

THE BURNOUT ANTECEDENT MODEL EXTENSION AND ITS CONSEQUENCES TO THE LECTURER'S JOB SATISFACTION LEVEL IN PRIVATE COLLEGES, AMBON.

A CASE STUDY FOR THE STRUCTURAL POSITION'S HOLDER

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ABSTRACT: This study aims to examine and to analyze about the effect of role conflict, work overload and intrinsic motivation against burn-out, the effect of role conflict, intrinsic motivation, work overload and burn-out against the level of job satisfaction, and whether intrinsic motivation affects directly to the role conflict or not.

This research includes explanatory research conducted in six (6) private colleges (PTS) in Ambon with quantitative method (survey). Using questionnaires as instrument for data collection and probability sampling method and multistage cluster sampling technique to select samples, we obtained samples of 102 lecturers.

The results of hypothesis testing through confirmatory factor analysis and path analysis showed that; intrinsic and motivation overload of work proved significant effect on burn-out while a conflict does not affect the role of burn-out. Other results showed that intrinsic motivation, conflict role and work burn-out proved significant effect on the level of job satisfaction while work overload does not affect the level of job satisfaction. Moreover, motivation intrinsic has proved significant influence to the role conflict.

Keywords: Role Conflict, Intrinsic Motivation, Work Overload, Burn-out, Job Satisfaction.

I. INTRODUCTION

Lecturer as the academic community within each activity would have direct contact with other individuals, such as in the form of periodic meetings with his superiors, co-workers relationship with a fellow faculty and staff administration routine and interaction between faculty and students in the form of lectures, seminars, guidance and other forms of relationships.

But the level of the work routine of a lecturer who has always held a direct contact with other individuals in high would definitely be determinant for the birth of a condition known as "burn-out", characterized by; emotional exhaustion (reduced emotional inner source such as compassion, empathy, and attention), despise and belittle, cynical and rude to others, also felt himself incompetent and ineffective and less satisfied with what has been achieved in the work.

This opinion is based on several results of scientific studies, among others: Cordes and Dougherty (1993) in Low et al., (2001) which revealed that burn-out may be or is common in many types of jobs and conditions. Similar opinion was also expressed by Maslach: that burn-out has closer relationship with auxiliary professions such as nurses, educators (teachers or lecturers), social workers and the sales people or waiters power always deal directly with customers. Occupations that have a tendency to experience burn-out became a bustling sample studied, among others; Dubisky at al., (1992); Moncrief et al., (1997); Babakus at al., (1999); Brashear et al., (2000); Low et al., (2001); Zagladi, (2004) and Harris et al., (2006). The latter comes from the research of burn-out in elementary school teacher, junior high school, public high school to

college in the United States by Sweeney and Summers (2002), which proved that burn-out commonly experienced by teachers and other educators.

Based on the explanation above, it can be said that burn-out may be experienced by lecturers, both professors with the status of Civil Servants (PNS) DPK and lecturers from private colleges. However, in this study we will be focused on researching lecturers and structural positions on private colleges in Ambon.

Burn-out may be experienced by lecturers who hold any structural positions on the private colleges in Ambon. It's definitely because of the condition that is not favorable for them. One of the reasons is the role conflict faced by lecturers from private colleges in Ambon. The source of role conflict is from bad relationship between superiors and fellow faculty and staff. The low level of familiarity is also a trigger for the bad relationship.

The conflict between fellow professors that occur in private universities in Ambon caused by internal competition among the faculty, especially in terms of the size of the number of teaching courses and hours. Nurtured conflict happen also to students and as described above, this is caused by the high levels of routine meetings between lecturers and students in the form of lectures, student mentoring, seminars, testing and other forms of relationships. Other conflicts were born from other responsibilities of lecturers that occupy one structural position on the private colleges. In this case a lecturer will be confronted with two works, responsibility and demands of different expectations from his job as a lecturer and as a structural official. This phenomenon is aligned with the results of empirical studies that examined by Dubisky et al., (1992) which concluded that the conflict in the role of the sales force was influential (negative) on the level of satisfaction. This finding is reinforced by the results of the same study by Brashear et al., (2000).

Another factor of the relative potential that caused burn-out to lecturers in private colleges in Ambon is the workload that they must endure. The workload, among others; the large number of courses per semester, conducting various research activities and community service activities as well as the need to participate actively in the various activities of the committee. The work workload will be heavier, because they coupled with other tasks, such as structural officials should be handle by the lecturers and lecturers in reality are often asked to come to seminars, invitations or scientific meetings for representing a senior. This is reinforced by Shaw and Weekly in their study results, (1985) which explain that the work overload (excess workload) influence positively to perceive pressure (feeling depressed). In harmony with the results of research and Weekly Shaw (1985), Zagladi (2004) found that excessive workloads have positive effect on burn-out, role conflict doesn't affect burn-out and the high emotional exhaustion (one-dimensional burn-out form) has negative effect on job satisfaction.

The other interesting factor related with burn-out actually comes from intrinsic motivation on lecturers in private college. Brewer, 1994 (in Karatepe and Tekinkus, 2006) explains that motivation is one of the intrinsic key for best talents of workers who are at the forefront and the study results found that the intrinsic motivation has precisely negative burn-out effect (even this result is supported by empirical studies Low et al., 2001). Based on this it can be concluded that the intrinsic motivation is a variable that can reduce the intensity of burn-out.

The above statement can be justified by the results of interviews conducted by us, the researchers, to some good lecturers in private colleges with Civil Servants (PNS) DPK status and the lecturer in private colleges. Further, while studying at various universities in Malang (March-July 2010) , that intrinsic motivation form to the perception of the private college faculty, that they will have the opportunity to more quickly in proposing the promotion of functional if occupying one of the structural position in the institution where they had devoted. Another proxy intrinsic motivation is that they are also interested in getting recognition, felt attracted by the task itself, and also they have a high sense of responsibility towards their duties and have the motivation to advance the institution where the serve.

We admit that the consequences of burn-out on the job satisfaction's level have been carried out. But it's still not enough to explain the phenomenon in an integrative manner and researching on the subject, location, purpose of the study. As well as the dimensions of the antecedent variables were expressed as done in this study. In general, this is of course a research gap that can be "entered" us to investigate further, in addition to the research gap obtained from the review of previous empirical studies.

Research gap which can be obtained from various major empirical studies used in this study will be explained below. First gap study of this research refers to the scientific studies conducted earlier by Babakus et al., (1999). Both referral derived from scientific studies by Low et al., (2001) recent scientific study that became the reference of this research is the study of the conceptual model Zagladi, (2004)

Judging from the results of the three studies above, it will show the ambivalence of the research that can be investigated further in this study. Ambivalence research question is; results of research Low et al., (2001), which examines the influence of role conflict against burn-out. It produces a positive effect. These results are supported by the results of research Babakus et al., (1999) but are not supported by Zagladi, (2004) who get a negative influence.

Cracks second study of this study comes from research proposal that will come. Limitations of previous research suggested by;

- a. Dubisky et al., (1992) suggested for future studies to examine the elements of job satisfaction levels in different countries.
- b. Moncrief et al., (1997) suggested for future research to be more focused on the identification of antecedent factors and influence him as antecedents of work pressure.
- c. Perrewe et al., (2002) and Boswell et al., (2004) expressed his hope for future research based on the limitations of the study include; (1). Adding other variables in the model burn-out. (3). Burn-out dimensional test further by examining the antecedents and consequences of burn-out models are more specific and
- d. Lankau et al., (2005) also proposed by the limitations of research to analyze more about the perspective of the involvement of mentors and role of stress induced impact because there is a possibility that the task of mentoring can be a significant source of power burn-out which mentor, especially in relation to the role of conflict, and overload of work that must be performed.

On the basis of relevance to the phenomenon that occurs and also with reference to the three major scientific studies above, the proposed future research as well as the limitations of some previous researchers, this study tries to extend models conceptual and hypotheses have been developed by a scientific study on top to produce a new conceptual model (Agusty, 2006).

Another thing that needs to be emphasized that variables such antecedents is a construct that consists of a proxy-proxy and has not been tested in a model that integrated (previously untested) in particular the relationship between variables overload of work and job satisfaction then it is a originality or the newness of this writing. In the hope of closing the gap that occurred in previous studies, especially in developing burn-out in understanding of the causal relationship with its antecedent. In general, this research is expected to produce an integrated conceptual model or a new approach is an extension of the existing model to generate a new thinking.

II. RESEARCH PROBLEMS

Based on the above background, the problems which formulated in this study are:

1. Does the role conflict directly affect burn-out?
2. Does the intrinsic motivation directly affect burn-out?
3. Does work overload directly affect burn-out?
4. Does the role conflict directly affect job satisfaction?
5. Does the intrinsic motivation directly affect the role conflict?
6. What the intrinsic motivation which directly affects job satisfaction?
7. Does the excess workload directly affect job satisfaction?
8. Does burn-out take effect directly to job satisfaction?

Research Purposes

Based on the formulation of the problem, the objectives to be achieved in this research are:

- 1) Testing and analyzing direct influence on burn-out role conflict.
- 2) Testing and analyzing direct influence intrinsic motivation to burn-out.
- 3) Examining and analyzing the direct effect of excess workload to burn-out.
- 4) Examining and analyzing the direct influence of role conflict on job satisfaction.
- 5) Testing and analyzing the direct influence of motivation intrinsic to role conflict.
- 6) Examining and analyzing the direct influence of motivation intrinsic to job satisfaction.
- 7) Examining and analyzing the direct effect of excess workload on job satisfaction.
- 8) Testing and analyzing direct influence burn-out to job satisfaction.

THEORETICAL REVIEWS

1. Basis Theory

a. Burn-out Dimension

According to Cordes and Dougherty (1993) in Babakus (1999) and Low (2001) that burn-out consists of three dimensions that describe the psychological syndrome include:

- Fatigue emotional (emotional exhaustion).
- Depersonalization (depersonalization).
- Setbacks personality (diminished personal accomplishment).

The relationship between the giver and the recipient of the service, according to Maslach (1980), is an asymmetrical relationship. Emotional exhaustion is characterized by feelings of energy depletion owned, loss of emotional sources inside like compassion, empathy, and attention, which in turn gave rise to a feeling of no longer able to provide service to others.

Depersonalization is an attitude, a feeling, or a negative view of the recipient of the service (Maslach, 1996) negative. React appears in behavior such as despise and belittle the client, the client cynical, rude and inhuman in touch with clients, as well as ignoring the needs and the demands of clients (Maslach, 1982, 1993). Reduced personal accomplishment is characterized by a tendency to give a negative evaluation of oneself, especially with regard to the three-dimensional works and then they were chosen to be used as an indicator of burn-out.

b. Antecedent Burn-out

Role conflict

Luthans (2002) defines the role conflict as a position that has a hope of growing out of the norm being built. Further Luthans (2002) describes the role conflict through three main dimensions, which are:

- a. The conflict between the individual and his role, where these conflicts occur between the individual personality with the hope of his role.
- b. Intra-role conflict, where conflict generated by the contradictory expectations of how certain role should be run.
- c. Inter-role conflict, in which the conflict resulting from the different requirements of the two or more roles that must be executed at the same time.

Indicators of conflict roles used in this study are; (1) relationships with superiors, fellow faculty and administrative staff, (2) relationships with students, (3) competition in seizing structural position, (4) the size of courses that will be taken care of and teaching hours and (5) other role as a force structural or structural officials.

Excess Workload

Work overload is part of the concept of burden of crimes in whole part. In basically the workload consists of four dimensions which is one of the main causes of burn-out (Gibson et al., 1996). The four dimensions are:

- a. Quantitative overload
- b. Qualitative overload
- c. Quantitative underload
- d. Qualitative underload

Indicators used to measure the excess workload is; (1) perform a variety of educational activities, (2) conduct a variety of research activities, (3) perform a variety of community service activities (4) perform a variety of other supporting activities and (5) perform other duties in addition to the faculty that is as energy or as structural officials ,

Intrinsic Motivation

According to Herzberg, (1996) in Robbins, (2002) who developed the theory of Maslow's hierarchy of needs into a two-factor theory of motivation. Two factors were called satiation factor (motivation factor) called satisfier or intrinsic motivation and keepers factor (maintenance factor) called dissatisfier or extrinsic motivation. Satisfier factor which is also called motivator, someone who is the driving factor for the achievement that comes from inside a person that (intrinsic conditions), among others:

- a. The achievements (achievement)
- b. Recognition of others (recognition)
- c. Responsibility (responsibility)
- d. Opportunities to progress (advancement)
- e. Job satisfaction itself (the work it self)
- f. The possibility of career development (the possibility of growth)

Indicators of motivation variable this intrinsic research; (1) was interested in the work itself, (2) obtain recognition, (3) have the opportunity to learn something new and gain rapid functional promotion is more certain if occupying one functional position, (4) was responsible for employment and (5) have the motivation to advance the institution where the serve.

c. Consequences of Burn-out

Job Satisfaction

Job satisfaction is a feeling that is desired by every workers. Work satisfaction can be defined as the difference between expectation and reality are received by a worker or emotional state workers were pleasant or unpleasant to work.

According to Robbins, (1996), job satisfaction refers to an individual's general attitude toward his work, so someone with a high level of job satisfaction will show a positive attitude towards work.

Related with this research, which is an indicator of job satisfaction is; (1). Work in accordance with the wishes and expertise. (2). their chances of promotion, promotion of functional and good promotions. (3). Salaries, emoluments and allowances satisfactory. (4). Colleagues and superiors supports. (5). The prestige both related to the image of the institution where they served.

2. Studies Research Accomplished

a. Shaw and Weekly, (1985)

Research conducted by Shaw and Weekly, (1985) aims to test and to analyze the effect of; work overload / underload, perceive pressure, resentment, anxiety, depression and hostility towards performance. This research was conducted by taking new students majoring in psychology as a sample or concentration research. While research method used is descriptive analysis through laboratory research and analysis of variance (ANOVA) was used to analyze the research data.

Results of research suggested by Shaw and Weekly, (1985) is; (1) work overload affect the perceive pressure (feeling depressed), resentment, anxiety, depression and hostility, and also has a significant effect on performance. (2) work underload produces the feeling to enjoy duty (3) feeling depressed (perceive pressure) negatively affect performance.

The first analysis results Weekly Shaw and this is adopted by the authors to examine the effect of work overload as well make it as one of the antecedent variables of burn-out.

b. Dubisky et al., (1992)

Dubisky, Michaels, Katobe, Lim and Moon, (1992) conducted a study in three different countries, which are the United States, Japan and Korea. They took the salesperson industry as the study sample. Selected samples are salespeople of electronic products taken from three countries, they are the United States as many as 218 samples, Japan and Korea as many as 220 samples totaling 156 samples. Data collection instruments using questionnaires with variable measurement scale used is the scale of 7 (seven), where one (very strongly disagree) to 7 (very strongly agree) .To analyze the data used path analysis (path analysis), while to form recommended models, the researchers used a test trimming.

These results indicate that; (1) Conflict role have a positive relationship with role ambiguity and both negative effect on job satisfaction and organizational commitment, (2) role conflict does not affect the performance of the 2 to 3 samples, (3) role ambiguity reduces performance and organizational commitment, (4) role ambiguity is not related to job satisfaction at 2 to 3 samples, (5) the performance was positively related to job satisfaction at 2 to 3 samples and (6) positively related to job satisfaction organizational commitment.

Suggestion for future studies is to examine the elements of job satisfaction levels in various countries with different samples. Contributions thought from Dubisky et al., (1992) is adopted in this study, especially in the selection of the sample by selecting lecturers Colleges (private colleges) as a precise sample.

c. Moncrief et al., (1997)

Variables examined by Moncrief, Babakus, Cravens Dan Johnston, (1997) is a role conflict and role ambiguity as antecedent variables of work pressure and job satisfaction, expected results and organizational commitment as well as a tendency to get out of work. The selected study sample was selected sales force of the company is a large-scale

international services. Analysis tools used in this study is analysis path (path analysis using LISREL 7.0 program) in order to test the effect of directly or indirectly from the variables studied.

The results of this study are presented; (1). Role conflict negatively affects to job satisfaction and positively affect on the working pressure and met expectation, (2). The ambiguity of the role positively affects on employment and has negative effect to the job satisfaction, (3) Job pressure has negative effect on satisfaction and organizational commitment, (4). Job satisfaction positively affects to met expectation and has negative effect to the tendencies of resigning (5). Met expectation has positive effect on organizational commitment and (6) .Organizational commitment negatively affects the tendency of resigning.

Future research is expected to be more focused on the identification of the antecedent variables that can be controlled and which can not be controlled as a factor the amount of compensation (can be controlled) received and other factors and variables influence him as antecedents of work pressure. It is justified that the study variables were studied by the author is irrelevant to that suggested by Moncrief et al., (1997) because of the entire precise variables are antecedent burn-out which can be controlled in the world of education.

d. Babakus et al., (1999)

Research on emotional exhaustion salesperson performed by Babakus, Cravens, Johnston and Moncrief, (1999) is a study of the role of emotional exhaustion in the relationship only between the attitudes and behavior of the sales force. Objects and subjects in this study is a marketing manager who puts the salesperson in the field as an exact object.

The study results of Babakus et al., (1999) are these; (1) ambiguity positively affected to role conflict, negatively affected to organization's commitments, positively to burn-out, negatively affected to performance. (2) Conflict role has positive effect on negative burn-out on satisfaction and positive impact on performance. (3) Burn-out affect negatively to satisfaction, commitment and performance. (4) Performance has positive effect on satisfaction. (5) Satisfaction positively affects to commitment and has negative effect to the desire of resigning. (6) Commitments negative effect on the desire to leave the job.

What interesting from Babakus et al., (1999)is justifying that the research on emotional exhaustion even burn-out can occur in all jobs that put a person as front-line workers are always interacting (face to face) directly with service recipients.

The relation with this study is that the recommendation of Babakus et al., (1999) which adopted by us in this research is to select lecturers in colleges (PTS) as precise samples due to direct interaction faced by a teacher either with superiors, colleagues, staff administration and especially in the interaction with the students in the form of lectures, seminars, guidance or in the form of other interactions.

e. Brashear et al., (2000)

The focus and purpose in particular of the research will be focused on testing empirically about the level of performance, satisfaction and turnover that occurred in the sales force in Romania. By using the analysis of structural equation models (SEM) with the help of the program LISREL 8.30, Brashear et al., (2000) gives the result, among others; role ambiguity and role conflict has a negative relationship with performance and satisfaction. Then the performance and satisfaction positively associated with commitment organizational. Negatively commitment related to the tendency of the rate of turnover.

Related with research, namely, we sought to extend models Brashear et al., (2000) by including other variables that excess workload and intrinsic motivation with still adopting conflicting roles as a variable antecedent burn-out and examine the influence of variables antecedent burn-out and its consequences for the level of job satisfaction.

f. Low et al., (2001)

Target population of this study is the sales force in Australia. Australian election due in the period of the research conducted in the United States. Burn-out sample just selected from various companies such as telecommunications, delivery services, packing services and other goods. Sampling technique used are judgment sampling method with a sample size of 148 salespeople,

Results of this study confirm previous discoveries that researchers (Sigh et al., 1994 and Babakus et al., 1999), namely; (1). The higher intrinsic motivation, the lower role conflict will be, (2). The higher intrinsic motivation, the lower role of ambiguity will be (3). The higher the ambiguity of the role, the greater role of conflict will be, (4). The higher the intrinsic motivation, then burn-out will be lower, (5). The higher the ambiguities of the role, the higher burn-out will be, (6). The higher the role conflict, the higher burn-out will be (7). Burn-out will decrease higher levels of job satisfaction, (8). The level of the higher intrinsic motivation has a positive effect on job satisfaction, (9). The higher the ambiguity of the role the level of job satisfaction will be lower (10). The higher level of role conflict, the satisfaction level would be lower, (11). The higher the level of satisfaction, that will negatively affect to the intention to leave the job, (12). The higher the level of commitment, that will negatively affect to the intention to leave the job, (13). The higher the ambiguity of the role will be a positive influence on the intention to leave the job, (14). The higher the role ambiguity will negatively affect performance, (15). The higher burn-out will lead to low performance and (16). The higher performance then commitment will be higher as well (17). The higher the performance will degrade intention to leave the job.

This research suggestions put forward by Low et al., (2001) to study more about Burn-out that associated with the level of job satisfaction in different conditions and situations by including other variables (excess workload) for examination.

g. Zagladi, (2004)

The purpose of the study Zagladi, (2004) is to test and to prove the influence of the precise variables through statements that submitted. Hypothesis sample selected research is a lecturer Colleges (PTS) in Kopertis Region XI total of Kalimantan which is 340 lecturers. Data measurement scale adapted from Likert scale and analysis tool used is multilevel analysis using structural equation modeling (SEM) with AMOS program assistance.

Results which were presented by Zagladi (2004) are as follows; excessive workload and family environment had positive effect on emotional exhaustion. Appreciation negatively affected to emotional exhaustion. Role conflict didn't affect to emotional exhaustion. Excessive emotional exhaustion had negative effect to job satisfaction. The high satisfaction in working affected to job performance. Moreover, job satisfaction and job performance affected to organizational commitment.

We conclude that there is a weakness in Zagladi's study (2004). It doesn't see a motivational factor especially intrinsic motivation as an antecedent variables and its effect to burnout (developed by Low et al, 2001). We are trying to get into this discrepancy of this study by penetrating intrinsic motivation as one of the variables in this research.

h. Lankau et al., (2006)

This research which was conducted by Lankau, Carlson, Nielson (2006), aims to analyze the influence of stressors of two roles: the role of conflict and the role of ambiguity to do with the activities of mentoring and the nature of work. Analysis device used in analyzing the data in this study are structural equation model (SEM) with the help of software LISREL 8.56. While the samples were selected in this study is a business management graduate who randomly selected from the western part of the university as well as universities in the northeastern part of the United States with a total of 355 samples.

Results of the analysis showed that the role of stress mediates the relationship between vocational support and attitude mentor. Hypothesis second and third-also was supported by the results of the analysis carried out, namely, the role of stress mediates the relationship between psychology and behavior support mentor and role stress also mediates the relationship between support models and the attitude of mentor.

Limitations of this study are that all measurements used were obtained from a private report that respondents might be biased, because of differences in the general methods and the consistency of the respondent. To overcome this, the Lankau et al., (2006) proposed for future studies to assess also the perception that comes from mentor power itself, especially regarding the activities of mentoring and role stress experienced. Next Lankau et al., (2006) also proposed to analyze more about the perspective of the involvement of mentors and role of stress induced impact because there is a possibility that the task of mentoring can be a significant source of power burn-out mentor, especially in relation to role conflict, role ambiguity and overload of work that must be performed.

The relation between the study by Lankau et al., (2006) with this study is that the recommendation of a study by Lankau et al., (2006) who tries to investigate further by the researcher; the role of conflict and work overload will analyze as variable antecedent burn-out also analyze other variables that are relevant to the phenomenon that occurs.

i. Bhanugopan, (2006)

Research by Bhanugopan, (2006) was conducted to examine the relationship between burn-out and desire to leave the job by taking a sample of the study was the expatriate manager in Papua New Guinea (PNG). The instrument for collecting data used is the questionnaire by adopting a measurement scale as Likert scale measuring respondents' answers. Bhanugopan, (2006) in this study questionnaires distributed 300 questionnaires and returned only as much as 189 were ultimately used as a sample of this research. Analysis tool used to achieve or meet the objective of this research is the analysis of structural equation modeling (SEM) using LISREL program.

The result Bhanugopan, (2006) suggested that; (1) role conflict, role ambiguity and role overload significantly positively related to the dimensions of burn-out (emotional exhaustion, depersonalization, and reduced personal accomplishments). (2) Emotional exhaustion, reduced personal accomplishments depersonalization and experienced by workers will make they experience burn-out. (3) Positive burn-out related significantly to the turnover tendency.

Bhanugopan (2006) also suggested for future research to examine in more depth about the relationship of the dimensions of burn-out with the influence of organizational and individual characteristics. Adopting the study of Bhanugopan, (2006) is about the relationship between role conflict with burn-out and also include suggestions for future research that is trying to involve the individual elements particularly concerning intrinsic motivation as antecedent variables of burn-out.

j. Harris et al., (2006)

Study by Harris, Artist, Walters, Licata, (2006) generally aims to highlight the importance of efforts to reduce the role stressor to improve the overall efficiency and effectiveness of the company. The selected sample of this study is employees of large-scale retail banking in the United States. Instrument data collection used was a questionnaire distributed to 200 questionnaires and responded to by 70% of respondent candidates. 140 returned questionnaires were used as a sample in the study this.

Analysis tool used to analyze data regression analysis and hypothesis testing results showed that all hypothesis is accepted that, among others, are as follows:

1. Control the personality and role ambiguity negatively related to job resourcefulness.

2. Control the personality and role conflict is negatively related to job resourcefulness.
3. The effect of role ambiguity towards job resourcefulness greater than the effect of conflict on job role resourcefulness.
4. Job resourcefulness positively related to consumer orientation.
5. Job resourcefulness positively related to job satisfaction.
6. Orientation consumers resourcefulness job mediate the effect on job satisfaction.
7. Job resourcefulness negatively related to the desire to leave the job.
8. Orientation consumers mediate the effect of job resourcefulness against the desire to leave a job

Harris et al., (2006) proposed in order to generalize and to develop this topic research, the future research should also analyze other personality dimensions such as professional services, hospitality dimensions and other services dimensions related to the characteristics needed in a work such as openness and high accuracy. A research contribution Harris et al., (2006) for this paper is the adoption of a variable relationship with job satisfaction role conflict as part of the conceptual model of research.

k. Karatepe and Tekinkus, (2006)

This research was conducted by Karatepe and Tekinkus, (2006) was conducted in Turkey with the aim to analyze the impact of (1) Family-work conflict on emotional exhaustion, job performance, job satisfaction and affective organizational commitment. (2). Emotional exhaustion on the job performance, job satisfaction, and organizational commitment. (3). Intrinsic motivation influences emotional exhaustion, job performance, job satisfaction, and organizational commitment. (4).The performance of work on job satisfaction and organizational commitment.

In this study Karatepe and Tekinkus used 363 employees of the bank "frontliner" as a sample of 450 of bank employees (population). The instrument of data collection was a questionnaire which was distributed to existing samples. Out of 363 questionnaires distributed, only 292 questionnaires were returned (80.7%). The analytical tool used is path analysis (path analysis) with the help of software LISREL 8.30.

These results indicate that: the family-work conflict) has a significant positive effect on emotional exhaustion and motivation intrinsic have a significant negative impact on emotional exhaustion. Other results based pathway analysis, namely that the family-work conflict and emotional exhaustion had no significant effect on the performance of the work, there is a significant positive effect on the intrinsic motivation of the job performance. The result also revealed that work-family conflict and emotional exhaustion affects negatively on job satisfaction.

While the intrinsic motivation and job performance has a significant positive effect on job satisfaction, work-family conflict and emotional exhaustion negatively affect organizational commitment. In next result, intrinsic motivation has a significant positive impact on affective organizational commitment, and then the final results show that the performance of work and job satisfaction has a significant positive effect on organization's commitment. Connected with this research is the adoption of intrinsic motivation variable as a variable that can reduce burn-out which has a high level experienced by a worker.

l. Kuruuzum et al., (2008)

Kuruuzum, Anafarta and Irmak, (2008) conducted this research in order to test, to predict and to see the most important predictor of the effect of job satisfaction, job characteristics and demographic characteristics of the through object burn-out with middle level managers in the healthcare industry in Turkey. In data collection, Kuruuzum used questionnaires which were distributed to 160 mid-level managers and the return of only 139 questionnaires were eventually used as a research sample. Analysis device used logistic regression and analysis of variance (ANOVA).

Research results are as follows; (1) organizational factors are important predictors compared with individual characteristics, (2) Important predictor for emotional exhaustion is characteristic of the work (job characteristics), (3) Emotional exhaustion is the main predictor of job satisfaction (job satisfaction) and (4) predictor personal accomplishment is important for job characteristics (job characteristics).

The relation with this study is that the study and research by Kuruuzum et al., (2008) equally look at the relationship between burn-out and satisfaction levels, but research is more focused on the relationships between variables that nature causality whereas developed by Kuruuzum et al., (2008) is devoted to see the most important predictors of burn-out.

m. Henkens and Leenders, (2010)

By adopting the assumptions used in previous empirical research, this study assumes that early retirement can be seen as a form of withdrawal from the organization in an effort to avoid an unsatisfactory work situation, which can be compared with other forms of withdrawal (one of the characteristics burn-out) such as absenteeism or withdrawal psychological. Based to the assumption of the focus of this study was to analyze the relationship between burn-out with the intention to earlier retirement.

This research data derived from information collected during a survey in 2001 by the Netherlands Interdisciplinary Demographic Institute (NIDI). There are 2,892 employees at four private companies and one Government Company used as a sample. The average age of the sample is above 50 years; with 76% were male, 41% of who have a low level of education, 28% intermediate and 31% of highly educated.

The analysis tool used is regression analysis in which the results showed that the fatigue, cynicism, and competence (dimensions burn-out) is a reaction to the different aspects of their work and social environment, exhaustion largely explained by high workload, lack of challenge, high demand physical work, and low social support. Cynicism is explained mainly by the lack of challenge and high workload and lack of support colleagues. A competence is described by the challenge, support heavy workload, autonomy, and lacks of social support from colleagues other job. Result showed that significant fatigue mediated effects of workload, challenges and growth opportunities in the retirement intentions. Burn-out connects positively with intention to pension or retired. While the effect of workload on retirement intentions fully mediated by fatigue.

Limitation of this study was conducted in a relatively short time (cross-sectional studies) and the second factor is the level of employee health in old age is not considered in this study. While the relationship with this research is equally analyze the factors that cause burn-out especially at variable workloads.

n. Izquierdo et al., (2010)

This study was conducted to analyze the influence of emotion, the relation of work design with the level of health by using samples airline or cabin crew (CC-Cabin Crew). This topic study were selected because according to the researchers, that one of the keys to the adequate job performance for a large number workers in the service sector is centered on emotional expression.

Samples were 181 cabin crews on an airline civil aviation with the following characteristics: all the respondents were women of whom 60% were bachelor and 40% were on secondary school education, their ages ranged between 22-45 years old, with the average age was 32.8 years.

The results showed that the feelings of anxiety is explained by negative emotions, role ambiguity and social role conflict. Dysfunction described by role conflict, positive emotions and self-efficacy. Depression is explained by the variable role conflict. Burn-out explained by role conflict, negative emotions, emotional contagion and emotional dissonance. The relation with this study is to analyze the dimensions of burn-out same through specially determinant role conflict.

o. Hamwi et al., (2011)

This research was conducted by Alexander G. Hamwi, Brian N. Rutherford and James S. Boles with the purpose to make in- depth explaining about the determinant of stress and its effects on emotional exhaustion individual and the individual's perception of the organizational support. In order to obtain research data, then as many as 188 questionnaires were distributed to employees from advertising companies in the southern United States. Out 136 of 188 questionnaires returned and got analyzed. The study sample consisted of 72% male with an average age of 30 years and have work experience for 6.6 years, 73% of them are college graduates with average incomes ranged between \$ 9.600 up to \$ 75,000 (without bonus).

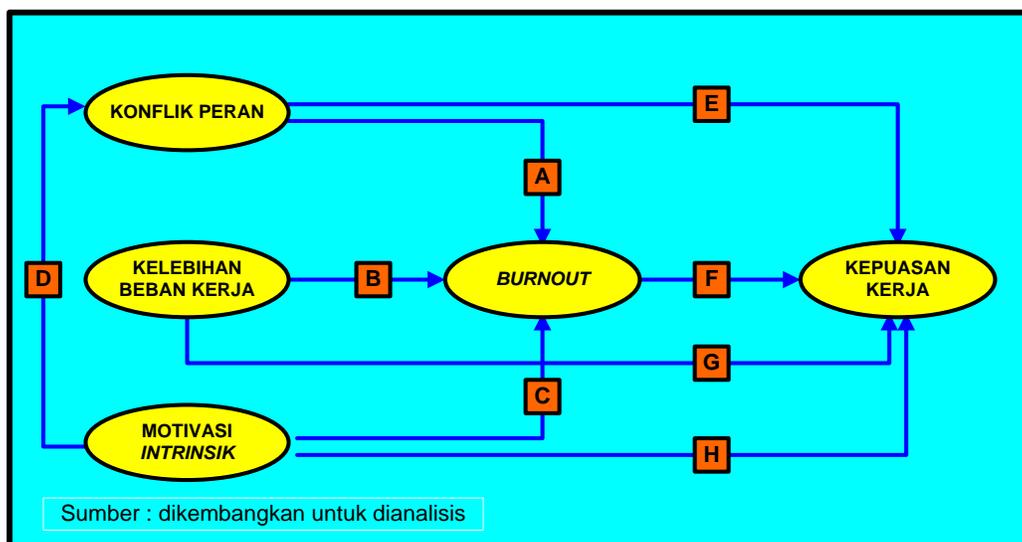
Results of the analysis showed that the conflict negatively affect the role of organizational support, role ambiguity negatively affect organizational support, organizational support negatively affects work-family conflict, conflict role has a positive effect on emotional exhaustion and perceived organizational support has no effect on emotional exhaustion and conflict work- family positive effect on emotional exhaustion.

III. FRAMEWORK RESEARCH

1. Conceptual Framework

The conceptual framework is built on this study follows the mindset that obtained from research model Babakus et al., (1999), the research model was then developed in accordance with the phenomenon that occurs by adding a variable that refers to the intrinsic motivation of research Low et al., (2001) and Karatepe and Tekinkus, (2006), and by adding a variable that refers to the excess workload on research Zagladi, (2004).

Variable Flow Inter governmental Relations Framework



2. Research Hypothesis

Based on the formulation of the problem, review of the literature and the results of empirical studies, conceptual

framework and groove relationship between variables the research hypothesis can be submitted as follows:

Hypothesis 1, Conflicts role burn-out affects the level experienced by a lecturer.

Hypothesis 2, Role conflict affected to the level of lecturer's job satisfaction

Hypothesis 3, Excessive workload affected to burnout level which experienced by a lecturer

Hypothesis 4, Excessive workload affects the job satisfaction level of a lecturer.

Hypothesis 5, intrinsic motivation affects the level of conflict the role of a lecturer.

Hypothesis 6, intrinsic motivation affects the level Burn-out of a lecturer.

Hypothesis 7, intrinsic motivation affects the job satisfaction level of a lecturer.

Hypothesis 8, Burn-out affects against a teacher job satisfaction.

3. Operational Definition and Measurement of Variables

1) Role Conflict

Luthans, (2002) defines the role conflict as a position that has a hope of growing out of the norm which was being built.

An individual will experience role conflict within the organization if she/he receives a role which is incompatible with the behavior of the precise variables .Role indicators conflict role in the study include:

- a) Relationship with superiors, co-lecturers and administrative staff
- b) Relationship with student
- c) Competition in seizing the structural position
- d) Seizing the courses that will be taken care of and teaching hours
- e) Running another role as energy or structural officials

2) Excessive Workload

Excessive workload in a person is the burden of the duties and obligations but to exceed the dose capacity. Excess workload can be shaped weights and excessive working hours that would lead to bad things for people because it tends to reduce the effectiveness of the work and interfere with workers feeling overworked. Variables indicators in this study include:

- a) Perform a variety of educational activities
- b) Conduct research activities
- c) Perform a variety of community service activities
- d) Perform a variety of other supporting activities
- e) Perform other duties besides the lecturers are as energy or as structural officials

3) Intrinsic Motivation

Intrinsic motivation according to Herzberg (1996) is a satisfying factor called motivator also a driving factor for someone to perform that comes from inside a person that (condition intrinsic). Intrinsic indicators motivation variable in this study include:

- a) Attracted by the work itself
- b) Gaining recognition
- c) Having the opportunity to learn something new and gain rapid functional promotion is more certain if the occupied one structural position
- d) Responsible for jobs
- e) Having the motivation and proud when they're able to advance the institution they served

4) Burn-out

According to Maslach and Jackson (1981) burn-out is a psychological syndrome that consists of three dimensions, they are: emotional exhaustion, depersonalization and reduced personal accomplishment (a decrease in self-achievement).

Indicators of variable burn-out in this study include:

- a) Emotional exhaustion as feelings owned energy depletion, loss of emotional sources inside like compassion, empathy, and concern
- b) Depersonalization as despise and belittle others, cynical and tend to be rough
- c) Reduced personal accomplishment (a decrease in self-achievement) as felt incompetent and ineffective, less satisfied with what has been achieved in the work

5) Job Satisfaction

Job Satisfaction is a feeling that is desired by every workers. Work satisfaction can be interpreted also as the difference between expectation and reality which is received by a worker or emotional state workers with pleasant or unpleasant feeling to the job. Job indicators satisfaction variables in this study include:

- a) Work in accordance with the wishes and expertise
- b) The existence of promotion opportunities, promotion of functional and good promotion
- c) Salaries, emoluments and allowances satisfactory
- d) Support colleagues and superiors
- e) The existence of good prestige concerns the image of the institution where the serve

IV. RESEARCH METHODS

1. Type of Research

Considering the goals to be achieved, this study were classified as research explanations (explanatory) since this study seeks to explain the causal relationship between the variables of role conflict, work overload and intrinsic motivation (antecedent variables), burn-out and job satisfaction and influence through hypothesis testing (Sugiyono, 2009). The approach in this study are included in the quantitative research, which will be tested empirically lines and measurements based on existing theories. This research model is a model survey research using questionnaires instrument with the intention to obtain data of individual respondents' opinion (Jogiyanto, 2008) as well as testing the hypothesis.

2. Location and Time Research

This research was conducted in six (6) colleges (PTS) situated in the territory of the island of Ambon under the auspices of Kopertis Region XII (Maluku, North Maluku, Papua and West Papua). This research was conducted at the end of February until the end of May 2011 with a time horizon of research is the study of one stage (one-shot study) or cross-sectional, in which the data is collected only once within a period of time (have now, 2006; 177).

3. Population and Sample

Target population in this study were all professors who concurrently are in structural positions on Private Higher Education (Private colleges) in the territory of the island Ambon. Sample population in this study consisted of (A) lecturers who are in structural positions in 6 (six) colleges (Private colleges) which have been running a structural task at least 1 (one) year in Ambon and (b) lecturers who have not been certified. The reason "restrictions" on the population of the sample in order to remain consistent with this postulates or hypotheses that have been put forward in Chapter III, so that individuals who become the unit of analysis in this study be feasible and appropriate to be drawn as samples research (Sugiharto, Siagian, Sunaryanto and Oetomo, 2001).

Sampling methods in this study is using Probability Sampling method for 126 populations. While sampling technique used is the technique Multistage Cluster Sampling. Based on results of research conducted at the Office Kopertis Region XII showed that among the sample population (126 lecturers), it turns out that there were 21 people that had been certified and there were 3 questionnaires were not returned so that the amount of the final sample to be analyzed were 102 respondents.

4. Sources of Data and Data Collection Techniques

The data in this study are primary and secondary data. While primary data was collected by the method of field research with data collection techniques as follows:

- a. Deployment and filling out the questionnaire
- b. Interview

5. Method of Data Analysis

In accordance with the objectives of this study, the method of data analysis is quantitative analysis, technically done in two parts, which are data analysis:

a. Research Instruments Test

1) Test Validity

The validity test used the construct validity testing which done by using the correlation between the scores of the questions in a variable that is observed with the total score, using the formula product moment correlation with significance level of 5% of the critical value. Results of testing the validity can be said to be valid, if the correlation coefficient greater than 0.30.

2) Test Reliability

Researchers conducted a reliability test by calculating Cronbach's alpha of each instrument in a variable. Cronbach's alpha can be used to measure the reliability of a test that uses a Likert scale. Sekaran, (2008) provides the criteria to determine the level of reliability that is equal to the value of Cronbach's alpha. If the value of Cronbach's alpha 0.8-1 shows good reliability, a value of from 0.6 to 0.75, it means that the reliability is acceptable, and if the value of Cronbach's alpha <0.6 that indicates poor reliability.

b. Data Analysis Techniques

1) Statistical Methods Descriptive

Descriptive statistical method aims to obtain an overview of the variables role conflict, work overload, intrinsic motivation, job satisfaction, burn-out as well as to identify the characteristics of these variables in the form of frequency and percentage.

2) Statistical Methods Inferential

The analysis model is confirmatory factor analysis method (confirmatory factor analysis) and path analysis.

V. RESULTS AND DISCUSSION

1. Test Validity and Reliability Research Instrument

a. Test Validity

Test Validity of this research carried out by the foundation formula of Pearson Product Moment Correlation. Results of testing performed overall validity of the study variables said to be valid, because the overall correlation coefficient greater than 0.30.

b. Test Reliability

Based on calculations, the correlation coefficient Cronbach Alpha Calculation results for all of the variables is greater

than 0.60 so that the grains of questions used in a variable already has a satisfactory level of reliability.

2. Data Analysis

a. Analysis Descriptive Statistics

Descriptive statistical analysis is needed to determine the frequency distribution of the results of the questionnaire respondents who have deployed include five variables that role conflict, work overload, intrinsic motivation, job satisfaction and burn-out. Measurement of each item of each variable used Likert scale with a score of 1-5.

1) Frequency Distribution of Respondents Regarding Answer Role Conflict

From the data tabulated results obtained, showed that most of the items are less measurable role conflict because the average score was 2.41. In relative terms the sixth item on the necessity to do two jobs at once with an average value of 3.65 is the highest compared to other items, while the first item with an average value of 1.49 is the lowest. The first item is a negative statement against conflict of roles. The average value of the first item is worth less than 3 explained that most of the lecturers assume that the support of or familiarity with coworkers good faculty, staff and administrative personnel is an important thing.

2) Distribution of Respondents' Answers Regarding Excess Workload

Based on the data tabulation showed that the item of excess workload measured less because the average score of the items was 2.25. Statement regarding the shortage of time to be active in various activities of the committee was because the task of teaching, researching and doing community service is an item with the highest score of 2.53. While stating that community service, out of teaching and researching, is a heavy workload, is the item with the lowest value with an average value of 2.09 indicating that most of the lecturers who are in structural positions on Private Colleges (PTS) in Ambon feeling less burdened with the task of community service.

3) Distribution of Respondents' Answers Regarding Intrinsic Motivation

Information from the data tabulated results showed that intrinsic motivation measured with a very good value in the average of 4.23. The statement that capture of pride when they can make a major contribution to their devoted institution is the item with the highest average of 4.54. While the statement about the importance of structural positions to have the opportunity to gain promotion in a more rapid functional, is the item with the weight of the lowest average (3.37). In general it can be said that the professor who has structural positions on Private Colleges (PTS) in Ambon has a good level of intrinsic motivation.

4) Distribution of Respondents Answers Regarding Burn-out

Tabulation of the data showed that burn-out variable measured less because the average score of the item was equal to 2,509. Indicators fatigue emotional exhaustion proxies through a statement on the way home from campus or office is the weight of the item with the highest average at 3.11. While the statement about feeling incompetent with work, is an item with the smallest average value (1.99). This explains that professor who has structural positions on Private Colleges (PTS) in Ambon is explained more by emotional exhaustion indicators compared to the other indicators.

5) Distribution of Respondents Answers Regarding Job Satisfaction

The information of the result from tabulated data showed that job satisfaction valued by a good score, which is around 3.27. Item statement portrait about a job as a lecturer is in accordance with the wishes and expertise is an item with the highest average weight (4.22). While the eighth item stating salary increases, honorarium or allowance rarely performed

and if the increase is too small to do is an item with the lowest average score (2.54). This indicates that almost half of the professors who concurrently structural positions on Private Colleges in Ambon approve the statement.

b. Inferential Statistical Analysis

1) Confirmatory Factor Analysis

the results of confirmatory factor analysis out of variable indicators that have been studied showed loading factor with the value more than 0.50 and construct reliability above 0.70. The results have proved that all indicators have good validation to measure variables role conflict, overload crimes, intrinsic motivation, job satisfaction and burn-out. Results of the analysis of the factor scores will be used as the value for all variables in the subsequent inferential analysis.

2) Analysis of Path (Path Analysis)

a) Assumption Testing Results Analysis Line

• **Test the Normal Distribution of Residual Value**

Proof normality residual value is done by using the Kolmogorov-Smirnov test, namely by taking into account the results of significant value (sig.Z) that there is greater than the value of α of 0.05. The test results showed that the value of significance (sig.Z) in the first equation and the second was 0.065 and 0.377, and 0.463 in the last equation, the third value is greater than the value of $\alpha = 0.05$, which means the assumption of normality is met.

• **Linearity Test Results**

Linearity test results of the entire track has a p-value less than 0.05. It can be concluded that the assumption of linearity was eligible.

• **Correlation Between Residual**

The correlation between the residuals of the third regression equation to estimate performance throughout the expected path coefficients were not significant. Results obtained by analysis of the correlation coefficient of 0.000 with a p-value = 1.000, so it can be concluded that there is no significant correlation between residual first, second and third. So the assumption that in the path analysis contains no correlation between residual was fulfilled.

b) Results of Path Analysis

Estimate of the entire path coefficients are modeled in this study can be summarized in the following table.

Summary Coefficient Line

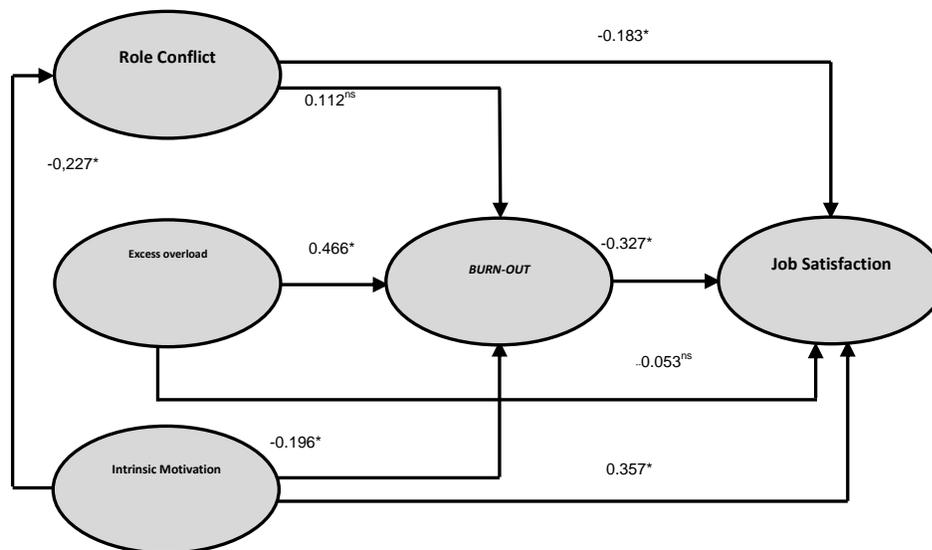
Independent Variable	Dependent Variable	Coeffisient Beta	p-value
<i>Intrinsic Motivation</i>	Role Conflict	-0,227	0.022
Role Conflict	<i>Burn-out</i>	0.112	0.206
Excess Workload	<i>Burn-out</i>	0.466	0.000
Intrinsic Motivation	<i>Burn-out</i>	-0.196	0.022
Role Conflict	Job Satisfaction	-0.183	0.029
Excess Overload	Job Satisfaction	-0.053	0.569

<i>Intrinsic Motivation</i>	Job Satisfaction	0.357	0.000
<i>Burn-out</i>	Job Satisfaction	-0.327	0.001

Source: Primary data, Processed in 2011

The table above explains that out of eight lanes on a hypothetical model, not the whole lane is significant. Dominant role against burn-out is from doing an excess workload, while the dominant influence on job satisfaction derived from specific intrinsic. Specifically, these two dominant lanes become interesting as they're a determinant of high organization performance. For more details on the analysis overall track can be presented in the figure below.

Path Analysis Results



Source : Primary data, processed 2011

Description: **=Significant at $\alpha=0,05$ ns not significant at $\alpha=0.05$

c) Accuracy Model

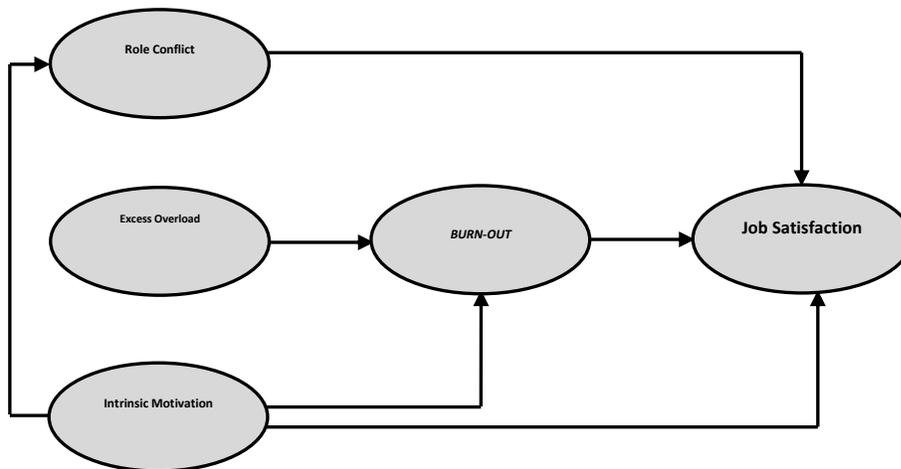
The accuracy of the model hypothesis of the research data measured from the relationship of two coefficients of determination (R2) in the third equation. In the first to third equation obtained value of 0.051 R21, R22 and R22 at 0,365 by 0.458. Results of the model accuracy is:

$$\begin{aligned}
 R2_{\text{model}} &= 1 - (1 - R21) (1 - R22) (1 - R23) \\
 &= 1 - (1 - 0.051) (1 - 0.365) (1 - 0.458) \\
 &= 1 - 0.327 \\
 &= 0.673 \text{ or } 67.3\%
 \end{aligned}$$

Results of the model calculation accuracy of 67.3% explained that the contribution of the structural model to describe the relationship of the five variables studied amounted to 67.3% and the rest is explained by other variables not involved in the model. These results can also be concluded that the total coefficient is quite good, so the model can be made fit for use and further interpretation.

Furthermore, in order that the study was able to show the extension of the model of burn-out (according to the research topic) then the accuracy or adequacy of this research model also uses trimming theory. With the use of trimming, the model test strip is not significant will be discarded so that it will produce a new conceptual model that is supported by empirical data (Solimun, 2005). Here is the recommended conceptual model after model test trimming.

Path Analysis Results After Trimming



3. Hypothesis Testing Results

The decision to use hypothesis testing significance value (p-value) with the criteria if the $p\text{-value} > 0.05$, H_0 H_a accepted or rejected, meaning that the path coefficient obtained is not significant, and if the $p\text{-value} < 0.05$, H_0 refused or H_a accepted, meaning that the path coefficient obtained is significant.

a. Testing Hypotheses H1

Hypothesis H1 states that the effect of the level of role conflict burn-out experienced by a lecturer. T-test results on the path coefficient 0.112 this relationship is not significant ($p\text{-value} = 0.206$), thus it can be concluded that the research data do not support the hypothesis H1 that role conflicts directly influence the level of burn-out that experienced by a lecturer.

b. Testing Hypothesis H2

Hypothesis H2 states that the role of conflict affected the job satisfaction level for a lecturer. T-test results on the path coefficient of -0.183. This relationship is significant ($p\text{-value} = 0.029$), thus it can be concluded that the study data support the hypothesis H2 that role conflicts directly influence the level of job satisfaction lecturer.

c. Testing Hypothesis H3

Hypothesis H3 states that work overload burn-out affected the level experienced by a lecturer. T-test results on the path coefficient of 0.466 this relationship was significant ($p\text{-value} = 0.000$), thus it can be concluded that the study data support the hypothesis that the excess workload H3 directly influence burn-out to level experienced by a lecturer.

d. Testing Hypothesis H4

H4 hypothesis states that the workload affected the job satisfaction level for a lecturer. T-test results on the path coefficient of -0.053. This relationship was not significant ($p\text{-value} = 0.569$), thus it can be concluded that the research data do not support the hypothesis that the excess workload H4 directly influence the level of lecturer's job satisfaction.

e. Testing Hypothesis H5

H5 hypothesis states that intrinsic motivation affected the level of conflict the role of a lecturer. T-test results on the path coefficient of -0.227. This relationship is significant ($p\text{-value} = 0.022$), thus it can be concluded that the study data supported the hypothesis that intrinsic motivation effect H5 directly to the level of conflict the role of a lecturer.

f. Testing Hypothesis H6

H6 hypothesis states that the level of intrinsic motivation against burn-out for lecturer. T-test results on the path coefficient of -0.196. This relationship is significant ($p\text{-value} = 0.022$), thus it can be concluded that the study data support the hypothesis that intrinsic motivation H6 affected directly against burn-out to the level for the lecturers.

g. Testing Hypothesis H7

H7 hypothesis states that motivation intrinsic that affect the level of lecturer's job satisfaction. T-test results on the path coefficient of 0.357 this relationship was significant ($p\text{-value} = 0.000$), thus it can be concluded that the study data support the hypothesis that intrinsic motivation then H7 affect the level of lecturer's job satisfaction.

h. Testing Hypotheses H8

H8 hypothesis states that the level of job satisfaction affected a lecturer's burn-out. T-test results on the path coefficient of -0.327. This relationship is significant ($p\text{-value} = 0.001$), thus it can be concluded that the study data support the hypothesis H8 that burn-out effect on the level of lecturer's job satisfaction.

4. Interpretation of Results

1) Effect of Intrinsic Motivation

Based on the results of testing the influence of intrinsic motivation on the level of role conflict experienced by a lecturer indicates that there is a significant negative effect on intrinsic motivation on the level of role conflict. This means that the better level of lecturer's intrinsic motivation it will reduce the level of role conflict. Or role conflict experienced by a teacher can be reduced or mitigated if the lecturer has a high level of intrinsic motivation.

Results of data analysis proves that the biggest intrinsic motivation contribution comes from a sense of pride when contributing factor to both the institution where served, as many as 97.1% of respondents agreed with the statement. The second-largest contribution comes from interest and care with the work is 93.1% of respondents approved the statement. The third-largest contribution comes from the perception 94.1% of respondents said that job was very fun and challenging.

Proven contributions made by all three of the above factors influential to reduce role conflict experienced by the lecturer (negative effect). Based on the results of the study found that role conflict trigger, among others, because of having multi jobs that have to perform tasks of Tridharma, they also have to carry out their duties as structural officers. The demands are they have to be able to make decisions quickly and precisely in the capacity as an officer of structural and conflict which occurs due to poor relations between fellow lecturers because these findings structural. Result seize positions in line with the results of research by Low et al., (2001) in which revealed that the higher the intrinsic motivation, the lower the role conflict. Alignment results of this study justify the importance of intrinsic motivation, especially in reducing the high levels of role conflict.

The test results influence the other intrinsic motivation is motivation influence intrinsic to a lecturer. Burn-out result level indicates that intrinsic motivation turns out to have a significant negative influence on Burn-out. This means that if a teacher has a high level of intrinsic motivation, they will certainly reduce the level of burn-out.

Contributions determinant for burn-out which experienced by lecturers who are also structural positions on Private Colleges in Ambon look through some indications, which are; there are 36.3% of respondents admitted that they felt very tired coming home from work and college, 40.2% said that they were not satisfied with what has been achieved. A total of 23.6% of respondents stated that they are working too hard while 21.6% admitted that lack of attention to basic tasks

because of fatigue (physical and emotional) and as much as 17.7% admitted that it has no time enough to finish the job that overlap.

Based on the analysis, showed that all the dimensions that measure the level above that burn-out is negatively affected by intrinsic motivation. More in can be interpreted that if a teacher has a sense of responsibility towards work and enjoy a job as a lecturer, and has a level of motivation to give the best contribution to the institution where they served then of course the lecturer will not experience emotional tensions, because they will assume fatigue, the physical and emotional tension as job challenges.

Furthermore, the demands of the job that requires lecturers to work hard, have a concern or focus of the work will be whipped up the spirit of the lecturer is to stay motivated to contribute best to the institution where they apply the service. Things like this are what burn-out experienced by lecturers who served structural positions on Private Colleges (PTS) in the territory of the island of Ambon can be muted.

These findings also support previous research by Low et al., (2001) which states that the higher the intrinsic motivation that Burn-out will be lower. These findings also support research and Tekinkus Karatepe, (2006) in which states that intrinsic motivation has a significant negative impact on emotional exhaustion.

Latest test results from intrinsic motivation variable is the impact on the level of lecturer's job satisfaction. A test result shows that intrinsic motivation affect the level of job satisfaction lecturer in Ambon. Research results based in the field, the perception of job satisfaction lecturer structural concurrent position at Private colleges in Ambon can be measured by several indicators, among others; indicators of employment (as a lecturer and as well as structural officials) are in accordance with the wishes and expertise proven to provide the greatest contribution. This indicator is actualized through the statement "work as a lecturer and structural officials in accordance with the wishes and expertise" (82.4% of respondents support this statement) and the statement "This job makes me be" handy man "both within the job and in society" (85.3% of respondents support this statement).

The second indicator that donated the largest contribution to gauge perceptions of job satisfaction is the indicator regarding wages, salaries and benefits were satisfactory. This indicator is illustrated by the statement; "Total amount of wages, salaries and benefits earned just enough to meet the normal needs of the family" (50% of respondents support this statement). The third indicator that donated the largest contribution to gauge perceptions of job satisfaction is indicators to support this superior. Indicators coworkers and actualized through the statement "a lack of support from colleagues and superiors" (as much as 15.2% and 46.5% of respondents support does not support this statement).

The analysis showed that intrinsic motivation significantly influences the level of job satisfaction lecturer who has structural positions on Private Colleges (PTS) in Ambon. That is substantially that interest and concern regarding the motivation to work and the perception that such work is fun and challenging making the lecturers will be satisfied because it is regarded as "a useful person" through the contributions made by the course received good support from colleagues and boss.

These results are also supported by research Low et al., (2001) and reinforce the results of previous studies by Sigh et al., (1994) and Babakus et al., (1999) which state that the level of the higher intrinsic motivation has a positive influence on job satisfaction. While Karatepe and Tekinkus, (2006) also stated the same thing that intrinsic motivation has a significant positive effect on job satisfaction. This finding reinforces the importance of intrinsic motivation, not only to dampen or reduce the high levels of role conflict as described in the section above, but in fact it "powerful" is also to dampen the high level of Burn-out and be able to increase the level of job satisfaction.

2) Influence of Role Conflict

Conflict role in this research model indicated by the conflict in relationships with superiors, co-lecturers and administrative staff, the relationship with the student, competition with other faculty colleagues in seizing structural positions and conflicts due to the seizure of courses that will be taken care of and teaching hours as well as role conflict (other than as a teacher) that is as energy or structural officials.

The results show that role conflict has no effect on the level of Burn-out. Role conflict experienced by lecturers who are also structural positions on Private Colleges (PTS) in Ambon can be measured by several indicators; the conflict of having to be responsible for the multi jobs as a teacher and also as a structural officials, conflicts due to the decisions taken in the capacity of lecturers such as structural officials or rejected a lot of challenges and conflicts that occur due to poor relationships among fellow professors as seize the structural positions.

The analyses showed that a variety of role conflicts above do not affect the level of burn-out. The results are reinforced by the statement of the respondent based on the results of interviews revealed that most of the lecturers are not experiencing fatigue and have enough time though to be responsible for multi jobs at once. In addition they also revealed that although the relationship between fellow lecturers is not good because the race for the post of the structural or conflict because of the faculty's decision in its capacity as the many structural officials resisted, but this should not diminish the concern to carry out basic tasks Tridharma.

These findings are not consistent with the results Babakus et al., (1999) in the role of emotional exhaustion sales force in attitude and behavior relationship that explains the role that the conflict has positive influence on burn-out. Even this does not support the findings of the research results Low et al., (2001); Bhanugopan, (2006). The newest empirical studies support the results by Hamwi et al., (2011), which examines the role of relationship conflict and burn-out in 136 employees of an advertising company in the southern United States, the results show that role conflict has a positive effect on emotional exhaustion. However, the findings of this study are relevant to the research by Zagladi, (2004) which states that the conflict does not affect the role of emotional exhaustion (one-dimensional burn-out).

On the other hand based on the analysis, role conflict turned out to be significantly negative impact on the level of job satisfaction lecturer who has structural positions on Private Colleges in Ambon. These results indicate that the role conflict occurs, for example, because the lecturer's decision in its capacity as the many structural officials resisted, of course, will reduce the level of work satisfaction because the lecturers will feel like a failure or "less useful" work environment in particular.

Another example role conflict because conflict must be responsible for the multi jobs as a teacher and also as a structural officials, must be accompanied by a reward (in the form of wages, salaries or allowances) are equivalent but based on the tabulation of the results of the questionnaire showed that 44.1% of respondents admitted that the salaries, honorariums or allowances obtained is too low and just sufficient to meet the normal needs of their families. This role conflict of course will lower the level of job satisfaction for the lecturers. Besides above multi roles conflict, other conflicts such as poor relationships among fellow faculty since seizing structural position eventually led to lower levels of job satisfaction because the lecturer is not supported in the work, especially of fellow lecturer (tabulation of questionnaire data showed 16.7% in favor of the statement).

These research findings relevant to the invention turns Dubisky et al., (1992); Moncrief et al., (1997); BabakusEmin et al., (1999); Brashear et al., (2000); Melenie et al., (2006); Harris et al., (2006) which states that the role conflict negatively affect satisfaction.

3) Effects of Excess Workload

Variable overload of work in this research indicated by doing a variety of educational activities. Such as conducting research activities, carrying out a variety of community service activities, performing a variety of other supporting activities, performing other tasks besides the lecturers are as energy or as officials work overload lecturer structural, who has structural positions on Private Colleges in Ambon. It measured by several indicators that provide the greatest contribution to these variables, they are; indicators perform other tasks besides lecturers namely as structural officials who actualized through the statement "do not have much time to be active in various activities of the committee because of busy with their s" (12.8% of respondents support this statement) .The second indicators largest contribution comes from the statement "duty to participate in various other activities that actually burdensome job "(13.7% of respondents support this statement) and indicators of the third largest contribution comes from the statement" because it is not the principal task of the task as structural officials felt increasingly burdensome job "(14.7% of respondents support this statement).

The test results showed that the excess workload positive significant effect on the level of burn-out. It means that the higher the level of excess workload, burn-out will also higher. Based on the results of direct observation in the field encountered a phenomenon that lecturers who have structural positions on private colleges, a small region of the island of Ambon has more tasks than the lecturers in colleges which is great, especially for positions such as Head of Department / Program Studies and Secretary of the Department / Program. They reveal that they feel disturbed because many tasks are forced to be done when the task is not their responsibility.

Based on the results tabulation of data, information was obtained that 13.2% of respondents admitted that they did not have much time to be active in various committees and task activities to participate in various other activities that actually burdensome job. This information will of course lead to higher physical and emotional exhaustion levels. Besides the fact that based on the results tabulated by 12.7% of respondents felt they did not have time to complete the task as a lecturer and structural officials and that because it is not the principal task of the task as structural officials felt increasingly burdensome job.

In the end, the results of these findings were able to explain that the high workload (in general) will cause emotional tensions that lecturers will tend to withdraw and avoid psychologically to engage in high intensity with the other relevant. This study is the results of the study Shawn & Weekly, (1985) which states that the work overload affected the perceiving pressure (feeling depressed); Zagladi, (2004) which justify that excessive workloads positive effect on emotional exhaustion and Bhanugopan, (2006) which describes that role overload is significantly positively related to the dimensions of burn-out (emotional exhaustion, depersonalization, and reduced personal accomplishments). Even this result supports the results of recent empirical study by Henkens and Leenders, (2010) and Izquierdo et al., (2010) which states that all dimensions of burn-out is affected by the high workload.

Furthermore, the result of testing the effect of excess workload against a teacher job satisfaction indicates that the variable overload of work did not affect the level of job satisfaction. The cause is not influential work overload with the level of job satisfaction due to job satisfaction professors who concurrently structural positions on Private Higher Education (PTS) in Ambon explained more by factors of work (as a teacher and also as a structural officials) are in accordance with the wishes and expertise, then factor salary, honorarium or allowance and support factors coworkers and superiors.

This finding is novelty (originality) of this study because there have been many previous researchers who studied the work overload like; James B. Shaw, and Weekly Jeff A., (1985); Zagladi, (2004) and Bhanugopan, (2006), but no one has studied the relationship model between variables with the level of job satisfaction, especially by using samples lecturers. These findings are also expected to contribute to the development of the conceptual model of the research that will ultimately result in a new model that is recommended based on the results of this study.

4) Burn-out Effect

Burn-out in research model is illustrated by; (A). Emotional exhaustion as feelings owned energy depletion, loss of emotional sources inside like compassion, empathy, and attention. (B) Depersonalization as despise and belittle others, cynical and even tend to be rough and (c). Reduced personal accomplishment (a decrease in self-achievement) as felt incompetent, ineffective and less satisfied with what has been achieved in the work.

The test results influence the level of job satisfaction burn-out to a lecturer showed negative that burn-out effect to job satisfaction level or higher burn-out then will reduce the level of job satisfaction lecturer who has structural positions on Private College in Ambon. Based on the interview, 36.3% of respondents stated that felt very tired coming home from work and college, recognizing that dissatisfied at work the next day because of physical and emotional exhaustion. This makes the lecturer is not able to work optimally.

Another reality encountered by the tabulation of data is that the reason of 40.2% of respondents stated are not satisfied with what has been achieved due to 33.4% of them admitted lack of good support from colleagues. Another fact shows that 41.3% of respondents said that they have too much job and work too hard. Realities like this show that the lecturers have experienced the level of burn-out (have work piled so lack of time to complete, have been trying to finish the job is by working harder, feeling tired because they work and end up not having enough attention to the task principally because a lot of work and time is not sufficient). The consequence is a decreasing in the level of job satisfaction like; salaries, honorariums or allowances for the job turned out to be lower in number when compared with others who have the same positions in the Private universities (PTS). Other, promotion policy conducted unfairly and rarely involve or use people in the college.

These test results are relevant to some previous studies, among others; Babakus et al., (1999) which states burn-out affected negatively to satisfaction, Low et al., (2001) with the results support previous research that the higher burn-out will reduce the level of job satisfaction. Further research by taking samples of the same (lecturer Colleges) by Zagladi, (2004) revealed similar results: high emotional exhaustion negative effect on job satisfaction and research Kuruuzum et al., (2008) which proves the strong influence of depersonalization, against job satisfaction.

VI. Implications of Research Results

a. Theoretical Implications

Implications of the theoretical model shown not only have to answer the problem and research purposes but also have answered the research gap and indicates newness of this study are described below:

1. The results showed that the level of intrinsic motivation effect to role conflict, Burn-out and job satisfaction. These findings reinforce the results of research by Sigh et al., (1994), Babakus et al., (1999), Low et al., (2001), Karatepe and Tekinkus, (2006)

2. Role conflict has no effect on burn-out but its effect on the level of job satisfaction. These findings have been answered by research gap by ambivalence results of empirical studies on the effect of role conflict against Burn-out from Babakus et al., (1999), Low et al., (2001), Zagladi (2004) and Hamwi et al., (2011). While the findings of the influence of role conflict on the level of job satisfaction support the results of empirical studies of Dubisky et al., (1992), Moncrief et al., (1997), Babakus et al., (1999), Brashear et al., (2000), Lankau et al., (2006) and Harris et al., (2006).

3. Excessive workload influence on burn-out but it has no effect on the level of job satisfaction. The test results of the work overload of the level of burn-out is relevant to the assessment results of Shawn & Weekly, (1985), Zagladi, (2004), Bhanugopan, (2006), Henkens and Leenders, (2010) and Izquierdoet al., (2010). Further testing needs to be reiterated that the causality relationship work overload variables with the level of job satisfaction is the originality or the newness of this writing, in response to research proposals that will come from Lankau et al., (2005). By examining the causal relationship of both variables also proved that the extensions to the model burn-out antecedent and consequences on job satisfaction

have been conducted.

4. The results of the latest testing showed that the Burn-out affects the level of job satisfaction. Results of this study supported the empirical study of Babakus et al., (1999), Low et al., (2001) Zagladi, (2004) and Kuruuzum et al., (2008).

b. Managerial Implications

Managerial implications as inputs for policy leadership Private Universities (PTS) in Ambon is based on the findings in this study include:

1. The results revealed that the level of intrinsic motivation of professor who has structural positions on Private Higher Education (Private colleges) in Ambon is at a good level. For that part of the principal Colleges in Ambon should maintain it by opening up greater opportunities to allow floating career, giving authorities greater responsibility, opportunities for achievement and more advanced. Such a policy will of course be able to reduce the height of conflict and the role of burn-out and would thus perceived level of job satisfaction be better.

2. The results showed that the professors who are currently in structural positions on Private Higher Education (PTS) in Ambon did not experience overload of work but the excess workload remains relatively low potential to create burn-out. These findings should be a serious response by the leadership of Private Universities (PTS) through policies such as providing opportunities more flexible about the time of teaching, consultation as an academic advisor or the time for guidance to students. This would be fine if it supported by compensation policy which is the more the better.

3. The results also showed that the structural positions concurrently lecturer at Private Universities (PTS) in Ambon did not experience burn-out but the level of burn-out affected the level of job satisfaction. Such a policy provides opportunities for faculty to use skills and abilities and to offer a diversity of tasks, freedom, and feedback about how their performance, creating a supportive working conditions and a better working culture can be reduced the high levels of burn-out.

c. Limitations Research

This research was conducted with some of the limitations encountered during the research process. These limitations include:

1. Samples selected research is only lecturer who has structural positions on Private Colleges (PTS) in Ambon that can't be generalized for structural positions concurrently lecturers and professors do not hold a structural position, especially in the region as a whole Kopertis XII.

2. The research was conducted in order to determine the perception and behavioral questionnaire, which was used as data collection techniques. It should be well controlled so that the answers given completely in accordance with the conditions.

3. Design of research in the form of cross-section data so that the study was not able to change in various aspects related to the content of this research in a longer period of time.

4. The study was confined to extend some variables that have been developed to produce a new model. Other variables such as commitment, performance, and desire to survive or leave the job can be studied as a development of this research.