The Effects of Job Demands on Burnout, and Engagement with Teamwork Effectiveness as the Moderation Variable on a Police Resort at Tanjung Perak, Port Surabaya

by Praptini Yulianti

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Burnout is a condition which needs to be prevented and minimised in an organisation, whereas engagement is one of the essential things for an organisation. Police as the forefront agent of the state holds an important role in maintaining public order and controlling crime. Therefore, the understanding of burnout and engagement is considered crucial for all police members. This study aimed to identify the effects of job demands on burnout and engagement of police officers, and also to recognise the effects of job demands on burnout moderated with teamwork effectiveness. The data were collected through observation and questionnaire involving 131 police officers at the Police Resort of Tanjung Perak, Port Surabaya. Meanwhile, the analysis of this study employed Partial Least Square (PLS). The findings showed a significant effect on three hypotheses, which are the effect of job demand on burnout, job demands on engagement, and teamwork effectiveness on engagement. However, there were no significant effects of teamwork effectiveness on burnout, and job demands on burnout moderated with teamwork effectiveness.

Keywords: Job Demands, Teamwork Effectiveness, Burnout, Engagement

Introduction

Police work is not an easy thing. Police are the most prominent law enforcement officers in the eyes of the community because they are directly in contact with the community. In carrying out its duties, police are faced with a great responsibility. The existence of a great responsibility to the community can sometimes cause the police to experience work stress. Work stress can be a problem for the individual police officer. Stress with duties as a police officer not only affects individuals, but also influences the relationships between teams and team members in carrying out their duties. There are studies that relate work stress to various things, namely work stress is usually associated with mental health, tension, job satisfaction, and burnout (Maslach et al., 2012),.Stress performance will be a problem for employees and organisations if it has led to the burnout (Eliyana et al., 2019).

Burnout is the psychological response to prolonged work stress (Maslach et al., 2012). Burnout is the exhaustion of an employee or profession physically and psychologically due to a work situation that does not support the expectations and needs. Under these conditions employees or professions will experience health problems psychologically or physically, and it can affect the performance of the tasks done. The incidence of burnout conditions can be affected by several factors, one of which is job demands. Job demands or excessive tasks are believed to cause burnout for employees or professions.

Job demand is defined as an aspect of work that requires long-term physical, emotional or cognitive effort because job demand is related to physical and psychological conditions (Demerouti and Bakker, 2011). In this area, the police have enormous job demands with conflicts frequently coming up when completing their duties:for example, when the police are managing traffic or in handling criminal-related problems. Therefore, teamwork is expected to be done to overcome the problems faced by the police, because teamwork will reduce the burden of each individual police officer. The team also allows employees to collaborate, enhance individual skills, and provide constructive feedback to minimise conflict between individuals (Manzoor, 2012); (Flechard et al., 2007).

Teamwork is an important factor for the smooth functioning of the organisation as most organisational activities have become more complex due to technological progress, thus making teamwork the main focus in many organisations (Manzoor, 2012). Teamwork is used for all types of organisations, including non-profit organisations (Cordon, 2019). Teamwork will be a determinant of whether the journey of an organisation or agency will succeed or not. This makes it necessary to build good cooperation in carrying out responsibilities within the organisation. Teamwork also can thus be interpreted as a cooperation, and is a form of group work where skills complement those of other members of the team, Teamwork is committed to achieving the agreed targets to achieve the common goals effectively and efficiently. It is undeniable that teamwork is a fusion of personalities that become one to achieve the common goals. The goal is not a personal goal, not a team leader's goal, nor a goal of the most popular person on the team.

Effectiveness is to be related to productivity, employee and customer satisfaction and manager's judgement (Ilgen et al., 2005) (Herachwati et al., 2018). Effectiveness is defined in three-dimensional definitions: group output meets quality standards, group ability to work interdependently in the future and the growth and well-being of team members (Rainey, 2009). Interpersonal relationships are very important because this is the basis for the creation of openness and direct communication and support among fellow team members. This will encourage the police to build engagement with his work. Work engagement is the effort of

the members of an organisation to bind themselves to job roles (Harter et al., 2002). Under these conditions, a person will actively engage and express himself physically, cognitively and emotionally as long as the person is playing his or her role. The cognitive aspects of work engagement involve employees' trust with the organisation, their leaders and their working conditions. The emotional aspect involves the employees' feelings toward the three points above, and whether the employees behave positively or negatively toward the organisation and their leaders. The physical aspect involves how much physical energy the employees use to accomplish its task within the organisation. Employees with engagement values are workers with full involvement and enthusiasm to do their job (Tritch, 2003). This definition is in line with the definition proposed by Harter et al. (2002), which states that engagement is an employee's involvement and satisfaction at work equipped with enthusiasm (Harter et al., 2002).

Engagement is defined as a positive, meaningful, and motivational attitude, characterized by vigor, dedication, and absorption (Schaufeli et al., 2002). Vigor is characterized by high energy level, resilience, a desire to strive and not give up in the face of challenges. Dedication is characterized by feeling worthy, enthusiastic, inspired, valued and challenged. Absorption is characterized by doing one's tasks with full concentration (Bakker et al., 2003).

The Police Resort of Tanjung Perak, Port Surabaya is the command structure of the Indonesian National Police Force in Surabaya Area. The administrative area of Surabaya city government consists of 3 sub-districts, or 160 urban villages, some of which are in the jurisdiction of The Police Resort of Tanjung Perak, Port Surabaya that consists of 5 Polsek (6 Sub-districts, 27 urban villages).

Table 1 The Situation of Traffic Violation in the Jurisdiction Area of The Police Resort of Tanjung Perak Port Surabaya

DESCRIPTION	TRAFFIC VIOLATIONS DATA		
	2013	2014	2015
Number of Violations	766.551	1.090.907	1.254.484

Source: Internal Data

Traffic congestion locations are usually fixed at certain hours, or incidental at certain moments (special), where the moments are also increasing from time to time. From this data, it can be concluded that the demand for police work is getting harder and higher, as the number of traffic violations also increases. The role of police officers to carry out the police functions have become increasingly important because of the rapid development and changes in the society.

2. THEORITICAL REVIEW

2.1 Job Demands

According to the JD-R model the characteristics of work environment can be classified into two general categories – job demands and job resources, that combine different specific demands and resources, depending on the context under study. Job demands can be defined as aspects of work that require long-term, physical, emotional or cognitive effort, because job demands are related to physical and psychological circumstances (Demerouti and Bakker,

2011). Job demands are not always negative, but they can turn into a job stressor if they require an excessive effort to change something that fails to be successful or true. However, long-term job demands may cause physical and psychological disruptions, such as burnout [15]. Basically, a person will feel not burdened with their tasks if they get comfortable and can synergize with their environment.

The second process proposed by the JD-R model is natural motivation, where it can be assumed that work has potential motivation that leads to high work-involvement, low cynics, and excellent performance [15]. Job resources can play a good role in building intrinsic motivation because they can increase employees' growth and development. Job resources play an important role in achieving the goals of work. In many cases, job resources can meet basic human needs (Llorens et al., 2006). In addition to the main effects of job demands and job resources, the JD-R model proposes that the interaction between job demands and job resources are important for the development of job training as well as motivation. More specifically, it is proposed that job resources may become a buffer against the impact of job resources on job strains, including burnout (Bakker et al., 2003). In this definition, job resources are a counterweight or can reduce job demands, because the role of job resources is to motivate and develop the individuals.

Both categories of job characteristics can lead to two circumstances that cause a relative psychological process for each employee: the existence of a process leading to health problems because of high job demands that require a sustained effort; and exhausted employees, which leads to a lack of energy as well as health problems for the employees (Argyle, 2013). Such examples of job demands (workload and emotional demands) have been repeatedly found to predict fatigue levels in various working groups (Bakker et al., 2005).

Based on experts' opinions above, it is generally stated that the demands of work is a long-term physical and emotional output that can cause energy depletion, employee fatigue, and health problems. Job-demand management is important because there is a unique relationship between work demands, burnout, and engagement. Members of the police force are constantly confronted with interpersonal violence in the society, confrontational interaction with the individual, and emotional burden when dealing with the victims of crimes and accidents (Toch, 2002). It is the work demand that needs to be done. There are two dimensions of job-demands according to Demerouti and Bakker, 2011, namely:

a. Workload

Workload refers to the extent to which employees need to perform multiple tasks in a short period of time. Workloads are marked by a non-stop work in long working hours, and also by overloaded workload and limited time given to complete the work (Bakker et al., 2003) (Nisa et al., 2018). In the study of Samra et al., (2012), it is said that not only the number of jobs that make a difference in employee satisfaction and success, but also the extent to which employees have the resources (time, equipment and support) to do the job well. Workload management is important because there is a unique relationship between job demands, intellectual demands and job satisfaction (Samra et al., 2012).

b. Emotional Demands

Emotional demand is defined as the aspect of work that require continuous emotional effort due to interaction and contact with clients (Demerouti and Bakker, 2011). For example,

employees in human service organisations are faced with many humanitarian problems that can lead to problematic interactions with clients (Ybema and Smulders, 2001). Job demand consists of job characteristics that tend to cause negative emotional reactions to employees. Job and organisational demands can create negative feelings, such as depression, when the employees are given a limitation on how they can reduce and overcome their potential stressors (Ross, 2017).

2.2 Teamwork Effectiveness

According to Manzoor et al. (2012) employee team is a collection of interdependent individuals with tasks and who share responsibility for generating outcomes (Manzoor, 2012). Cooney and Sohal (2004) states that teamwork is considered one of the most powerful tools for achieving goals within an area, sector or activity (Manzoor, 2012) (Cooney and Sohal, 2004) . It is also one of the most important elements in the continuous improvement system, as it facilitates information sharing, problem solving, and development of employee responsibilities. Teamwork allows people to collaborate, enhance individual skills, and provide constructive feedback without building conflicts between individuals (Manzoor, 2012) (Flechard et al., 2007). Teamwork is an important factor for the smooth functioning of an organisation, and it has become more complex because of technological advances, thus makes teamwork as the main focus in many organisations. A study from Pfaff and Huddlestor (2003) has concluded that teamwork is required for all types of organisations, including non-profit organisations (Ross, 2017). Teamwork factor is one of the elements or characteristics that also contribute to the improvement of team effectiveness (Manzoor, 2012).

According to Bruce and Ricketts (2008), teamwork is an essential thing to produce effective and efficient work among groups (Bruce and Ricketts, 2008). Baiden et al. (2011) explain that teams offer greater participations, challenges and feelings for accomplishment (Baiden, 2011). Organisations with interesting teams will attract and retain people with good competence. According to Paul et al. (2000), teamwork is a strategy that has the potential to improve the performance of individuals and organisations, but it needs to be reviewed from time to time to be maintained (Argote and Ingram, 2000). Organisations need to find strategies to improve their performance in the current and increasingly competitive environment. In other words, teamwork can enhance cooperation and communication within and between parts of the company from time to time. Usually teamwork consists of people who have different skills, and this is the force and strength able to achieve company goals. Teamwork is a work process within the scope of a group with participative leadership, shared responsibility, goal equality, intensive communication, focusing on the future, focusing on tasks, talents and creativity, and quick responses to achieve organisational goals. In teamwork, leadership will greatly support the success of the team's performance because the role of a leader is to unify the missions and to encourage interactions among members in order for them to be able to contribute maximally.

In a team, the work process needs to be managed well, that's why good leadership is needed. Leaders also have a great responsibility to improve the performance of a team by creating a good working condition so that members are willing to give their best performance to their team. Therefore, to create an effective team requires a collaboration between leadership and team members.

2.3. Burnout

Maslach explains that burnout can lead to many cases such as a decrease in professional achievement, inadequate service, decreased employees' attendance, a tendency to switch jobs, and ignorance of tasks given, creating some major problems for individuals and their professional lives and careers that causes the ultimate loss of motivation in accomplishing tasks (Maslach et al., 2012). This is in line with the notion of burnout according to Hultell and Gustavsson (2010), which explains that burnout is associated with negative outcomes for any organisation such as reduced employee performance, decreased attendance, higher turnover intention, low career satisfaction, and reduced service quality (Hultell and Gustavsson, 2010). Burnout is commonly used to describe a condition or state of mental fatigue. A lot of burnout is occurring for those who do many sorts of work, including within the community service members (Maslach et al., 2012). Burnout is a state of fatigue in which a person is becoming cynical about the value of his/her work and his/her ability to overcome it, where there is an association with the job demand (Martinussen et al., 2007). Human service professionals have a relatively high job stressor risk and burnout risk (Schaufeli et al., 2002). The long-term emotional interaction with other people is considered to be a major source of burnout among human service professionals (Maslach et al., 2012). Aggressive verbal interactions with customers (civilians) can increase the burnout rates (Dormann and Zapf, 2004). Employees who are experiencing burnout will become less productive in their work. They experience emotional fatigue, apathy, depression, irritability and boredom. They even have a tendency to try and find mistakes in all aspects of their work environment, including colleagues, and also react negatively to suggestions from others. The source of burnout consists of four factors. Firstly, the factor caused by their involvement with the recipient of service, because in the work of social services (human services), the workers have a direct involvement with the object of work or client. Secondly, the work environment factor. This factor is related to excessive workload, role conflict, role ambiguity, inadequate social support from co-workers, low occupational control, rigid rules, and lack of work stimulation. Thirdly, individual factors are involved. This includes demographic factors (gender, ethnic background, age, marital status, and educational background) and personality characteristics (self-need, over-motivation, and low ability to control emotions). The last factor is socio-cultural, which encompasses the overall value followed by the general public with regard to the social service profession (Maslach et al., 2012).

2.4. Engagement

Naude and Rothmann, (2006) generally describe engagement as the employees' energetic state dedicated to excellent performance at work and confident of its effectiveness (Naudé and Rothmann, 2006). Bakker, Demerouti and Xanthopoulou (2011) explain that engaged employees will feel concerned and will involve themselves by forming/contributing to their work environment, not only using resources to complete the work but also creating an atmosphere to keep the resources involved (Bakker et al., 2011) (Ismiyanti and Anom Mahadwartha, 2017). Work engagement is defined as a fulfillment and a positive state of mind that is associated with work, and it is marked in three dimensions according to Schaufeli and Bakker (2003), namely: a). Vigor; b). Dedication; & c). Absorption.

2.5. The Effects of Job Demands on Burnout

According to research conducted by Montgomery et al. 2012 in "Professional Nursing", it is found that there is a strong correlation between job demands and burnout (Montgomery et

al., 2012). In nursing staff, job demands such as time pressures that require emotional interactions is predicted to cause a burnout. In addition, research conducted by Rothmann et al. 2007 in "Managers at a Platinum Mine in the North West Province" explains that the dimensions of burnout (emotional exhaustion) are positively associated with job demands due to workload (which includes physical, emotional and cognitive workload), and is negatively related to job resources due to inadequate organisational support (focused mainly on management support, communications, performance feedback, participation in decision making, work autonomy, and clarity of roles) (Rothmann and Olivier, 2007).

H1: Job Demands Affect the Burnout of the Members of Police Resort of Tanjung Perak, Port Surabaya

2.6. The Effects of Job Demands on Engagement

In a study conducted by professional nurses by Montgomery, et al. (2015), it has been found that job demand is negatively affecting engagement. In addition to the role played in job development, job demands also have a negative relationship with the motivation of the individual who has been engaged with their job [8]. This is also supported by other researchers. From the above explanation it can be concluded that when job demands are high, it will result in low engagement.

H2 : Job Demand has a Significant Effect on Engagement of the Members of Police Resort of Tanjung Perak, Port Surabaya

2.7. The Effects of Teamwork Effectiveness on Burnout

The team is one of the strongest predictors of burnout at the individual employee level, so teamwork has a significant influence on burnout (Beardsley et al., 2012). In a different study done by Busch et al. 2013, it is found that the members of a team had a significant effect on the stress inside the team. Lower quality of teamwork also will cause psychosomatic complaints outside of job demands and job resources. So, it can be concluded that employees who can cooperate with each other well in an effective team can reduce the occurrence of burnout (Lerner and Busch-Rossnagel, 2013) .

H3 : Teamwork Effectiveness has a Significant Effect on the Burnout on the Members of Police Resort of Tanjung Perak, Port Surabaya

2.8. The Effects of Teamwork Effectiveness on Engagement

The statement explains that employees will feel involved and motivated by the job as they enjoy their work, in the presence of support among team members and mutual contribution to carry out the responsibilities (Montgomery et al., 2015). Gonzales and Bakker (2002) also explain that employees will feel energised, resilient, persistent, proud, joyful and inspired by their work if mutual trust between each member exists, and this can lead to an effective team environment (Schaufeli et al., 2002). Thus, it can be concluded that high teamwork effectiveness among employees will make employee engagement also high. Therefore, in this research, teamwork effectiveness will affect the engagement on the police officers Tanjung Perak Port, Police Surabaya.

H4 : Teamwork Effectiveness has a Significant Effect on the Engagement of the Members of Police Resort of Tanjung Perak, Port Surabaya

2.9. The Effects of Job Demands Against Burnout Moderated by Teamwork Effectiveness

Teamwork is a work process within the scope of a group with participative leadership, shared responsibility, goal equality, intensive communication, focusing on the future, focusing on tasks, talents and creativity, and rapid responses to organisational goals (Lukong et al., 2000). When employees can adapt to their job and the environment of the team in overcoming difficulties and challenges, it is expected that they also can overcome the problems of job demands that triggered the burnout.

H5 : Job Demand has a Significant Effect on Burnout Moderated by Teamwork Effectiveness on the Members of Police Resort of Tanjung Perak, Port Surabaya

3. RESEARCH METHODOLOGY

The method of data collection is using survey method, by distributing a questionnaire at the Police Resort of Tanjung Perak, Port Surabaya. This research uses PLS (Partial Least Square) analysis technique. The population in this research consists of members of Police Resort of Tanjung Perak, Port Surabaya. The corresponding population number is 161 Respondents, consisting of 100 Respondents from Sabhara members and 61 Respondents from Traffic unit members. The sampling technique used is the census method, where each of the returned and qualified data will be used as a sample. From 161 questionnaires that have been dispersed, only 132 Quizoners has been successfully returned, with 1 Unqualified Quizoner, thus making the total number of questionnaires examined only 131. The measurement of job demands, teamwork effectiveness, burnout and engagement variables is based on the respondents' answers or ratings on the statements in the questionnaire whose value is determined on a Likert scale, with the choices of "Strongly Disagree", "Disagree", "Neutral", "Agree" and "Strongly Agree". The question used can be seen in Appendix 1.

4. DISCUSSION
The rating of goodness of fit is based on value

4.1. Outer Model Evaluation

In outer evaluation model, convergent validity, discriminant validity, and composite reliability will be tested. Convergent validity on second order measurement is based on T Statistics as follows:

Table 2 Convergent Validity Second Order

Second Order Measurement	Original Estimate	T-Statistics
Workload → Job Demand	0.9230	59.8573
Emotional Demands → Job Demand	0.9100	47.8943
Vigor → Engagement	0.9367	52.7812
Dedication → Engagement	0.8972	59.3349
Absorption → Engagement	0.7022	10.6921
Emotional Exhaustion → Burnout	0.9590	134.9835
Depersonalization → Burnout	0.9570	145.9571

The result of significance test of dimension for each variable with second order measurement has been gauged with the T-Statistic when its value is bigger than criterion 1.96, meaning that the dimensions used in the second order measurement model does already have significant measurement contribution. In the job demands variable, the highest contribution is given by the workload dimension, the highest contribution contribution variable is given by the vigor dimension, and the highest contribution contribution variable is given by the emotional exhaustion dimension.

4.2. Inner Model Evaluation

Inner evaluation model will be explained by the results of R-Square and hypothesis testing. Assessment of goodness of fit is based on the R-Square value resulting from partial least square estimation for each path. Based on data processing with PLS, the R-Square value is generated as follows:

Table 3 Value of R-Square

Variable	R Square
Engagement	0.4754
Burnout	0.4807

The relationship between job demand and teamwork effectiveness to engagement have the value of R-Square of 0.4754, indicating that the percentage of diversity of engagement of police member can be explained by job demand and teamwork effectiveness perceived equal to 47.54%, while the rest 52.46% is explained by another variable. The line of relationship between job demand, teamwork effectiveness and moderating variable to burnout was obtained by the R-Square value of 0.4807, which indicates that police member burnout can be explained by job demand, teamwork effectiveness and moderation variable equal to 48.07%, while the rest of 51.93 % is explained by other variables.

4.3. Hypothesis Testing

The result of research hypothesis testing in PLS analysis using the result of inner weight estimation is as follows:

Table 4 Inner Weight

	Original Sample (O)	Standard Error (STERR)	T Statistics (|O/STERR|)
Job demand ⌐ Burnout	0.5563	0.2036	2.7318
Job demand ⊏ Engagement	-0.5321	0.0773	6.8820
Teamwork Effectiveness ⌐ Burnout	-0.2107	0.1474	1.4300
Teamwork Effectiveness ⌐ Engagement	0.2787	0.0898	3.1021

Job demand * Teamwork Effectiveness ⌐ Burnout	0.0482	0.1712	0.2818

H1: The amount of influence between job demand on burnout is 0.5563, and the t-statistic shows a value of 2.7318. Based on these results, the value of t-statistics is 2.7318 > 1.96, thus it can be concluded that job demand has a significant positive effect on burnout that is perceived by the police members. Thus, the first hypothesis is true.

H2: The amount of influence between job demand on engagement is -0.5321 and the t-statistic shows a value of 6.8820. Based on these results, the value of t-statistics is 6.8820 > 1.96, thus it can be concluded that job demand has a significant negative effect on engagement that is perceived by the police members. Thus the second hypothesis is true.

H3 The magnitude of influence between teamwork effectiveness on burnout is -0.2107, and the t-statistic shows a value of 1.4300. Based on these results, the value of t-statistics is 1.4300 < 1.96, thus it can be concluded that teamwork effectiveness has a negative and not significant influence to the burnout that is experienced by the police members. Thus, the third hypothesis must be rejected.

H4: The magnitude of influence between teamwork effectiveness on engagement is 0.2787, and the t-statistic shows a value of 3.1021. Based on these results, the value of t-statistics is 3.1021 > 1.96, thus it can be concluded that teamwork effectiveness has a significant positive effect on the engagement that is perceived by the police members. Thus the fourth hypothesis is true.

H5: The amount of influence between job demand moderation and teamwork effectiveness on burnout is 0.0482, and the t-statistic shows a value of 0.2818. Based on these results, the value of t-statistics 0.2818 < 1.96, thus it can be concluded that teamwork effectiveness can not strengthen or weaken the influence between job demand with burnout. Thus the fifth hypothesis must be rejected.

4.4. Discussion

4.4.1. The Effect of Job Demand on Burnout

The result of PLS value representing the effect of job demands on burnout is equal to 0.5563, and the t-statistics value is equal to 2.7318. This shows that there is significant influence on burnout at Port of Tanjung Perak, Surabaya Police, meaning any increased job demands will result in the incidence of burnout, because the influence of job demands against burnout is proven true. The highest score of the job demands indicator is 2.64, which is included in the medium category "Working demands make me have no time to complete work tasks", while the highest score of burnout indicator is 2.92 which is included in medium category "I feel uninspired again with work ". Based on the results of the highest indicators it can be seen that the members of the police force feel they have high job demands that makes them feel that they have many unfinished tasks. Because of this many unfinished tasks felt by the members, many members feel no more enthusiasm with their work. On the other hand, burnout can occur because the work is always the same and increases over time. Job demands is perceived by the members of the Police Resort of Tanjung Perak, Port Surabaya at a moderate level, and

burnout is also at a moderate level. Job demands can act as an opportunities that offer a potential advantage, such as the opportunity for police officers to learn and adapt to the environment well as well as to voice out their opinions so they can get a better welfare, thus the problematics that come from burnout can be resolved. When viewed from the unit-of-field level, high job demands and burnout does exist among the police officers of Satlantas (Unit of Traffic). This means, the Satlantas police officers feel that the number of jobs need to be completed is always increasing from time-to-time, and the work is always the same or routine, and it can cause burnout. The results of this study is in line with Montgomery et al. (2015) that proposed job demands (workload and emotional demand) is positively affecting burnout (emotional exhaustion and depersonalization) (Montgomery et al., 2015). Job demand is an aspect of work that require long-term physical or emotional effort and are therefore associated with physiological and psychological costs (Demerouti and Bakker, 2011). Job demands (irregular hours, time pressures, demanding interactions with the community) will turn into job stress if they require excessive effort from which one fails to get better. When done on a long-term basis, it can cause some physical and psychological disorders such as burnout or depression (Demerouti and Bakker, 2011). Evidence of a positive relationship between job demands and burnout was found in some organisational settings [7,14,42]. The results of a study done by Rothmann et al. 2007 in "Managers at a Platinum Mine in The North West Provice (Province?)" also explain that the dimensions of burnout (emotional exhaustion) are positively associated with job demands due to workload (which includes physical, emotional and cognitive work load), and negatively related to job resources due to inadequate organisational support (focused mainly on management support, communications, performance feedback, participation in decision making, work autonomy and role clarity) (Rothmann and Olivier, 2007). Demerouti et al. (2011) also explains that the major proportion of JD-R model is that the highest risk of burnout in the work environment is due to high job demands and low job resources. From that explanation, it can be concluded that high burnout is caused by low job resources and high job demands [3]. To overcome these problems, the Police Resort of Tanjung Perak, Port Surabaya can act as a job control and a social support in order to increase the motivation of the police officers leading to organisational commitment and job involvement.

4.4.2. The Effect of Job Demand on Engagement

The result of the test that use Partial Least Square analysis (PLS) shows that job demands have a significant negative effect on engagement of the police officers of the Police Resort of Tanjung Perak, Port Surabaya, which is proved by the value of t-statistics of $6.8820 > 1.96$. It means that when the job demands increase, then the engagement will be decrease. The highest score of the job demands indicator is 2.64, which is included in the moderate category namely "Job demands make me have no time to complete work tasks", while the highest score of engagement indicator is 4.01, which is included in the agreed category that is "I am full of energy in doing work in the organisation". Based on result of the highest job demands and engagement indicator, it can be seen that the member of Police Resort of Tanjung Perak, Port Surabaya actually have high engagement with their job if the police members do not feel the existence of high job demand. This can be an opportunity for the members of police force to be motivated by their work, in order to make job demands as a motivation to work. In a study conducted by professional nurses by Montgomery (2015), it is found that job demand is

negatively affecting engagement. In addition the role played in job development, job demands also have a negative relationship with the motivation of an individual engaged in the job (Montgomery et al., 2015). Job demands if viewed from a positive side can become an opportunity that offers a potential advantage, that is the opportunity for members of the police to learn and get a better welfare, so that the police will always feel involved and will always try to finish the task well and try to survive in the environment. Bakker *et al*. (2007) also has conducted a study on "Elementary School Teacher" whose result shows that high job demands significantly and negatively affect engagement, but job resources have a significant positive effect on engagement [7]. Excess job demand is one of the best predictors of engagement. High job demands that are perceived by the employees as excessive will result in low engagement. But with a strong motivation, the job demands can be resolved.

4.4.3. The Effect of Teamwork Effectiveness on Burnout

The result value of PLS analysis representing the influence of teamwork effectiveness on burnout is -0.2107, with t-statistics value of 1.4300. This indicates that there is no significant negative influence between teamwork effectiveness on burnout of members of Police Resort of Tanjung Perak Port Surabaya. In other words, improving teamwork effectiveness will not result in a decreased burnout, because the influence of teamwork effectiveness on burnout is not real. Based on these results, the third hypothesis in this study that suspects a significant effect of teamwork effectiveness on the members of the Police Resort of Tanjung Perak Port Surabaya is unacceptable. The description of our respondents' answers shows that the members of the Police Resort of Tanjung Perak, Port Surabaya have a good or high effectiveness teamwork, and this high effectiveness teamwork has no significant or insignificant effect on moderate or neutral burnout of the members. This can be caused by the disruption of the members with other factors, such as the conflict with the community, feeling depressed, emotional and others. This is in line with the theory described by Maslach (2012) which explains that the beginning of emotional occurrence is when police personnel deal with individuals with some severe problems, and long-term emotional interactions with the community are the main source of burnout for the police officers (Maslach et al., 2012). Members of the police force are expected to manage their emotions to gain a neutral, solid and controllable physical expression. The work of members of the police expects an emotional emphasis when handling an event like conflict, manipulation and aggression. On the other hand, members of the police are also asked to show affection and understanding for example the victims of the crime. This insignificant negative result is not surprising, as Montgomery's (2015) study of professional nurses suggests that researchers have found no evidence that teamwork effectiveness in the medical department affects the individual perception of nurses from job demands and burnouts (Montgomery et al., 2015). This proves that the teamwork effectiveness of members of the police force has no significant effect on burnout.

4.4.4. The Effect of Teamwork Effectiveness on Engagement

The result of statistical test with the PLS analysis in this study indicates the influence of teamwork effectiveness on the engagement of the police officers from Police Resort of Tanjung Perak Port Surabaya. The result shows that teamwork effectiveness has a significant positive effect on engagement, that is proved by the value of the PLS test results representing the effect of teamwork effectiveness to engagement of 0.2787, and the value of t-statistics of

3.1021. It means that the existence of a good and effective teamwork will result in increased engagement. Based on this result the fourth hypothesis of the study that suspects the influence of teamwork effectiveness that is significant to the engagement on the police officers of Police Resort of Tanjung Perak Port Surabaya can be accepted. Description of the results of respondents' answers indicates that members of Police Resort of Tanjung Perak Port Surabaya have a teamwork of high or good effectiveness.

The highest effective teamwork felt by the members of the Police Resort of Tanjung Perak, Port Surabaya is the mutual respect between the work team apparatus, which means that all the members of the police have mutual respect between the officers in a team. While the highest engagement felt by members of the Police Resort of Tanjung Perak, Port Surabaya is when the members of the police are always exerting the maximum energy in doing their job within the organisation because their work always feels meaningful and full of purpose. High teamwork effectiveness also can result in high engagement when the police members carrying out their duties together respect each other, and will then feel the spirit and mobilise the maximum energy in doing the work in the team.

The teamwork effectiveness indicator of the lowest mean of 3.72 is in the statement of good mutual assistance among the work team officers, although this indicator is high, but the statement is the lowest of its value, so it is expected for the police officers of Police Resort of Tanjung Perak, Port Surabaya to improve the working relationship together to help each other to create a comfortable atmosphere and police personnel will be comfortable and can complete responsibilities well.

4.4.5 The Effects of Job Demands Against Burnout Moderated by Teamwork Effectiveness

The result of PLS regarding the effects of job demands against burnout moderated by teamwork effectiveness is 0.0482, and with t-statistics value of 0.2818. This shows that there is no significant influence from the moderation of teamwork effectiveness to job demands and burnout to members of Tanjung Perak Police Resort Police, Port Surabaya. This also means that the moderation of teamwork effectiveness on job demands and burnout will not result in a reduction of burnout. So in this study, the hypothesis of moderation teamwork effectiveness on job demands and burnout on members of Tanjung Perak Port Police Resort, Port Surabaya has to be rejected. This study is in line with Montgomery's (2015) study that indicate there is no significant moderation of teamwork effectiveness on job demands and burnout [8]. Due to the very strong influence of job demands on burnout, effective teamwork is unable to overcome this problem. From the description of statistics job demands with a high mean value of 2.76 i.e job demands mean police officers do not have time to complete the tasks, and statistics burnout statistics with the highest mean value of 2.92 that is not feeling eager with his job. While the teamwork effectiveness on the police officers Tanjung Perak Police Resort, Port Surabaya in this study was high with the highest mean value of 4.11 indicating a good mutual respect among team members. This proves that high teamwork effectiveness cannot overcome the burnout situation caused by job demands on police officers. Burnout that occurs in police members has a different context with teamwork effectiveness. Burnout experienced by members of the police force occurs because of problems with the community, and members of the police feel the work done together and grow from time to time. In addition, the fact that members of the police see the demands of

their work is different from other work. Effective teamwork is focussed on enhancing feelings of spirit and motivation, but not connected to the demands of work that are affected by problems with society.

5. CONCLUSION

While referring to the results of the answers related to the burnout of police officers at the Police Resort of Tanjung Perak, Port Surabaya, it was found that the tension and feeling uninspired at work does exist. This indicates a negative reaction that affects the work stress of the police members. Police Resort of Tanjung Perak, Port Surabaya should provide some trainings or counselings related to stress management which aim to reduce work stress and to improve work motivation of the police personnel. On the other hand, Police Resort of Tanjung Perak, Port Surabaya also should be able to increase the awareness of police officers against the activities undertaken by the company (Polres), and this involves the role of teamwork and leaders to communicate with the members of the police force to make their work as part of an important daily activity for the advancement of their career, thus encourage and increase the feeling of attachment of all police officers. This, can intensify the energy and motivation of the police officers, because police officers feel that they are cared for.

Appendix 1

I. Job Demands
Workload
1. Job demands make me have no time to complete all the work tasks
2. I feel there is a mental pressure when I finish my job
Emotional demands
1. Interactions with clients often lead to negative emotional reactions.
2. I feel depressed when faced with client issues

II. Teamwork Effectiveness
1. There is good cooperation among members of my work team.
2. There is good mutual respect among my team members.
3. There is good mutual assistance between members of my work team.

III. Burnout
Emotional Exhaustion
1. I often feel my emotions are drained while working
2. I often feel tired by the end of business hours
3. I often feel exhausted in the morning and become reluctant to go back to work
4. What I experienced in this job is very stressful
5. I do not feel excited any more to do my job
6. I feel frustrated with my job
7. I feel my mind has been devoted entirely to work problems
8. I feel depressed working with everyone on this job
Depersonalization
1. When I interact with clients, I lose my patience
2. I have begun to ignore the people around me
3. I became more heartless after taking this profession
4. I become a person who thinks negatively of others
5. I'm afraid this job might endanger me emotionally
6. I do not care about what happens to some clients
7. I feel some clients blame me for their problems

VI. Engagement
Vigor
1. I am full of energy in doing work within the organisation
2. I feel mentally tough in doing the job
3. I always try to finish the job despite facing some difficulties
Dedication
1. The work that I am doing feels meaningful and purposeful.
2. The work that I am doing inspires me
3. The work that I am doing is challenging
Absoption
1. Time passes so fast when I am working
2. I find it difficult to get away from this job
3. I often feel lost in work

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