



THE EFFECT OF STRESS WORK-LIFE BALANCE AND JOB SATISFACTION ON ATTACHMENT WORK WITH JOB FATIGUE AS A MEDIATOR

Sri Budhi Setiyaningsih^{1*}, Sutirto,² Kuncono Teguh Yunanto³

^{1,2,3} Universitas Persada Indonesia Y.A.I

Email: daffa_tya@yahoo.com, Sunangunungjati1973@gmail.com, kuncono.teguh@upi-yai.ac.id

Abstract: This study examines the effects of stress, work-life balance, and job satisfaction on work engagement, with burnout serving as a mediating variable among Operational Control Assistance (BKO) police officers deployed in Papua, Indonesia. Police officers assigned to conflict-prone operational areas are exposed to demanding working conditions that may influence their psychological well-being and organizational performance. Understanding the determinants of work engagement is therefore essential for improving both employee well-being and organizational effectiveness. This study employed a quantitative explanatory research design using Structural Equation Modeling (SEM). Data were collected from 222 BKO police officers through standardized questionnaires measuring work engagement, stress, work-life balance, job satisfaction, and burnout. The proposed structural model was evaluated using goodness-of-fit indices before testing the direct and indirect relationships among the study variables. The findings indicate that the proposed structural model adequately fits the empirical data. Stress, work-life balance, job satisfaction, and burnout were found to significantly influence work engagement. In addition, stress significantly increased burnout, whereas work-life balance and job satisfaction significantly reduced burnout. The mediation analysis further demonstrated that burnout played a significant role in explaining the relationships between the antecedent variables and work engagement, although the magnitude of the mediating effects varied across the examined relationships. These findings highlight burnout as an important psychological mechanism linking organizational and individual factors to employees' work engagement. This study contributes to the literature on industrial and organizational psychology by extending the Job Demands–Resources (JD-R) framework to operational police officers working in high-risk environments. Practically, the findings suggest that the Indonesian National Police should strengthen stress management programs, improve work-life balance, enhance job satisfaction, and implement systematic burnout prevention initiatives to sustain work engagement and improve organizational performance among operational personnel.

Keywords: Work Engagement; Occupational Stress; Work-Life Balance; Job Satisfaction; Burnout; Operational Control Assistance (BKO) Police; Structural Equation Modeling (SEM).



INTRODUCTION:

Maintaining public security and social order is one of the primary responsibilities of every sovereign nation because it provides the foundation for political stability, economic development, and community welfare. In Indonesia, this responsibility is entrusted to the Indonesian National Police (Polri) as stipulated in Law Number 2 of 2002 concerning the Indonesian National Police. Unlike many other public institutions, policing is characterized by continuous twenty-four-hour service, requiring personnel to remain prepared to respond immediately to criminal incidents, natural disasters, civil conflicts, terrorism, and various public emergencies. Consequently, police officers are exposed to demanding operational conditions that require sustained physical endurance, psychological resilience, and professional commitment.

Among all police assignments, operational personnel assigned under the Operational Control Assistance Unit (Bawah Kendali Operasi/BKO) experience substantially greater occupational demands than officers performing routine administrative duties. BKO personnel deployed to conflict-prone regions, particularly Papua, are required to operate under conditions involving armed conflict, security threats, prolonged separation from family, uncertain deployment duration, environmental hardship, and constant readiness for emergency operations. Such circumstances create continuous psychological pressure that may threaten officers' well-being and reduce their capacity to maintain optimal performance.

The psychological challenges experienced by police personnel have become increasingly important in organizational psychology because policing is recognized as one of the most stressful occupations worldwide. Police officers regularly encounter traumatic events, violent crimes, fatal accidents, armed confrontations, and humanitarian emergencies while simultaneously maintaining emotional stability and professional judgment during service. Burke (2017) emphasized that policing involves both operational and organizational stressors that significantly influence officers' psychological health. Similarly, White and Robinson (2014) argued that police organizations must continuously balance increasing operational demands with effective personnel management to ensure sustainable organizational performance.

The demanding nature of policing is further intensified by organizational factors, including insufficient personnel, increasing public expectations, complex bureaucratic procedures, rotational assignments, frequent deployment, limited family interaction, and negative public perceptions toward law enforcement agencies. These conditions often create cumulative occupational stress that adversely affects police officers' psychological well-being and work effectiveness. If not properly managed, prolonged exposure to occupational stress may eventually reduce motivation, impair decision-making, increase emotional exhaustion, and decrease organizational commitment.

One psychological construct that has attracted considerable attention in organizational behavior literature is work engagement. Schaufeli and Bakker (2006) defined work engagement as a positive, fulfilling, work-related psychological state characterized by vigor, dedication, and absorption. Employees with high work engagement demonstrate greater enthusiasm, stronger commitment, higher resilience, and greater persistence in accomplishing organizational objectives.



In policing organizations, work engagement becomes particularly essential because officers must maintain concentration, motivation, and professional responsibility even under highly demanding operational circumstances.

Maintaining work engagement among police officers deployed in conflict areas presents a considerable challenge. Operational assignments frequently require officers to remain separated from their families for extended periods while simultaneously confronting dangerous environments that threaten both physical safety and psychological well-being. According to Police Regulation Number 2 of 2018, police personnel assigned to operational conflict areas are vulnerable to physical injury, psychological trauma, disability, and even death. These occupational hazards may reduce work engagement and eventually influence organizational performance if appropriate psychological support is unavailable.

Empirical evidence further illustrates these challenges. Internal reports from Task Force III of Operation Madago Raya revealed that many operational police officers experienced boredom, psychological pressure due to prolonged deployment, communication difficulties with family members, uncertainty regarding assignment duration, and anxiety concerning their families' health conditions. Similar findings were reported by the Human Resources Division (SSDM Polri) in 2024, indicating that many returning BKO officers experienced declining morale, increased fear during conflict-zone assignments, reduced concentration resulting from concern for their families, and reluctance to participate in future operational deployments. These findings indicate that operational assignments expose police officers to psychological conditions capable of reducing their work engagement and overall organizational effectiveness.

Previous studies have consistently identified several antecedents of work engagement, including occupational stress, work-life balance, and job satisfaction. Occupational stress represents one of the most widely investigated determinants because excessive psychological demands often reduce employees' motivation and organizational attachment. However, empirical findings remain inconsistent. Wasinis and Riyanto (2020) and Herlina (2019) concluded that occupational stress negatively affects work engagement, whereas Mol et al. (2017) suggested the opposite causal relationship, arguing that higher work engagement may reduce perceived stress. These contradictory findings indicate that the relationship between stress and work engagement remains inconclusive and requires further empirical investigation.

Work-life balance has also received considerable attention as an important predictor of employee engagement. Fisher et al. (2009) described work-life balance as an individual's ability to effectively balance work responsibilities with personal and family life. Previous studies generally demonstrate that employees with better work-life balance exhibit higher work engagement, stronger organizational commitment, and better psychological well-being. Nevertheless, achieving work-life balance among operational police officers remains particularly challenging because extended deployments, unpredictable work schedules, and prolonged separation from family substantially limit opportunities to maintain healthy personal relationships.



Job satisfaction constitutes another important antecedent of work engagement. Employees who perceive fairness in compensation, supportive leadership, positive working conditions, and meaningful work generally demonstrate stronger organizational attachment and greater enthusiasm toward their jobs. Previous empirical studies have consistently reported positive associations between job satisfaction and work engagement across various occupational settings. However, evidence regarding police personnel assigned to high-risk operational environments remains relatively scarce.

In addition to these direct relationships, recent organizational psychology literature has increasingly emphasized the mediating role of burnout. Burnout represents a psychological syndrome characterized by emotional exhaustion, depersonalization, and reduced personal accomplishment resulting from prolonged occupational stress (Maslach, 2006). The World Health Organization also recognizes burnout as a consequence of chronic workplace stress that has not been successfully managed. Although previous studies have examined burnout as a mediator in different organizational contexts, empirical evidence involving operational police personnel remains very limited. Considering the extreme working conditions experienced by BKO officers, burnout may represent an important psychological mechanism through which occupational stress, work-life balance, and job satisfaction ultimately influence work engagement.

Despite the growing body of literature concerning work engagement, several important research gaps remain. First, previous studies have predominantly focused on healthcare workers, teachers, corporate employees, and other public service professions, whereas research involving operational police officers assigned to conflict-prone regions remains limited. Second, empirical findings regarding the causal relationship between occupational stress and work engagement remain inconsistent. Third, few studies have simultaneously examined stress, work-life balance, job satisfaction, burnout, and work engagement within a comprehensive structural model. Finally, very limited evidence exists regarding these relationships among Indonesian police officers deployed in high-risk conflict environments.

Accordingly, this study offers several important contributions. First, it investigates work engagement among BKO police officers deployed in Papua, a population that has received limited empirical attention. Second, this study develops a comprehensive structural model integrating stress, work-life balance, job satisfaction, burnout, and work engagement using Structural Equation Modeling (SEM). Third, it employs the Police Stress Questionnaire (PSQ), specifically adapted for the Indonesian policing context, thereby extending the applicability of occupational stress measurement within law enforcement organizations. These contributions are expected to enrich organizational psychology literature while providing practical recommendations for improving psychological well-being and organizational performance among operational police personnel.

Based on the empirical phenomena, inconsistent findings in previous studies, limited evidence regarding Indonesian operational police officers, and the important role of psychological well-



being in policing performance, this study investigates the effects of stress, work-life balance, and job satisfaction on work engagement, with burnout serving as a mediating variable among Operational Control Assistance (BKO) Police Officers deployed in Papua. The findings are expected to provide both theoretical contributions to organizational psychology and practical implications for improving human resource management within the Indonesian National Police.

METHODOLOGY:

3.1 Research Design

This study employed a quantitative research approach using an explanatory research design to examine the causal relationships among stress, work-life balance, job satisfaction, burnout, and work engagement among Operational Control Assistance (BKO) police officers deployed in Papua. The explanatory design was selected because the primary objective of the study was to test the proposed theoretical model and verify the direct and indirect effects among the research variables.

Data were collected using a cross-sectional survey in which respondents completed standardized self-administered questionnaires. The hypothesized relationships were analyzed using Structural Equation Modeling (SEM), enabling simultaneous examination of multiple causal relationships while assessing the overall goodness-of-fit of the theoretical model.

3.2 Research Variables

Five variables were included in this study.

Endogenous Variable

- Work Engagement

Mediator Variable

- Burnout

Exogenous Variables

- Stress
- Work-Life Balance
- Job Satisfaction

3.3 Operational Definitions

Work Engagement

Work engagement refers to a positive, fulfilling, work-related psychological state characterized by vigor, dedication, and absorption (Schaufeli & Bakker, 2006). The construct was measured using a self-developed instrument based on these three dimensions.

Stress

Stress refers to the imbalance between environmental demands and an individual's perceived coping resources (Thompson & McCreary, 2006). Stress was measured using the adapted Police Stress Questionnaire (PSQ), consisting of two dimensions:

- Operational Stress
- Organizational Stress



Work-Life Balance

Work-life balance is defined as an individual's ability to balance work responsibilities with personal life (Fisher et al., 2009).

The construct consists of four dimensions:

- Work Interference with Personal Life
- Personal Life Interference with Work
- Personal Life Enhancement of Work
- Work Enhancement of Personal Life

Job Satisfaction

Job satisfaction refers to an employee's positive evaluation of his or her work (Janićijević et al., 2015).

The dimensions include:

- Compensation System
- Working Conditions
- Coworker Relationships
- Managerial Support
- Nature of Work

Burnout

Burnout is defined as a psychological syndrome characterized by emotional exhaustion, depersonalization, and reduced personal accomplishment (Maslach, 2006).

The construct consists of:

- Emotional Exhaustion
- Depersonalization
- Reduced Personal Accomplishment

3.4 Population and Sample

The target population consisted of 664 Operational Control Assistance (BKO) police officers deployed in Papua, according to data obtained from the Indonesian National Police in 2024.

Purposive sampling was employed because respondents had to satisfy predetermined inclusion criteria relevant to the objectives of the study. Following the screening process, 324 police officers met the eligibility criteria and participated in the survey.

The inclusion criteria were:

- Active BKO police officers assigned to Papua.
- Having operational assignment experience.
- Willing to participate voluntarily.
- Completing the questionnaire completely.
-

3.5 Research Instrument

Data were collected using structured questionnaires employing a five-point Likert scale ranging from **1 (Strongly Disagree)** to **5 (Strongly Agree)**.



The instruments consisted of:

Variable	Instrument
Stress	Police Stress Questionnaire (PSQ)
Work-Life Balance	Work-Life Balance Scale (WLBS)
Job Satisfaction	Job Satisfaction Scale (JSS)
Burnout	Maslach-Trisni Burnout Inventory (MTBI)
Work Engagement	Self-developed scale based on UWES

3.6 Data Collection Procedure

Primary data were collected through questionnaire distribution to eligible respondents after obtaining institutional approval from the Indonesian National Police.

Participation was voluntary, confidential, and anonymous.

Respondents completed the questionnaire individually without intervention from supervisors.

3.7 Validity and Reliability

Prior to hypothesis testing, the measurement model was evaluated.

Construct validity was assessed using:

- Factor Loading (>0.70)
- Average Variance Extracted (AVE >0.50)
- Composite Reliability (>0.70)

Internal consistency reliability was examined using:

- Cronbach's Alpha
- Composite Reliability

Discriminant validity was assessed using the Fornell–Larcker Criterion and the Heterotrait–Monotrait Ratio (HTMT).

3.8 Data Analysis

Structural Equation Modeling (SEM) was employed to test the proposed theoretical model.

The analysis consisted of two stages.

Measurement Model Evaluation

- Indicator Reliability
- Internal Consistency
- Convergent Validity
- Discriminant Validity

Structural Model Evaluation

- Coefficient of Determination (R^2)
- Effect Size (f^2)
- Predictive Relevance (Q^2)
- Path Coefficients
- Bootstrapping
- Direct Effects
- Indirect Effects
- Mediation Analysis



The significance level was established at **5% ($\alpha = 0.05$)**.

3.9 Ethical Considerations

Participation in this study was voluntary.

All respondents provided informed consent before completing the questionnaire.

The anonymity and confidentiality of participants were strictly maintained throughout the research process, and the collected data were used exclusively for academic purposes.

RESULTS AND DISCUSSION:

RESULTS

4.1 Descriptive Statistics

A total of 222 Operational Control Assistance (BKO) police officers stationed in Papua participated in this study. Descriptive statistical analysis was conducted to provide an overview of the distribution of each research variable before testing the proposed structural model using Structural Equation Modeling (SEM).

Table 37 presents the descriptive statistics of the five latent variables investigated in this study. The results indicate that work engagement obtained the highest mean score ($M = 4.182$), suggesting that, overall, respondents demonstrated a relatively high level of vigor, dedication, and absorption in their work. Conversely, burnout recorded the lowest mean score ($M = 2.202$), indicating that the respondents generally experienced relatively low levels of emotional exhaustion, depersonalization, and reduced personal accomplishment. Stress demonstrated a moderate mean score ($M = 2.499$), whereas work-life balance ($M = 4.022$) and job satisfaction ($M = 4.148$) were relatively high among the participating officers.

Furthermore, the standard deviations of all variables were lower than their respective mean values, indicating relatively homogeneous responses and suggesting that the observed data were adequately distributed around their means. These findings provide an initial indication that most respondents perceived themselves as highly engaged with their work while simultaneously reporting relatively favorable work-life balance and job satisfaction, despite experiencing moderate occupational stress. The descriptive findings also suggest that burnout was generally maintained at a manageable level among the participating BKO police officers.

4.2 Structural Model Evaluation

Before testing the proposed hypotheses, the structural model was evaluated to determine whether the theoretical model adequately represented the empirical data. The Structural Equation Modeling (SEM) analysis using LISREL produced an acceptable overall model fit.

Although the Chi-square statistic remained statistically significant ($\chi^2 = 372.96$; $p < .001$), this outcome is commonly observed in SEM analyses involving relatively large samples. Consequently, greater emphasis was placed on incremental and absolute goodness-of-fit indices.



As presented in Table 38, the model demonstrated satisfactory fit, with RMSEA = 0.075, NFI = 0.96, NNFI = 0.96, CFI = 0.97, IFI = 0.97, RFI = 0.95, GFI = 0.93, AGFI = 0.90, and Standardized RMR = 0.060. All indices satisfied or exceeded their recommended threshold values, indicating that the proposed structural model adequately represented the observed data and was appropriate for hypothesis testing.

Overall, these findings provide strong empirical support for the adequacy of the theoretical model linking stress, work-life balance, job satisfaction, burnout, and work engagement among BKO police officers in Papua. Therefore, the structural relationships among the variables could be examined with confidence in the subsequent hypothesis-testing stage.

4.3 Hypothesis Testing

4.3.1 Major Hypothesis

The first hypothesis examined whether the proposed structural model, which integrates stress, work-life balance, job satisfaction, burnout, and work engagement, adequately fits the empirical data collected from Operational Control Assistance (BKO) police officers deployed in Papua.

The evaluation of the structural model demonstrated that the proposed model satisfied the majority of the recommended goodness-of-fit criteria. Although the chi-square statistic was statistically significant ($\chi^2 = 372.96, p < .001$), this result is commonly observed in SEM analyses involving moderate to large sample sizes and therefore was not used as the sole criterion for model evaluation. Instead, greater emphasis was placed on the incremental and absolute fit indices. The model achieved satisfactory values for RMSEA (0.075), NFI (0.96), NNFI (0.96), CFI (0.97), IFI (0.97), RFI (0.95), GFI (0.93), AGFI (0.90), and Standardized RMR (0.060), all of which met or exceeded the recommended threshold values. These findings indicate that the proposed theoretical model adequately represents the empirical data obtained from BKO police officers in Papua. Consequently, the major hypothesis was supported, and the structural relationships among the research variables could be examined further.

4.3.2 Hypothesis 1

H1: *Stress significantly influences work engagement.*

The structural model revealed that stress significantly affected work engagement among BKO police officers in Papua. The standardized path coefficient and *t*-value indicated that the relationship was statistically significant at the 5% significance level. Therefore, Hypothesis 1 was accepted. These findings indicate that occupational stress constitutes an important determinant of work engagement among police officers operating in high-risk environments.



Discussion of Hypothesis 1

The present study demonstrates that occupational stress significantly influences work engagement among BKO police officers assigned to conflict-prone areas in Papua. This finding confirms that the psychological demands experienced during operational deployment are closely associated with employees' level of vigor, dedication, and absorption in their work.

From a theoretical perspective, the finding is consistent with the Job Demands–Resources (JD-R) model proposed by Bakker and Demerouti, which argues that excessive job demands consume employees' psychological resources and consequently influence work engagement. Police officers deployed in conflict areas face prolonged exposure to operational uncertainty, security threats, extended working hours, and separation from family members. These conditions increase psychological demands that directly affect their engagement with work.

The present finding is also consistent with previous empirical studies reporting that occupational stress significantly affects work engagement in public service occupations. However, unlike previous studies that predominantly investigated healthcare workers, teachers, and banking employees, this study extends the existing literature by providing empirical evidence from operational police personnel working in conflict-prone regions. This contextual difference constitutes one of the principal contributions of the present study because policing involves considerably higher operational risks than most public-sector occupations.

The findings further indicate that stress among BKO police officers should not be viewed solely as a detrimental psychological condition. Moderate operational stress may enhance vigilance, alertness, and preparedness, whereas excessive and prolonged stress is more likely to reduce psychological energy and diminish work engagement. Therefore, organizational interventions should emphasize effective stress management, psychological resilience training, periodic mental health screening, and family support programs to maintain sustainable work engagement among operational police personnel.

4.3.3 Hypothesis 2

H2: *Work-life balance significantly influences work engagement.*

Results

The structural model indicated that work-life balance exerted a statistically significant effect on work engagement among Operational Control Assistance (BKO) police officers assigned to Papua. The estimated path coefficient was statistically significant at the 5% significance level, indicating that improvements in work-life balance were associated with higher levels of work engagement. Therefore, Hypothesis 2 was supported.



Discussion of Hypothesis 2

The present study demonstrates that work-life balance is an important determinant of work engagement among BKO police officers. Officers who perceived a better balance between occupational responsibilities and personal life tended to report greater vigor, stronger dedication, and deeper absorption in their work.

This finding is consistent with the conceptual framework proposed by Fisher et al. (2009), who argued that work-life balance reflects an individual's ability to successfully integrate work and non-work responsibilities. Employees who are able to maintain this balance generally possess greater psychological resources, enabling them to devote more energy and commitment to their work.

The findings also support previous empirical studies showing that work-life balance positively contributes to work engagement across various occupational sectors. Employees who perceive harmony between professional and personal life generally experience greater organizational commitment, stronger motivation, and higher psychological well-being. These outcomes subsequently strengthen work engagement and improve individual performance.

Within the context of BKO police officers deployed in Papua, work-life balance has unique characteristics compared with most civilian occupations. Operational deployment frequently requires officers to remain separated from their families for extended periods while performing duties in geographically isolated and conflict-prone areas. Consequently, maintaining communication with family members, receiving social support, and effectively utilizing limited personal time become critical resources for preserving psychological well-being.

The findings suggest that although operational demands cannot always be reduced, organizational policies may improve work engagement by facilitating communication between officers and their families, providing periodic leave arrangements whenever operationally feasible, strengthening peer support systems, and implementing family assistance programs. Such interventions may help operational personnel maintain psychological balance despite challenging working conditions.

4.3.4 Hypothesis 3

H3: *Job satisfaction significantly influences work engagement.*

Results

The analysis revealed that job satisfaction significantly affected work engagement among BKO police officers. Respondents who reported higher levels of satisfaction with compensation, working conditions, managerial support, relationships with coworkers, and the nature of their work also demonstrated higher levels of work engagement. Accordingly, Hypothesis 3 was accepted.



Discussion of Hypothesis 3

The findings indicate that job satisfaction represents one of the strongest psychological antecedents of work engagement among operational police officers. Officers who experience greater satisfaction with organizational policies, supervisory support, interpersonal relationships, and career opportunities are more likely to demonstrate enthusiasm, persistence, and commitment while performing their duties.

This result is consistent with Janićijević et al. (2013), who emphasized that job satisfaction reflects employees' positive evaluation of their work and serves as an important determinant of productivity and organizational effectiveness. Employees who perceive their work environment positively are more willing to invest cognitive, emotional, and physical resources in achieving organizational goals.

The present findings also support previous empirical evidence suggesting that job satisfaction enhances work engagement across different occupational settings. Although previous studies primarily investigated healthcare professionals, teachers, and private-sector employees, this study extends those findings to operational police personnel working under substantially higher occupational risks.

The unique operational environment experienced by BKO officers helps explain the importance of job satisfaction. Police personnel deployed in conflict areas are exposed to prolonged operational pressure, unpredictable security situations, and physical hardship. Under such circumstances, organizational support—including fair compensation, supportive leadership, adequate facilities, and positive relationships with colleagues—becomes increasingly important in sustaining motivation and professional commitment.

From a practical perspective, these findings imply that improving job satisfaction should become an essential component of human resource management within the Indonesian National Police. Organizational efforts aimed at strengthening leadership quality, enhancing welfare programs, promoting fair career development, and improving workplace support may substantially increase work engagement among operational police officers.

4.3.5 Hypothesis 4

H4: *Burnout significantly influences work engagement.*

Results

The structural model demonstrated that burnout had a statistically significant effect on work engagement among BKO police officers deployed in Papua. The direction and magnitude of the relationship indicated that burnout constitutes an important psychological determinant of employees' engagement with their work. Therefore, Hypothesis 4 was supported.



Discussion

The present findings indicate that burnout plays a significant role in determining work engagement among operational police officers. As burnout increases, officers tend to experience lower psychological energy, reduced dedication, and diminished concentration while performing operational duties. These conditions ultimately weaken their ability to remain fully engaged with their work.

This finding is consistent with Maslach's burnout theory, which conceptualizes burnout as a syndrome characterized by emotional exhaustion, depersonalization, and reduced personal accomplishment. These dimensions gradually deplete employees' psychological resources, making it increasingly difficult to maintain enthusiasm and commitment toward organizational goals.

The finding also supports previous empirical studies that identified burnout as one of the strongest predictors of work engagement across various occupational settings. Nevertheless, the present study extends this evidence by examining police officers assigned to conflict-prone regions, whose operational responsibilities involve substantially greater physical and psychological demands than those reported in previous studies.

For BKO police officers, prolonged deployment, continuous vigilance, unpredictable security conditions, and separation from family members may accelerate the development of burnout. Consequently, organizational interventions emphasizing psychological recovery, resilience development, peer support, and regular mental health monitoring are essential for sustaining work engagement among operational personnel.

4.3.6 Hypothesis 5

H5: *Stress significantly influences burnout.*

Results

The structural analysis revealed that stress significantly affected burnout among BKO police officers. The findings indicate that occupational stress represents one of the primary antecedents of burnout experienced during operational deployment. Accordingly, Hypothesis 5 was accepted.

Discussion

The results demonstrate that occupational stress substantially contributes to burnout among BKO police officers. Operational and organizational pressures experienced during deployment increase emotional exhaustion and reduce psychological resilience, thereby elevating burnout levels.

These findings are consistent with the conceptualization of burnout proposed by the World Health Organization, which recognizes burnout as a consequence of chronic workplace stress that has not been successfully managed. Likewise, Maslach argued that prolonged occupational stress



eventually manifests as emotional exhaustion, depersonalization, and diminished personal accomplishment.

Within the operational context of Papua, officers are continuously exposed to high-risk situations, uncertain security conditions, extended deployments, and prolonged separation from their families. Such cumulative demands increase psychological strain and create conditions conducive to burnout if appropriate coping resources are unavailable.

These findings emphasize the importance of organizational stress-management programs, psychological counseling services, resilience training, and early detection of mental health problems among operational police personnel.

4.3.7 Hypothesis 6

H6: *Work-life balance significantly influences burnout.*

Results

The structural model indicated that work-life balance significantly affected burnout among BKO police officers. Officers reporting better work-life balance generally experienced lower burnout levels. Therefore, Hypothesis 6 was supported.

Discussion

The present findings suggest that maintaining an appropriate balance between occupational responsibilities and personal life contributes to reducing burnout among operational police officers.

This finding supports Fisher et al. (2009), who argued that work-life balance enables employees to preserve psychological resources despite demanding occupational responsibilities. Individuals capable of balancing professional and personal roles generally experience lower emotional exhaustion and greater psychological well-being.

Within the context of BKO deployment, maintaining work-life balance is particularly challenging because officers frequently experience extended separation from family members. Nevertheless, opportunities for communication, peer interaction, and adequate rest appear to mitigate the psychological consequences of prolonged operational assignments.

These findings imply that organizational policies facilitating family communication, scheduled leave, and social support initiatives may substantially reduce burnout among operational police personnel.



4.3.8 Hypothesis 7

H7: *Job satisfaction significantly influences burnout.*

Results

The analysis demonstrated that job satisfaction significantly affected burnout among BKO police officers. Officers reporting higher levels of satisfaction tended to experience lower burnout during operational assignments. Consequently, Hypothesis 7 was accepted.

Discussion

The findings indicate that job satisfaction functions as an important protective factor against burnout. Employees who perceive fair compensation, supportive leadership, positive interpersonal relationships, and meaningful work are less likely to experience emotional exhaustion.

This finding aligns with previous studies demonstrating that job satisfaction reduces burnout across various occupational settings. Satisfaction with organizational support appears to strengthen employees' psychological resilience and improve their ability to cope with occupational demands.

Among BKO police officers, organizational support becomes particularly important because operational assignments involve high-risk environments and considerable psychological pressure. Satisfaction with supervisors, colleagues, career opportunities, and working conditions therefore contributes to maintaining psychological well-being during deployment.

The practical implication is that improving welfare, leadership quality, organizational communication, and career development opportunities may reduce burnout and strengthen organizational effectiveness.

4.3.9 Hypothesis 9

H9: *Burnout mediates the relationship between stress and work engagement.*

Results

The mediation analysis indicated that burnout significantly mediated the relationship between stress and work engagement among BKO police officers deployed in Papua. The indirect effect was statistically significant, indicating that occupational stress influenced work engagement not only directly but also indirectly through burnout. Therefore, Hypothesis 9 was supported.

Discussion

The present study demonstrates that burnout serves as an important psychological mechanism linking occupational stress and work engagement among operational police officers. In other



words, stress experienced during operational deployment contributes to higher levels of burnout, which subsequently influences employees' willingness to invest physical, cognitive, and emotional resources in their work.

This finding is theoretically consistent with the Job Demands–Resources (JD-R) Model, which proposes that excessive job demands gradually deplete employees' psychological resources and trigger burnout. Once burnout develops, employees experience emotional exhaustion and reduced motivation, ultimately lowering work engagement. The mediating role of burnout therefore explains how prolonged occupational stress translates into reduced engagement rather than influencing work engagement solely through a direct pathway.

The operational context of BKO police officers further strengthens this explanation. Personnel deployed in Papua are continuously exposed to operational uncertainty, security threats, extended working hours, environmental hardship, and prolonged separation from family members. These cumulative stressors gradually consume psychological resources and increase emotional exhaustion. Consequently, burnout becomes the immediate psychological response through which occupational stress affects officers' work engagement.

The findings suggest that organizational efforts aimed solely at reducing stress may be insufficient if burnout has already developed. Preventive interventions should therefore combine stress management with psychological recovery programs, resilience training, counseling services, peer support, and periodic mental health evaluations to interrupt the progression from occupational stress to burnout and eventually preserve work engagement.

From a theoretical perspective, this study contributes to organizational psychology by confirming burnout as a significant mediating mechanism within a high-risk policing environment, extending previous findings that were primarily conducted among healthcare professionals, educators, and private-sector employees.

4.3.10 Hypothesis 10

H10: *Burnout mediates the relationship between work-life balance and work engagement.*

Results

The structural model demonstrated that burnout significantly mediated the relationship between work-life balance and work engagement among BKO police officers. The indirect effect confirmed that work-life balance contributed to work engagement through its influence on burnout. Accordingly, Hypothesis 10 was accepted.



Discussion

The findings indicate that burnout functions as an important psychological pathway through which work-life balance influences work engagement. Police officers who maintain a healthier balance between professional responsibilities and personal life tend to experience lower burnout, thereby enabling them to remain more engaged with their work.

This result supports the conservation of psychological resources perspective, which suggests that employees who successfully balance occupational and personal demands are better able to preserve emotional energy and psychological well-being. As psychological resources are maintained, employees become more capable of demonstrating vigor, dedication, and absorption while performing their duties.

Within the context of operational policing in Papua, work-life balance is particularly challenging because officers frequently experience extended deployment and limited opportunities to interact with family members. Nevertheless, maintaining communication with family, receiving emotional support from colleagues, and utilizing available rest periods appear to reduce emotional exhaustion and prevent burnout from developing into more severe psychological problems.

The findings imply that organizational policies designed to strengthen family support systems, improve communication facilities, provide adequate recovery periods, and promote peer-support programs may indirectly enhance work engagement by reducing burnout among operational personnel.

Theoretically, this study broadens previous research by demonstrating that the influence of work-life balance on work engagement is not merely direct but also operates through the reduction of burnout, particularly within a law-enforcement context characterized by exceptionally high occupational demands.

4.3.11 Hypothesis 11

H11: *Burnout mediates the relationship between job satisfaction and work engagement.*

Results

The mediation analysis demonstrated that burnout significantly mediated the relationship between job satisfaction and work engagement. The findings indicate that higher levels of job satisfaction reduced burnout, which subsequently strengthened work engagement among BKO police officers. Therefore, Hypothesis 11 was supported.

Discussion

The present findings reveal that burnout constitutes an important psychological mechanism through which job satisfaction contributes to work engagement. Police officers who experience



greater satisfaction with organizational support, leadership, working conditions, compensation, and interpersonal relationships are less likely to experience burnout, thereby maintaining stronger engagement with their work.

These findings are consistent with organizational behavior theories suggesting that job satisfaction functions as a psychological resource that enhances employees' emotional well-being. When employees perceive fairness, recognition, and organizational support, they become more resilient in coping with occupational challenges, thereby reducing emotional exhaustion and preserving work engagement.

Within the operational environment of BKO police officers, organizational support becomes increasingly important because personnel are frequently exposed to demanding and potentially hazardous working conditions. Satisfaction with leadership, career opportunities, welfare provisions, and organizational climate may strengthen officers' psychological resilience and reduce the adverse consequences of prolonged operational stress.

Practically, these findings suggest that organizational strategies aimed at improving job satisfaction should not be viewed solely as welfare initiatives but also as preventive measures against burnout. Investments in leadership development, transparent promotion systems, equitable compensation, supportive supervision, and healthy organizational communication may indirectly strengthen work engagement by reducing burnout among operational police personnel.

Overall, the mediation findings confirm that burnout represents a critical psychological process linking stress, work-life balance, and job satisfaction with work engagement. Consequently, organizational interventions intended to improve police performance should simultaneously address occupational stress, strengthen work-life balance, enhance job satisfaction, and implement systematic burnout prevention programs. This integrated approach is expected to sustain work engagement and improve organizational effectiveness within the Indonesian National Police.

4.4 Theoretical Implications

The findings of this study provide several important theoretical contributions to the field of Industrial and Organizational Psychology, particularly in understanding the psychological mechanisms underlying work engagement among police officers operating in high-risk environments.

First, this study confirms that work engagement among Operational Control Assistance (BKO) police officers is determined not by a single psychological factor but by the interaction of multiple organizational and individual variables, namely occupational stress, work-life balance, job satisfaction, and burnout. These findings reinforce the multidimensional perspective of work engagement proposed in organizational psychology literature.



Second, the present findings provide additional empirical support for the Job Demands–Resources (JD-R) Model. Occupational stress represents an important job demand capable of influencing employees' psychological conditions, whereas work-life balance and job satisfaction function as important job resources that enhance employees' psychological well-being and organizational attachment. The results indicate that the balance between job demands and job resources plays an important role in determining the level of work engagement among police officers assigned to operational duties.

Third, this study extends previous burnout research by demonstrating that burnout does not merely function as an independent psychological outcome but also serves as an important mediating mechanism through which stress, work-life balance, and job satisfaction influence work engagement. This finding contributes to the growing body of organizational behavior literature emphasizing indirect psychological processes rather than solely direct causal relationships.

Fourth, unlike previous studies that predominantly examined healthcare professionals, educators, banking employees, and corporate workers, the present study contributes empirical evidence from police officers operating within conflict-prone environments. The unique operational context provides additional insight into how organizational and psychological variables interact under extreme occupational demands.

Finally, the adaptation and application of standardized psychological instruments, including the Police Stress Questionnaire (PSQ), within the Indonesian policing context contribute to expanding the empirical applicability of these measurement instruments in developing countries and law-enforcement organizations.

4.5 Practical Implications

The findings of this study also provide several practical implications for the Indonesian National Police, particularly regarding human resource management among Operational Control Assistance (BKO) personnel.

The significant influence of occupational stress on burnout and work engagement indicates the importance of implementing comprehensive stress management programs. Periodic psychological screening, resilience training, counseling services, and mental health support should become integral components of personnel management before, during, and after operational deployment.

The positive contribution of work-life balance suggests that organizational policies facilitating communication with family members, adequate recovery periods, flexible leave arrangements whenever operationally possible, and family support programs may substantially improve officers' psychological well-being.

The significant influence of job satisfaction demonstrates the importance of organizational support in maintaining employee engagement. Fair compensation systems, transparent promotion



opportunities, supportive leadership, adequate operational facilities, and positive interpersonal relationships should therefore receive continuous organizational attention.

Furthermore, because burnout significantly mediates the relationships among the investigated variables, preventive burnout management should become an organizational priority rather than focusing solely on performance evaluation. Early identification of psychological fatigue may prevent more serious organizational consequences, including declining performance, reduced motivation, absenteeism, and turnover intention.

Overall, the findings emphasize that sustainable work engagement among operational police officers requires an integrated organizational approach combining psychological support, effective leadership, organizational justice, family support, and continuous human resource development.

4.6 Summary of Findings

This study investigated the relationships among stress, work-life balance, job satisfaction, burnout, and work engagement among Operational Control Assistance (BKO) police officers deployed in Papua.

The proposed structural model demonstrated satisfactory goodness-of-fit, indicating that the theoretical framework adequately represented the empirical data. The findings confirmed that occupational stress, work-life balance, job satisfaction, and burnout significantly contributed to explaining variations in work engagement among operational police officers. In addition, burnout was found to significantly mediate the relationships between stress, work-life balance, job satisfaction, and work engagement, demonstrating that psychological exhaustion constitutes an important mechanism through which organizational and individual factors influence employee engagement.

Collectively, these findings suggest that work engagement among BKO police officers is influenced by both organizational conditions and individual psychological processes. Consequently, improving police performance requires not only strengthening operational competence but also developing organizational strategies that effectively manage occupational stress, enhance work-life balance, improve job satisfaction, and prevent burnout.

The findings provide important contributions to organizational psychology by extending previous work engagement research into the context of high-risk law enforcement while simultaneously offering practical recommendations for strengthening human resource management within the Indonesian National Police.

CONCLUSIONS

This study investigated the effects of stress, work-life balance, and job satisfaction on work engagement, with burnout serving as a mediating variable among Operational Control Assistance (BKO) police officers deployed in Papua. Structural Equation Modeling (SEM) was employed



to evaluate the proposed theoretical model and examine the causal relationships among the investigated variables.

The findings confirmed that the proposed structural model adequately represented the empirical data, indicating that the integration of stress, work-life balance, job satisfaction, burnout, and work engagement provides an appropriate framework for explaining psychological conditions experienced by operational police officers working in conflict-prone environments.

The results further demonstrated that occupational stress, work-life balance, job satisfaction, and burnout significantly influenced work engagement among BKO police officers. Burnout also functioned as a significant mediating variable linking occupational stress, work-life balance, and job satisfaction with work engagement. These findings suggest that work engagement among operational police officers is simultaneously influenced by organizational conditions, individual psychological resources, and emotional well-being.

Overall, this study highlights the importance of maintaining employees' psychological health through effective organizational policies that reduce occupational stress, improve work-life balance, enhance job satisfaction, and prevent burnout. Such integrated interventions are expected to strengthen work engagement and ultimately improve organizational effectiveness within the Indonesian National Police.

Theoretical Implications

The present study contributes to organizational psychology by providing empirical evidence supporting the multidimensional determinants of work engagement among police officers assigned to high-risk operational environments.

The findings extend the Job Demands–Resources (JD-R) framework by demonstrating that occupational stress functions as a job demand, whereas work-life balance and job satisfaction represent important psychological resources that sustain work engagement. Furthermore, burnout was confirmed as an important psychological mechanism explaining how organizational and individual factors influence employees' engagement with their work.

The study also expands previous work engagement literature by investigating police officers deployed in conflict-prone regions, a population that has received relatively limited attention compared with healthcare workers, educators, and private-sector employees.

Practical Implications

The findings suggest several important implications for human resource management within the Indonesian National Police.

First, psychological health should become an integral component of personnel management, particularly for officers assigned to operational duties involving high occupational risks. Routine psychological assessment, resilience development programs, stress management interventions, and counseling services should therefore be strengthened.



Second, organizational policies supporting work-life balance should receive greater attention despite operational limitations. Family communication facilities, adequate recovery periods, peer-support systems, and psychological assistance programs may substantially improve officers' well-being during deployment.

Third, organizational efforts to improve job satisfaction through supportive leadership, transparent promotion systems, equitable compensation, positive organizational climate, and improved working conditions are expected to strengthen work engagement while simultaneously reducing burnout.

Collectively, these interventions may contribute to sustainable organizational performance by maintaining psychologically healthy and highly engaged police personnel.

Research Limitations

Several limitations should be acknowledged when interpreting the findings of this study.

First, the cross-sectional research design limits the ability to establish causal relationships over time. Future longitudinal studies are therefore recommended to examine changes in work engagement throughout different stages of operational deployment.

Second, the study relied exclusively on self-report questionnaires, making the findings susceptible to common method bias and social desirability bias. Future research should incorporate multiple data sources, including supervisor assessments and objective organizational performance indicators.

Third, the respondents were limited to Operational Control Assistance (BKO) police officers deployed in Papua. Consequently, caution should be exercised when generalizing the findings to other policing units or public-sector organizations with different operational characteristics.

Finally, although stress, work-life balance, job satisfaction, and burnout explained an important proportion of work engagement, additional organizational variables such as organizational support, transformational leadership, psychological resilience, organizational justice, and organizational commitment may further improve the explanatory power of future models.

Recommendations

Recommendations for the Indonesian National Police

The Indonesian National Police should strengthen psychological support systems for operational personnel through routine mental health assessments, resilience training, counseling services, peer-support programs, and family assistance initiatives. Organizational leaders should also promote supportive leadership practices, improve communication, and enhance employee welfare to maintain high levels of work engagement.



Recommendations for Policymakers

Policymakers should consider incorporating psychological well-being indicators into human resource management systems for operational police personnel. Psychological preparedness should receive equal attention alongside physical readiness when assigning officers to conflict-prone operational areas.

Recommendations for Future Research

Future studies are encouraged to employ longitudinal designs to better understand changes in work engagement over time. Researchers may also investigate additional psychological constructs such as organizational commitment, psychological capital, emotional intelligence, transformational leadership, perceived organizational support, and organizational justice to develop more comprehensive models explaining work engagement among law enforcement personnel.

References:

- Åhsberg, E., Kecklund, G., Åkerstedt, T., & Gamberale, F. (2000). Shiftwork and different dimensions of fatigue. *International Journal of Industrial Ergonomics*, 26(4), 457-465.
- Almasitoh, U. H. (2011). Stres kerja ditinjau dari konflik peran ganda dan dukungan sosial pada perawat. *Jurnal Psikologi Islam*, 63-82.
- Alves, M. G. M., Chor, D., Faerstein, E., Lopes, C. S., & Werneck, G. L. (2004). Short version of the job stress scale: A Portuguese-language adaptation. *Revista de Saúde Pública*, 38(2), 1-7.
- Ambarwati, A., Setyaningrum, R. P., & Rezeki, F. (2024). The effect of burnout and employee engagement on turnover intention with work-life balance as a mediating variable in millennial employees of PT. ABC and PT. XYZ in Bekasi Regency. *Indonesian Interdisciplinary Journal of Sharia Economics (IIJSE)*, 7(2), 4073-4090.
- Anaya, A., & Desiana, P. M. (2023). Pengaruh work from home terhadap work engagement pada karyawan yang memiliki anak: Peran mediasi work-life balance dan work stress. *Jurnal Manajemen dan Organisasi (JMO)*, 14(1), 1-14. <https://doi.org/10.29244/jmo.v14i1.42430>
- Anggraini, L., Astuti, E. S., & Prasetya, A. (2016). Faktor-faktor yang memengaruhi employee engagement generasi Y (studi pada karyawan PT. Unilever Indonesia Tbk-Surabaya). *Jurnal Administrasi Bisnis*, 183-191.
- Arikunto, S. (2013). *Prosedur penelitian: Suatu pendekatan praktik*. Jakarta: Rineka Cipta.
- Asih, G. Y., Widhiastuti, H., & Dewi, R. (2018). *Stres kerja*. Semarang: Semarang University Press.
- Asmaryani, E., Mursito, B., & Istiatin. (2020). Kinerja karyawan ditinjau dari stres kerja, work engagement, penempatan, dan kepemimpinan. *Edunomika*, 620-631.
- Aumiller, G., Corey, D., Allen, S., Brewster, J. A., Cuttler, M., Gupton, H., & Honig, A. (2008). Defining the field of police psychology: Core domains & proficiencies. *Journal of Police and Criminal Psychology*, 23, 48. <https://doi.org/10.1007/s11896-008-9020-0>
- Azwar, S. (2017). *Metode penelitian psikologi*. Yogyakarta: Pustaka Pelajar.



- Bayuwega, H. G., Wahyuni, I., & Kurniawan, B. (2016). Faktor-faktor yang berhubungan dengan stres kerja pada anggota polisi satuan reserse kriminal Polres Blora. *Jurnal Kesehatan Masyarakat*, 4(4), 673-682.
- Biru, M., Utami, H. N., & Mayowan, Y. (2016). Analisis faktor-faktor stres kerja yang memengaruhi kinerja karyawan (studi pada karyawan tetap PG. Kebon Agung Kabupaten Malang). *Jurnal Administrasi Bisnis*, 50-56.
- Boamah, S. A., Hamadi, H. Y., Havaei, F., Smith, H., & Webb, F. (2022). Striking a balance between work and play: The effects of work-life interference and burnout on faculty turnover intentions and career satisfaction. *International Journal of Environmental Research and Public Health*, 19(2). <https://doi.org/10.3390/ijerph19020809>
- Burke, R. J. (2006). *Research companion to working time and work addiction*. Cheltenham: Edward Elgar Publishing.
- Cavanough, M. A., Boswell, W., Roehling, M., & Boudreau, J. (2000). An empirical examination of self-reported work stress among U.S. managers. *Journal of Applied Psychology*, 65-74.
- Christian, F. (2019). Pengaruh stres kerja terhadap kinerja prajurit TNI bidang Teritorial Kodam XVII/Cendrawasih (studi kasus pada prajurit TNI yang berpangkat Bintara dan Tamtama). *Jurnal Manajemen dan Organisasi Review*, 141-150.
- Cimiotti, J. P., Aiken, L. H., Sloane, D. M., & Wu, E. S. (2012). Nurse staffing, burnout, and health care-associated infection. *American Journal of Infection Control*, 40(6), 486-490.
- Demerouti, E., Bakker, A. B., Peeters, M. C. W., & Breevaart, K. (2021). New directions in burnout research. *European Journal of Work and Organizational Psychology*, 30(5), 686-691.
- Denison, D. R. (1990). *Corporate culture and organizational effectiveness*. New York: John Wiley and Sons.
- Dewi, K. (2012). *Kesehatan mental*. Semarang: UPT Undip.
- Engel, K. S., Moosbrugger, H., & Müller, H. (2003). Evaluating the fit of structural equation models: Tests of significance and descriptive goodness-of-fit measures. *Methods of Psychological Research Online*, 8(2), 23-74.
- Fisher, G. G., Bulger, C. A., & Smith, C. S. (2009). Beyond work and family: A measure of work/nonwork interference and enhancement. *Journal of Occupational Health Psychology*, 14(4).
- Glouberman, D. (2013). *The joy of burnout*. US: Skyross.
- Hahm, S. (2016). Moderating effect of stress mindset on the stress burnout and engagement relationship, 12-16. <https://doi.org/10.14257/astl.2016.126.03>
- Hair, J. R., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate data analysis*. New York: Pearson Prentice Hall.
- Hasanah, H. F., Widajati, N., Paskarini, I., Martiana, T., & Rahmania, A. (2022). The influence of self efficacy and job stress toward job burnout at a packaging company in Surabaya. *Journal of Vocational Health Studies*, 6, 118-126.
- Herlina, L. (2019). Kondisi dan faktor penyebab stress kerja pada karyawan wanita PT. SGS. *Jurnal Psiko-Edukasi*, 118-132.



- Hikmatullah, F. (2016). Hubungan employee engagement dan burnout pada karyawan divisi IT. *Jurnal Ilmiah Psikologi*, 9(1), 100-109.
- Hunnur, S. R., Bagali, M. M., & Sudarshan, S. (2014). Workplace stress – causes of work place stress in police department: A proposal for stress free workplace. *IOSR Journal of Business and Management (IOSR-JBM)*, 16(3), 39-47.
- Jum'ati, N., & Wuswa, H. (2013). Stres kerja (occupational stres) yang memengaruhi kinerja individu pada dinas kesehatan bidang pencegahan pemberantasan penyakit dan penyehatan lingkungan (P2P-PL) di Kabupaten Bangkalan. *Jurnal NeO-Bis*, 195-211.
- Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 692-724.
- Kaur, P., & Mittal, A. (2020). Meaningfulness of work and employee engagement: The role of affective commitment. *The Open Psychology Journal*, 115-122.
- Kelcey, B. (2019). A robust alternative estimator for small to moderate sample SEM: Bias-corrected factor score path analysis. *Addictive Behaviors*, 94, 83-98.
- Kesuma, I., Zainuddin, Sofiyan, & Faris, S. (2024). The role of work engagement in mediating job stress and religiousness on subjective well-being at secondary education institutions in Medan City. *International Journal of Intelligent Systems and Applications in Engineering*, 12(17), 587-597.
- Khammissa, R. A. G., Nemutandani, S., Feller, G., Lemmer, J., & Feller, L. (2022). Burnout phenomenon: Neurophysiological factors, clinical features, and aspects of management. *Journal of International Medical Research*, 50(9). <https://doi.org/10.1177/03000605221106428>
- Khan, K. U. D., Gulzar, S., & Yahya, F. (2013). Crucial factors affecting stress: A study among undergraduates in Pakistan. *International Journal of Asian Social Science*, 3(2), 428-442.
- Lestari, D. A. K., & Purba, H. P. (2019). Pengaruh work life balance terhadap burnout pada perawat rumah sakit. *Jurnal Psikologi Industri dan Organisasi*, 8, 59-70.
- Luthans, F., Youssef, C. M., & Avolio, B. J. (2007). *Psychological capital: Developing the human competitive edge*. New York: Oxford University Press.
- Maslach, C. (2006). Understanding job burnout. Dalam *Stress and Quality of Working Life: Current Perspectives in Occupational Health*, 37-51. Charlotte: Information Age Publishing.
- Maslach, C., Schaufeli, W. B., & Leiter, M. P. (2001). Job burnout. *Annual Review of Psychology*, 52, 397-422.
- Maslach, C., & Leiter, M. P. (2016). Understanding the burnout experience: Recent research and its implications for psychiatry. *World Psychiatry*, 15(2), 103-111. <https://doi.org/10.1002/wps.20311>
- McCormack, H. M., MacIntyre, T. E., O'Shea, D., Herring, M. P., & Campbell, M. J. (2018). The prevalence and cause(s) of burnout among applied psychologists: A systematic review. *Frontiers in Psychology*, 9. <https://doi.org/10.3389/fpsyg.2018.01897>
- McCreary, D. R., & Thompson, M. M. (2006). Development of two reliable and valid measures of stressors in policing: The operational and organizational police stress questionnaires.



- International Journal of Stress Management*, 13(4), 494-518.
<https://doi.org/10.1037/1072-5245.13.4.494>
- Mol, M. M. C., Nijkamp, M. D., Bakker, J., Schaufeli, W. B., & Kompanje, E. J. O. (2017). Counterbalancing work-related stress? Work engagement among intensive care professionals. *Australian Clinical Care*, 1-8. <http://dx.doi.org/10.1016/j.aucc.2017.05.001>
- Noerchoidah, & Indriyani, R. (2022). Hasil work engagement dari work life balance karyawan: Peran mediasi job crafting. *Jurnal Manajerial*, 9(3), 264-281.
- Nugroho, D. A., Mujiasih, E., & Prihatsanti, U. (2013). Hubungan antara psychological capital dengan work engagement pada karyawan PT. Bank Mega Regional Area Semarang. *Jurnal Psikologi Undip*, 192-202.
- Nurlinda, R., & Hidayat, H. (2024). The effect of work motivation and job satisfaction on employee performance through employee engagement as an intervening variable. *Indonesian Interdisciplinary Journal of Sharia Economics (IIJSE)*, 7(3), 7776-7796.
- Ogresta, J., Rusac, S., & Zorec, L. (2008). Relation between burnout syndrome and job satisfaction among mental health workers. *Croatian Medical Journal*, 49(3), 364-374.
<https://doi.org/10.3325/cmj.2008.3.364>
- Paramarta, W. A., & Darmayanti, N. K. (2020). Employee engagement dan stress kerja pengaruhnya terhadap kepuasan kerja dan turnover intention di Aman Villas Nusa Dua - Bali. *Jurnal Widya Manajemen*, 60-79.
- Puspitasari, T., & Adi, A. N. (2023). Pengaruh work stress terhadap work engagement dengan job satisfaction. *Jurnal Kewirausahaan dan Inovasi*, 2(4), 1028-1038.
<http://dx.doi.org/10.21776/jki.2023.02.4.08>
- Rahmi, T., Fitriana, E., Harding, D., & Agustiani, H. (2021). Stress and work engagement: Meaningful work as mediator. In *Proceedings of the 2nd Progress in Social Science, Humanities and Education Research Symposium (PSSHERS 2020)*, 563, 369-375.
- Rengerink, K. O. (2016). *The influences of self-control demands and education on burnout and work engagement*. *Communication Studies*, 1-20.