

Empirical Study of Determinants of Job Satisfaction and Its Impact on Employee Work Performance at Wonosobo Police

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Abstract. *The work of a police officer in dealing with criminal cases is very risky and dangerous and often becomes a serious and unexpected threat to the safety of the police themselves. To overcome this, one of them is by setting heavy targets and high discipline and focus and continuous alertness. This condition makes the police carry out quite heavy duties and responsibilities. In the end, this factor becomes a trigger that can make the police more easily stressed in their work environment. This research is explanatory research with a quantitative approach, because in this research it can explain the relationship and influence of independent variables on dependent variables, both together and individually in the hypothesis. The reason researchers use explanatory research is because this research is expected to be able to explain the relationship and influence between variables through hypothesis testing. The reason for using explanatory research is because this research will explain in full about the influence of through hypothesis testing. Based on the research that has been conducted and the results that have been obtained, it can be concluded that: Workload Balance Affects the Job Satisfaction of Police Members at the Wonosobo Police, Career Development Does Not Affect the Job Satisfaction of Police Members at the Wonosobo Police, Non-Physical Work Environment Affects the Job Satisfaction of Police Members at the Wonosobo Police, Workload Balance Does Not Affect the Performance of Police Members at the Wonosobo Police, Career Development Does Not Affect the Performance of Police Members at the Wonosobo Police, Non-Physical Work Environment Affects the Performance of Police Members at the Wonosobo Police, Job Satisfaction Affects the Performance of Police Members at the Wonosobo Police.*

Keywords: *Explanatory; Hypothesis; Police; Satisfaction.*

1. Introduction

The Indonesian National Police will enter its 78th year in 2024 and is one of the law enforcement institutions in Indonesia that has an important role in maintaining public security and order, especially in the era of digitalization and increasingly developing democracy, society is increasingly critical of issues related to the government, law enforcement, cybercrime, including the actions of the police themselves. Therefore, the police are required to always adapt to an increasingly dynamic environment and an increasingly critical society. The role of the police is not only limited to law enforcement but

also as the main actor in maintaining security and order and building harmonious relations between the police and the community (Roy Riadi, 2023)

To address this, there must be a strategic step that must be taken, namely by preparing and forming human resources (HR) of the Police who are truly professional and qualified. This effort cannot be separated from the importance of the position of human resources (HR) in any organization or agency including the Police.

The work of a police officer in dealing with criminal cases is very risky and dangerous and often becomes a serious and unexpected threat to the safety of the police themselves. To overcome this, one of them is by setting heavy targets and high discipline and focus and continuous alertness. This condition makes the police carry out quite heavy duties and responsibilities. In the end, this factor becomes a trigger that can make the police more easily stressed in their work environment (Fazrina et al, 2024)

If left untreated, stress can have serious consequences, several cases of police officers committing suicide due to stress, including due to their workload. The workload referred to in this case includes having to handle various tasks such as patrols, arresting criminals, investigating crimes and protecting the community. According to several records throughout 2023 there were 4 cases of alleged police suicide, namely in Samosir, Gorontalo, Banten and Jakarta. According to the commissioner of the National Police Commission, Poengky Indarti, in his statement on Sunday (30/4/2023) regarding the motives for the alleged suicides that had occurred to police officers some time ago, the perpetrators of suicide were mostly non-commissioned officers with various motives, including economic factors, depression due to personal problems, worry about being involved in criminal cases, etc. (Danar, 2023)

It is not easy to become a professional and qualified member of the Indonesian National Police, because it must meet several criteria. According to Atmasasmita in (Cecep Suarna, Ginanjar Wira Saputra, Ahmad Johan, 2023) in forming an ideal police force that is oriented towards the needs of the community served, there are several requirements that must be agreed upon by the world, including:

1. *Well Motivated* meaning to get good police quality a prospective police cadre must have good motivation when a prospective police officer chooses to become a police officer. This motivation will also color a police officer's policing in developing his career, and this is monitored from the beginning of his recruitment.
2. *Well educated* This means that to get good police candidates, they must be educated to become good police. This involves the education system, curriculum and teaching and learning process which are quite complicated and complex.
3. *Well trained* This means that to obtain good police officers, training is needed through a strict managerial process so that synchronous education and training can answer various actual police challenges and future challenges.
4. *Well Equipment* This concerns the issue of police equipment which includes police facilities and infrastructure as well as police technology.
5. *Good luck* namely the need for adequate welfare.

The concept above shows that career development is an important aspect that must be realized and given real attention in order to support the formation of professional and ideal Polri members (Cecep Suarna, 2023)

Based on the researcher's observation, the workload of the members of the Wonosobo Police Narcotics Unit is quite mentally draining. Because as a member of the Police must be able to meet the target burden of the Indonesian National Police by having to be able to uncover many cases. So that the burden given by the State for some members of the Police affects their physical and mental condition so that it affects job satisfaction and performance.

Career development is also very much needed by members of the Wonosobo Police Department to be motivated and work optimally. As of 2024, the Wonosobo Police Department has 676 personnel with the following details:

Table of Number of Wonosobo Police Personnel

No	Group	Rank	Amount
1.	Middle Officer	AKBP	1
		Police	4
		Commissioner	
2.	First Officer	AKP	19
		Inspector	10
		Ipda	11
3.	non-commissioned officer	First Inspector	96
		Aipda	107
		Brigadier	117
		Brigadier	66
		Brigadier	81
		Brigadier	64

Source: Bagsumda
Polres Wonosobo 2024

The data above shows that the number of police officers in the Bintara group is 631 out of all police personnel at the Wonosobo Police. The majority of Bintara are still young so they have great opportunities to continue developing their careers. By encouraging career development, motivation will increase, and encourage police members to excel and contribute maximally to the Agency.

2. Research Methods

This type of research is explanatory research with a quantitative approach, because in this study it can explain the relationship and influence of independent variables on dependent variables, both together and individually in the hypothesis. The reason researchers use explanatory research is because this study is expected to be able to explain the relationship and influence between variables through hypothesis testing. The reason for using explanatory research is because this study will explain in full the influence of through hypothesis testing (Sugiyono, 2013)

This research approach uses a quantitative approach. Quantitative researchers in viewing the relationship of variables to the objects studied are more causal, so that in their research there are independent variables and dependent variables. From these variables, it is then sought

how much influence the independent variable has on the dependent variable (Sugiyono, 2013)

3. Results and Discussion

Overview of Research Object

Overview of Wonosobo Police

Wonosobo Resort Police (Polres) is a police institution at the district level led by the Chief of Resort Police (Kapolres) and assisted by a Deputy Chief of Resort Police (Wakapolres) several Kabag and Kasat. Wonosobo Resort Police is the center of activity for Wonosobo Police personnel who are protectors, guardians and serve the community located at Jl. Bhayangkara No.18, Puntuk Sari, Kec. Wonosobo, Wonosobo Regency, Central Java 56315 (Documentation, 2024)

Vision and Mission of Wonosobo Police

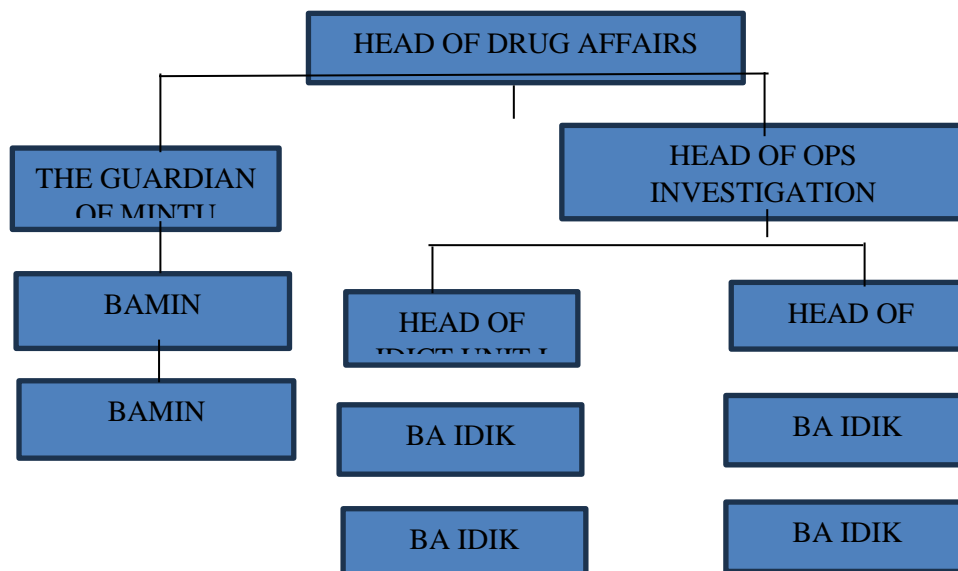
1) Vision of Wonosobo Police

"Realizing a Safe and Orderly Wonosobo"

2) Wonosobo Police Mission

- a. Protect, Serve and Protect
- b. Ensuring the maintenance of public security and order throughout Wonosobo
- c. Enforcing the law fairly
- d. Realizing a professional Wonosobo Police
- e. Modernization of Wonosobo Police services
- f. Implementing the management of the Wonosobo Police with integrity and trustworthiness

Organizational Structure of Wonosobo Police Narcotics Unit





Organizational Structure Image of Wonosobo Police Narcotics Research Unit

Number of human resources

The number of human resources, in this case members of the Wonosobo Police, can be presented in the following table:

Table of Number of Wonosobo Police Personnel

No	Group	Rank	Amount
1.	Middle Officer	AKBP	1
		Police	4
		Commissioner	
2.	First Officer	AKP	19
		Inspector	10
		Ipda	11
3.	non-commissioned officer	First Inspector	96
		Aipda	107
		Brigadier	117
		Brigadier	66
		Brigadier	81
	Brigadier	64	

Data Source: Wonosobo Police Document 2024

Work Facilities

To support the service and implementation of the duties and responsibilities of the Police to work professionally, supporting facilities are needed such as: motor vehicles, communication devices and weapons. The following is a presentation of data on existing facilities as seen in the following table:

Communication Tools Table

No	Types of Communication Tools	of Good Condition	Minor Damage Condition	Severely Damaged Condition	Amount
1.	Computer	64	3		
2.	HT	181	34	25	
3.	Etc.				
	Amount				

Data Source: Wonosobo Police Document 2024

Weapon Count Table

No	Types of Weapons	of Good Condition	Minor Damage Condition	Severely Damaged Condition	Amount
1.	Handheld	297			
2.	Shoulder	157			
3.	Gun	28			

Amount

Data Source: Wonosobo Police Document 2024

Motor Vehicle Table

No	Vehicle Type	Good Condition	Minor Damage Condition	Severely Damaged Condition	Amount
1.	Patrol Vehicle	12	65		
2.	Special Vehicle (Ambulance)	1	1		
3.	Public Vehicles (Trucks)	4			

Amount

Data Source: Wonosobo Police Document 2024

Respondent Description

Respondent description contains information that presents respondent data in the form of: gender, age, education, length of service. The following is a presentation of respondent description data in this study:

Respondent Characteristics Based on Length of Service

Respondent characteristics based on length of service can be presented in the following table:

Respondent Characteristics Table Based on Length of Service

No	Years of service	Number of Respondents	Percentage (%)
1.	0-10 Years	24	48%
2.	11-20 Years	13	26%
3.	21-30 Years	10	20%
4.	> 30 Years	3	6%
	Total	50	100%

Source: Primary Data processed in 2024

Based on the table above, it shows that the number of respondent characteristics based on length of service is: (1) The number of members of the Wonosobo Police Narcotics Research Unit with a length of service of 0-10 years is 24 people or 48% of respondents (2) The number of members of the Wonosobo Police Narcotics Research Unit with a length of service of 11-20 years is 13 people or 26% of respondents (3) The number of members of the Wonosobo Police Narcotics Research Unit with a length of service of 21-30 years is 10 people or 20%. (4) The number of members of the Wonosobo Police Narcotics Research Unit with a length of service of more than 30 years is 3 people or 6% of respondents.

Instrument Feasibility Test Results

Validity Test Results

Validity test is used to measure the validity or otherwise of a questionnaire. A questionnaire is said to be valid if the questions in the questionnaire are able to reveal something that will be measured by the questionnaire (Ghozali, 2011).

The results of the validity testing of all variables in this study can be seen in the following table:

Validity Test Results Table

No.	Variables	Indicator	R count	R table	Information
1.	Workload Balance	KBK_1	0.496	0.284	Valid

			KBK_2	0.522	0.284	Valid
			KBK_3	0.409	0.284	Valid
			KBK_4	0.420	0.284	Valid
			KBK_5	0.500	0.284	Valid
2.	Career Development		PK_1	0.434	0.284	Valid
			PK_2	0.615	0.284	Valid
			PK_3	0.814	0.284	Valid
			PK_4	0.317	0.284	Valid
			PK_5	0.378	0.284	Valid
3.	Non-Physical Environment	Work	LKN_1	0.662	0.284	Valid
			LKN_2	0.421	0.284	Valid
			LKN_3	0.538	0.284	Valid
			LKN_4	0.663	0.284	Valid
			LKN_5	0.449	0.284	Valid
4.	Job satisfaction		KK_1	0.321	0.284	Valid
			KK_2	0.530	0.284	Valid
			KK_3	0.594	0.284	Valid
			KK_4	0.585	0.284	Valid
			KK_5	0.702	0.284	Valid
5.	Employee performance		KIN_1	0.344	0.284	Valid
			KIN_2	0.533	0.284	Valid
			KIN_3	0.579	0.284	Valid
			KIN_4	0.570	0.284	Valid
			KIN_5	0.731	0.284	Valid

Source: SPSS 21 Data Processing

a. Hypothesis Test Results

t-Test Results

This test basically shows how far the influence of one independent variable individually explains the variation in the dependent variable (Ghozali, 2011)

Table (Results of t-Test Model 1)

Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	2,861	3.005		.952	.346
	BURDEN	.301	.163	.267	1,854	.070
	CAREER	.082	.148	.072	.554	.582
	ENVIRONMENT	.306	.129	.332	2,368	.022

Dependent Variable: SATISFACTION

The table above shows the results of hypothesis testing for model 1 which can be described as follows:

1. The regression coefficient value of workload balance (X1) is 0.301 and the significance value is 0.070. The research hypothesis assumes that there is a positive relationship between workload balance and job satisfaction. The results of the study show that the significance value is less than 0.05, so it can be concluded that H1 or the first hypothesis is accepted, meaning that there is an influence of workload balance (X1) on job satisfaction (Z).

2. The regression coefficient value of career development (X2) is 0.082 and the significance value is 0.582. The research hypothesis assumes that there is a positive relationship between career development and job satisfaction. The results of the study show that the significance value is greater than 0.05, so it can be concluded that H1 or the first hypothesis is rejected, meaning that there is no influence of career development (X2) on job satisfaction (Z).
3. The regression coefficient value of the non-physical work environment (X3) is 0.306 and the significance value is 0.022. The research hypothesis assumes that there is a positive relationship between the non-physical work environment and job satisfaction. The results of the study show that the significance value is less than 0.05, so it can be concluded that H1 or the first hypothesis is accepted, meaning that there is an influence of the non-physical work environment (X3) on job satisfaction (Z).

The results of hypothesis testing for model 2 can be described as follows:

**Table (Results of t-Test Model 2)
Coefficientsa**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	3,084	2,921		1,056	.297
	WORKLOAD	.208	.162	.168	1.285	.205
	CAREER DEVELOPMENT	-.072	.143	-.058	-.507	.615
	WORK ENVIRONMENT	.398	.132	.393	3.023	.004
	SATISFACTION	.308	.142	.281	2.173	.035

Dependent Variable: PERFORMANCE

The table above shows the results of hypothesis testing for model 2 which can be described as follows:

1. The value of the workload balance regression coefficient (X1) is 0.208 and the significance value is 0.205. The research hypothesis assumes that there is a positive relationship between workload balance and performance. The results of the study show that the significance value is greater than 0.05, so it can be concluded that H1 or the first hypothesis is rejected, meaning that there is no effect of workload balance (X1) on performance (Y).
2. The regression coefficient value of career development (X2) is -0.072 and the significance value is 0.615. The research hypothesis assumes that there is a positive relationship between career development and performance. The results of the study show that the significance value is greater than 0.05, so it can be concluded that H1 or the first hypothesis is rejected, meaning that there is no influence of career development (X2) on performance (Y).
3. The regression coefficient value of the non-physical work environment (X3) is 0.398 and the significance value is 0.004. The research hypothesis assumes that there is a positive relationship between the non-physical work environment and performance. The results of the study show that the significance value is less than 0.05, so it can be concluded that H1 or the first hypothesis is accepted, meaning that there is an influence of the non-physical work environment (X3) on performance (Y).

4. The regression coefficient value of job satisfaction is 0.308 and the significance value is 0.035. The research hypothesis assumes that there is a positive relationship between job satisfaction and performance. The results of the study show that the significance value is less than 0.05, so it can be concluded that H1 or the first hypothesis is accepted, meaning that there is an influence of job satisfaction on performance (Y).

Discussion:

a. The Influence of Workload Balance on Job Satisfaction of Police Officers at the Wonosobo Police

The first hypothesis in this study states that workload balance (X1) is suspected of having a positive influence on the job satisfaction of members of the Narcotics Investigation Unit at the Wonosobo Police. Based on the results of the SPSS 21 processing above, the results obtained are: The regression coefficient value of workload balance (X1) is 0.301 and the significance value is 0.070. The research hypothesis assumes that there is a positive relationship between workload balance and job satisfaction. The results of the study show that the significance value is less than 0.05, so it can be concluded that H1 or the first hypothesis is accepted, meaning that there is an influence of workload balance (X1) on job satisfaction (Z).

Different things are stated by research results Ferli Antoni, Reina Damayanti, Santi Puspita (2021), also research by Hasna Huriyah, Sri Wahyuningsih (2023) Both obtained results that the workload variable did not have a positive and significant effect on job satisfaction.

The results of this study identified that the balance of workload affects the job satisfaction of members of the Wonosobo Police Narcotics Investigation Unit. This means that the high level of workload of police members causes low job satisfaction of personnel. Personnel feel that the time and amount of work assigned by the agency are not enough or not enough to adjust properly.

This is in contrast to research by Desi Wulandari, Muhammad Mathori (2023) who stated that the results of the t-test in this study had a value of 0.021 below 0.05, so hypothesis 1 was accepted, meaning that there was a significant effect of workload balance on employee job satisfaction. This is in line with research presented by Ganis Aliefiani Mulya Putri (2023) that workload balance affects job satisfaction.

Personnel will not feel burdened in his work if the personnel has met the target or achievement that is burdened by him in working in this case the target of the task of the Indonesian National Police to eradicate and handle criminal cases related to drug networks, but if the target planning to eradicate drugs is not achieved then he will feel burdened even though the workload is already his responsibility. In this case, the work target carried out by the Wonosobo Police Narcotics Investigation Unit Personnel is in accordance with the target imposed and can always meet the target so that it does not cause a heavy workload that will reduce job satisfaction in each personnel, especially the Wonosobo Police Narcotics Investigation Unit Police.

b. The Influence of Career Development on Job Satisfaction

The second hypothesis in this study is that there is a positive and significant influence between career development on job satisfaction of members of the Wonosobo Police Narcotics Investigation Unit. Based on the results of SPSS 21 processing above, the career development regression coefficient value (X2) is 0.082 and a significance value of 0.582. The research hypothesis assumes that there is a positive relationship between career development and job satisfaction. The results of the study show that the significance value is greater than 0.05, so it can be concluded that H1 or the first hypothesis is rejected, meaning that there is no influence of career development (X2) on job satisfaction (Z).

Different results were presented by the research Ganis Aliefiani Mulya Putri (2023), Eyrene GD Kayely (2023) both stated that career development affects employee job satisfaction. Career is important for members of the organization and the organization itself. According to Handoko (2004) a career is a job (position) held during a person's working life, a career shows the development of employees individually in the ranks that can be achieved during their work period in an organization.

Career development issues at the Wonosobo Police as part of the development of member human resources have been systematically regulated and determined through normative provisions applicable within the Police environment. Career development at the Police level is the main task of the Human Resources Division (Bagsumda) which is under the control and responsibility of the Police Chief and Deputy Police Chief.

c. The Influence of Non-Physical Work Environment on Job Satisfaction

The regression coefficient value of the non-physical work environment (X3) is 0.306 and the significance value is 0.022. The research hypothesis assumes that there is a positive relationship between the non-physical work environment and job satisfaction. The results of the study show that the significance value is less than 0.05, so it can be concluded that H1 or the first hypothesis is accepted, meaning that there is an influence of the non-physical work environment (X3) on job satisfaction (Z).

This result is in line with research by Muhraweni, Rasyid, Gunawan (2017) the results of the study showed that the non-physical work environment partially has a positive and significant effect on job satisfaction. The same thing was also stated by Edduar Hendri (2012) partially the non-physical work environment has a significant positive effect on employee job satisfaction. This means that a comfortable non-physical work environment in a company will increase employee satisfaction in a company.

This is in contrast to the results of research by Mohamad Andre, Bowo Santoso (2022) that non-physical work environments are unable to support job satisfaction. This means that a comfortable non-physical work environment in a company or agency will increase employee satisfaction in a company. However, if it does not have an effect, then a comfortable non-physical work environment does not affect job satisfaction.

d. The Influence of Job Satisfaction on Performance

The regression coefficient value of job satisfaction is 0.308 and the significance value is 0.035. The research hypothesis assumes that there is a positive relationship between job satisfaction

and performance. The results of the study show that the significance value is less than 0.05, so it can be concluded that H1 or the first hypothesis is accepted, meaning that there is an influence of job satisfaction on performance (Y). The more job satisfaction felt by members of the Wonosobo Police drug investigation unit towards their work, the more their performance will increase. This is reflected in the attitude of the members who always do their jobs well and on time.

Similar things were stated in research by Ery Teguh Prasetyo, Puspa Marlina (2019) Based on the results of the study, it is known that job satisfaction has a positive and significant influence on employee performance, this has implications that with increasing job satisfaction, it will have an impact on increasing performance. The findings of this study support the results of previous studies that examined the relationship between job satisfaction and performance. Balouch & Hassan, (2014) conducted a study entitled "determinants of job satisfaction and its impact on employee performance and turnover intentions", concluding that job satisfaction has an influence on performance, in addition, job satisfaction can also affect employee turnover intentions. Employees with low job satisfaction have a higher chance of leaving the company (Hidayat, 2018). Job satisfaction is reflected not only in satisfaction with their work but also includes: satisfaction with job promotions, salary, good relationships between colleagues and leaders.

e. The Effect of Workload Balance on Performance

The value of the workload balance regression coefficient (X1) is 0.208 and the significance value is 0.205. The research hypothesis assumes that there is a positive relationship between workload balance and performance. The results of the study show that the significance value is greater than 0.05, so it can be concluded that H1 or the first hypothesis is rejected, meaning that there is no effect of workload balance (X1) on performance (Y). This is different from Eric Hermawan's research (2022). The results obtained by the independent variables have a significant effect, both partially and simultaneously. The effect in percent (%) for the work environment, work stress and workload (separately is 37.8%, 41.2% and 20.1%). While the effect in% together is 44.8%. However, it is different from the research of Fanny Rachma Setiani (2021) that the balance of workload has a negative effect on job performance.

f. The Impact of Career Development on Performance

The regression coefficient value of career development (X2) is -0.072 and the significance value is 0.615. The research hypothesis assumes that there is a positive relationship between career development and performance. The results of the study show that the significance value is greater than 0.05, so it can be concluded that H1 or the first hypothesis is rejected, meaning that there is no influence of career development (X2) on performance (Y). This is different from the research results by Nora Yolinda and Marlius (2023) that career development (X1) has a positive effect on employee performance with a t-count value greater than the t-table $2.857 > t\text{-table } 2.02108$ with a significance value smaller than the alpha value ($0.007 < 0.05$) then H_0 is rejected and H1 is accepted, meaning that the career development variable has a positive and significant effect on employee performance.

This is in line with research by Sinta Nuriyah et, al (2022) that career development has a negative and insignificant effect on employee performance, because the sig value obtained in this study was 0.14 and the explanation from employees that leaders provide opportunities for career development, but most employees feel satisfied with the positions they currently have.

g. The Influence of Non-Physical Work Environment on Performance

The regression coefficient value of the non-physical work environment (X3) is 0.398 and the significance value is 0.004. The research hypothesis assumes that there is a positive relationship between the non-physical work environment and performance. The results of the study show that the significance value is less than 0.05, so it can be concluded that H1 or the first hypothesis is accepted, meaning that there is an influence of the non-physical work environment (X3) on performance (Y).

This is in line with research by Muhammad Alhari Ramadana, Isni Andriana, Wita Farla (2024) Based on the results of simple regression (t-test), the non-physical work environment has a positive and significant effect on employee performance. This means that the better the non-physical work environment, the more it will improve employee performance. The non-physical work environment built in an organization or company is very important for leaders to pay attention to. This is because the work environment also affects employee performance in

organization or company. A good work environment is a work environment that overall makes employees safer, more comfortable and healthier, so they can work optimally.

4. Conclusion

Based on the research that has been conducted and the results that have been obtained, it can be concluded that: Workload Balance Affects the Job Satisfaction of Police Members at the Wonosobo Police, Career Development Does Not Affect the Job Satisfaction of Police Members at the Wonosobo Police, Non-Physical Work Environment Affects the Job Satisfaction of Police Members at the Wonosobo Police, Workload Balance Does Not Affect the Performance of Police Members at the Wonosobo Police, Career Development Does Not Affect the Performance of Police Members at the Wonosobo Police, Non-Physical Work Environment Affects the Performance of Police Members at the Wonosobo Police, Job Satisfaction Affects the Performance of Police Members at the Wonosobo Police.

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