

Workload–Stress Nexus in High-Risk Public Service Occupations: Evidence from Traffic Police Officers in Indonesia

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Abstract

This study aims to examine the relationship between workload and work-related stress among traffic police officers within a high-risk law enforcement context. The research adopts a quantitative approach with a correlational design, involving 52 respondents selected through purposive sampling. Data were collected using standardized questionnaires measuring workload and work-related stress, and analyzed using descriptive and inferential statistics, including Pearson correlation analysis. The findings reveal that both workload and work-related stress are predominantly at moderate levels, and a significant positive relationship exists between the two variables, with a correlation coefficient of 0.667. This indicates that higher workload is associated with increased levels of work-related stress among traffic police officers. The study is limited by its relatively small sample size and its focus on a single institutional setting, which may restrict the generalizability of the findings. Practically, the results highlight the importance of effective workload management strategies to mitigate stress levels and enhance both performance and well-being among law enforcement personnel. The originality of this study lies in its empirical contribution to the limited body of literature on occupational stress within traffic policing in developing country contexts, offering insights relevant for human resource management and organizational policy in high-risk public service sectors.

Keyword: *Workload, Work-related stress, Traffic police, Law enforcement, Occupational stress*

PUBLIC INTEREST STATEMENT

Traffic police officers operate in high-risk environments where excessive workload can negatively affect their well-being and job performance. Despite its importance, limited research has explored this issue in developing country contexts. This study addresses that gap by providing empirical evidence on how workload contributes to work-related stress among traffic police officers. The findings highlight the need for effective workload management to improve officer welfare, enhance performance, and ensure better public service delivery. This research offers valuable insights for policymakers, law enforcement agencies, and scholars concerned with occupational health and human resource management in high-risk public sectors.

INTRODUCTION

In recent decades, occupational stress has become a critical global concern, particularly within high-risk professions such as law enforcement. Police officers are consistently exposed to demanding work environments characterized by high responsibility, unpredictable situations, and continuous interaction with the public. Traffic police officers, in particular, perform complex duties including traffic regulation, accident investigation, law enforcement, and public safety management, often under physically and mentally demanding conditions (Nila Sunarjo, 2006). The increasing volume of vehicles, urban congestion, and public expectations further intensify their workload, making them highly vulnerable to work-related stress. Empirical observations indicate that excessive workload can lead to psychological strain, fatigue, and decreased performance, which ultimately affects both individual well-being and organizational effectiveness (Nugrahini, 2014; Karimah, 2011). Therefore, understanding the dynamics between workload and stress is crucial in ensuring sustainable performance in law enforcement institutions.

Previous studies have extensively examined the relationship between workload and work-related stress across various occupational settings. Research has shown that excessive workload significantly contributes to emotional exhaustion, reduced job satisfaction, and declining performance (Karimah, 2011). In the context of public service, Nugrahini (2014) found that high job demands in police institutions are closely associated with increased stress levels. Similarly, studies by Sumantri in Prana (2018) indicate that prolonged exposure to heavy workload can lead to behavioral changes, interpersonal conflict, and decreased organizational harmony. Other studies in different sectors, such as tourism and corporate environments, also confirm that workload is a dominant predictor of stress (Budiono, 2022; Fitriyani, 2022). However, while these studies provide valuable insights, findings remain fragmented and often context-specific, with limited focus on specialized units such as traffic police, particularly in developing country settings.

Despite the growing body of literature on workload and occupational stress, several gaps remain. First, most prior studies have focused on general employee populations or non-law enforcement sectors, leaving traffic police officers relatively underexplored. Second, existing research often emphasizes broader organizational factors without specifically examining the unique operational challenges faced by traffic police, such as direct exposure to environmental stressors (e.g., noise, heat, and traffic congestion). Third, empirical studies in the Indonesian context, particularly at the local institutional level, are still limited, resulting in a lack of contextualized understanding of how workload influences stress within specific policing environments. These gaps highlight the need for focused empirical research that addresses both contextual and occupational specificity.

Based on the identified gaps, this study aims to examine the relationship between workload and work-related stress among traffic police officers. Specifically, the study seeks to: (1) identify the level of workload experienced by traffic police officers, (2) determine the level of work-related stress, and (3) analyze the relationship between workload and work-related stress. By employing a quantitative correlational design, this study provides empirical evidence to better understand how workload influences psychological conditions among law enforcement personnel.

This study offers several important contributions. Theoretically, it strengthens the empirical understanding of workload as a determinant of occupational stress within high-risk public service sectors. Empirically, it provides new evidence from the context of traffic policing

in Indonesia, which remains underrepresented in the literature. Methodologically, the study applies a structured quantitative approach using validated measurement scales and statistical analysis to produce reliable findings. Practically, the results offer insights for policymakers and law enforcement agencies in designing effective workload management strategies to reduce stress and improve performance. Overall, this study contributes to bridging the gap between organizational theory and real-world challenges faced by traffic police officers in developing countries.

LITERATURE REVIEW

Conceptual Framework

This study builds its conceptual foundation on established theories in occupational psychology and human resource management, particularly the Job Demands-Resources Model and Role Theory. The Job Demands-Resources (JD-R) Model explains that job demands, such as workload, require sustained physical and psychological effort, which may lead to stress when not balanced with adequate resources. In this context, workload is defined as the amount of physical and mental effort required to perform job tasks (Manuaba, 2000), while work-related stress refers to an individual’s psychological response to excessive job demands (Munandar, 2008). Role Theory further explains that stress may arise when individuals experience role overload, ambiguity, or conflict due to excessive expectations. Within the policing context, particularly among traffic police officers, workload includes operational tasks such as traffic regulation, law enforcement, and accident handling, which are often performed under challenging environmental conditions (Nila Sunarjo, 2006). These theoretical perspectives collectively suggest that excessive workload functions as a primary stressor that can negatively affect psychological well-being and job performance. Thus, the relationship between workload and work-related stress is conceptually grounded in well-established theoretical frameworks, providing a strong basis for empirical investigation.

Table 1.
Definition of Key Variables

Variable	Definition	Source
Workload	The amount of physical and mental effort required to perform job tasks within a given time frame	Manuaba (2000)
Work-Related Stress	A psychological response arising from excessive job demands that exceed an individual’s capacity to cope	Munandar (2008)
Traffic Police Officers	Law enforcement personnel responsible for traffic regulation, law enforcement, and public safety in road environments	Nila Sunarjo (2006)

Table 2.
Summary of Previous Studies

Author(s)	Context	Key Findings
Karimah (2011)	General workforce	Workload significantly increases work-related stress and emotional fatigue
Nugrahini (2014)	Police officers	High job demands are positively associated with stress levels

Author(s)	Context	Key Findings
Prana (2018)	Organizational setting	Excessive workload leads to behavioral changes and interpersonal conflict
Budiono (2022)	Tourism sector	Workload is a strong predictor of employee stress
Fitriyani (2022)	Corporate sector	Workload negatively impacts employee performance through stress

Table 3.
Theoretical Foundation

Theory	Main Concept	Relevance to Study
Job Demands-Resources Model	Job demands (e.g., workload) lead to stress when not balanced with resources	Explains how workload triggers stress
Role Theory	Role overload and role conflict create psychological pressure	Explains stress due to excessive job expectations

Hypothesis Development

A substantial body of empirical research supports the relationship between workload and work-related stress. Studies have consistently shown that excessive workload is positively associated with higher levels of stress, fatigue, and emotional exhaustion (Karimah, 2011; Nugrahini, 2014). In the context of organizational behavior, Sumantri in Prana (2018) highlights that prolonged exposure to heavy workload may lead to behavioral changes, interpersonal conflict, and reduced work effectiveness. Furthermore, research across various sectors, including tourism and corporate environments, confirms that workload is a significant predictor of occupational stress (Budiono, 2022; Fitriyani, 2022). Empirical findings also demonstrate that employees experiencing high workload tend to exhibit decreased concentration, increased irritability, and reduced performance outcomes. Although most prior studies report consistent findings, variations in context and occupational characteristics suggest the need for more specific investigation, particularly within high-risk professions such as law enforcement. Based on the theoretical arguments and empirical evidence, this study proposes the following hypothesis: H1: Workload positively influences work-related stress among traffic police officers.

Research Model

Based on the theoretical framework and hypothesis development, this study proposes a simple yet robust conceptual model in which workload acts as the independent variable and work-related stress as the dependent variable. The model illustrates a direct positive relationship, indicating that an increase in workload leads to an increase in work-related stress. This conceptual structure aligns with the correlational design employed in the study and reflects the logical integration between theory and empirical analysis. The model ensures coherence between research objectives, theoretical foundations, and statistical testing, thereby strengthening the internal consistency of the research design. By operationalizing workload and work-related stress into measurable variables, the study provides a clear analytical pathway for testing the proposed hypothesis and generating empirically grounded conclusions.

METHOD

This study adopts a quantitative research approach using a correlational design to examine the relationship between workload and work-related stress among traffic police officers. The quantitative approach is selected as it allows for objective measurement and statistical testing of relationships between variables. The correlational method is particularly appropriate for identifying the strength and direction of associations without manipulating variables. This design aligns with the research objective, which seeks to empirically test the influence of workload on work-related stress within a real-world law enforcement context. By employing this approach, the study ensures methodological rigor and produces findings that are measurable, replicable, and aligned with established theoretical frameworks.

The study was conducted within the traffic police unit of the Pontianak City Police, Indonesia, representing a high-risk public service environment. The target population consists of active traffic police officers responsible for traffic regulation, law enforcement, and accident management. A non-probability sampling technique, specifically purposive sampling, was employed to select respondents based on relevant characteristics aligned with the research objectives. The total sample size comprised 52 respondents, which is considered adequate for correlational analysis. This sampling approach ensures that the selected participants possess direct experience related to workload and occupational stress, thereby enhancing the relevance and validity of the findings.

Table 1.
Respondent Characteristics by Age

Age (Years)	Frequency
20–30	17
34–40	20
41–52	15
Total	52

Table 2.
Respondent Characteristics by Length of Service

Length of Service	Frequency
2–10 years	26
11–20 years	18
21–31 years	8
Total	52

Data were collected using a structured questionnaire distributed directly to respondents. The instrument consisted of closed-ended questions designed to measure workload and work-related stress. The questionnaire employed a Likert scale format ranging from strongly disagree to strongly agree to capture respondents' perceptions systematically. The data collection process was conducted in a structured manner, ensuring that all respondents completed the questionnaire under similar conditions. The use of standardized instruments enhances consistency and reduces

measurement bias. The data collection was carried out within the operational environment of the traffic police unit, ensuring contextual relevance.

RESULT

Descriptive Statistics and Variable Distribution

Descriptive analysis was conducted to determine the distribution of workload and work-related stress among respondents. The results indicate that both variables are predominantly within the moderate category.

Table 3.
Descriptive Statistics

Variable	N	Min	Max	Mean	Std. Deviation
Workload	52	34	59	47.46	5.089
Work Stress	52	20	66	54.73	8.320

The mean values for both variables are higher than their respective standard deviations, indicating relatively low data dispersion and a stable distribution.

Table 4.
Workload Categorization

Category	Interval	Frequency
Low	$X < 82$	20
Medium	$82 \leq X < 104$	32
High	$X \geq 104$	0
Total		52

Table 5.
Work Stress Categorization

Category	Interval	Frequency
Low	$X < 42$	2
Medium	$42 \leq X < 66$	48
High	$X \geq 66$	2
Total		52

Measurement Model Evaluation

Prior to hypothesis testing, assumption tests were conducted to ensure data suitability. The normality test using the Kolmogorov-Smirnov method shows that all variables are normally distributed, as significance values exceed 0.05. Additionally, the linearity test confirms a linear relationship between workload and work stress.

**Table 6.
Normality Test**

Variable	Statistic	Sig.
Workload	0.103	0.200
Work Stress	0.102	0.200

**Table 7.
Linearity Test**

Component	F Value	Sig.
Linearity	28.180	<0.001
Deviation from Linearity	1.334	0.238

Structural Model Results / Hypothesis Testing

Hypothesis testing was conducted using Pearson correlation analysis to examine the relationship between workload and work-related stress. The results reveal a statistically significant positive relationship between the two variables.

**Table 8.
Correlation Analysis**

Variables	r-value	Sig. (2-tailed)
Workload – Work Stress	0.667	0.000

The correlation coefficient of 0.667 indicates a strong positive relationship, suggesting that higher workload is associated with higher levels of work-related stress.

**Table 9.
Coefficient of Determination**

R	R Square
0.667	0.444

The R Square value of 0.444 indicates that workload explains 44.4% of the variance in work-related stress, while the remaining 55.6% is influenced by other factors not examined in this study.

Overall, the findings demonstrate that both workload and work-related stress among traffic police officers are predominantly at moderate levels. Statistical analysis confirms a significant and strong positive relationship between workload and stress, supporting the proposed hypothesis. The results provide empirical evidence that workload is an important factor influencing psychological conditions in high-risk law enforcement environments.

DISCUSS

The findings of this study provide clear empirical evidence that workload is a significant determinant of work-related stress among traffic police officers. The results indicate that both workload and stress levels are predominantly moderate, yet the correlation analysis reveals a strong and positive relationship ($r = 0.667$), suggesting that even moderate increases in workload can substantially elevate stress levels. This finding aligns with the theoretical framework of the Job Demands-Resources Model, which posits that excessive job demands such as workload require sustained physical and psychological effort, ultimately leading to strain when not balanced with adequate resources. In this context, the duties of traffic police officers, which involve continuous exposure to traffic congestion, environmental pressures, and public interaction, intensify the impact of workload on psychological well-being. Thus, the results directly address the research objective by confirming that workload plays a crucial role in shaping occupational stress within high-risk law enforcement settings.

The findings are consistent with prior empirical studies that identify workload as a primary predictor of occupational stress. Previous research by Karimah (2011) and Nugrahini (2014) demonstrated that excessive job demands significantly increase psychological strain, while Sumantri in Prana (2018) highlighted the behavioral consequences of prolonged stress, including irritability and interpersonal conflict. Similarly, studies in other sectors, such as Budiono (2022) and Fitriyani (2022), found that workload is a dominant factor influencing stress across different occupational contexts. The correlation coefficient obtained in this study (0.667) falls within the “strong” category, reinforcing findings from earlier research such as Shela Syahera (2021), which also reported a strong relationship between workload and stress. However, compared to studies conducted in corporate or service sectors, the strength of the relationship in this study may be influenced by the unique characteristics of law enforcement work, which involves higher risk, unpredictability, and environmental stressors. These contextual differences help explain why workload may exert a more pronounced effect on stress in policing environments.

From a theoretical perspective, this study contributes to the refinement and contextualization of occupational stress theory, particularly within the framework of the Job Demands-Resources Model. While previous studies have broadly confirmed the relationship between workload and stress, this research extends the application of the theory to a specific and underexplored context traffic policing in a developing country. The findings support the assumption that job demands function as stressors, but also highlight that the magnitude of their impact may vary depending on occupational characteristics and environmental conditions. In addition, the results implicitly support Role Theory, suggesting that role overload and task accumulation contribute to psychological strain. By providing empirical evidence from a law enforcement setting, this study strengthens the generalizability of these theories while also offering context-specific insights that enrich theoretical understanding.

In terms of practical implications, the findings underscore the importance of effective workload management in reducing stress levels among traffic police officers. Law enforcement agencies should consider implementing strategies such as task redistribution, shift rotation, and workload monitoring systems to ensure that job demands remain within manageable limits. Additionally, organizational interventions such as stress management training, psychological support services, and improved working conditions can help mitigate the negative effects of

workload. Leaders and policymakers should also recognize that unmanaged workload not only affects individual well-being but may also compromise service quality, decision-making, and public safety outcomes. Therefore, integrating workload management into human resource policies is essential for enhancing both organizational performance and employee welfare.

Finally, this study offers important contextual insights by situating its findings within the environment of a developing country, specifically Indonesia. Traffic police officers in this context often operate under conditions of limited resources, high population density, and rapidly increasing traffic volume, which collectively intensify workload pressures. Cultural factors, organizational structures, and public expectations may further shape how stress is experienced and managed. These contextual elements highlight that while the relationship between workload and stress is theoretically universal, its manifestation and intensity are influenced by local conditions. Consequently, this study not only contributes to the global discourse on occupational stress but also provides localized evidence that is particularly relevant for policymakers and practitioners in similar developing country settings.

CONCLUSION

This study concludes that workload has a significant and positive relationship with work-related stress among traffic police officers. The findings show that both workload and stress levels are predominantly moderate; however, statistical analysis confirms that increases in workload are associated with higher levels of stress. With a correlation coefficient of 0.667 and a coefficient of determination of 44.4%, workload is demonstrated to be a substantial factor influencing occupational stress within high-risk law enforcement environments. These findings directly address the research objectives and provide empirical evidence supporting the proposed hypothesis.

From a theoretical perspective, this study contributes to the development of occupational stress literature by reinforcing the applicability of established theories, particularly in the context of high-risk public service sectors. It extends existing knowledge by providing empirical evidence from traffic policing in a developing country, a context that has received limited scholarly attention. The study confirms that workload functions as a key stressor, while also highlighting the importance of contextual factors in shaping the intensity of its impact. In terms of practical implications, the findings emphasize the need for effective workload management strategies within law enforcement institutions. Policymakers and organizational leaders are encouraged to implement structured workload distribution, enhance support systems, and provide stress management interventions to improve both employee well-being and organizational performance.

This study also acknowledges its limitations, particularly the relatively small sample size and focus on a single institutional setting, which may limit generalizability. Therefore, future research is recommended to incorporate larger and more diverse samples, include additional variables such as organizational support or coping mechanisms, and apply more advanced analytical techniques such as Structural Equation Modeling (SEM) to further enrich the understanding of occupational stress dynamics.

Author Contributions

Conceptualization, R.W. and F.; methodology, R.W.; software, R.W.; validation, R.W. and F.; formal analysis, R.W.; investigation, R.W.; resources, R.W.; data curation, R.W.; writing—

original draft preparation, R.W.; writing—review and editing, R.W. and F.; visualization, R.W.; supervision, R.W.; project administration, R.W.; funding acquisition, F. All authors have read and agreed to the published version of the manuscript.

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Institutional Review Board Statement

Ethical review and approval were waived for this study due to the use of non-invasive survey methods and the absence of sensitive personal data.

Informed Consent Statement

Informed consent was obtained from all subjects involved in the study.

Declaration of Generative AI and AI-assisted Technologies in the Writing Process

During the preparation of this work, the author(s) used ChatGPT to assist in structuring and refining the academic language of the manuscript. After using this tool, the author(s) reviewed and edited the content as needed and take full responsibility for the content of the publication.

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Conflicts of Interest

The authors declare no conflicts of interest.

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