

THE RELATIONSHIP BETWEEN HARDINESS PERSONALITY AND BURNOUT IN NORTH SUMATRA REGIONAL POLICE BRIMOB PERSONNEL

Yuli Sumiati Hasibuan¹, Togi Fitri A Ambaritaa²

^a Fakultas Psikologi Universitas Hkbp Nommensen, Medan

^b Fakultas Psikologi Universitas Hkbp Nommensen, Medan

Corresponden E-mail; yulisumiati.hasibuan@student.uhn.ac.id

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ABSTRACT

Penelitian ini bertujuan untuk mengkaji Hubungan Antara Kepribadian Hardiness Dengan Burnout Pada Personil Brimob Polda Sumatera Utara. Pada bagian ini akan dipaparkan sejumlah kesimpulan yang diperoleh dari hasil penelitian yang telah dilaksanakan, disertai dengan beberapa saran yang bersifat praktis dan metodologis untuk penellitian selanjutnya, Berdasarkan Hasil analisis data yang telah dilakukan, maka dapat diambil kesimpulan sebagai berikut Berdasarkan penelitian yang telah dilaksanakan, menunjukkan bahwa adanya hubungan negatif sebesar $-0,402$ antara kepribadian hardiness dengan burnout pada Personil Brimob Polda Sumut dengan nilai signifikansi sebesar $0,000$, sehingga hipotetis yang sudah ditetapkan dapat diterima. Artinya, semakin tinggi kepribadian hardiness maka semakin rendah burnout yang dimiliki oleh Personil Brimob Polda Sumut. Dari hasil pengkategorian berdasarkan variabel, dapat dilihat bahwa pada variabel kepribadian hardiness, Personil Brimob Polda Sumut pada kategori tinggi, yaitu sebanyak 94 dari total 100 responden. Ha ini menunjukkan bahwa sebagian besar Personil memiliki kemampuan kepribadian hardiness yang relatif tinggiSelanjutnya, berdasarkan hasil pengkategorian pada variabel burnout, sebagian besar Personil berada pada kategori rendah, yaitu sebanyak 52 orang (53%), kategori sedang sebanyak 4 orang (4%), dan kategori tinggi sebanyak 44 orang (44%). Dengan demikian, burnout pada Personil Brimob Polda Sumut berada pada kategori rendah.

ABSTRACT

Keywords:
 Hardiness Personality,
 Burnout, Brimob Personnel

This study aims to examine the Relationship Between Hardiness Personality and Burnout in Brimob Personnel of North Sumatra Regional Police. In this section, a number of conclusions obtained from the results of the research that has been carried out will be presented, accompanied by several practical and methodological suggestions for further research. Based on the results of the data analysis that has been carried out, the following conclusions can be drawn Based on the research that has been carried out, it shows that there is a negative relationship of -0.402 between hardiness personality and burnout in Brimob Personnel of North Sumatra Regional Police with a significance value of 0.000 , so that the established hypothesis can be accepted. This means that the higher the hardiness personality, the lower the burnout experienced by Brimob Personnel of North Sumatra Regional Police. From the results of categorization based on variables, it can be seen that in the hardiness personality variable, Brimob Personnel of North Sumatra Regional Police are in the high category, namely 94 out of a total of 100 respondents. This shows that most Personnel have relatively high hardiness personality abilities. Furthermore, based on the categorization results of the burnout variable, the majority of personnel are in the low category, namely 52 people (53%),

the medium category is 4 people (4%), and the high category is 44 people (44%). Therefore, burnout

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1. Introduction

The Indonesian National Police (Polri) holds a crucial position within the country's government structure, with the primary task of maintaining public safety and order, enforcing the law, and protecting the public. The role of the Polri is a fundamental aspect of the Indonesian state, as stipulated in Law No. 2 of 2002 concerning the Indonesian National Police (Agesti, 2022).

The duties and authorities vested in the police are mandated, making them accountable to the president, the holder of power. The Indonesian National Police (Polri) adheres firmly to the motto "Rastra Sewakotama," which means "Servant of the Nation."

The main duties of the Indonesian National Police are regulated in Law No. 2 of 2002 concerning the Indonesian National Police, which contains the functions of the police including maintaining public safety and order, enforcing the law, and protecting the public. In addition, this law also emphasizes that the Indonesian National Police is under the president, as stated in Article 8 paragraph (1) (Alverina & Ambarwati, 2019).

Brimob is one of the oldest structures in the Indonesian National Police (Polri). Brimob's primary task is to assist regional police and secure high-level crimes. This aligns with Yudra's (Ambarita, 2020) perspective, which explains that the Brimob Corps' primary duties differ from those of other police units. Brimob personnel are tasked with handling crime, protests that end in anarchy, countering acts of terrorism, handling chemical weapons, maintaining regional and radioactive security (KBR), and conducting search and rescue (SAR) activities.

Brimob's task and function is to enhance the capabilities and strength of its units in securing the country, such as during mass riots and armed groups. These primary tasks and functions aim to ensure the safety of the Indonesian people, especially in conflict-affected areas, such as Aceh and Papua. In carrying out its duties, Brimob must be prepared to receive orders under various conditions and be deployed in conflict-affected areas to maintain security. One of Brimob's primary tasks is Operational Control Assistance (BKO), where Brimob is sent out of town to secure areas experiencing conflict or disaster. The deployment of BKO troops is often unpredictable, as security disturbances and disasters in Indonesia often come suddenly (Mulyati & Eryani, 2022).

During their BKO duties, Brimob will face challenges such as adapting to new environments, facing threats to their safety, the risk of accidents, and being prepared to sacrifice their lives to secure conflict-affected areas. Facing BKO duties is emotionally

stressful for Brimob, due to anxiety and fear of the uncertain future and their unpreparedness to face life's many challenges.

In carrying out their duties, each Personnel has their own work unit. However, sometimes they must carry out duties outside their unit due to the limited number of Personnel compared to the high demand for assistance in law enforcement and efforts to maintain security and order in certain areas. This condition requires each Personnel to be capable of carrying out various assigned tasks. As a result, many Personnel experience burnout, a condition of physical and mental exhaustion. This situation creates an uncomfortable work environment, reduces dedication and commitment, and has an impact on decreased performance and work achievements. In addition, burnout also causes Personnel to withdraw and be reluctant to interact with their surroundings (Darma, 2018).

Based on observations made by researchers on several personnel who experienced additional tasks without any breaks, it was seen that on average the personnel experienced burnout which was visible when the personnel were completing their work and experienced emotional exhaustion and decreased performance achievement due to additional tasks that required them to be ready and unable to refuse.

"Being a member of Brimob requires discipline in all aspects, obedience, and readiness for every task assigned. Before becoming a Brimob member, I lived my daily life as I pleased. I was quite surprised by this, and I often felt exhausted while carrying out my duties. I also had to be obedient and prepared for the tasks assigned to me by my seniors."

(RE, October 27, 2024). "Being a member of Brimob is not easy. The many demands of the work make us feel exhausted at work, so this fatigue makes us reluctant to carry out the duties. Especially when we are given a sprin to carry out duties outside the city and require us to be far from family. For example, when I carried out BKO duties in Nias, I was exhausted for a long time because of excessive working hours and lack of sleep, resulting in poor physical condition. I also get angry easily and often disagree with my coworkers." (Erawati, 2024).

Based on the interview results, it was discovered that personnel assigned to the main police duties experienced various symptoms of burnout. This was caused by the workload they received in carrying out their duties. To strengthen the researcher's assumption, the researcher conducted a pre-survey by distributing a temporary questionnaire to 15 respondents. The questionnaire that the researcher distributed consisted of six (6) items designed based on aspects of burnout.

Maslach, Schaufeli, and Leiter (Florian et al., 2020) explain that burnout is a psychological syndrome consisting of three dimensions: emotional exhaustion, depersonalization, and decreased achievement. Meanwhile, Baron and Greenberg (2003) describe burnout as a stress reaction where the reaction emphasizes emotions, thoughts, physicality, and behavior. Physical exhaustion is characterized by pessimism, paranoia, rigidity, lack of compassion for others, feelings of guilt, and difficulty in making decisions.

Leither & Maslach (2005) state that the potential impacts of burnout include feelings of stress, overwhelm, and overwhelm. Furthermore, individuals may experience

difficulty sleeping and feeling disconnected from their environment. Consequently, individual performance is affected, ultimately leading to decreased work productivity.

Maslach & Leither (Hatta & Noor, 2015) stated that there are five factors that cause burnout, such as excessive workload, lack of control over work, lack of appreciation for work, being discouraged by the community, and being treated unfairly. Burnout can be caused by a mismatch between the job and the worker, when there is a significant difference between the individual and the tasks they are carrying out, this can have a negative impact on performance (Indra & Rialmi, 2022).

As explained above, Brimob personnel carry out work demands that require them to adapt to a new environment, far from their families, face threats to their safety, the risk of accidents on the road, and are ready to sacrifice their lives to secure areas that are experiencing conflict, requiring them to have a hardy personality.

According to (Kobasa, 2020b) hardiness is a personality characteristic that enables individuals to face life's challenges in a constructive and proactive manner, and to manage stress effectively.

Brimob officers must possess a resilient personality because their duties involve extreme and high-risk situations. Having a resilient personality will help Brimob members remain focused and resilient when faced with direct threats, emotional pressure, and unexpected circumstances.

As explained, when Brimob is deployed on BKO, they will be far from their families and communities, with a heavy workload and a lack of social support, resulting in psychological stress, which can lead to poor physical health. The need for a tough personality or hardiness in Brimob personnel carrying out BKO is an element that can help Brimob members to cope with the heavy workload given by superiors or a lack of social support (M P Leiter & Maslach, 2025).

Several previous studies have revealed a significant negative relationship between self-efficacy and burnout among members of the Jambi City Police Narcotics Unit. Research by Maidisanti (Kobasa, 2020a) showed a mild negative correlation with an r value of -0.594 and p value of 0.000 ($p < 0.01$), meaning that the higher the self-efficacy of the Narcotics Unit police officers, the lower their burnout levels. Conversely, low self-efficacy increases the likelihood of burnout. Another study by Riana Cintya Agesti (2022) on members of the Demak Police also found a significant negative relationship between hardiness and burnout (Maidisanti, 2018). The higher the level of hardiness, the lower the burnout level, and vice versa. Hardiness itself contributed 58%, while burnout contributed 26%. In addition, a study conducted by Endang Erawati (2024) on members of the Pemalang Police traffic unit showed that there was a relationship between hardiness and burnout in the Pemalang Police traffic unit, the higher the hardiness, the lower the burnout ($p < 0.01$), so that the hypothesis tested could be accepted.

Based on the explanation above, this study aims to find out more about the relationship between hardiness personality and burnout in Brimob personnel of the North Sumatra Regional Police.

2. METHOD

Research variables are something that can be used as study material by researchers to be studied and analyzed so that they can produce information that can be used to draw a conclusion (Maslach, 2023) This study uses two types of variables, namely independent variables (independent variables) and dependent variables (dependent variables). Independent variables are variables that influence or become determining factors for changes in the dependent variable. Meanwhile, dependent variables are variables that are influenced or become a result of the independent variable. Sgiyono (Maslach & Leiter, 2020) states that the population is a generalization that includes objects or subjects with the number and characteristics determined by the researcher to be analyzed, so that conclusions can be obtained. Based on the above understanding, the population in this study was 140 Brimob Personnel of the North Sumatra Regional Police.

Sugiyono (Maslach et al., 2021) states that a sample is a portion of the population's size and characteristics. The sampling technique used in this study was purposive sampling. Sugiyono (2013) explains that purposive sampling is a sampling technique based on consideration of the criteria or characteristics of the research subjects, in accordance with what the researcher wishes to study and draw conclusions from. The researcher's reason for using purposive sampling was to obtain a sample that represents the research objectives and meets the criteria for providing information. In this study, the researcher determined the sample using the Isaac & Michae table with an infinite population (Noor, 2021)

The Isaac & Michael table used for this study was used to select 5% of the respondents, representing 100 Brimob personnel from the North Sumatra Regional Police. Therefore, the total sample size for this study was 100 Brimob personnel from the North Sumatra Regional Police.

The data collection technique used to obtain data in this study was a psychological scale (Yudra et al., 2018). A psychological scale is a list of statements to measure an individual's attitudes, opinions, and perceptions about a phenomenon (Sugiyono, 2017). The scale used by researchers in data collection was a Likert scale. A Likert scale is a data measurement technique where respondents are asked to choose one answer according to their characteristics by providing answer choices between suitability or inconsistency in each statement (Bungin, 2017) In distributing data in this study, a Google form was used. In this study, the scales used were the hardiness and burnout personality scales (Rismanto & Setyawan, 2020).

During the research implementation phase, researchers distributed questionnaires using Google Forms to Brimob personnel from the North Sumatra Regional Police who actively use WhatsApp, both personally and through the Google Form link in various WhatsApp groups. Respondents were asked to complete all statements in the Google Form according to their current situation (Pines & Maslach, 2020) . The researchers limited the questionnaire to one entry per email account to avoid duplicate entries.

3. RESULTS AND DISCUSSION

This research was conducted online from October 29 to November 19, 2025. The research subjects were 100 Brimob personnel from the North Sumatra Regional Police. After collecting the data, the researchers analyzed it. They first described the respondents by age, rank, division, and length of service. They then tested assumptions about hardiness and burnout personality, such as normality and linearity tests, and developed the research hypothesis (Darma, 2018). Based on age, it can be seen that the number of respondents consists of an age range of 19 years to 32 years. Subjects aged 19 years were 9 people (9%), aged 20 years were 23 people (23%), aged 21 years were 17 people (17%), aged 22 years were 28 people (28%), aged 23 years were 15 people (15%), aged 24 years were 3 people (3%), aged 25 years were 4 people (4%), and aged 32 years were 1 person (1%).

Description of Research Variable Scores

The analysis of the results of this study aims to determine several main points regarding the data related to the research data. The description of the research data includes empirical data and hypothetical data obtained from calculations on theoretical and empirical scores from the personality scale of hardiness with burnout in Brimob personnel of the North Sumatra Regional Police.

Table 1. Comparison of Hypothetical Data and Empirical Data

Variables	Hypothetical Data					Empirical Data				
	X Min	X max	Mean	Elementary School	Range	X Min	X Max	Mean	Elementary School	Range
Personality Hardiness	24	96	60	12	72	59	96	93.92	7,429	37
Burnout	39	156	97.5	19.5	117	39	156	90.76	54,163	117

With the empirical mean it can be seen that in the burnout aspect, the hypothetical mean of 97.5 is lower than the empirical mean of 90.76 which means it can be concluded that the Brimob Personnel of the North Sumatra Regional Police have high burnout by paying attention to the aspects on the scale. Then on the hardiness personality scale, it can be seen that the empirical mean of 105.65 is higher than the hypothetical mean of 65.5, thus indicating that the respondents have a high hardiness personality.

Hypothesis Testing

Hypothesis testing was used to determine the relationship between hardiness personality and burnout in Brimob personnel of the North Sumatra Regional Police using the Rank-Spearman correlation test (Ambarita, 2020).

Spearman Rank Correlation Test

Once the prerequisite tests have been met, the next step is to test the hypothesis using Rank-Spearman correlation analysis. The analysis is conducted to determine the relationship between personality and hardiness and burnout in Brimob personnel of the North Sumatra Regional Police. The results of the analysis can be seen in the table below:

Table 2. Spearman Rank Correlation Test Results

Variables	Rank-Spearman Correlation	P
Hardiness Personality Burnout	-0.402	0,000

Based on the hypothesis test in the table above, it shows that the correlation coefficient is $p = -0.402$ with a significance value of 0.000. This indicates that there is a significant negative relationship between hardiness personality. Then, the correlation coefficient value of -0.402 indicates that the hardiness personality variable and burnout in the North Sumatra Regional Police Mobile Brigade Personnel are quite strong. The correlation coefficient value is negative indicating that there is a negative relationship between hardiness personality and burnout in the North Sumatra Regional Police Mobile Brigade Personnel. Thus, this shows that the higher the hardiness personality, the lower the burnout, conversely the higher the Burnout, the lower the hardiness personality of the North Sumatra Regional Police Mobile Brigade Personnel. The results of the analysis of this study indicate that the significance value is 0.000 ($p < 0.005$) which means H_a is accepted and H_o is rejected, namely there is a significant relationship between hardiness personality and burnout in the North Sumatra Regional Police Mobile Brigade Personnel.

Discussion

The results of this study aim to determine whether there is a relationship between hardiness personality and burnout in Brimob Personnel of the North Sumatra Regional Police. This respondent involved 100 personnel from 18 divisions in Brimob Polda Sumut. Data collection in this study was conducted online. The hypothesis in this study is that there is a negative relationship between hardiness personality and burnout in Brimob Polda Sumut Personnel. Based on the results of the hypothesis test analysis using non-parametric statistical tests, a correlation coefficient value of -0.402 and a p value of 0.000 ($p < 0.005$) was obtained, which means there is a significant relationship between hardiness personality and burnout. The negative relationship obtained between hardiness personality and burnout indicates that the higher the hardiness personality possessed by Brimob Polda Sumut Personnel, the lower the burnout experienced. The results of this study are in line with research conducted by Hatta & Noor (Alverina & Ambarwati, 2019) which stated that there is a significant negative relationship between hardiness personality and burnout in Crowd Control Police (Dalmas) Members of Bandung City Police. The results of data processing obtained using the Rank-Spearman correlation test obtained a value of ($r_s = -0.130$) and a p value of 0.369 which means that the higher the hardiness, the lower the burnout in Crowd Control Police (Dalmas) Members, and vice versa.

In addition, research conducted by Rismanto, Lukman Dwi (2020) stated that there is a negative relationship between hardiness personality and burnout in Dalmas Ditsamapta Polda DIY members (Fee, 2018). The results of data processing obtained

using the product moment correlation test from Karl Pearson obtained a value ($r = -0.730$) and a p value = 0.000 ($p < 0.000$) which means that the higher the hardiness personality, the lower the burnout in Dalmas Ditsamapta Polda DIY members, and vice versa. Furthermore, based on the results of descriptive analysis to see the distribution of data on each variable, namely hardiness personality and burnout. Based on the results of the study of 100 respondents, in the hardiness personality variable, 94 (94%) respondents were in the high category. Meanwhile, in the burnout variable, 52 (52%) were in the low category. This finding shows that in general, Brimob Polda North Sumatra personnel in this study have a relatively good hardiness personality, but at the same time still show burnout in the low category (Agesti, 2022).

This study illustrates the age-based categorization of the hardiness personality variable among Brimob personnel of the North Sumatra Regional Police. The results indicate that respondents ranged in age from 19 to 32, with the largest number at 22, at 28 people (28%). For the hardiness personality variable, personnel aged 24 years and older tended to be more likely to be in the low category (100%), while

Personnel aged 19 years and older tended to be more likely to be in the moderate category (11.1%). Meanwhile, regarding burnout, personnel aged 19 years were in the low category (77.8%), while those aged 20 years were in the high category (59.1%). These findings suggest that both hardiness and burnout personality traits vary by age.

Then, this study also shows a description based on rank on the hardiness personality variable in Brimob Polda Sumut personnel. The results show that the most respondents held the rank of Bripda as many as 58 people (58%), while the least respondents held the rank of Bharaka as many as 1 person (1%). In the hardiness personality variable, personnel with the rank of Bripda are in the low category (97.4%), while the rank of Bripda is in the medium category (8.6%). Meanwhile, in the Burnout variable, personnel with the rank of Bripda are in the low category (65.5%), while the rank of Briptu is in the high category (66.7%) (Taylor et al., 2021). These findings indicate that both hardiness and burnout personalities vary based on rank, where lower ranks tend to be in the low category, while higher ranks, although fewer in number, show a higher tendency towards burnout (Amalia & Amelasasih, 2022).

Then this study also shows a picture of categorization based on division on the personality variable of hardiness with burnout in Brimob Personnel of North Sumatra Regional Police (Lubis, 2020). The results show that the most respondents were in the Ba Yon A division as many as 37 people (37%). In the personality variable of hardiness, Personnel from the Ba Yon A division were in the low category (91.9%), while the Ba Kompi division tended to be in the medium category (100%) (Habibah, 2019). Meanwhile, in the burnout variable in the Ba Kompi 1 Yon C division and the Ta Kompi 2 Yon A division were in the high category (100%), while in the Ba Kompi 3 Yon A and Ta Kompi 1 Yon A divisions were in the low category (100%). This finding shows that based on division there is a relationship between personality hardiness and Burnout, where some divisions show a more adaptive personality hardiness, while others show higher burnout (Meng et al., 2019).

Furthermore, this study also shows a categorization based on the length of service on the personality variable of hardiness with Burnout in Brimob Personnel of the North Sumatra Regional Police. The results show that the most respondents were in 3 years of service, as many as 43 people (43%), while the fewest were in 6 years of service, at 1 person (1%). In the Personality Hardiness variable, Personnel with 6 years of service are in the low category (100%), while Personnel with 1 year of service are in the medium category (15%). Meanwhile, in the burnout variable, Personnel with 1 year are in the low category (65.0%), while Personnel with 2 years are in the high category (47.2%). These findings indicate that length of service does not always determine the level of personality hardiness or burnout (Madigan & Kim, 2021).

This research is not without its constraints, limitations, and weaknesses. Several limitations warrant attention (Kusuma & Surakarta, 2023). First, the sampling technique employed purposive sampling, which limited the sample to certain criteria within the North Sumatra Regional Police Mobile Brigade Corps (Brimob) personnel. Second, data collection was conducted online, potentially leading to response bias (Soto-Rubio et al., 2020). Third, this study only included two primary variables: personality hardiness and burnout, without considering other potentially influential factors, such as work stress, job demand, psychological well-being, and work motivation (Michael P. Leiter & Maslach, 2022). Therefore, the results of this study are limited and unable to comprehensively depict the complex factors influencing burnout. Therefore, generalizations of the research results should be conducted with caution.

4. CONCLUSION

In this section, a number of conclusions obtained from the results of the research that has been carried out will be presented, accompanied by several practical and methodological suggestions for further research. Based on the results of the data analysis that has been carried out, the following conclusions can be drawn:

- a. Based on the research that has been conducted, it shows that there is a negative relationship of -0.402 between the hardiness personality and burnout in the Brimob personnel of the North Sumatra Regional Police with a significance value of 0.000, so that the established hypothesis can be accepted. This means that the higher the hardiness personality, the lower the burnout experienced by the Brimob personnel of the North Sumatra Regional Police.
- b. From the results of the categorization based on variables, it can be seen that in the hardiness personality variable, Brimob personnel of the North Sumatra Regional Police are in the high category, namely 94 out of a total of 100 respondents. This indicates that most personnel have relatively high hardiness personality abilities.
- c. Furthermore, based on the categorization results for the burnout variable, the majority of personnel were in the low category, namely 52 people (53%), the medium category was 4 people (4%), and the high category was 44 people (44%). Thus, burnout among Brimob personnel of the North Sumatra Regional Police is in the low category.

- d. Based on rank, it shows that the most respondents held the rank of Bripda as many as 58 people (58%), while the fewest respondents held the rank of Bharaka as many as 1 person (1%). From this group, Bripda rank personnel are in the low category (97.4%), while Bripda rank is in the medium category (8.6%). Meanwhile, in the burnout variable, Bripda rank personnel are in the low category (65.5%), while Briptu rank is in the high category (66.7%). This finding shows that both hardiness and burnout personalities vary based on rank, where lower ranks tend to be in the low category, while higher ranks, although fewer in number, show a higher tendency towards burnout.
- e. The results of the data analysis show that the empirical average value of hardiness personality is higher than the hypothetical average value. While the empirical average value of burnout is lower than the hypothetical average value. that the hardiness personality in Brimob Polda Sumut Personnel is relatively high, while burnout shows a relatively low value.

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