

## Beyond the Comfort Zone: Strengthening Mindset and Mental Health Among Family Beneficiary Assistants (KPM Facilitators)

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### Abstract

Family Beneficiary Assistants (Keluarga Penerima Manfaat/KPM facilitators) work under high-pressure conditions that may trigger defensive behaviors, or safety behaviors, and increase the risk of burnout. This community service activity aimed to examine the effectiveness of an intervention based on a mental health-informed approach in improving the psychological readiness of facilitators. The program was carried out over one month and involved 150 KPM facilitators in Kediri Regency using a pretest-posttest design and a mixed-methods approach. The results of this community service activity showed significant increases in cognitive awareness (+17.9%), growth mindset (+18.1%), and self-efficacy (+16.4%), accompanied by a decrease in safety behavior (-18.2%). In addition, emotional well-being increased by 9%. The qualitative findings indicated a shift from a survival-oriented state to a more empowered state, characterized by an increased sense of psychological safety and professional courage.

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## INTRODUCTION

*Keluarga Penerima Manfaat* (KPM) facilitators have a strategic role as a link between social protection policies and the real conditions of beneficiary families at the community level (Amiruddin & Hasim, 2023; Iswanto, 2023; Purba & Nugroho, 2025; Purnomo et al., 2025; Turner et al., 2021). Their duties are not only administrative but also include facilitating behavior change, providing psychosocial support, and supporting empowerment processes (Dushkova & Ivlieva, 2024; Matthews et al., 2024; Rony et al., 2024; Xue et al., 2024). The complexity of these roles places them in work situations characterized by emotional demands, uncertainty, and intense interpersonal dynamics.

A number of recent studies show that social workers belong to a professional group that is particularly vulnerable to stress and fatigue due to high workloads, emotional demands, and systemic stress (Maddock, 2024). Burnout has a direct impact on decreased performance, reduced empathy, disrupted decision-making, and decreased service quality (Bryce et al., 2024). In the context of social assistance programs, these conditions can hinder the effectiveness of interventions and program sustainability.

In addition to burnout, psychological distress also arises from role conflict, limited control over working conditions, and the complexity of interactions with beneficiaries. In community service contexts, work demands, job control, and social support have been shown to be the main factors affecting stress levels among social assistance facilitators (Kusuma et al., 2024). This

confirms that stress does not originate solely from individuals but is also influenced by organizational and systemic factors.

In the face of prolonged stress, individuals tend to develop coping strategies to reduce psychological threats. One such strategy is safety behavior, which refers to defensive actions used to avoid situations that trigger anxiety (Hayes et al., 1996). Among KPM facilitators, this behavior may take the form of avoiding difficult conversations, reducing initiative, or relying more heavily on administrative procedures to minimize emotional exposure.

Although safety behaviors may provide short-term relief, they can have negative long-term effects, such as hindering professional development, decreasing the effectiveness of interventions, and limiting interactions with beneficiaries. This phenomenon is related to experiential avoidance, which refers to the tendency to avoid uncomfortable internal experiences at the expense of adaptive functioning (Hayes et al., 1996).

The lack of psychological safety in the workplace also reinforces this behavior. Psychological safety refers to the belief that individuals can express ideas, concerns, and mistakes without fear of negative consequences (Edmondson, 1999). Environments with low levels of psychological safety encourage risk-avoidance behaviors, although such behaviors may reduce work effectiveness. In contrast, high psychological safety has been shown to improve learning, collaboration, and performance.

From a broader perspective, burnout and maladaptive coping strategies among social workers reflect systemic problems in organizations and policies. Burnout is a multidimensional phenomenon influenced by structural factors, such as workload distribution, organizational culture, and policy demands (Giménez et al., 2024). Therefore, interventions should not only target individuals but also consider systemic dimensions.

In recent years, a mental health-informed approach has begun to be recognized as an important component of workforce development. The American Psychological Association (APA, 2023) affirms that mental health in the workplace is a key factor in organizational performance and sustainability. The global frameworks of WHO (2014) and SAMHSA (2014) also emphasize the importance of psychological safety, trauma-informed approaches, and preventive strategies in social services.

Nevertheless, most interventions for social workers still focus on technical and procedural aspects, with limited attention to psychological readiness, mindset, and emotion regulation. This gap is particularly evident in the KPM program, where facilitators must manage both administrative tasks and psychosocial roles.

Studies related to burnout generally focus more on outcomes than on underlying psychological mechanisms. The role of safety behaviors as mediators between work stress and professional performance has rarely been studied in depth, although coping strategies and psychological factors have been shown to have a major influence on individuals' responses to stress (Stanley & Sebastine, 2024).

This community service activity sought to fill this gap by presenting a mental health-informed intervention model that integrated four main constructs: psychological safety, cognitive

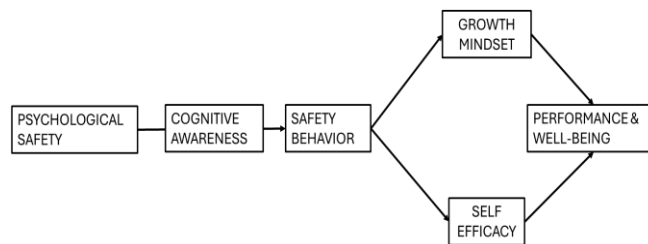
awareness, growth mindset, and self-efficacy. These four aspects were viewed as interacting with one another in reducing safety behavior and improving the professional performance of KPM facilitators.

Psychological safety serves as the foundation that enables individuals to reflect and express themselves. Cognitive awareness helps individuals recognize their thoughts, emotions, and behavioral patterns. Growth mindset (Dweck, 2006) encourages individuals to view challenges as learning opportunities, while self-efficacy (Bandura, 1977) increases confidence in dealing with complex situations.

The integration of these four constructs formed a structured intervention model aimed at shifting behavioral orientation from mere survival to a more adaptive and empowered professional function. This approach is in line with contemporary perspectives that emphasize the importance of psychological resources in increasing work resilience (Maddock, 2024).

The novelty of this community service activity lies in positioning safety behaviors as the main psychological mechanism in social workers' performance, as well as in developing a practical intervention model relevant to the context of KPM facilitators. This approach focuses not only on reducing burnout but also on the underlying cognitive and behavioral processes. Thus, the main purpose of this community service activity was to evaluate the effectiveness of mental health-informed interventions in strengthening the mindset and psychological readiness of KPM facilitators, particularly in reducing safety behaviors and improving professional performance.

To comprehensively examine the relationship between psychological factors and individual performance, it is necessary to understand the interactions among internal aspects that influence one another. Figure 1 presents a conceptual framework illustrating the relationship between psychological safety, cognitive awareness, and safety behavior as basic elements that contribute to the formation of self-efficacy and growth mindset. Furthermore, these two constructs make significant contributions to improving performance and well-being. Through this visual presentation, the flow of causal relationships from psychological factors to their implications for individual performance achievement can be understood in a more systematic and structured manner.



**Picture 1.** Mental Health-Based Intervention Model for KPM Facilitators

As illustrated in Figure 1, psychological safety is positioned as the main foundation that allows the development of cognitive awareness. This condition further contributes to reduced safety behaviors while encouraging the formation of more adaptive psychological capacity.

## **METHOD**

## **Design of Service**

This community service activity applied a mixed-methods approach with a quasi-experimental pretest-posttest design. This design was selected to measure psychological changes quantitatively while exploring participants' subjective experiences, thereby providing a comprehensive understanding of the intervention's impact.

The quantitative component was used to measure changes in key psychological variables before and after the intervention. Meanwhile, the qualitative component explored participants' reflections on their experiences, perceived behavioral changes, and outcomes during the process. This approach was in line with recommendations emphasizing the integration of quantitative and qualitative data in evaluating complex social interventions (Creswell & Plano Clark, 2018).

## **Participants and Arrangements**

This activity involved 150 Family Beneficiary Assistants (KPM facilitators) who were actively serving in Kediri Regency, Indonesia. The participants were selected using purposive sampling based on their active involvement in field activities and direct interaction with beneficiary families.

All participants were between 25 and 45 years old and carried out responsibilities that included administrative work and intensive field engagement. This group was selected because of its strategic role as the main implementer of social protection programs at the grassroots level, making psychological readiness an important factor in supporting service effectiveness.

The activity was implemented over one month, from December 2025 to January 2026. During this period, the intervention was integrated into routine coordination agendas to minimize disruption to work activities and avoid placing additional burdens on participants.

## **Intervention Model**

The interventions developed in community service refer to a mental health-informed approach, which emphasizes the importance of psychological safety, gradual behavior change, and a learning process that is free from stigma. The program is designed to assist facilitators in managing work pressure while strengthening their psychological capacity.

The implementation of the intervention is carried out through four successive stages, namely:

### **1. Psychological Safety Development**

The initial stage is focused on establishing a safe, supportive, and non-judgmental environment. In this condition, participants are encouraged to openly share their experiences, concerns, and challenges. Psychological safety plays an important role as an important foundation in the learning process and behavior change (Edmondson, 1999).

### **2. Cognitive Awareness and Identification of Safety Behaviors**

At this stage, participants are directed to recognize the mindset, emotional response, and forms of safety behavior that arise in work situations. This process is based on the concept of experiential avoidance, which is the individual's tendency to avoid uncomfortable internal experiences (Hayes et al., 1996).

### **3. Reflective Practice and Mindset Transformation**

Participants were then involved in reflective exercises aimed at developing a growth mindset. Through this process, they are encouraged to reinterpret challenges as opportunities for learning and self-development (Dweck, 2006).

#### 4. Strengthening Self-Efficacy and Behavioral Practices

The final stage focuses on increasing participants' confidence in dealing with complex situations. This is done through the implementation of realistic small steps and support from peers. Self-efficacy is understood as a key factor that affects performance and perseverance in facing challenging conditions (Bandura, 1977).

Overall, the intervention was designed to be participatory, flexible, and integrated with existing work systems, so as not to create a significant additional burden on participants.

#### **Instruments**

Data collection in community service was carried out through a self-report questionnaire prepared based on nonclinical psychological constructs. The instrument uses a five-point Likert scale, with a rating range from 1 (strongly disagree) to 5 (strongly agree).

The questionnaire is designed to measure five main dimensions, namely cognitive awareness, safety behavior, growth mindset, self-efficacy, and emotional well-being. The development of this instrument was not intended to diagnose mental health conditions, but rather to evaluate changes in participants' psychological readiness. This approach is in line with the principles of mental health-informed which focuses on the prevention and strengthening aspects of individual capacity, rather than giving clinical labels (WHO, 2014; SAMHSA, 2014).

To ensure the quality of the instruments, the validity of the content is tested through expert judgment involving practitioners in the fields of psychology and social work. Each question item is carefully examined to ensure clarity of meaning, relevance of substance, and suitability to the context of data collection.

#### **Data Collection Procedure**

The data collection process is carried out in two main stages. The first stage is a pre-test that is carried out at the beginning of the intervention, precisely in the first week, with the aim of obtaining an initial picture of the psychological condition of the participants. Furthermore, the second stage in the form of a post-test is carried out at the end of the intervention, namely in the fourth week, to identify changes that occur after the program is implemented.

In addition to collecting quantitative data, this study also utilizes qualitative data to enrich the analysis. The data was obtained through two methods, namely reflective reports written by participants with a length of 1–2 pages, and facilitated targeted group discussions. Through this approach, participants are given a space to express their experiences, perceived changes, and various challenges they face while participating in the program.

#### **Data Analysis**

Quantitative data was analyzed using descriptive statistical techniques to compare the average values between pre-test and post-test results across all variables studied. In addition, the calculation of the percentage change is carried out to identify the level of increase and decrease that occurs. This approach is considered appropriate for community service with short-term

interventions, especially when the main goal of this service is to observe the tendency of psychological changes, rather than to draw causal conclusions (Field, 2018).

Meanwhile, qualitative data was analyzed through thematic analysis methods that aimed to identify patterns, themes, and repetitive narratives related to participants' experiences. The focus of the analysis was directed at several main aspects, namely changes in cognitive awareness, emotional responses to work stress, behavioral adjustments, and perceptions of psychological safety. The combination of quantitative and qualitative analysis results allows for data triangulation, so as to increase the validity and reliability of community service findings (Creswell & Plano Clark, 2018).

### **Ethical Considerations**

This community service is carried out with reference to ethical principles in the social and psychological fields. Participant participation is voluntary, and all respondents provide informed consent before the data collection process is carried out.

Data confidentiality is maintained by anonymizing all participant responses and presenting the results of this service in aggregate form. In addition, this community service ensures that no data is used for the purpose of performance evaluation or the imposition of administrative sanctions. Participants are also given the freedom to resign at any time without any consequences.

Efforts to minimize psychological risks are made through a supportive and judgment-free approach. If there are participants who experience significant emotional distress, adequate support mechanisms have been prepared. All of these practices are aligned with the principles of community service based on trauma-informed approaches and mental health (SAMHSA, 2014).

## **RESULTS AND DISCUSSION**

### **Quantitative Results**

The results of the quantitative analysis showed a significant improvement in all psychological dimensions measured after the implementation of the intervention. The comparison between pre-test and post-test scores is presented in detail in Table 1.

**Table 1.** Summary of Quantitative Results

<b>Variable</b>	<b>Pre-test</b>	<b>Post-test</b>	<b>Exchange</b>
Cognitive Awareness	3.12	3.68	+17.9%
Safety Behavior	3.85	3.15	-18.2%
Growth Mindset	3.25	3.84	+18.1%
Self-Efficacy	3.05	3.55	+16.4%
Emotional Well-being	3.10	3.38	+9.0%

The findings of community service show that the interventions implemented are able to effectively increase the psychological readiness of participants, while suppressing the emergence of maladaptive coping strategies. The most significant change was seen in a decrease in safety behavior of -18.2%, indicating a fundamental transformation in the way facilitators respond to work pressure.

### **Reducing Safety Behavior as a Core Mechanism**

One of the most prominent outcomes of this community service is reduced safety behavior. The findings reinforce the theoretical assumption that safety behavior is a form of defensive coping that emerges in response to the perception of psychological threats (Hayes et al., 1996).

Before the intervention takes place, facilitators tend to avoid challenging interaction situations, reduce initiative, and rely more on administrative routines. This pattern is in line with the concept of experiential avoidance, in which individuals seek to reduce internal discomfort by avoiding difficult situations, even though this has an impact on decreased long-term effectiveness (Hayes et al., 1996).

The observed decrease in safety behavior indicates that participants are beginning to be able to deal with situations that were previously avoided with a more adaptive approach. These results are consistent with recent research findings that confirm that the reduction of avoidance-based coping strategies is an important factor in improving individual performance and resilience in high-stress professions (Stanley & Sebastine, 2024).

Theoretically, this service contributes by expanding the study of burnout through the identification of safety behaviors as a mediation mechanism between work stress and professional performance. If previously research focused more on the impact of burnout, then this service study highlights the behavioral processes that underlie the emergence of this condition (Bryce et al., 2024).

### **Increased Cognitive Awareness**

An increase in cognitive awareness of +17.9% showed that participants experienced improvements in the ability to understand internal processes, including their thoughts, emotions, and behavioral responses. This aspect is crucial in behavior change, considering that awareness is the main prerequisite for the formation of effective self-regulation.

Participants reported an increase in the ability to distinguish between objective facts and subjective assumptions in the context of work. These changes allow them to respond to situations more reflexively and measurably, instead of reacting impulsively.

The findings are in line with psychological theories that emphasize the importance of mindfulness in suppressing maladaptive responses as well as improving the ability to regulate emotions (Hayes et al., 1996). In addition, increased cognitive awareness also correlates with better quality of decision-making and professional assessment in social work practice (Giménez et al., 2024).

### **Growth Mindset and Reframing Challenges**

The implementation of this intervention also resulted in a significant increase in the growth mindset, with an increase of +18.1%. This change is reflected in the shift in participants' perspective on challenges, from previously perceived as a threat to being understood as an opportunity to learn and grow.

According to Dweck (2006), individuals who have a growth mindset tend to see difficulties as part of the self-development process, not as an indicator of failure. This kind of perspective becomes especially relevant in the context of a profession fraught with uncertainty and complexity.

The results of the qualitative analysis showed that participants began to reinterpret challenging situations as learning experiences, rather than as reflections of personal weaknesses. This change in perspective contributes to a reduced fear of failure while encouraging more proactive engagement in dealing with tasks.

These findings are consistent with recent research that confirms that growth mindsets play an important role in increasing individual resilience and adaptability in high-pressure work environments (Maddock, 2024).

### **Emotional Well-Being and Burnout Prevention**

The increase in emotional well-being of +9.0% showed that the intervention did not increase the psychological burden of the participants, but rather strengthened their emotional stability.

This is important given that performance-oriented interventions often have the potential to increase stress levels indirectly. In this context, a mental health-informed approach ensures that the intervention process is supportive, not oppressive. Previous research has confirmed that burnout is influenced by a combination of individual and systemic factors, as well as that prevention strategies are more effective compared to reactive approaches (Giménez et al., 2024). The results of this community service strengthen this view by showing that strengthening psychological capacity can reduce the risk of work fatigue.

### **Qualitative Findings: From Enduring to Empowered**

Qualitative analysis identified a consistent pattern of change, i.e. a shift from survival-oriented behaviors to more empowered professional functions.

### **Transition from Defensive to Proactive Behavior**

Participants reported significant behavioral changes, from a tendency to avoid difficult conversations to being more open in interacting with beneficiaries. This transformation reflects a reduced reliance on safety behaviors as well as increased confidence in dealing with complex situations.

### **Reconstructing the Meaning of Failure**

In addition, participants begin to interpret mistakes as part of the learning process, not as a threat to professional identity. This shift plays a role in lowering anxiety about failure and encouraging exploration, innovation, and growth.

### **Improved Psychological Safety**

Most participants, around 90%, stated that the existence of a safe space to share experiences without assessment had a significant impact on lowering stress levels. Such psychological safety allows participants to openly express concerns and gain support, which ultimately contributes to improved learning processes and performance (Edmondson, 1999).

## **Professional Identity Transformation**

Participants showed a redefinition of their professional roles, from being originally oriented to administrative functions to more of an agent of change. This shift reflects a deeper internalization of professional identity as well as more meaningful work goals.

### **Self-Regulation and Burnout Mitigation**

In dealing with work pressure, participants reported using various self-regulation strategies, such as taking breaks, reflecting, and discussing with colleagues. The implementation of these strategies indicates an increase in psychological resilience as well as a decrease in the level of vulnerability to burnout.

### **Integration with Theoretical Models**

The findings of community service reinforce the proposed theoretical model, which places psychological safety as a key foundation in driving cognitive and behavioral change. Based on the results obtained, the process of change that occurs can be formulated in a flow as follows:

1. Psychological security creates space for openness and reflection
2. Cognitive awareness allows the identification of patterns of maladaptive behavior
3. Decreased safety behavior opens up opportunities for more adaptive engagement
4. Challenges reconstructed through a growth mindset
5. Self-efficacy encourages increased self-confidence and real action

The series asserts that psychological changes take place gradually and interconnectedly, not as the result of an instantaneous or one-stage process.

### **Novelty and Scientific Contribution**

This community service has made a number of important contributions to the development of literature, including; Introducing safety behaviors as a key construct in understanding the performance of social workers. In contrast to previous community service that focused on burnout as an end result, this service highlights the underlying behavioral mechanisms. In addition, this community service develops a structured intervention model based on a mental health-informed approach that integrates various psychological constructs into one systematic and integrated framework. Furthermore, the findings in this service show that psychological interventions can improve performance without increasing workload or administrative demands. This has high relevance in the context of implementing policies and programs in the field.

Overall, this community service has enriched the literature that emphasizes the importance of psychological well-being in workforce development (APA, 2023)

### **Implications for Practice and Policy**

The results of this community service have significant implications for the development of social assistance programs. On a practical level, the integration of a mental health-informed approach into training programs can increase the capacity of facilitators while improving the quality of services provided.

Meanwhile, at the policy level, these findings confirm that strengthening psychological resources needs to be placed as a strategic priority in human resource development. This approach is in line with global recommendations that emphasize the importance of mental health as a foundation in building effective and sustainable service systems (WHO, 2014).

## CONCLUSION

This community service demonstrated that interventions based on a mental health-informed approach were effective in increasing the psychological capacity of Family Beneficiary Assistants (KPM facilitators) working in a highly demanding social service environment. The results indicated a significant increase in cognitive awareness, growth mindset, and self-efficacy, accompanied by a decrease in safety behaviors and a reduced risk of work-related burnout.

One of the main contributions of this community service was the identification of safety behaviors as a key psychological mechanism influencing the professional performance of social service workers. The decline in these behaviors reflected a shift from defensive coping strategies to more adaptive and proactive patterns of engagement. This transformation had important implications for improving service quality while supporting the sustainability of social assistance programs.

In addition, the findings confirmed the importance of psychological safety as a prerequisite for behavioral change. When facilitators worked in an environment that allowed them to express themselves without fear of negative judgment, they tended to be more open to reflection, learning, and professional development. This finding is consistent with previous research emphasizing that a supportive work environment plays an important role in improving individual performance and well-being (Edmondson, 1999).

Furthermore, the integration of cognitive awareness, growth mindset, and self-efficacy into a structured intervention model encouraged a gradual and sustainable process of change. This approach was not merely oriented toward increasing performance demands, but rather toward strengthening internal psychological resources so that facilitators could respond to various work challenges more effectively.

From a practical perspective, this community service offered a measurable and contextual intervention model that could be implemented within the social assistance system without increasing the administrative burden. This was particularly relevant for large-scale programs such as KPM, which face limited resources and high work pressure.

Theoretically, this community service contributed to broadening the understanding of burnout, not only as an outcome but also as a phenomenon influenced by underlying cognitive and behavioral mechanisms. By positioning safety behavior as a mediating variable, this study offered a new perspective for analyzing professional performance in high-pressure work environments.

However, this community service had several limitations. The relatively short intervention period limited the ability to evaluate long-term impacts, while the use of self-report instruments may have introduced response bias. Therefore, further community service activities are recommended to examine the sustainability of the intervention effects and test their application in more diverse contexts and populations.

Overall, strengthening psychological capacity through a mental health-informed approach not only benefited individual well-being but also contributed to improving the effectiveness and sustainability of social service systems. Integrating this approach into workforce development

strategies represents a strategic step toward building adaptive, resilient, and high-performing social assistance programs.

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