

The Influence Of Organizational Climate And Job Demands On Role Stress And Burnout At Criminal Detective Directorate Of West Nusa Tenggara Region Police

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ABSTRACT

The objectives of this study were: (1) To analyze the influence of Organizational Climate on personnel Burnout. (2) To analyze the effect of Job demands on personnel Burnout. (3) To analyze the influence of Organizational Climate on personnel Role Stress. (4) To analyze the effect of Job demands on personnel Role Stress. (5) To analyze the effect of Role Stress on personnel Burnout. This type of research is causal associative. Methods of data collection using the census method. Respondents in this study were all members of the Criminal Detective Directorate Of West Nusa Tenggara Region Police as many as 79 people. The data collection tool used in this study was a questionnaire. Data analysis tool using SEM-PLS. The conclusions of the study are (1) Organizational Climate has a negative but not significant effect on Personnel Burnout (2) Job Demands has a positive and significant effect on Personnel Burnout (3) Organizational Climate has a negative and significant effect on Personnel Role Stress. (4) Job Demands have a positive and significant effect on Role Stress for Personnel. (5) Role Stress has a positive and significant effect on Burnout of Personnel.

Keywords: Organizational Climate, Job Demands, Role Stress, Burnout

INTRODUCTION

Good performance certainly will not be created if employees experience emotional exhaustion or have low self-esteem, or what is commonly referred to as Burnout. The term Burnout was first put forward by Freudenberg, a clinical psychologist in 1974. Schaufeli's (Eviaty, 2005) research shows that a person's profession in the service sector ranks first with the most Burnout, which is around 43 percent. Among the professions in the ministry, a person has a higher level of stress than one who works in other fields.

Luthans (2011) states that the causes of Burnout consist of three dimensions, namely emotional exhaustion, depersonalization, and decreased personal achievement. Burnout causes a person to have no purpose and unable to meet needs at work. The high stress that employees must face is prone to Burnout's appearance (Berry, in Eka, 2015).

Syed (2014) states that companies' standards concerning regulations, work deadlines, wages (financial), the environment, and even being required to have concentration and physical conditions that are always prime to have a positive and negative impact on employees. The negative impact of Burnout can be seen from the decline in employee work performance due to high stress so that it has the potential to commit violations at work, if the stress on the individual continues and cannot be resolved, it triggers Burnout.

Workers who experience Burnout have less energy and interest in work (Rajan, Singh, Cloninger, 2015). They experience emotional exhaustion, apathy, depression, irritability, and boredom. They found errors in various aspects, namely their work environment, relationships with coworkers, and reacted negatively to suggestions shown to them (Syed, 2014). The characteristics of someone who experiences Burnout include physical pain in the form of headaches, fever, back pain, the tension in the neck and shoulder muscles, frequent flu, insomnia, and chronic fatigue (Dita & Muryantinah, 2014). Emotional exhaustion in the form of boredom, irritability, cynicism, anger, anxiety, despair, sadness, depression, helplessness.

The impact of Burnout for organizations is an increase in the frequency of absences from work, quitting, or job turnovers, so that it then affects the effectiveness and efficiency of work in the organization (Cherniss, in Hanna, 2015). The result of burnout itself can appear in the form of reduced and deteriorating employee performance, and low productivity, which causes conflicts within the scope of a person and his / her family.

Burnout can be caused by several factors, including the Organizational Climate. According to Wirawan (2009), states that Organizational Climate is the perception of organizational members (individually or in groups) and those who are constantly in touch with the organization about what is or happens in the organization's internal environment regularly, which affects organizational attitudes and behavior the performance of organizational members which then determines the performance of the organization.

According to Pasaribu and Indrawati (2016), Organizational Climate is the relative environmental quality of an organization experienced by its members, where it has an effect on their behavior and how the organization functions well. Organizational Climate is divided into two, namely the condition of the organization's environment which is related to the physical condition, and the organizational environment which is related to psychological or non-physical conditions.

Besides Organizational Climate Job demands can also influence Burnout. Job demands are defined as job demands that trigger psychological fatigue, for example working non-stop for long working hours, too much workload and limited time given to complete the job, and conflicts with job demands. that must be resolved (Love et al. in Putra & Mulyadi, 2010). Job demands refer to the physical, psychological, social, or organizational aspects of a job that require certain physical and/or psychological efforts or abilities (Bakker et.al, 2005).

Apart from Organizational Climate and Job demands, Role Stress can also affect Burnout. Jendra and Riana (2015) state that the various roles that employees must fulfill are indirectly vulnerable to triggering Role Stress (Role Stress) in employees. Continuous role stress has an impact on job boredom and also triggers Burnout (Tri, 2005).

Greenhaus and Beutell in Johana et al. (2007) define Role Stress as an individual's response to circumstances and events that threaten and repress individuals and reduce their abilities to deal with them. The role of job stress is defined as the simultaneous occurrence of two or more forms of pressure in the workplace, where the fulfillment of one role makes the fulfillment of another role more difficult to carry out (Sarah et al., 2015). This means that if employees experience stress at work, at that time an employee in carrying out a certain role will find it difficult to fulfill the expectations of another role (Syed, 2014). The role of Role Stress tends to increase when the demands of the workload as a responsibility that must be carried out. Therefore,

Apart from affecting Burnout, Organizational Climate and Job demands can affect Role Stress. One of the causes of the emergence of high Role Stress is an unhealthy Organizational Climate (Robbins, 2007; Wagner and Hollenbeck, 2010; Luthans, 2011; Gibson et al., 2012). Working in a closed and unhealthy Organizational Climate brings negative emotions and feelings to employees, this includes dissatisfaction, psychological pressure, neglect, indifference, and ultimately will cause employees to avoid work which leads to Role Stress (Ahghar, 2008).

The symptoms of high Role Stress felt by the personnel of Criminal Detective Directorate Of West Nusa Tenggara Region Police can be said to occur as a result of many, difficult, and dangerous assignments. As law enforcers, especially the Ditreksrim police, they must always be regular in various situations and in controlling human behavior. Even though you have carried out

your duties optimally in daily practice, it is almost impossible to present your role in an ideal form because it is in line with the increasing crime rate which will eventually experience the symptoms of Role Stress.

There are job demands that are high and hard, where work obligations are supposed to be carried out for 8 hours but often up to 12 hours if there is a special activity that is draining both physically and mentally. Likewise, work less supportive environment conditions, such as jobs that have very high, repetitive, and less varied routines.

The working climate in the Police environment is very conditional on seniority. Where a junior must obey and obey each of his senior's orders so that any form of input, suggestions from subordinates are rarely heard or can be accepted as input for the progress of the organization. The opportunities for subordinates to develop are very minimal both in terms of knowledge and freedom in expressing suggestions within the organization.

The objectives of this study can be determined as follows:

- 1) To analyze the influence of the Organizational Climate on the Burnout
- 2) To analyze the effect of Job demands on Burnout
- 3) To analyze the influence of the Organizational Climate on the Role of Stress
- 4) To analyze the effect of Job demands on Role Stress
- 5) To analyze the effect of Role Stress on Burnout.

THEORETICAL

Burnout

Burnout namely a state of psychological stress that is very extreme so that individuals experience emotional exhaustion and low motivation to work. Burnout can be a result of chronic work stress (King, 2010). Maslach and Leiter (in Rizka, 2013) argue that Burnout is a negative emotional reaction that occurs in the work environment when the individual experiences prolonged stress. Burnout is a psychological syndrome that includes fatigue, depersonalization, and decreased ability to perform routine tasks such as causing anxiety, depression, or even experiencing sleep disturbances.

Burnout is a situation where employees suffer from chronic fatigue, boredom, depression, and withdrawal from work. Burnout-affected workers are more prone to complain, blame others for problems, become irritable, and become cynical about their careers (Davis & John, 1985). A stress reaction that is especially common in people with high standards is Burnout. Burnout is a state of emotional and physical exhaustion, low productivity, and feelings of isolation, often caused by work-related stress. People who face high-stress conditions daily often feel weak, hopeless, and emotionally drained and can finally stop trying (Lefton, 1997). Burnout is a state of psychological stress on an employee after being in the job for a certain period of time.

So from the description above it can be concluded that Burnout is psychological pressure due to emotional exhaustion experienced by employees so that they are often weak, tired, hopeless, and have low work motivation. According to Maslach, Schaufeli and Leiter Burnout have three dimensions, namely (in Rizka, 2013):

a) Emotional exhaustion.

Emotional exhaustion is a feeling of being tired and fatigued at work (Spector, 1996). When someone experiences exhaustion, they will feel their energy like being drained away and there is a feeling of "empty" that cannot be resolved anymore (Rizka, 2013).

b) Depersonalization (Depersonalization)

Depersonalization is the development of feelings of cynicism and callousness towards others (Spector, 1996). The process of balancing between job demands and individual abilities. This is in the form of a cynical attitude towards people in the scope of work and a tendency to withdraw and reduce involvement in work. This behavior is shown as an effort to protect themselves from feelings of disappointment because sufferers think that by behaving like that, they will be safe and avoid uncertainty at work.

c) Decrease in Personal Achievement

Usually characterized by feelings of dissatisfaction with themselves, work, and even with life. Maslach (Diaz, 2007) states that the decline in personal achievement is caused by feelings of guilt for having done others around him negatively. According to Schultz & Schultz (Margani 2011), there are three groups of factors that can be associated with Burnout syndrome, namely demographic factors, organizational factors, and individual or personality factors. (Katarini 2011), Burnout has an impact on individuals, other people, and organizations. The impact of Burnout, on individuals, can be seen from the physical and psychological disorders. The impact of Burnout experienced by individuals is also felt by others. In addition, Burnout also has an impact on the effectiveness and efficiency of work in the organization.

Role Stress

Abdurrahmat (2006) defines stress as a condition of tension that affects one's emotions, thought processes, and condition. People who are under stress become nervous and feel excessive anxiety. They often get angry without cause, are more aggressive, feel uncomfortable and give a non-cooperative attitude. Luthans (2006) defines job stress as an adaptive response that is linked by individual differences and psychological processes that are excessive psychological or physical demands on a person.

Gerson et al. (2002) define job stress as a feeling of tension psychological and work stress caused by exposure to stressors (Lambert, Qureshi, Frank, Keena, & Hogan, 2016). Wijono (2010) defines work stress as a condition that results from the subjective appreciation of the individual and the work environment that can threaten and exert pressure psychologically, physiologically, and individual attitudes.

Robbins (2003) explains that the factors of job stress consist of 3 factors, namely:

- 1) Environmental factors, which consist of economic uncertainty, political uncertainty, and technological uncertainty.
- 2) Organizational factors, which contain task demands, role demands, interpersonal demands, organizational structure, organizational leadership, organizational life stage, and Organizational Climate.
- 3) Individual factors, which include family problems, economic problems, and personality.

Organizational Climate

According to Wirawan (2009), states that Organizational Climate is the perception of organizational members (individually or in groups) and those who are constantly in touch with the organization about what is or happens in the organization's internal environment regularly, which affects organizational attitudes and behavior the performance of organizational members which then determines the performance of the organization.

According to Pasaribu and Indrawati (2016), the opinion that Organizational Climate is the relative environmental quality of an organization experienced by its members, where it has an effect on their behavior and how the organization functions well. Organizational Climate is divided into two, namely the condition of the organization's environment which is related to the physical, and the conditions of the organization's environment which are psychological or non-physical.

According to Subawa and Surya (2017), Organizational Climate is a person's perception regarding aspects of work and organizational values. From some of the definitions above, it is stated that Organizational Climate is a perception of each individual regarding the characteristics and conditions of the organization that affects a person's behavior in carrying out work.

Job demands

Job demands define as working very fast, working very hard, and not having enough time to complete the work, (Karasek in Patrick, 2012). Job demands refer to the physical, psychological, social, or organizational aspects of a job that require particular physical and psychological effort or ability. Examples are high work pressure, unsupportive physical work environment conditions, and emotional interactions with stakeholders (Bakker et al, 20050 & Demeuroti et al, 2001).

Job demands are defined as work demands that trigger psychological exhaustion (psychological stressor), for example working non-stop for long working hours, too much workload and limited time is given to complete the work, and conflicts over work demand that must be done. completed (Love et al. in Putra & Mulyadi, 2010).

Job demands are physical, social, and organizational elements in work activities that affect the psychological health of employees (Gana et al. in Putra & Mulyadi, 2010). Job demands are factors that are related to a person's job and can give pressure if the speed of the task is felt to be excessive so that it can increase anxiety and stress (Robbins in Koesmono, 2007). Job demands as factors related to performance, work stressors, especially factors related to workload, stress related to unpredictable tasks, and Role Stress related to personal conflicts, besides that it also relates to work intensity, time pressure, concentration, and social pressure.

Relation Between Organizational Climate with Role Stress

Organizational Climate is one of the factors causing the emergence of employee role stress that comes from within the organization (Robbins, 2015; Wagner and Hollenbeck, 2010; Luthans, 2011; Gibson et al., 2012). Working in a closed and unhealthy Organizational Climate brings negative emotions and feelings to employees. This will lead to dissatisfaction, psychological pressure, neglect, indifference, and ultimately will cause employees to avoid work which leads to Role Stress (Ahghar, 2008).

The results showed that the Organizational Climate influences Role Stress among them (Ahghar, 2008; Putra et al., 2014; Sert et al., 2014). Ahghar (2008) and Sert et al. (2014) found that the Organizational Climate harms employee Role Stress. This indicates that the healthier the climate of an organization, the lower the employee's Role Stress level. Conversely, the more unhealthy an organization's climate is, the higher the employee's Role Stress level.

Relation Between Job demands with role stress

Job demands are influenced by workload, namely the weight or not the work done by someone, and whether the work was done is excessive, or more than the job description given. In addition, job demands are also related to time pressure, namely the time limit given to workers in completing work, and how fast a person must complete their work Karasek & Theorell (1990).

A person who has excessive work demands or exceeds his abilities will put that person under excessive stress. Too much stress can threaten a person's ability to face the environment, which ultimately disrupts the implementation of his duties (Handoko, 2007 and Brealey, 2002)

This is consistent with Karasek's theory, namely Job demands and Job Control Model which states that demand is a significant cause of stress. This research is also in line with previous research which shows a relationship between job demand and Role Stress, namely research from Puguh (2015).

Relation Between Organizational Climate with Burnout

Organizational factors that may influence Burnout are Organizational Climate. Tagiuri and Litwin (in Wirawan, 2007) explain that Organizational Climate is the quality of an organization's internal environment that lasts quite a long time and lasts relatively continuously, is experienced by all members of the organization, affects their behavior, and can be described as a reflection of the values and a set of characteristics of an organization. the organization. Organizational Climate will have an impact on employee behavior and attitudes such as work motivation, work productivity, and job satisfaction (Adenike, 2011) in other words a conducive Organizational Climate in an organization can increase work productivity,

Relation Between Job demands with Burnout

Fernet et al. (2013) stated that job demand is the most important predictor of Burnout. Alarcon (2011) in his meta-analysis states that role ambiguity and workload are elements in job demands which are the main causes of Burnout. Job demands will have the effect of emotional

exhaustion first, followed by the appearance of other Burnout elements. Bakker et al. (2006) in an organizational psychology perspective found that Burnout is more likely to occur when high job demands are combined with low resources. Autonomy can help cope with job demands because employees can decide for themselves when and how to respond to their work demands. Pinto et al.

Relations Between Role Stress with Burnout

Several factors influence Burnout, namely: (1) Ambiguity; (2) Multiple role conflicts; (3) Role Stress; (4) Workload; (5) and lack of social support (Lee & Ashforth, 1996). Based on these factors, Role Stress is one of the factors causing Burnout. According to Greenberg, stress is a form of emotional and physiological reaction that occurs in response to various demands both from within and from outside the organization (Nurahaju, R.; Widanti, 2011). Santrock stated that stress is an individual's response to circumstances and events that threaten and oppress individuals and reduce their abilities to deal with them. The pressing situation that occurs in the work environment is called Role Stress (Khusniyah, 2014). High Role Stress tends to have a high Burnout rate.

Conceptual Framework and Hypotheses

The following is a conceptual framework for research below,

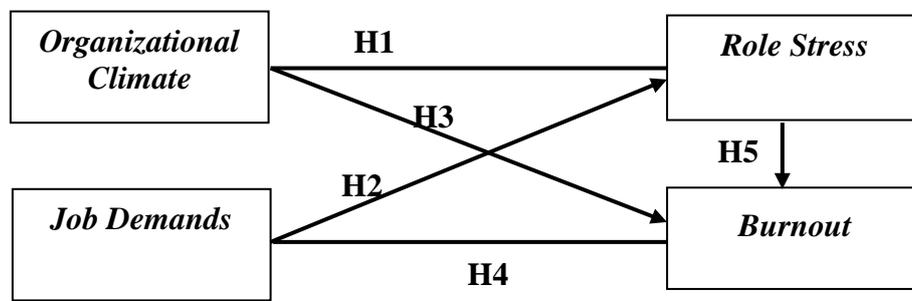


Figure 1. Research Model Conceptual Framework

Based on the theoretical study and conceptual framework above, the research hypothesis is as follows:

- 1) H1: Organizational Climate has a negative and significant effect on Role Stress.
- 2) H2: Job demands have a positive and significant effect on Role Stress.
- 3) H3: Organizational Climate has a negative and significant effect on Burnout.
- 4) H4: Job demands have a positive and significant effect on Burnout.
- 5) H5: Role Stress has a positive and significant effect on Burnout.

METHODS

This research is a type of quantitative research, in terms of the level of explanation this research is associative research. Research location at Criminal Detective Directorate Of West Nusa Tenggara Region Police. The respondents of this study were 79 peoples. Data analysis used Partial Least Square (PLS). Ghazali (2011) states that PLS is an indeterminacy factor in a powerful analysis method because it does not assume that the data must be measured with a certain scale and a small number of samples. The PLS approach is used with the consideration that PLS has advantages over other quantitative approaches, namely: (1) Partial Least Square (PLS) is a powerful quantitative analysis method, because it can be applied to all data scales, does not require many assumptions and the sample size does not have to be large. (2) Can be used as a confirmation of the theory. (3) Can be used to recommend existing or non-existing relationships. (4) Can be used to propose propositions for further testing. Besides, the PLS approach is distribution-free in the sense that it does not assume a certain distribution of data.

The purpose of using the PLS model in principle is to help researchers to obtain latent variable values for prediction purposes. While the weight estimator (Weight Estimate) to produce

latent variable scores is obtained from the specifications of the inner model and outer model where the inner model is a structural model that connects the indicator (manifest variable) with the construct (latent variable).

RESULTS

Determinant the significance level of the path coefficient, the t-value generated by running the Bootstrapping algorithm is used to determine whether the proposed hypothesis is accepted or not. At the 0.05 significance level, the hypothesis will be supported if the p-value is less than the critical value, namely 0.05 (5%). The results of the significance level test can be seen in table 1. summarizing the results of hypothesis testing with the PLS approach. The path coefficient value is obtained from the SmartPLS output which can be seen below.

Table 1. Model Structural Test Results

Influence Between Variables	Coefficient	T Statistics	P value	Information
Organizational Climate -> Burnout	-0.014	1.758	0.324	Not significant
Job Demands -> Burnout	0.241	5.318	0.000	Significant
Organizational Climate -> Role Stress	-0.155	2.237	0.041	Significant
Job Demands -> Role Stress	0.648	7.529	0.000	Significant
Role Stress -> Burnout	0.767	8.151	0.000	Significant

Based on Table 1 explains:

- 1) Organizational Climate harms the Burnout of Personnel as many as -0.014 with a significance value of 0.324 which means it is not significant, so it can be stated that the first hypothesis is rejected.
- 2) Job Demands have a positive influence on the Burnout of Personnel as many as 0.241 with a significance value of 0.000 which means significant, so it can be stated that the second hypothesis can be accepted.
- 3) Organizational Climate harms the Role Stress of Personnel as many as -0.155 with a significance value of 0.041 which means significant, so it can be stated that the third hypothesis is accepted.
- 4) Job Demands have a positive influence on the Role Stress of Personnel as many as 0.648 with a significance value of 0.000 which means significant, so it can be stated that the fourth hypothesis is accepted.
- 5) Role Stress has a positive and significant effect on Burnout of Personnel as many as 0.767 with a significance value of 0.000 which means significant, so it can be stated that the fifth hypothesis can be accepted.

DISCUSSION

The Effect of Organizational Climate on Burnout

The research results that the Organizational Climate has a negative but insignificant effect on Burnout of Personnel. According to Hepner in Sahrah (2017), the organizational climate in an organization has a large portion in achieving the goals of an organization. The conditions of the work environment greatly determine the comfort of employees in the workplace. A supportive organizational climate will make employees feel happy and excited when working at the workplace. Conversely, if the organizational climate is not supportive, it will cause employees to feel tired, bored, and not fully devoted to work.

Based on the respondent's response to the Organizational Climate, the leadership factor has been able to position himself as a figure who pays attention to his subordinates. Leaders have treated their subordinates humanely, and personally want to listen to their subordinates' complaints. According to Maxwell in Ulum (2012) listening well concerning leadership can have a positive

impact, namely, (1) Listening can prevent problems from increasing. Good leaders pay attention to small problems. They pay attention to their intuition. They also pay attention to what is not said. To be an effective leader, you need to let others tell you what you need to hear, not necessarily what you want to hear. (2) Listening makes trust possible. David Burns, a doctor, and professor of psychiatry points out: “What most people want most is to be heard, respected and understood. When people see that they are understood, they become more motivated to understand your point of view. (3) Listening can improve organizational performance. The bottom line is that when leaders listen, organizations get better. No one can go to the highest level and carry out their organization without being a good listener. This kind of behavior has made the personnel's work fatigue less pronounced because there are leaders who are willing to listen to their complaints and become friends with them.

Most of the Personnel have work experience of more than 20 years. This high work experience makes Personnel Ditreskrim does not feel too tired even though it is faced with heaps and heavy tasks. Although the work carried out is such as fostering the implementation of general and specific criminal investigations and investigations, analyzing cases, and handling them is high but it does not really make them tired at work.

Possible organizational factors that could influence Burnout in an Organizational Climate. Tagiuri and Litwin (in Wirawan, 2007) explain that Organizational Climate is the quality of an organization's internal environment that lasts quite a long time and lasts relatively continuously, is experienced by all members of the organization, affects their behavior, and can be described as a reflection of the values and a set of characteristics of an organization. the organization.

Several previous studies that are in line with this research include research conducted by Sahrah (2018) which shows that there is a negative relationship between Organizational Climate and Burnout. Likewise, the results of research from Asi (2014) found that Organizational Climate harms Burnout. This means that the higher the Organizational Climate level, the lower the Burnout level.

The Effect of Job Demands on Burnout

The research results that Job Demands have a positive and significant effect on Burnout of Personnel. Investigations and investigations of general and specific crimes require a great deal of time and manpower. Moreover, Criminal Detective Directorate is still dominated by personnel who have an education level at the high school level so that the requirements with knowledge are still minimal so that in work high work demands cause fatigue in them.

According to Karasek's theory, namely Job demands and Job Control Model which suggests that demand is a significant cause of stress (Puguh, 2015). Job demands show whether the job a person is doing is heavy or not and whether the job is too much or more than the job description given. In addition, job demands are also related to time pressure, namely the time limit given to workers to complete their work, and how fast a person has to finish their job. Job demands require constant physical, emotional, and cognitive effort to affect psychological health such as fatigue. Therefore, after experiencing very high job demands for a long time, workers can become very tired and distance themselves from their jobs, or in other words, workers start experiencing burnout. This means that more work done, excessive task requests and more complex work can cause Burnout.

Love, Irani, and Standing (2007) state that job demands are psychological stressors such as working intensively for a long time, being overloaded and having limited time to complete work, as well as having conflicts on the demands of work that must be completed. Of course, the job demands experienced by personnel High Ditreskrim according to the responses they perceive can be a trigger for the fatigue they feel at work. This research is also in line with previous research, namely research from Puguh (2015) which shows that there is a significant influence between job demand and Role Stress.

The Effect of Organizational Climate on Role Stress

The research results that Organizational Climate has a negative and significant effect on Role Stress. Organizational Climate is one of the factors causing the emergence of employee role stress that comes from within the organization (Robbins, 2015; Wagner and Hollenbeck, 2010; Luthans, 2011; Gibson et al., 2012). Working in a closed and unhealthy Organizational Climate brings negative emotions and feelings to employees. This will lead to dissatisfaction, psychological pressure, neglect, indifference, and ultimately will cause employees to avoid work which leads to Role Stress (Ahghar, 2008).

The work environment is the social, psychological, and physical life in the company that affects workers in carrying out their duties. Human life is inseparable from various conditions in the surrounding environment, between humans and the environment there is a very close relationship. In this case, humans will always try to adapt to various circumstances in their surroundings. Likewise, when doing work, employees as humans cannot be separated from various circumstances around where they work, namely the work environment. During work, each employee will interact with various conditions contained in the work environment.

The work environment in the scope of work of the Criminal Detective Directorate Of West Nusa Tenggara Region Police is usually divided into two, namely a physical work environment and a non-physical work environment. This physical work environment can be divided into work environments that are directly related to personnel such as workplaces, chairs, desks, and computers. Then the intermediate or general environment can also be called the work environment which affects the human condition. The scope of the Ditreskrim Polda which is included in this type includes temperature, humidity, air circulation, lighting, color, and noise.

Meanwhile, the non-physical work environment in the scope of work of the Directorate Of Reserse And Criminal includes the working relationship between personnel and their leaders, relationships between personnel, work procedures, and the ability to adapt well to personnel. This adjustment is very much needed because interaction with various types of society is a demand in the Criminal Detective Directorate.

The Organizational Climate influences Role Stress among them (Ahghar, 2008; Putra et al. Al., 2014; Sert et al., 2014). Aghar (2008) and Sert et al. (2014) found that the Organizational Climate harms employee Role Stress. This indicates that the healthier the climate of an organization, the lower the employee's Role Stress level. Conversely, the more unhealthy an organization's climate is, the higher the employee's Role Stress level.

The Effect of Job Demands on Role Stress

The research results that Job Demands have a significant effect on Role Stress. Fernet et al. (2013) stated that job demands are the most important predictors of Role Stress. Alarcon (2011) in his meta-analysis states that role ambiguity and workload are elements of job demands which are the main causes of role stress. Job demands will have the effect of emotional exhaustion first, followed by the appearance of other Burnout elements.

Job demands are an aspect that refers to the physical and psychological aspects of a person continuously and requires more effort and ability to overcome this so that it has an impact on the amount of physical and psychological costs. Aspects of job demands can also lead to negative things such as depression, fatigue, sleep disturbances, and others.

Depressed people tend to engage in depersonalizing behavior. Depersonalization is the development of feelings of cynicism and callousness towards others (Spector, 1996). This is in the form of a cynical attitude towards people in the scope of work and a tendency to withdraw and reduce involvement in work. This behavior is shown as an effort to protect themselves from feelings of disappointment because sufferers think that by behaving like that, they will be safe and avoid uncertainty at work.

People who face high stress daily end up experiencing stress. Pinto et al. (2014) examined that a high level of work demand within the project scope is a predictor of job stress. Bakker et al. (2006) in the perspective of organizational psychology found that stress is more likely to occur

when high job demands are combined with low resources. Autonomy can help cope with job demands because employees can decide for themselves when and how to respond to their work demands.

The results of this study support the results of Koesmono's (2007) study that job demands have a positive effect on role stress. Likewise, research by Higashiguchi et.al (2009) showed that the higher the job demands, the higher the person's depression level, meaning that job demands affect stress.

The Effect of Role Stress on Burnout

The research results that Role Stress has a positive and significant effect on Burnout. The burnout that occurs due to stress factors makes the individual emotionally unable to tolerate these stressful conditions, causing emotional exhaustion. Suharto (2007) added that burnout is closely related to stress. Burnout is a reaction to a very stressful situation (stress). This term is closely related to terms such as alienation, indifference, apathy, cynicism, pessimism, physical and mental exhaustion, or extreme tension. Burnout-affected workers are more prone to complain, blame others for problems, become irritable, and become cynical.

Stress is an individual's response to conditions and events that threaten and repress individuals and reduce their abilities to deal with them (Santrock, 2002). Lazarus (in Baskoro, 2003) argues that stress is a symptom that occurs in the adjustment process between an individual and his environment, then stress will occur when there are demands on the individual that exceed their ability to adjust. It can be said that stress is a form of relationship between individuals and their environment which is considered as something that is threatening or something that is pressing. Job stress will negatively affect the performance of an employee because the symptoms include physical symptoms, psychological symptoms, and behavioral symptoms that can interfere with work.

According to Greenberg, stress is a form of emotional and physiological reaction that occurs in response to various demands both from within and from outside the organization (Nurahaju and Widanti, 2011). Santrock stated that stress is an individual's response to circumstances and events that threaten and oppress individuals and reduce their abilities to deal with them. The pressing situation that occurs in the work environment is called Role Stress (Khusniyah, 2014). Behavior related to the impact of stress namely increased anxiety or depression. Anxious or depressed behavior describes that the person is experiencing burnout.

The results of this study support the results of research conducted by Atmaja and Suana (2019) who found that Role Stress affects Burnout. Likewise, the results of research from Misari, et al (2020), Santoso and Hartono (2018) found that Role Stress affects Burnout. Similar findings were also made by Fatoki (2019) that Role Stress affects Burnout.

CONCLUSION

From the results of the research and discussion above, the conclusions of the research that can be drawn are:

- 1) Organizational Climate has a negative but not significant effect on the Burnout of personnel.
- 2) Job Demands have a positive and significant effect on the Burnout of personnel.
- 3) Organizational Climate has a negative and significant effect on Role Stress
- 4) Job Demands has a positive and significant effect on Role Stress
- 5) Role Stress has a positive and significant effect on the Burnout of Personnel

RECOMMENDATION

The recommendation based on the results in this study are as follows:

- 1) The results of the assessment of psychological tests for the personnel during 2020 at the time of the pandemic outbreak, more than 60% of the personnel had to do counseling. In researching from March to April 2021 the personnel gave low responses to the aspects of work stress, job pressure, and burnout because the personnel had carried out consultations. The counseling

- process that they have carried out can produce results, namely that work with existing pressures is a natural thing and must be dealt with, not supposed to make it an obstacle to be resolved.
- 2) The items that were responded to by the lowest respondents were in the item "Able to complete the task well ". Based on this, a capacity-building program for personnel is needed so that in the future they will become even better at completing their work. Training programs, upgrades, and workshops can be a solution for this. However, there must still be an evaluation that every training that is carried out is following the direction and target of increasing the capacity of the personnel.
 - 3) The item to which the respondent responds the highest is in the item "Personnel work according to their abilities ". This means that there is a demand for work that must be done but the personnel is still not qualified to be more optimal in completing it. As a first suggestion, it is necessary to have a training program implemented.
 - 4) The item to which the respondent responds the highest is in the item "Perceived physical imbalance ". In the scope of work of the Criminal Detective Directorate, if there is already an Order, whatever happens, the person must be willing to carry out these tasks. However, ordinary people, often feel an imbalance between their work and their physicality. Efforts that need to be done are means of supporting mental and physical morale in the form of providing nutritious food facilities when working with higher incentives.
 - 5) The item to which the respondent responds the highest is in the item "Loss of feelings of care and trust ". This should be a serious concern because people who feel tired from their work will tend to pay less attention to their boss's friends and their work. What needs to be done is the existence of entertainment facilities in the workspace such as television and refresh rooms for personnel. So that they can reduce feeling tired and tired even at work.

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