job Demands–Resources Theory in explaining occupational stress among administrative personnel in police educational institutions. These findings overall underscore that workload is a significant factor contributing to job stress among Police Academy HR officers, and that effective workload management and organizational support are essential to maintaining employee well-being and reducing job stress.

Keywords: *Workload; Job Stress; Human Resources Personnel; Police Academy; Gender Differences*

Abstrak

Beban kerja merupakan salah satu faktor organisasi utama yang dapat memicu stres kerja pada pegawai. Petugas SDM di Akademi Kepolisian menjalankan beragam tugas administratif yang menuntut ketelitian, tanggung jawab, dan kepatuhan terhadap tenggat waktu yang ketat, sehingga berpotensi meningkatkan risiko stres kerja. Penelitian ini bertujuan untuk melihat hubungan antara beban kerja dan stres kerja pada petugas SDM Akademi Kepolisian serta mengkaji apakah ada perbedaan tingkat stres kerja berdasarkan jenis kelamin. Desain penelitian yang digunakan bersifat kuantitatif korelasional dengan sampel sebanyak 143 personel dari Divisi SDM Akademi Kepolisian. Pengumpulan data dilakukan menggunakan Skala Beban Kerja dan Skala Stres Kerja, masing-masing berisi 24 item yang valid. Uji reliabilitas menunjukkan konsistensi internal yang sangat baik, dengan koefisien Cronbach's Alpha sebesar 0,971 untuk Skala Beban Kerja dan 0,977 untuk Skala Stres Kerja. Analisis data memakai korelasi peringkat Spearman dan uji Mann–Whitney U. Hasil menunjukkan adanya hubungan positif yang signifikan antara beban kerja dan stres kerja ($r_s = 0,860, p < 0,05$), yang berarti semakin tinggi beban kerja, semakin tinggi pula tingkat stres kerja di kalangan petugas SDM Akademi Kepolisian. Temuan awal survei mendukung hasil ini dengan menunjukkan bahwa akumulasi tugas, tuntutan administratif, tekanan waktu, dan kerja lembur berkontribusi pada stres kerja yang tampak melalui kelelahan fisik, tekanan psikologis, dan perubahan perilaku pada personel. Selain itu, uji Mann–Whitney U menunjukkan tidak terdapat perbedaan signifikan tingkat stres kerja antara petugas laki-laki dan perempuan ($U = 2317,000, p = 0,720; p > 0,05$). Keseluruhan temuan ini menggarisbawahi bahwa beban kerja merupakan faktor penting penyebab stres kerja pada petugas SDM Akademi Kepolisian, sehingga pengelolaan beban kerja yang efektif dan dukungan organisasi sangat diperlukan untuk menjaga kesejahteraan pegawai dan mengurangi stres kerja.

Kata Kunci: *Beban Kerja; Stres Kerja; Personel Sumber Daya Manusia; Akademi Kepolisian; Perbedaan Gender*

A. Introduction

Human resources constitute one of the most important assets in an organization because they play a central role in achieving organizational goals. The effectiveness of organizational activities depends not only on employees' competencies and performance but also on their psychological well-being. Employee well-being has increasingly become one of the central concerns in organizational psychology because it directly affects employees' productivity, engagement, and organizational sustainability. Recent developments in the Job

Demands–Resources (JD-R) Theory explain that organizations must balance job demands with adequate job resources in order to maintain employees' psychological health and optimize organizational outcomes. Excessive job demands without sufficient organizational resources may gradually reduce employees' work engagement, increase emotional exhaustion, and ultimately contribute to occupational stress.(Demerouti & Bakker, 2017) Furthermore, a comprehensive literature review by (Nasrul et al., 2023), demonstrated that workload and job stress remain among the most frequently investigated determinants of employee performance across various organizational settings, indicating that employee psychological well-being should receive equal attention alongside performance indicators in human resource management. Consequently, organizations are increasingly encouraged to implement workload management policies that support employee well-being while simultaneously maintaining organizational effectiveness. In today's increasingly dynamic work environment, employees are often required to complete various tasks simultaneously while maintaining high levels of accuracy, efficiency, and responsibility. These demands can create pressure that affects employees' physical and psychological conditions. Although several theories such as Person–Environment Fit Theory, Conservation of Resources Theory, and Effort–Reward Imbalance Theory have been widely used to explain occupational stress, the Job Demands–Resources Theory is considered more appropriate for the present study because it specifically conceptualizes workload as a job demand and explains how organizational resources buffer the negative consequences of excessive workload. Classical theories in occupational psychology have also provided important explanations regarding work-related stress. The Job Demand–Control Model proposed by (Karasek, 1979) suggests that psychological strain is most likely to occur when employees experience high job demands while having limited control over their work. Likewise, the Effort–Reward Imbalance Model introduced by Siegrist explains that occupational stress develops when the effort invested by employees is not matched by adequate rewards, such as recognition, career advancement, or organizational support. Although these theories have substantially contributed to understanding occupational stress, the Job Demands–Resources Theory offers a broader framework by conceptualizing workload as a central job demand while simultaneously considering the buffering role of organizational resources.

One factor frequently associated with employee psychological well-being is workload. Recent organizational research indicates that workload should not merely be interpreted as the quantity of assigned tasks but also as the interaction between work demands, task complexity, time pressure, and employees' available resources. Within the contemporary Job Demands–Resources (JD-R) Theory, workload is conceptualized as one of the most influential job demands because it requires sustained physical, cognitive, and emotional effort. When these demands are not balanced by sufficient organizational resources, employees become increasingly vulnerable to emotional exhaustion, burnout, and occupational stress.(Demerouti & Bakker, 2017) Moreover, a growing body of empirical evidence consistently

demonstrates that excessive workload contributes to declining employee well-being, increasing psychological strain, reducing work engagement, and impairing organizational performance across various occupational settings.(Cokorda Gede Raditya & Wayan Gede Supartha, 2023) A recent literature review further concluded that although workload may influence employee performance differently across organizations, excessive workload remains one of the strongest antecedents of work stress, particularly when accompanied by limited organizational support and insufficient coping resources.(Nasrul et al., 2023) Workload refers to the amount of work a person must complete within a given time period, encompassing the quantity, complexity, and time demands of assigned tasks. Excessive workload can cause employees to feel fatigued, lose focus, experience emotional exhaustion, and struggle to perform tasks effectively. Recent occupational health literature also suggests that prolonged exposure to excessive workload may progressively develop into burnout when organizations fail to provide sufficient job resources and recovery opportunities (Schaufeli, 2021) The Job Demands-Resources (JD-R) model by (Demerouti & Bakker, 2017) defines workload as a job demand that requires sustained physical and psychological effort. If job demands exceed an employee's available resources, the likelihood of stress and burnout increases. Within this framework, workload is considered a key organizational factor triggering work stress. Work stress itself arises when employees perceive that job demands exceed their abilities or available resources. According to Lazarus and Folkman's Transactional Theory of Stress (1984), stress develops through a cognitive appraisal process—where individuals assess environmental demands and their ability to cope. Employees who perceive work demands as overwhelming and beyond their coping resources are more likely to experience stress reactions. Transactional Theory of Stress by demonstrating that occupational stress emerges not only from excessive work demands but also from organizational conditions that continuously exceed employees' coping capacity. Within the policing profession, occupational stress has been recognized as one of the most critical psychological challenges because police personnel are simultaneously exposed to administrative responsibilities, organizational pressures, public expectations, and operational risks. Organizational stressors—including excessive bureaucracy, limited organizational support, poor supervisory relationships, and increasing administrative workloads—have been found to contribute substantially to psychological distress among police personnel, often exceeding the impact of operational duties themselves.(Maran et al., 2018) Furthermore, recent research involving Indonesian police officers confirms that high work stress significantly deteriorates mental health and subsequently influences police behaviour, emphasizing the importance of organizational interventions such as workload management, coping-skills development, emotional intelligence training, and organizational support systems to maintain personnel well-being.(Silaen et al., 2025) Similar findings have also been reported in public-sector organizations, where excessive workload consistently increases employees' job stress, while appropriate workload allocation and work-life balance contribute to

reducing psychological strain and improving organizational effectiveness. (Khotimah & Nardo, 2025)

Previous studies have demonstrated that job stress can negatively affect both employees and organizations. Employees experiencing high levels of stress often report symptoms such as physical fatigue, sleep disturbances, emotional tension, reduced concentration, and decreased work motivation. These conditions may ultimately affect productivity, work performance, and organizational effectiveness (KASIM et al., 2025). Beyond its influence on individual well-being, prolonged job stress also generates substantial organizational consequences. Employees experiencing chronic occupational stress tend to demonstrate lower work engagement, reduced job satisfaction, higher absenteeism, declining organizational commitment, and increased intentions to leave their organizations. From the organizational perspective, these conditions contribute to decreased service quality, reduced operational effectiveness, and greater organizational costs associated with employee turnover and declining productivity. (Adinda et al., 2025) Consistent with the Job Demands–Resources Theory, excessive workload that is not balanced by adequate organizational resources gradually depletes employees' psychological energy and increases emotional exhaustion, ultimately reducing both individual and organizational performance. (Demerouti & Bakker, 2017) Therefore, effective workload management should be regarded not merely as an operational issue but also as a strategic human resource management policy aimed at preserving employee well-being and sustaining long-term organizational performance. (Cokorda Gede Raditya & Wayan Gede Supartha, 2023)

Within police organizations, occupational stress represents an important issue because personnel are required to work under conditions characterized by high responsibility, strict regulations, and demanding organizational expectations. Although studies on occupational stress within police institutions have generally focused on operational officers, administrative personnel are also exposed to considerable work demands. Human Resources personnel, in particular, are responsible for various administrative functions, including personnel administration, staffing management, budgeting support, and human resource development. Recent studies indicate that the responsibilities assigned to human resource personnel within police institutions have become increasingly complex due to organizational reforms, digital transformation, and growing public accountability. Administrative personnel are now expected to perform multiple functions simultaneously, including personnel administration, performance management, organizational evaluation, budgeting, supervision, and internal governance. Consequently, administrative workloads have expanded beyond routine clerical activities and increasingly require continuous cognitive effort, rapid decision-making, and strict compliance with organizational procedures. (Fajar Destri Prasetyo et al., 2024) Research conducted within the Indonesian National Police further demonstrates that increasing workload constitutes one of the most influential organizational determinants affecting personnel performance, particularly when

employees are required to accomplish multiple administrative responsibilities under limited time and organizational resources.(Kanti et al., 2026) Likewise, organizational transformation within police institutions requires personnel to continuously adapt to changing organizational systems while maintaining high performance standards, making effective workload management an increasingly strategic component of human resource governance.(KASIM et al., 2025) These responsibilities require accuracy, accountability, and the ability to complete tasks within specified deadlines.

Based on a preliminary survey conducted among personnel of the Human Resources Division at the Police Academy, several personnel reported experiencing overlapping assignments, high administrative demands, strict deadlines, and overtime work. In addition, the survey indicated the presence of stress-related symptoms, including physical fatigue, psychological pressure, decreased concentration, emotional strain, and reduced motivation while carrying out work responsibilities. These findings suggest that workload may be one of the factors associated with the emergence of job stress among Human Resources personnel at the Police Academy.

Empirical evidence from previous studies supports the relationship between workload and job stress. (Shofi et al., 2024) found that workload significantly influenced job stress among government employees. Similarly, Silaen et al. (2025) reported that work stress affected the mental health and behavioral outcomes of police personnel. Prasetyo et al. (2025) also found that workload and job stress were important organizational factors influencing personnel outcomes within the Lampung Regional Police. In addition, (Febriyolas et al., 2025) reported that excessive workload significantly affected employees in correctional institutions. Within the Police Academy environment, (Mutthohari, 2026) found that workload influenced employee satisfaction and performance. However, their study focused primarily on employee performance rather than job stress.

Although previous studies have consistently demonstrated that workload is associated with job stress across various occupational settings, the existing literature has primarily focused on operational police officers, correctional officers, and government employees. Consequently, administrative Human Resources personnel within police educational institutions remain underrepresented in occupational stress research, despite possessing substantially different job characteristics. Unlike operational police officers who are predominantly exposed to operational risks and field-related stressors, Human Resources personnel face continuous administrative demands, cognitive workload, personnel management responsibilities, and organizational accountability. These distinctive characteristics suggest that the mechanisms underlying job stress among administrative personnel may differ from those identified in previous policing studies. Furthermore, previous studies have generally examined the direct relationship between workload and job stress without providing an integrated theoretical explanation of how excessive workload develops into psychological stress. While the Job Demands–Resources (JD-R) Theory conceptualizes workload as a job demand that depletes employees' physical and

psychological resources, the Transactional Theory of Stress explains that stress emerges through individuals' cognitive appraisal of environmental demands relative to their coping resources. However, studies integrating these two theoretical perspectives remain limited, particularly within the context of police administrative personnel. Therefore, the present study addresses this theoretical gap by examining the relationship between workload and job stress among Human Resources personnel at the Police Academy through the complementary perspectives of the Job Demands–Resources Theory and the Transactional Theory of Stress.

Based on the aforementioned background, this study aims to examine the relationship between workload and job stress among Human Resources personnel at the Police Academy. In addition, this study aims to examine differences in job stress based on gender. The findings are expected to contribute to the development of organizational psychology literature and provide practical recommendations for workload management and employee well-being within police educational institutions.

B. Literature Review

Workload refers to the amount of work an employee must complete within a given period and reflects the extent to which they need to mobilize physical, cognitive, and emotional resources to perform the tasks. Workload is typically related to the number of tasks, the level of complexity of the tasks, and the time available to complete them (Mathis & Jackson, 2018). Within the framework of the Job Demands-Resources (JD-R) Model, workload is categorized as job demands that require sustained effort and drain an employee's physical and psychological resources. If job demands exceed available resources, the likelihood of employees experiencing fatigue, stress, and other negative psychological impacts including job stress—will increase (Bakker & Demerouti, 2007). In this study, workload is understood through three dimensions: quantitative workload, qualitative workload, and time pressure (Munandar, 2001)

Job stress is a psychological condition that arises when employees perceive an imbalance between workplace demands and their ability to cope with those demands. Stress may be reflected in physical symptoms such as fatigue and sleep disturbances, psychological symptoms such as anxiety and emotional tension, and behavioral symptoms including reduced productivity and difficulties in emotional regulation (Robbins, 2003). The Transactional Theory of Stress posits that stress arises from a cognitive appraisal process in which individuals assess external demands against their available coping resources. When employees judge workplace demands to surpass their abilities or resources, they are more likely to exhibit stress responses (Richard S. Lazarus & Folkman, 1984)

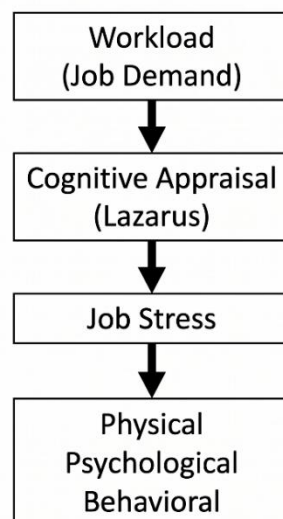
Previous studies have consistently shown that workload is an important factor associated with job stress. (Shofi et al., 2024) found that workload significantly influenced job stress among government employees in Situbondo Regency. Similar findings were reported in law enforcement settings. (KASIM et al.,

2025) stated that police personnel frequently work under demanding conditions characterized by organizational pressure, administrative responsibilities, and high public expectations, making policing one of the occupations most vulnerable to occupational stress. Furthermore, (Silaen et al., 2025) found that work stress significantly affected the mental health and behavioral outcomes of Indonesian police personnel. (Fajar Destri Prasetyo et al., 2024) also reported that workload and work stress were important organizational factors influencing personnel outcomes within the Lampung Regional Police.

Evidence from other public service institutions supports these findings. (Febriyolas et al., 2025) reported that excessive workload significantly influenced employee outcomes among correctional officers. Likewise, (Mutthohari, 2026) found that workload significantly affected employee satisfaction and performance within the Police Academy environment. These findings indicate that workload remains an important organizational factor influencing various employee outcomes across different institutional settings.

Although previous studies have consistently demonstrated the relationship between workload and job stress, evidence focusing on Human Resources personnel within police educational institutions remains limited. Given the distinctive administrative and cognitive demands associated with this role, further investigation is warranted to better understand occupational stress in this context. Accordingly, this study examines the relationship between workload and job stress among Human Resources personnel at the Police Academy.

Based on the theoretical framework and empirical findings presented above, this study proposes that workload is positively associated with job stress among Human Resources personnel at the Police Academy. In addition, this study examines differences in job stress based on gender to provide a more comprehensive understanding of occupational stress within police educational institutions.



Integrated conceptual framework based on Job Demands–Resources Theory and Transactional Theory of Stress.

C. Method

Research Participants

The participants in this study were 143 personnel from the Human Resources Division of the Police Academy. Participation in this study was entirely voluntary, and no financial or material incentives were provided to the respondents. The participants consisted of both male and female personnel who were actively involved in human resource management and administrative activities. Because the population consisted of 143 personnel, the study used total sampling, including every member of the population as a participant. Before the main study, a pilot test was administered to 51 respondents with work characteristics similar to those of the Police Academy Human Resources personnel to assess the instruments' validity and reliability. These pilot respondents were excluded from the main sample.

The participants' responsibilities included personnel administration, staffing management, planning activities, budgeting support, and other human resource functions that involve administrative and cognitive demands. Prior to data collection, all prospective participants were informed about the objectives of the study, the research procedures, the estimated time required to complete the questionnaire, and the voluntary nature of their participation. Participants were also informed of their right to decline participation or withdraw from the study at any stage without any adverse consequences. Only participants who agreed to participate proceeded to complete the questionnaire after providing informed consent. To protect participants' privacy, no personally identifiable information was collected, and all responses were kept anonymous and treated confidentially. The collected data were used exclusively for academic research purposes.

The instruments used in this study were adapted from the Workload Scale developed by Munandar (2001) and the Job Stress Scale based on Robbins (2003) and Lazarus and Folkman (1984). Because these instruments were originally available in the Indonesian language, no translation or back-translation procedures were required. Prior to the main study, the adapted instruments underwent expert judgment by psychology academics to evaluate the relevance, clarity, and appropriateness of each item for measuring workload and job stress among Human Resources personnel at the Police Academy. Subsequently, a pilot study involving 51 respondents with work characteristics comparable to those of the target population was conducted to assess the psychometric properties of the instruments. Item validity was evaluated using corrected item-total correlation, and all items met the predetermined validity criterion (≥ 0.30). Reliability analysis demonstrated excellent internal consistency, with Cronbach's alpha coefficients of 0.971 for the Workload Scale and 0.977 for the Job Stress Scale. Therefore, all items were retained and used in the main study.

Data Collection Instruments

Data were collected using two self-report instruments measuring workload and job stress. The Workload Scale consisted of three dimensions proposed by Munandar (2001), namely quantitative workload, qualitative workload, and time pressure. The Job Stress Scale was developed based on the physical, psychological,

and behavioral aspects of job stress proposed by Robbins (2003) and Lazarus and Folkman (1984). The dimensions, aspects, and number of items included in each instrument are presented in Tables 1 and 2.

Prior to hypothesis testing, both instruments were subjected to validity and reliability testing. Based on the corrected item-total correlation criterion (≥ 0.30), all items on both scales were found to be valid and retained for further analysis (Saifuddin Azwar, 2012). Reliability analysis showed very high internal consistency, with Cronbach's alpha values of 0.971 for the Workload Scale and 0.977 for the Job Stress Scale. These findings indicate that both instruments were reliable for measuring the study variables.

Table 1. Dimensions of the Workload Scale

Dimension	Description	Number of Items
Quantitative Workload	Refers to the amount of work that must be completed within a given period of time.	8
Qualitative Workload	Refers to the complexity and difficulty of tasks requiring competence, accuracy, and responsibility.	8
Time Pressure	Refers to perceived time constraints and deadline-related demands.	8
Total	24	

Source: Adapted from Munandar (2001).

Table 2. Aspects of the Job Stress Scale

Aspect	Description	Number of Items
Physical Aspect	Physical responses such as fatigue, tension, and decreased energy.	8
Psychological Aspect	Emotional and cognitive responses, including anxiety and mental pressure.	8
Behavioral Aspect	Behavioral changes such as irritability, procrastination, and reduced self-control.	8
Total	24	

Source: Adapted from (Robbins, 2003) and (Richard S. Lazarus & Folkman, 1984).

Data Analysis

Data were processed using SPSS. Before testing hypotheses, assumption checks (normality and linearity) were performed to determine suitable statistical methods. The results indicated the use of nonparametric techniques. Therefore, the association between workload and job stress was examined with Spearman's rank-order correlation, while gender differences in job stress were assessed using the Mann–Whitney U test. All tests used a significance threshold of 0.05.

D. Finding and Discussion

Relationship Between Workload and Job Stress

The study found a significant positive correlation between workload and job stress among Human Resources personnel at the Police Academy ($r_s = 0.860$, $p < 0.05$). This result indicates that greater workload is associated with higher levels of job stress, so the first hypothesis was supported. According to Cohen's (1988) guideline for correlation coefficients, an r_s value of 0.860 represents a very strong positive relationship, indicating a substantial effect size. This finding suggests that workload accounts for a considerable proportion of variation in job stress among Human Resources personnel at the Police Academy.

These results align with the Job Demands–Resources (JD-R) Model by (Bakker & Demerouti, 2007) which posits that excessive job demands can drain employees' physical and psychological resources and thereby heighten the risk of job stress. The findings also concur with (Richard S. Lazarus & Folkman, 1984) Transactional Theory of Stress, which suggests that stress arises when individuals perceive environmental demands to exceed their available coping resources. Beyond confirming the assumptions of the Job Demands–Resources (JD-R) Model, the present findings are also consistent with more recent developments of the theory. (Mazzetti et al., 2023) emphasized that excessive job demands, particularly workload, consume employees' physical and psychological resources, whereas adequate job resources can buffer the adverse effects of work demands and sustain work engagement. Consequently, when organizations fail to provide sufficient organizational support, employees become increasingly susceptible to occupational stress and other negative psychological outcomes. The strong positive correlation identified in this study ($r_s = 0.860$) therefore reinforces the proposition that workload constitutes one of the principal antecedents of job stress among administrative personnel within police educational institutions.

The preliminary survey findings further illustrate the psychological processes underlying the observed relationship. Participants reported accumulated tasks, administrative demands, strict deadlines, and overtime work, all of which are consistent with the concept of excessive job demands in the Job Demands–Resources Theory. These conditions are likely to trigger cognitive appraisal processes in which employees perceive that available coping resources are

insufficient, ultimately contributing to physical fatigue, psychological distress, reduced concentration, emotional strain, and behavioral changes. These conditions were reflected in stress-related symptoms such as physical fatigue, psychological pressure, reduced concentration, emotional strain, and behavioral changes. From a psychological perspective, the relationship between workload and job stress can be explained through the complementary mechanisms proposed by the Job Demands–Resources Theory and the Transactional Theory of Stress. Within the JD-R framework, excessive workload functions as a job demand that continuously consumes employees' physical, cognitive, and emotional resources. When these resources are depleted without adequate organizational support or opportunities for recovery, employees become increasingly vulnerable to psychological strain and occupational stress. This process is commonly referred to as resource depletion, whereby prolonged exposure to demanding work gradually reduces employees' capacity to maintain effective functioning. Furthermore, according to the Transactional Theory of Stress, workload does not automatically produce stress. Instead, employees first engage in a cognitive appraisal process in which they evaluate whether work demands exceed their available abilities and coping resources. Human Resources personnel who perceive administrative demands, overlapping assignments, and strict deadlines as exceeding their capacity are more likely to experience psychological stress. Following this appraisal, employees attempt to manage these demands through various coping strategies. However, when coping resources are insufficient or organizational support is limited, coping becomes less effective, resulting in emotional exhaustion, psychological distress, and behavioral changes, as observed among the participants in this study.

Although the present study demonstrated a very strong correlation between workload and job stress, the findings should be interpreted with consideration of the possibility of common method bias (CMB), as both variables were measured using self-report questionnaires administered at a single point in time. Self-report measures may increase the likelihood of inflated correlations due to shared measurement methods rather than solely reflecting the true relationship between the constructs. Nevertheless, the use of validated instruments with excellent internal consistency and a theoretically consistent relationship grounded in the Job Demands–Resources Theory and the Transactional Theory of Stress provides reasonable support for the credibility of the findings. Future studies are encouraged to minimize common method bias by incorporating multiple data sources, supervisor ratings, objective workload indicators, or longitudinal research designs.

The results are consistent with previous studies. (Shofi et al., 2024) reported that workload significantly influenced job stress among government employees. Similarly, (Fajar Destri Prasetyo et al., 2024) found that workload and work stress were important organizational factors affecting personnel outcomes within the Lampung Regional Police. These findings indicate that workload remains an important predictor of job stress across various organizational settings, including police institutions.

Differences in Job Stress Based on Gender

The results of the Mann–Whitney U test indicated no significant difference in job stress between male and female personnel ($U = 2317.000$, $p = 0.720$; $p > 0.05$). Therefore, the second hypothesis was not supported. The calculated effect size for the Mann–Whitney U test was $r = 0.03$, indicating a negligible effect according to Cohen's (1988) criteria. This result suggests that gender contributes very little to the variation in job stress among Human Resources personnel, further supporting the conclusion that workload rather than gender is the primary factor associated with job stress in this population.

This finding suggests that male and female personnel experienced relatively similar levels of job stress. Within the Human Resources Division of the Police Academy, work responsibilities, organizational demands, and performance expectations are distributed relatively equally regardless of gender. Consequently, both groups may experience comparable levels of work-related pressure and stress.

These findings indicate that workload and organizational demands may play a more important role in explaining job stress than gender differences among Human Resources personnel at the Police Academy. The results suggest that job stress among personnel is more closely related to work-related demands and organizational factors than to demographic characteristics such as gender.

VALIDITY AND RELIABILITY TESTING

Table 3. Validity Test Results of the Workload Variable

[illegible]

* Correlation is significant at the 0.05 level (2-tailed).

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Item validity testing was conducted using Pearson Product-Moment correlation on 51 respondents. The results indicated that all items met the validity criterion ($r > 0.276$) and were therefore retained for further analysis.

Item	r hitung	r tabel	Sig.	Keterangan
P1	0,805	0,276	0,000	Valid
P2	0,644	0,276	0,000	Valid
P3	0,785	0,276	0,000	Valid
P4	0,830	0,276	0,000	Valid
P5	0,675	0,276	0,000	Valid
P6	0,665	0,276	0,000	Valid
P7	0,771	0,276	0,000	Valid
P8	0,647	0,276	0,000	Valid
P9	0,801	0,276	0,000	Valid
P10	0,782	0,276	0,000	Valid
P11	0,874	0,276	0,000	Valid
P12	0,821	0,276	0,000	Valid
P13	0,845	0,276	0,000	Valid
P14	0,722	0,276	0,000	Valid
P15	0,836	0,276	0,000	Valid
P16	0,803	0,276	0,000	Valid
P17	0,786	0,276	0,000	Valid
P18	0,787	0,276	0,000	Valid
P19	0,809	0,276	0,000	Valid
P20	0,868	0,276	0,000	Valid
P21	0,836	0,276	0,000	Valid
P22	0,701	0,276	0,000	Valid
P23	0,765	0,276	0,000	Valid
P24	0,811	0,276	0,000	Valid

Based on the validity assessment, every one of the 24 items on the Workload Scale was kept for further investigation. Their item-total correlation coefficients ranged from 0.644 to 0.874, establishing their validity (Azwar, 2012).

Table 4. Reliability Test Results for the Workload Scale

Jumlah Butir	Cronbach's Alpha	Batas	Keterangan
24	0,971	0,70	Reliabel

To evaluate the internal consistency of the Workload Scale, a reliability analysis using Cronbach's Alpha was performed. The scale demonstrated a high reliability coefficient of 0.971, which comfortably surpasses the standard threshold of 0.70.

Therefore, the Workload Scale was considered highly reliable and suitable for use in this study.

CORRELATION HYPOTHESIS TESTING

Assumption Testing
Table 5. Normality Test

Variabel	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Beban Kerja	0,248	143	0,000	0,824	143	0,000
Stres Kerja	0,225	143	0,000	0,828	143	0,000

To evaluate data distribution, the Kolmogorov–Smirnov normality test was applied. The analysis yielded significance values of 0.000 ($p < 0.05$) for both the Workload and Job Stress variables, demonstrating that the data deviated from a normal distribution. Consequently, non-parametric statistical methods were selected for subsequent hypothesis testing.

Table 6. Linearity Test

			Sum of Squares	df	Mean Square	F	Sig.
Stres Kerja * Beban Kerja	Between Groups	(Combined)	36.976,581	36	1.027,127	65,243	0,000
	Linearity		34.070,527	1	34.070,527	2.164,147	0,000
	Deviation from Linearity		2.906,053	35	83,030	5,274	0,000
	Within Groups		1.668,776	106	15,743	–	–
Total			38.645,357	142	–	–	–

To evaluate whether the connection between Workload and Job Stress adheres to the linearity assumption, a linearity test was performed. The analysis

revealed a significant Deviation from Linearity ($F = 5.274$, $p = 0.000$). Because this significance level fell below 0.05, the assumption of linearity was violated. These results, coupled with the previously established non-normal distribution of the data, justified the application of Spearman's rank-order correlation to evaluate the first hypothesis.

Table 7. Spearman's Rank Order Correlation Test Correlations

			Beban Kerja	Stres Kerja
Spearman's rho	Beban Kerja	Correlation Coefficient	1,000	0,860**
		Sig. (2-tailed)	–	0,000
		N	143	143
	Stres Kerja	Correlation Coefficient	0,860**	1,000
		Sig. (2-tailed)	0,000	–
		N	143	143

** Correlation is significant at the 0.01 level (2-tailed)

Analysis using Spearman's rank correlation demonstrated that Workload and Job Stress share a significant positive relationship ($r_s = 0.860$, $p < 0.05$), validating the study's first hypothesis. The magnitude of the correlation coefficient points to a very powerful positive connection, meaning that heavier workloads correspond directly with increased job stress within the Police Academy's Human Resources department.

COMPARATIVE HYPOTHESIS TESTING

Table 8. Normality Test

		Kolmogorov-Smirnov			Shapiro-Wilk		
	Jenis Kelamin	Statistic	df	Sig.	Statistic	df	Sig.
Stres Kerja	Laki-Laki	0,243	89	0,000	0,804	89	0,000
	Perempuan	0,217	54	0,000	0,836	54	0,000

a. Lilliefors Significance Correction

The Kolmogorov–Smirnov test was utilized to evaluate data normality across gender groups. The analysis indicated that the significance values for both male ($p = 0.000$) and female ($p = 0.000$) cohorts fell short of the 0.05 threshold,

demonstrating that Job Stress scores across both categories deviated from a normal distribution. Consequently, the Mann–Whitney U test was selected to investigate the disparities in Job Stress between male and female staff.

Table 9. Homogeneity Test

		Levene Statistic	df1	df2	sig.
Stres Kerja	Based on Mean	,194	1	141	,660
	Based on Median	,216	1	141	,643
	Based on Median and with adjusted df	,216	1	140,912	,643
	Based on trimmed mean	,200	1	141	,655

The homogeneity test was conducted to examine the equality of variances in Job Stress scores across the compared groups. The results showed a Levene Statistic value of 0.194 with a significance value of 0.660 ($p > 0.05$). Therefore, it can be concluded that the variances of the Job Stress data were homogeneous, indicating relatively similar variability between the groups.

**Table 10. Mann-Whitney U Test
Ranks**

	Jenis Kelamin	N	Mean Rank	Sum of Ranks
Stres Kerja	Laki - Laki	89	71,03	6322,00
	Perempuan	54	73,59	3974,00
	Total	143	1	

Test Statistics^a

	Stres Kerja
Mann-Whitney U	2317,000
Wilcoxon W	6322,00
Z	-,359
Asymp. Sig. (2-tailed)	,720

a. Grouping Variable: Jenis Kelamin

To evaluate gender-based differences in Job Stress, a Mann–Whitney U test was performed. The analysis produced a Mann–Whitney U value of 2317.000, a Z value of -0.359, and a significance level of 0.720 ($p > 0.05$). Because the p-value surpassed the standard 0.05 threshold, the second hypothesis was rejected. Despite

female employees exhibiting a slightly higher Mean Rank (73.59) compared to their male counterparts (71.03), this variance was statistically negligible. These results suggest that male and female staff within the Police Academy's Human Resources Division experience comparable degrees of Job Stress.

E. Conclusion

This investigation was designed to explore how workload correlates with job stress among Human Resources staff at the Police Academy, while also examining potential gender-based differences in stress levels. The statistical analysis revealed a strong and significant positive correlation between the two primary variables ($r_s = 0.860$, $p < 0.05$), demonstrating that increased workloads are closely linked to heightened occupational stress. These results highlight workload as a critical determinant of stress within this specific department. Furthermore, the data indicates that various workload dimensions—specifically quantitative demands, qualitative challenges, and time constraints—directly foster physical, psychological, and behavioral manifestations of stress. These insights align with initial survey data, which pointed to heavy administrative burdens, stacked assignments, tight deadlines, and extended working hours as key catalysts for stress among employees. In terms of the comparative analysis, no statistically significant variance in job stress was detected between male and female personnel ($U = 2317.000$, $p = 0.720 > 0.05$). This outcome implies that both gender groups face a comparable intensity of job stress within the Police Academy's Human Resources Division. Based on these findings, organizations are encouraged to implement effective workload management, provide adequate organizational support, and develop stress prevention programs to maintain employee well-being and organizational effectiveness. Future studies are recommended to examine additional factors related to job stress, such as organizational support, leadership, coping strategies, job satisfaction, and work-life balance.

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