

The Relationship Between Self-Efficacy and Burnout in Police Officers

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Abstract. *This study aimed to determine the relationship between self-efficacy and burnout among police officers at the Gorontalo Regional Police. The research employed a quantitative approach using the Spearman Rank correlation method, involving 73 police officers selected through a total sampling technique. Data were collected using self-efficacy and burnout scales developed based on Bandura's theoretical framework and Maslach's burnout concept. The analysis was conducted using SPSS version 26 for Windows. The result showed a significant negative relationship between self-efficacy and burnout in police officers ($r = -0.830$, $p = 0.001$), indicating that higher levels of self-efficacy are associated with lower levels of burnout, and vice versa. These findings suggest that self-efficacy plays an important role as a protective factor that helps police officers manage job stress, maintain emotional stability, and sustain motivation in demanding work environments. Strengthening self-efficacy may therefore contribute to reducing burnout levels and improving psychological well-being among police personnel.*

Keywords: *Self-Efficacy, Burnout, Police Officers*

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INTRODUCTION

The Indonesian National Police, often abbreviated as POLRI, is a state instrument responsible for maintaining public order and security, enforcing the law, and providing protection, guidance, and services to the public (Kurniawatie, 2025; Bolang & Perdhana, 2023). Furthermore, the police are part of society, and therefore must understand the community, including its socio-cultural systems and national philosophy, given the diversity of ethnicities, cultures, and religions. The police, as law enforcement officers in Indonesia, play a crucial role in maintaining stability, order, and well-being in community life (Dessani et al., 2023; Karimullah, 2024). Police officers are part of the community, although they differ from the general public in some aspects. The police's existence is closely linked to the community, as they have the greatest influence and are the primary target for providing services (Adhelia et al., 2021).

Burnout issues frequently occur among workers who provide services to the community, such as teachers, nurses, and police officers. The Gorontalo Regional Police Brigade also experiences human resource issues, with its members experiencing burnout (Fahruroddin, 2019). The significant role of Indonesian National Police (POLRI) officers makes them needed by the public and hold a strategic position in national and social life. According to Wahyuni & Dewi (2020) career cast survey, policing is a highly sought-after profession. However, despite this importance, police work is also one of the occupations with the highest burnout rates.

Researchers almost entirely categorize police professions as among the most stressful occupations (Sunarya, 2024).

In carrying out their service, Regional Police (POLDA) members must interact with the public, colleagues, and superiors. POLDA members are also likely to face demands from the public and from their work, which can lead to feelings of pressure, making them susceptible to stress. If this persists over a long period of time and at a high intensity, this can lead to burnout. The emergence of burnout results in losses for both members and the relevant agencies. While POLDA members typically perform their work with enthusiasm and responsibility, this can change to laziness and a lack of responsibility in carrying out their duties.

This workload makes it highly likely that POLDA members will suffer from psychological symptoms known as burnout. One of the disadvantages for the agency is a lack of public satisfaction, which can lead to a decline in the agency's reputation (Fajrillah & Nurfitriani, 2016). By understanding the complex relationship between self-efficacy and burnout in POLDA members, we can develop more effective intervention strategies to reduce burnout levels and improve their mental and physical well-being. Steps such as increasing social support in the workplace, providing stress-coping skills training, and improving organizational factors that influence work stress can be effective in addressing burnout (Maresca et al., 2022).

Self-efficacy is crucial in human life, as it determines and influences many aspects of our lives, including the potential for managing burnout (Ventura et al., 2015). Self-efficacy is crucial in addressing various issues that can lead to stress and burnout. In this case, addressing the burnout experienced by members of the Gorontalo Regional Police (POLDA Gorontalo) in their work. Self-efficacy is essential for members of the Gorontalo Regional Police (POLDA Gorontalo) because it can influence them in resolving various issues related to the demands of carrying out their duties and the often conflicting rights of members.

Members with high self-efficacy are able to manage work burnout by directing themselves toward problem-solving efforts. Conversely, members with low self-efficacy will try to avoid dealing with any problems at work (Fahrurroddin, 2019). The phenomenon of burnout is also found among members of the Gorontalo Regional Police (POLDA Gorontalo), based on observations and interviews conducted by researchers. The following interview with members of the Gorontalo Regional Police on Wednesday, March 5, 2025, revealed that their daily routines demand high levels of physical and mental endurance, as well as the ability to work effectively under pressure.

This makes it highly likely that members experience high levels of work stress because they are required to work with a high level of focus. "They feel stressed due to fatigue and exhaustion, making them reluctant to go to the office. They usually experience chills and aches. They feel irritated with their colleagues because they are tired and their work is unfinished. They feel pressured by orders that don't match the problems faced in the field and the characteristics of the community. They become emotional when one task is unfinished, and another order comes, which doesn't match the conditions and situation in the field. They lack time (difficulty obtaining permission/leave) for work."

Based on information obtained from interviews with members of the POLDA, the researchers note that burnout is possible. Their routines during service do not always run smoothly. Several issues arise at work, such as pressure from superiors, fatigue, piling up workloads, and limited facilities and infrastructure. These factors can trigger stress among members of the Regional Police (POLDA). Based on the above description, the researchers were interested in conducting a study entitled "The Relationship Between Self-Efficacy and Burnout in Members of the Gorontalo Regional Police."

METHODS

This study was conducted using a quantitative approach with a correlational design, which is appropriate for examining the degree and direction of the relationship between the

independent variable (self-efficacy) and the dependent variable (burnout) among members of the BIDPROPAM unit of the Gorontalo Regional Police. The quantitative approach allows numerical assessment of psychological conditions in measurable form, while the correlational design enables statistical testing without manipulation or intervention from researchers. Thus, the research was directed at identifying whether variations in self-efficacy are associated with variations in burnout levels within the observed population.

Population and Sample

The population in this study consisted of all 73 active personnel of the BIDPROPAM (Propam) Gorontalo Regional Police, who simultaneously served as research respondents. The study applied a total sampling technique, meaning the entire population was included as the sample. This technique was chosen due to the relatively limited population size and to ensure that findings accurately reflect the conditions of personnel within the BIDPROPAM internal environment. Using total sampling also minimizes sampling bias and strengthens internal validity because every eligible member participated.

Research Instruments

Data were collected using a structured questionnaire distributed to respondents. The questionnaire used a Likert scale format with four response options: SS (Strongly Agree), S (Agree), TS (Disagree), and STS (Strongly Disagree). Two measurement instruments were employed, structured based on established theories of self-efficacy and burnout.

Instrument	Theoretical Basis	Dimensions/Indicators	Scale Type	Response Format	Scoring Interpretation
Self-Efficacy Scale	Based on Bandura's theory cited from Gailey-Burdine (2021)	Level, Generality, Strength	Likert 4-point	SS-S-TS-STS	High score = high self-efficacy
Burnout Scale	Constructed using Maslach's burnout components	Emotional Exhaustion, Depersonalization, Reduced Personal Accomplishment	Likert 4-point	SS-S-TS-STS	High score = high burnout level

The use of these instruments refers to theoretical frameworks to ensure relevance to the psychological characteristics observed. Items were checked for readability, alignment with constructs, and suitability to the police work context. The structure of the scale, indicators, and scoring procedures were retained as in the initial instrument design to maintain measurement authenticity.

Data Collection Procedure

Questionnaires were distributed directly to respondents in their work environment. Prior to filling them out, participants received a brief explanation of the research purpose, confidentiality, and voluntary participation to prevent response bias. Respondents completed the instruments independently during the allocated time, and questionnaires were collected on the same day to ensure data completeness and reduce missing responses.

Data Analysis

The completed data were processed using SPSS version 26 for Windows. Descriptive statistical analysis was first conducted to obtain minimum, maximum, mean, and standard deviation values for both variables. Categorization based on score ranges was also carried out to identify respondent distribution across low, moderate, and high criteria. Before hypothesis testing, normality and linearity tests were conducted as prerequisite analyses. After statistical requirements were met, the hypothesis was tested using the Spearman Rank Correlation

technique. This method was chosen because the questionnaire data were ordinal in nature and suited for determining the relationship strength and direction between self-efficacy and burnout. The significance value used was $p < 0.05$, indicating that a relationship is statistically significant if the obtained p-value falls below this threshold.

RESULT AND DISCUSSION

Following the completion of data collection and the subsequent processing of respondents' questionnaire responses, the data were analyzed quantitatively to obtain an empirical overview of self-efficacy and burnout levels among members of the BIDPROPAM Gorontalo Regional Police. Data analysis was conducted in stages, beginning with descriptive statistical procedures to illustrate respondent characteristics and variable distribution, followed by categorization to classify self-efficacy and burnout tendencies. Thereafter, inferential analysis through the Spearman Rank correlation test was performed to evaluate the relationship between both variables. The results presented in the subsequent section outline the descriptive findings, variable categorization outcomes, and hypothesis testing results as the basis for interpreting the relationship between self-efficacy and burnout among police personnel.

Univariate Analysis

Table 1. Frequency Distribution by Age

Category	Frequency	Percentage
23 – 27 Year	35	47,9%
35 – 40 Year	25	34,2%
45 – 51 Year	13	17,8%
Total	73	100%

Source: Processed Results of SPSS 2025

Based on the table above, the highest percentage was found in respondents aged 23-27 years (35 respondents (47.9%)), followed by respondents aged 35-40 years (25 respondents (34.2%)), and the lowest percentage was found in respondents aged 45-51 years (13 respondents (17.8%)).

Table 2. Descriptive Statistics

Variables	Min	Max	Mean	SD
X	75	129	102,93	10,971
Y	64	111	86,95	11,252

Source: Processed Results of SPSS 2025

Based on this table, we can see that the descriptive statistics for self-efficacy are a minimum of 75, a maximum of 129, with a mean of 102.93, and a standard deviation of 10.971. For burnout, the minimum is 64, a maximum of 111, with a mean of 86.95, and a standard deviation of 11.252.

Table 3. Self-Efficacy Categorization

Category	Frequency	Percentage
Low	11	15,1%
Medium	45	61,6%
High	17	23,2%
Total	73	100%

Source: Processed Results from SPSS 2025

The table above shows that the total number of respondents was 73, resulting in 11 respondents (15.1%) with low Self-Efficacy, 45 respondents (61.6%) with moderate Self-Efficacy, and 17 respondents (23.2%) with high Self-Efficacy.

Table 4. Burnout Categorization

Category	Frequency	Percentage
Low	19	26,0%
Medium	35	47,9%
High	19	26,0%
Total	73	100%

Source: Processed Results from SPSS 2025

The table above shows that the total number of respondents was 73, resulting in 19 respondents (26.0%) with low levels of burnout, 35 respondents (47.9%) with moderate levels, and 19 respondents (26.0%) with high levels.

Table 5. Categorization of Self-Efficacy Aspects

Aspect	Category	Frequency	Percentage
Level	Low	11	15,1%
	Medium	44	60,3%
	High	18	24,7%
	Total	73	100%
Generality	Low	13	17,8%
	Medium	23	31,5%
	High	37	50,7%
	Total	73	100%
Strenght	Low	27	37,0%
	Medium	36	49,3%
	High	10	13,7%
	Total	73	100%

Source: Processed Results of SPSS 2025

Based on the table, the Level (task difficulty) category for members of the Gorontalo Regional Police's BIDPROPAM (Propam Management Agency) indicates that approximately 15.1% fall into the low category, 60.3% into the medium category, and 24.7% into the high category. Meanwhile, in terms of Generality (breadth), 17.8% of members of the Gorontalo Regional Police's BIDPROPAM fall into the low category, 31.5% into the medium category, and 50.7% into the high category. In terms of Strength, 37.0% fall into the low category, 49.3% into the medium category, and 13.7% into the high category.

Table 6. Burnout Aspect Categorization

Aspect	Category	Frequency	Percentage
Fatigue (emotional exhaustion)	Low	20	27,4%
	Medium	30	41,1%
	High	23	31,5%
	Total	73	100%
Cynical (depersonal- alitation)	Low	22	30,1%
	Medium	33	45,2%
	High	18	24,7%
	Total	73	100%
Decreased self-esteem	Low	20	27,4%
	Medium	35	47,9%
	High	18	24,7%
	Total	73	100%

Source: Processed Results of SPSS 2025

Based on the table, it can be seen that the emotional exhaustion aspect of BIDPROPAM Polda Gorontalo members shows that approximately 27.4% are in the low category, 41.1% are in the moderate category, and 31.5% are in the high category. Meanwhile, in the depersonalization aspect, 30.1% of BIDPROPAM Polda Gorontalo members are in the low category, 45.2% are in the moderate category, and 24.7% are in the high category. The reduced personal accomplishment aspect is in the low category of 27.4%, the moderate category of 47.9%, and the high category of 24.7%.

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Table 7. Normality Test Results

Research Variables	Sig. Value
Self-Efficacy	0,786
Burnout	0,219

Source: Processed Results of SPSS 2025

Based on the data analysis results in the table above, the values obtained for the Self-Efficacy and Burnout variables are 0.786 and 0.219, respectively. This indicates that the analysis meets the normality test criteria.

Table 8. Linearity Test Results

Variable	Deviation From Linearity	Inf
X - Y	0,717	Linear

Source: Processed Results of SPSS 2025

Based on the table output above, it can be concluded that there is a significant relationship between social support and burnout of 0.717, where $0.717 > 0.05$. Overall, these results are considered significant, thus concluding that the relationship between the independent variables and the dependent variable is linear.

Hypothesis Testing

Table 9. Spearman Rank Hypothesis Test Results

Variable	(R)	(p Value)	Information
X and Y	-0,830	0,001	Signifikan

Source: Processed Results from SPSS 2025

The results of the analysis in the table show that the correlation between Self-Efficacy and Burnout is $R = -0.830$ with $p = 0.001$ ($p < 0.05$). This indicates a negative relationship between Self-Efficacy and Burnout among members of the BIDPROPAM of the Gorontalo Regional Police. The following are the requirements for correlation analysis: (1) If the R value = 0, there is no correlation; (2) If the R value $> 0 - 0.25$, the correlation is very weak; (3) If the R value $> 0.25 - 0.5$, the correlation is moderate; (4) If the R value $> 0.5 - 0.75$, the correlation is strong; (5) If the R value $> 0.75 - 0.99$, the correlation is very strong; (6) If the R value > 1 , the correlation is perfect. Based on the output table above, it is known that the R value is -0.830. Based on decision making on the relationship degree guidelines, the R value shows that there is a very strong correlation between the Self-Efficacy and Burnout variables..

Self-Efficacy of Members of the Gorontalo Regional Police's BIDPROPAM

Based on the results of the research conducted on members of the Gorontalo Regional Police's BIDPROPAM (Protective and Security Administration) unit, as previously described, the results of the self-efficacy categorization test for 73 police officers showed that 11 respondents (15.1%) were in the low category. 45 respondents (61.6%) were in the moderate category, and 17 respondents (23.3%) were in the high category. These results indicate that the level of self-efficacy among members of the Gorontalo Regional Police's BIDPROPAM unit is in the moderate

category. This indicates that individuals have confidence in their ability to carry out their duties, but this confidence is not yet fully strong or stable. Police officers with moderate self-efficacy are generally able to complete routine tasks quite well, especially in familiar or repeated situations. However, when faced with new challenges, emergencies, or high pressure, they tend to experience doubt and require external support, either from colleagues or superiors. They can also exhibit inconsistent work motivation, depending on the conditions of the work environment and the extent to which they feel supported. Low self-efficacy among police officers can be caused by various interrelated factors that significantly influence an individual's confidence in carrying out their duties. One major factor is a high workload, which causes excessive stress. Research by Permatasari et al. (2020) shows that a heavy workload contributes to increased job stress in police officers, ultimately reducing self-efficacy.

Furthermore, mental exhaustion, or burnout, is also a significant factor. Fahrurroddin (2019) found that burnout had a significant negative relationship with self-efficacy among members of the Mobile Brigade Corps (Brimob) of the North Sumatra Regional Police, where emotional and physical exhaustion from continuous duty can erode self-confidence. Another contributing factor is work stress, which directly impacts adaptability and decision-making (Sugiarto et al., 2020). Syakdiah et al. (2024), in their research at the West Sumatra Regional Police's Community Development Directorate, concluded that the higher the level of work stress, the lower the self-efficacy of police officers. Furthermore, anxiety about job transfers also contributes to decreased self-efficacy (Nai et al., 2022). Sookhai & Budworth (2010) stated that high anxiety about transfers is negatively related to self-efficacy, as officers feel unprepared for changes in their work environment. Finally, poor interpersonal communication in the workplace also negatively impacts self-efficacy (Saraswati et al., 2021).

Chairunnisa et al. (2024) explained that ineffective communication can trigger conflict and aggressive behavior, which in turn lowers officers' confidence in carrying out their duties. Therefore, understanding these factors is crucial for developing appropriate intervention strategies to improve police officers' self-efficacy. Based on the explanation above, it can be concluded that the level of self-efficacy among members of the BIDPROPAM Polda Gorontalo is in the moderate category. The main factors that reduce self-efficacy include high workloads that cause stress, mental fatigue (burnout), and work stress that affects adaptability and decision-making. In addition, anxiety about job transfers also contributes to lowering self-efficacy due to unpreparedness for change. Poor interpersonal communication in the work environment is also an important factor, as it can trigger conflict and reduce self-confidence. Therefore, a thorough understanding of these factors is crucial in designing strategies to improve self-efficacy among Polda members.

Burnout among members of the BIDPROPAM of the Gorontalo Regional Police

Based on the results of the research conducted on members of the Gorontalo Regional Police's BIDPROPAM (Protective and Security Administration) as previously described, the results of the burnout categorization test among 73 police officers showed that 19 respondents (26.0%) were in the low category. 35 respondents (47.9%) were in the moderate category, and 19 respondents (26.0%) were in the high category. These results indicate that the level of burnout among members of the Gorontalo Regional Police's BIDPROPAM is in the moderate category. This indicates that officers experiencing moderate burnout generally feel emotionally exhausted, lack enthusiasm in carrying out their duties, and begin to display cynical attitudes or withdraw from social interactions in the work environment. They may also feel low in self-confidence, dissatisfied with their achievements, and complete tasks merely as an obligation without strong motivation. Nevertheless, they are still able to carry out their responsibilities, albeit with a significant decrease in effectiveness and job satisfaction.

This condition requires attention because if left untreated, it can develop into severe burnout, which risks disrupting performance and mental health. A study by Martinussen et al. (2007) found that police officers experiencing moderate burnout tended to exhibit decreased

work motivation, despite still being able to perform their duties quite well. Another contributing factor is a lack of social support from coworkers and superiors, which can exacerbate their physical and emotional exhaustion (Saraswati et al., 2021). Research by Sugiarto et al. (2020) also showed that work stress is directly related to burnout, especially in officers who work long hours and demanding tasks, causing them to feel physically and mentally exhausted, even if they are not yet in the severe burnout category. Furthermore, anxiety about structural changes or job transfers within the organization is also a significant factor influencing burnout levels (Bilal & Ahmed, 2017). Thus, although moderate burnout may not be readily apparent, its impact can still negatively impact the performance and well-being of police officers in the long term.

The level of burnout among police officers is influenced by various interacting factors. High and unbalanced workloads, with long and often risky working hours, can lead to physical and mental exhaustion, increasing the risk of burnout. Furthermore, a lack of social support and effective supervision from superiors and coworkers also contributes to ongoing work stress (Queirós et al., 2020). Exposure to violent and traumatic situations, which Polda officers frequently face, also exacerbates their psychological well-being, with a study by Andrews et al., 2022 indicating that this can lead to increased burnout rates. Limited resources, such as inadequate equipment and limited training, leave Polda officers feeling unprepared and frustrated, further exacerbating their burnout. Furthermore, an imbalance between work and personal life also exacerbates stress, as Polda officers often have to work irregular hours and face unpredictable emergency calls.

Organizational factors and unsupportive leadership also play a significant role, with ineffective leadership styles exacerbating burnout levels among Polda members. The stigma surrounding mental health issues within the police force also discourages members from seeking help, further worsening their psychological well-being. Finally, individual personality factors and how they manage stress also influence their susceptibility to burnout, with individuals with less effective coping styles more likely to experience emotional exhaustion (Queirós et al., 2020). Based on the above, it can be concluded that the burnout level among Polda members is in the moderate category. Burnout among Polda members is influenced by various factors, including an unbalanced workload, lack of social support, exposure to violence, limited resources, and personal issues related to work life. Furthermore, organizational factors, stigma surrounding mental health, and how individuals manage stress also play a significant role in the development of burnout. Therefore, efforts to reduce burnout must encompass improvements across multiple aspects, including providing adequate support, training in coping skills, and creating a healthier and more supportive work environment.

The Relationship Between Self-Efficacy and Burnout in Members of the BIDPROPAM of the Gorontalo Regional Police

The purpose of this study was to determine the relationship between Self-Efficacy and Burnout among members of the BIDPROPAM Polda Gorontalo. Based on the results of the Spearman Rank correlation test using 73 police officers, the correlation value (r) was -0.830 and the sig value (p) = 0.001 ($p < 0.005$). The results of this study indicate a negative relationship between Self-Efficacy and Burnout among members of the BIDPROPAM Polda Gorontalo. These results indicate that the higher the self-efficacy, the lower the burnout level in police officers, and vice versa, the lower the self-efficacy, the higher the burnout level. Therefore, it can be concluded that the hypothesis in this study is accepted, because there is a negative and significant relationship between self-efficacy and burnout among members of the BIDPROPAM Polda Gorontalo.

This significant relationship also indicates that changes in self-efficacy have a significant impact on burnout levels. Police officers facing persistently high workloads are at risk of chronic stress and burnout if they cannot effectively manage this workload. However, if police officers have high self-efficacy, they are better able to manage heavy workloads by dividing tasks equitably, managing their time efficiently, and utilizing existing organizational support, thereby

reducing work stress levels and preventing burnout. Research on the relationship between self-efficacy and burnout in police officers has demonstrated significant relevance in the context of a stressful profession like policing. Self-efficacy, which refers to an individual's belief in their ability to face challenges, plays a crucial role in managing stress and preventing emotional exhaustion. A strong negative relationship between self-efficacy and burnout among members of the General Criminal Investigation Directorate of the Jakarta Metropolitan Police, with a Spearman Rank correlation of -0.761 and $p = 0.000$, indicating that higher levels of self-efficacy, lower levels of burnout.

Furthermore, research by Eikenhout et al. (2022) in the Netherlands revealed that self-efficacy in coping with stress serves as a buffer against burnout in police officers. Decreased self-efficacy can exacerbate burnout symptoms, creating a negative cycle that worsens officers' mental well-being. Research by Kurniawati (2020) also highlighted the importance of self-efficacy in reducing work stress and increasing job satisfaction among members of the Mobile Brigade Corps (Brimob) of the South Sumatra Regional Police. This study showed that high self-efficacy can reduce work stress and increase job satisfaction, which in turn can influence burnout levels (Kurniawati, 2020). These findings emphasize the importance of developing self-efficacy as a burnout prevention strategy in police departments. Training and interventions focused on improving self-confidence in coping with stress are expected to reduce the risk of burnout and improve the well-being of police officers. Based on the explanation presented in this study, it shows that the higher the self-efficacy, the lower the burnout rate, and vice versa. The lower the self-efficacy, the higher the burnout rate experienced by police officers. Previous research has confirmed a negative relationship between these two variables.

CONCLUSION

The level of self-efficacy among members of the Gorontalo Regional Police's BIDPROPAM is in the moderate category. This indicates that individuals have confidence in their abilities to carry out their duties, but this confidence is not yet fully strong or stable. Police officers with moderate self-efficacy are generally able to complete routine tasks quite well, especially in familiar or repeated situations. However, when faced with new challenges, emergencies, or high pressure, they tend to experience doubt and require external support, either from colleagues or superiors. The level of burnout among members of the Gorontalo Regional Police's BIDPROPAM is in the moderate category, indicating that officers experiencing moderate burnout generally feel emotionally exhausted, lack enthusiasm for carrying out their duties, and begin to display cynical attitudes or withdraw from social interactions in the workplace. They may also feel low in self-confidence, dissatisfied with their achievements, and complete tasks merely as an obligation without strong motivation. Despite this, they are still able to carry out their responsibilities, albeit with a significant decrease in effectiveness and job satisfaction. The results of the study indicate that there is a significant relationship between self-efficacy and burnout in members of the BIDPROPAM of the Gorontalo Regional Police. Self-efficacy acts as a protective factor that helps Polda members face task pressure, maintain emotional balance, and maintain motivation and performance in demanding work situations.

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