

The Effect of Role Conflict and Organizational Support on Burnout Assessor of Professional Certification Institution P-1In Indonesia

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ABSTRACT. The aims of this study is to analyze the effects of role conflict and management support on burnout, of assessor of Professional Certification Institutions P1 (PCI-P1) in Indonesia. Population of this study were 26,021 PCI-P1 Higher Education Institutions and Vocational School 400 assessors were selected as respondents of this study assessors in Indonesia. Data were collected using a survey method with a questionnaire instrument, while the analysis technique used was using statistical program SPSS. The results of data analysis proved role of conflict had significant effects on assessor's burnout, while management support had no significant effect on burnout. This indicates that the PCI-P1 still has to pay attention to the management support.

KEYWORDS: Role Conflict, Organizational Support, Burnout Assessor.

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I. INTRODUCTON

Indonesia is a large country with a population of more than 250 million people. This sizeable population has an impact on the limited work space which is increasingly complicated, especially when the Asean Economic Community (AEC) was enacted at the end of 2015. In order to deal with the MEA globalization policy, the Government in Law I Law of the Republic of Indonesia Number 13 of 2003 concerning Manpower which confirms that every worker must have competence by referring to the Indonesian National Work Competency Standards. The government established the National Professional Certification Agency, hereinafter abbreviated as the National Professional Certification Agency (NPCA), which is tasked with implementing competency certification through Government Regulation Number 23 of 2004 which was further amended by Government Regulation No. 10 of 2018 concerning the National Professional Certification Agency whose duties and authorities are: 1. Implementation and development of a competency certification system work 2. Implementation and development of a vocational education and training certification system 3. Fostering and supervising the implementation of a national work competency certification system.

Professional certification is the process of providing competency certificates that are carried out systematically and objectively through competency assessments that refer to the Indonesian National Work Competency Standards or Special Competency Standards or International Standards in order to improve the implementation of the professional competency certification system in Indonesia, one of the activities of the NPCA is to encourage the acceleration of recognition of professional competence certification on an ongoing basis in certain professional fields whose infrastructure is ready to carry out the certification process. Based on data from NPCA number of Workforce certifications in Indonesia in 2019 can be seen in Table 1.

Table 1. Data of Workforce Certifications, Assessors and Master Assessors in Indonesia

| No. | Information | Total |
|-----|-------------------------|---------|
| 1. | Workforce Certification | 458.043 |
| 2. | Assessor | 26.021 |
| 3. | Master Assessor | 120 |

Source: Indonesian of NPCA data at 2019

An assessor is someone who has competence and meets the requirements to conduct and/or assess competency assessments for certain types and qualifications (NPCA Guidelines 303 of 2014). Implementation of a competency-based training and assessment system requires the availability of assessors (workplace assessors) as one of the main components in the assessment process. The assessor has a strategic position and role because it will greatly determine the quality of the competency test to provide recommendations to the assessee or test participant. Assessment of assessors in carrying out their authority, roles, obligations and other rules related to the implementation of the competency test in accordance with the provisions of the assessment principles and rules of evidence so that the quality of the assessment results is well maintained.

The implementation of competency certification in several P1 Professional Certification Institutions still looks not optimal due to the unavailability of procedures and guidelines for carrying out competency tests at each LSP prior to the implementation of competency certification, which often results in discrepancies in the recommendations for assessment results. This happens because of the limited human resources of the implementer and the dual role of assessors in the institution. This limitation that triggers excessive work stress on assessors, burnout experienced by assessors needs to be considered, because burnout is one of the triggers for the successful performance of the Professional Certification Institute (PCI). That said, if an assessor experiences a very high level of burnout, role conflict factors can affect burnout (Tunc, 2009; Olivares-Faúndez, et al., 2014; Jawahar, Jawahar, and Kisamore 2017; Moss, 2017; Silvia and Yuniawan, 2017; Xu, 2017; Sajida & Moeljadi, 2018).

Role conflict is defined as a mismatch between the requirements and expectations of the role, which is associated with conditions that affect role performance (Belias, et al., 2015). Role conflict according to Gibson, et al. (2003, p.143) is a stressor that increases when a person receives inappropriate messages regarding appropriate role behavior. An individual perceives role conflict when meeting one set of expectations about a job conflict by meeting another set of expectations. Griffin (2004, p. 77) defines role conflict arises when the messages and cues that make up the role have been clearly but contradictory. Role conflict is one of the most discussed topics of discussion in the Party 1 Professional Certification Institute, because currently most of the number of assessors in Indonesia from 26,021 are assessors from the Party 1 Certification Institute (PCI-P1), which apart from being a teacher also acts as a teacher. assessors at PCI-P1 who at the time of testing certainly provide recommendations to students who are also test participants. Assessors often experience internal conflicts because they have two roles, namely as assessors and as teachers or academics in educational institutions. Role conflict is one of the most discussed topics of discussion in the Party 1 Professional Certification Institute, because currently most of the number of assessors from the Party 1 Certification Institute (PCI-P1), which apart from being a teacher also acts as a teacher. assessors at LSP-P1 who at the time of testing certainly provide recommendations to students who are also test participants. Assessors often experience internal conflicts because they have two roles, namely as assessors and as teachers or academics in educational institutions. Role conflict is one of the most discussed topics of discussion in the Party 1 Professional Certification Institute, because currently most of the number of assessors in Indonesia from 26,021 are assessors from the Party 1 Certification Institute (PCI-P1), which apart from being a teacher also acts as a teacher. assessors at PCI-P1 who at the time of testing certainly provide recommendations to students who are also test participants. Assessors often experience internal conflicts because they have two roles, namely as assessors and as teachers or academics in educational institutions. 021 is an assessor from the 1st Party Certification Institute (PCI-P1) who apart from being a teacher also acts as an assessor at PCI-P1 which at the time of testing certainly provides recommendations to students who are also test participants. Assessors often experience internal conflicts because they have two roles, namely as assessors and as teachers or academics in educational institutions. 021 is an assessor from the 1st Party Certification Institute (PCI-P1) who apart from being a teacher also acts as an assessor at PCI-P1 which at the time of testing certainly provides recommendations to students who are also test participants. Assessors often experience internal conflicts because they have two roles, namely as assessors and as teachers or academics in educational institutions.

In addition to role conflicts, management support is very important for assessors. Support from management is considered as a form of concern for employees, so that if the management provides support it will certainly create a comfortable atmosphere and better employee performance. Forms of management support that can be provided to assessors include providing the necessary facilities, providing the necessary supporting data, conducting discussions to discuss the results of the assessment recommendations and giving approval on the recommendations after a discussion or plenary session of the assessment results. If the management provides balanced support to assessors in carrying out their duties, of course it can minimize the level of burnout.

II. LITERATURE REVIEW

Role Conflict

Role conflict according to Gibson, et al. (2003, p.143) is a stressor that increases when a person receives inappropriate messages regarding appropriate role behavior. An individual perceives role conflict when meeting one set of expectations about a job conflict by meeting another set of expectations. Role conflict is a psychological symptom experienced by members of the organization that can cause discomfort at work (Rizzo, House, and Lirtzman, 1970). Griffin (2004, p.77) defines role conflict as arise when the messages and cues that make up the role have been clearly but contradictory. Thus it can be understood that role conflict is a form of role confusion that must be carried out by employees. The existence of multiple instructions that are different from each other and must be carried out at the same time is a reflection of role conflict. Role conflict in particular is also seen as a form of mismatch between the roles that must be performed and the demands of the work that should be done based on certain professional standards that are believed and adhered to by employees (Rosally and Jogi, 2015).

Organizational Support

Mangkunegara (2013, p.93) explains that management support is an authoritative managerial behavior that has at least two aspects, namely limiting the work methods of subordinates and controlling subordinates' adjustments. According to Ratnaningsih and Suaryana (2014) defines management support as management in implementing information systems and development strategies for information systems to be implemented. Meanwhile, according to Sugian (2006) management support is the participation of officials at the highest level in an effort to improve the quality of their organization.

Burnout

Caputo (1991, p.78) defines burnout as "exhaustion of physical or emotional strength" which means physical and emotional exhaustion. According to Poerwandari (2010) burnout is a condition of a person who is drained and loses psychological and physical energy. Burnout is usually experienced in the form of constant physical, mental, and emotional exhaustion. Because it is psychobiological (psychological burden shifts to physical appearance, for example easily dizzy, unable to concentrate, gets sick easily) and usually cumulative, sometimes problems are not so easy to solve.

The research model is an arrangement of logical constructs arranged in order to explain the variables studied. This framework is formulated to explain the construct of logic flow to systematically examine empirical beliefs. Through the conceptual framework, it will be easier to understand the research design, starting from the use of theory and the placement of variables resulting from the design model until the specific steps of the research that are constructed are obtained. Based on the conceptual framework and research variables, a research model can be formed as presented in Figure 1.

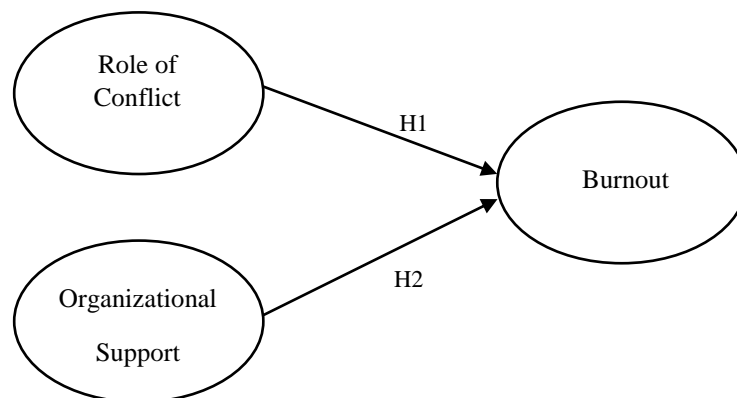


Figure 1. Conceptual Framework

Research Hypothesis

Relationship between Roles of Conflict and Burnout

Lutans (2011) shows that burnout can be caused at an individual level, such as one's duties and work in the organization. These tasks and work, of course, must be in line with the way an employee thinks. If the tasks and work are not in harmony, it will lead to role conflict in the organization. When role conflict is high in the organization, it will cause problems for individuals, causing high stress. In this case, it can be understood that role conflict has a positive effect on burnout. Pratiwi, et al. (2019), Hera, Rasyidin, and Hasmin (2016), Khamndiniyati (2019), Putri and Mulyana (2019) Nandavati, Nanda, and Pebriani (2019) and Tamaela (2011).

Hypothesis 1: Role of Conflict has significant effect on burout of assessor of Professional Certification Institutions P1 (PCI-P1) in Indonesia.

Relationship between Organizational Support and Burnot

Employees on the job benefit from management support and to reduce the impact of burnout. Management support can reduce burnout as well as buffer the effects of burnout. High levels of management support are negatively associated with burnout because the role of organizations that care about employee well-being is more likely to reduce unnecessary work complications for employees. In addition, the organization may be able to define and clarify job expectations and norms for employees to better prepare employees for work. Altinoz, et al. (2016) conducted a study entitled "The Influence of Organization Support Perceived in Enterprises on Burnout Feeling: A Field Research".

Hypothesis 2: Organizational support has a significant effect on the burout of assessors of Professional Certification Institutions P1 (PCI-P1) in Indonesia.

III. RESEARCH METHODOLOGY

Population of this study were 26,021 LSP-P1 Higher Education Institutions and SMK (Vocational School) 400 assessors were selected as respondents of this study assessors in Indonesia. Data were collected using a survey method with a questionnaire instrument. The samples calculated based on non Slovin formula with a tolerance of 5% [20]. All variables are rated on a five-point Likert scale from strongly agree to strongly disagree. Confirmatory factor analysis is used to test the simple regression. To assess the effect of Role of Conflict, Organizational Support on job burnout, structural equation modeling by using SPSS. The structural model of the variables measured in this study are as follows.

IV. RESULT AND DISCUSSION

Result

After the researchers carried out data processing, the research results were obtained as shown in Table 2 to Table 7 below.

Table 2. Validity Test

| Variable | Indicator | R count | R table | Description |
|-----------------------------|-----------|---------|---------|-------------|
| Role Of Conflict (X1) | X1.1 | .691** | 0.06878 | Valid |
| | X1.2 | .661** | 0.06878 | Valid |
| | X1.3 | .723** | 0.06878 | Valid |
| | X1.4 | .661** | 0.06878 | Valid |
| Organizational Support (X2) | X2.1 | .686** | 0.06878 | Valid |
| | X2.2 | .643** | 0.06878 | Valid |
| | X2.3 | .738** | 0.06878 | Valid |
| | X2.4 | .658** | 0.06878 | Valid |
| Burnout (Y) | Y1.1 | .729** | 0.06878 | Valid |
| | Y1.2 | .807** | 0.06878 | Valid |
| | Y1.3 | .731** | 0.06878 | Valid |

From the table above, it is known that each indicator in the Role of Conflict (X1), Organizational Support (X2) and Burnout (Y) has an r count greater than r table, so that each indicator used in the Role of Conflict (X1), Organizational Support (X2) and Burnout (Y) are declared valid.

Table 3. Reliability Test

| Variable | Cronbach Alpha | Alpha | Description |
|------------------------|----------------|-------|-------------|
| Role of Conflict | .671 | 0.60 | Reliable |
| Organizational Support | .655 | 0.60 | Reliable |
| Burnout | .686 | 0.60 | Reliable |

From the table above shows that the variables Role of Conflict (X1), Organizational Support (X2) and Burnout (Y) have a Cronbach alpha value above 0.60 so it can be concluded that the variables Role of Conflict (X1), Organizational Support (X2) and Burnout (Y) is reliable.

Table 4. Multiple Linear Regression Test Table

| Coefficients | | | | | | |
|--------------|--------------------|-----------------------------|------------|---------------------------|-------|------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 5.102 | .707 | | 7.212 | .000 |
| | Role of Conflict | .213 | .038 | .277 | 5.579 | .000 |
| | Management Support | -.022 | .037 | -.030 | -.601 | .548 |

a. Dependent Variable: Burnout

The Formula for Multiple Linear Regression Analysis is as follows: $Y = 5.102 + 0.213 X_1 - 0.022 X_2$. The explanation of the multiple regression linear equation is: **0 = constant = 5.102.**

The constant value shows the number 5.102, this means that the amount of the Burnout variable (Y). If the amount of Role of Conflict (X1), Organizational Support (X2) is constant, then the Burnout level (Y) is 5.102.

1=Regression Coefficient X1= 0.213

Its means that the regression coefficient of the Role of Conflict (X1) is 0.213, which means that the Role of Conflict (X1) has a positive influence on the level of Burnout (Y). If the Role of Conflict Variable (X1) increases by one unit, it will increase Burnout (Y) by 0.213 with the assumption that the other independent variable in this study is that organizational support is constant.

2=Regression Coefficient X2= - 0.022

Its means that the coefficient value of Organizational Support (X2) is -0.022 which means that Organizational Support (X2) has a negative influence on the level of Burnout (Y). If the Organizational Support Variable (X2) increases by one unit, it will increase Burnout (Y) by -0.022 with the assumption that the other independent variables in this study are the Role of Conflict is constant.

Table 5. t- Test Table

| Model | | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|-------|--------------------|-----------------------------|------------|---------------------------|-------|------|
| | | Beta | Std. Error | Beta | | |
| 1 | (Constant) | 5.102 | .707 | | 7.212 | .000 |
| | Role of Conflict | .213 | .038 | .277 | 5.579 | .000 |
| | Management Support | -.022 | .037 | -.030 | -.601 | .548 |

a. Dependent Variable: Burnout

In the table above, it is known that the calculated t value for the Role of Conflict (X1) variable is 5.579. where the t table value from this study is 1.95990 with a significant value of the Role of Conflict variable less than 5% (0.05) which is 0.000. This indicates that the Role of Conflict (X1) variable has a significant effect on Burnout (Y).

In the table above, it is known that the calculated t value for the Organizational Support (X2) variable is - 0.601. where the t table value from this study is 1.95990 with a significant value of the Organizational Support variable more than 5% (0.05) which is 0.548. This indicates that Organizational Support (X2) has no significant effect on Burnout (Y).

F Test (Simultaneous)

Table 6. ANOVA

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|--------|-------|
| 1 | Regression | 72,730 | 2 | 36,365 | 16,038 | .000b |
| | Residual | 850,267 | 375 | 2.267 | | |
| | Total | 922,997 | 377 | | | |

a. Dependent Variable: Burnout

b. Predictors: (Constant), Management Support, Role Of Conflict

F table value using the formula: $F\text{-Table} = F\alpha (df \text{ regression, } df \text{ residual}) = F\alpha(k,n-k-1)$.

In this study the F table is 3.052 where the calculated F is 16.038 with a significance value.000b, the significance value in the table is smaller than 0.05. Thus it can be concluded that there is a simultaneous influence of the Role of Conflict (X1), Organizational Support (X2) variables on Burnout (Y)

Coefficient of Determination Test (R2)

Table 7. Determination Test
Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------|----------|-------------------|----------------------------|
| 1 | .281a | .079 | .074 | 1.50578 |

a. Predictors: (Constant), Management Support, Role of Conflict

The coefficient of determination (R2) essentially measures how far the model's ability to explain variations in the dependent variable is. From the data that has been calculated by SPSS, in this study the resulting R Square is 0.079. Which means that the variable Role of Conflict (X1), Organizational Support (X2) has an influence of 7.9% on Burnout (Y), of which 92.1% is influenced by other variables not described in this study.

Discussion

The results of hypothesis testing in this study stated that role conflict had a significant effect on assessor burnout in LSP-P1 in Indonesia. These results can be seen from the results of the t-test calculation which produces a value of 5.579, where the t table value from this study is 1.95990 with a significant value of the Role of Conflict variable less than 5% (0.05) which is 0.000 this means that the hypothesis which states that role conflict has a significant effect on assessor burnout is accepted, in other words hypothesis 1 in this research is accepted. This indicates that the role conflict experienced by the assessor can cause the assessor to experience burnout. Thus it can be said that the results of this study support the research results of Pratiwi, et al. (2019), Hera, Rasyidin, and Hasmin (2016), Khamndiniyati (2019).

Meanwhile, the influence of management support on assessor burnout can be seen from the t-count value on the Organizational Support (X2) variable, which is -0.601, where the t table value of this study is 1.95990 with a significant value of the Organizational Support variable of more than 5% (0.05) which is 0.548, this indicates that the hypothesis which states that management support has a significant effect on assessor burnout is not proven true, in other words the hypothesis 2 in this study was rejected. This indicates that no matter how good the management support felt by the assessor, it does not necessarily reduce the burnout felt by the assessor. Thus it can be said that the results of this study do not support the results of Altinoz et al. (2016) which states that management support has a negative and significant effect on burnout. This indicates that management support must be considered for assessors. Management support needed by assessors includes respect for assessors, respect, care and assistance in solving problems encountered. If the assessor gets support from the management, it will reduce the burnout of the assessor in carrying out his duties to assess the assessor.

V. CONCLUSIONS AND SUGGESSTIONS

Based on the research objectives, as well as the results of the research and discussion, it can be concluded: (a) proved role of conflict had significant effects on assessor's burnout, while (b) management support had no significant effect on burnout. In this study stated that role conflict had a significant effect on assessor burnout in LSP-P1 in Indonesia. These results can be seen from the results of the t-test calculation which produces a value of 5.579. This indicates that the role conflict experienced by the assessor can cause the assessor to experience burnout, while management support had no significant effect on burnout. The influence of management support on assessor burnout can be seen from the t-count value on the Organizational Support (X2) variable, which is -0.601. This indicates that the hypothesis which states that management support has a significant effect on assessor burnout is not proven true, in other words the hypothesis 2 in this study was rejected.

Suggestions, considering that role conflict is proven to have a significant effect on burnout, to avoid this, management should not burden the work too much, and provide rest time for workers. On the other hand, management support had no significant effect on burnout. This indicates that the PCI-P1 still has to pay attention to the management support.

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