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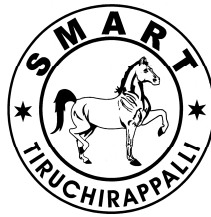
JOB BURNOUT AND ORGANISATIONAL COMMITMENT RELATIONSHIP: MODERATING EFFECT OF CAREER SALIENCE: AN EMPIRICAL STUDY ON INDIAN MANAGERS

Shalini Srivastava

Associate Professor (OB & HR),Jaipuria Institute of Management
NCR Delhi,India, Email id:shalinisrivastava2@gmail.com

&

Richa Misra

Assistant Professor (General Management),Jaipuria Institute of Management, NOIDA,
NCR Delhi,India, Email id:Richa.misra@jaipuria.ac.in

Abstract

The study proposes to explore the role of Career Salience as a moderator for the relationship between Job Burnout and Organisational Commitment. Two hundred and fifty middle level managers, belonging to Private Sector Organizations, were studied for the present work. The variables were assessed through three validated instruments. The data were analysed through Descriptive Statistics, Pearson Product Moment Correlation, Factor Analysis and Hierarchical Regression Analysis. It was inferred from the results that Job Burnout was negatively related to Organisational Commitment and Career Salience moderated the relationship between Job Burnout and Organisational Commitment. By understanding the relationship between these variables, organisations should try to provide a congenial environment and conduct training programmes to actively manage their Human Capital which is one of the strongest pillars for any organisation.

Key Words : *Job Burnout, Organisational Commitment, Career Salience, Private Sector Managers.*

Introduction

There is growing interest shown in the area of Organisational Commitment in recent years by academicians and practitioners. Some researchers have argued that Organizational Commitment, as a construct, is too excessively broad for effective organizational analyses (Benkhoff, 1997). In response to that, Meyer and Allen (1991) have proposed a difference between the scope of Affective Commitment, Continuance Commitment and Normative Commitment. These variables reflect a distinction between an inclination to stay with the present organization arising out of a sense of attachment, compared to one embedded in a sense of economic requirement or of moral responsibility" (Gallie, Felstead, & Green, 2001, p. 1085). Affective Commitment implies employees' perception of their emotional attachment, sense of belongingness to or recognition within their organization. Continuance Commitment implies employees' perception of the cost connected with parting the organization. Lastly, Normative Commitment implies employees' perception of

their commitment to their present organization. For instance, if an organization is dedicated to the employee or it has the culture of supporting the employee's educational efforts, the employee may experience superior degrees of normative commitment. This three-pronged segregation allows for recognition of the fundamental origin for each type of commitment and researchers have clarified the unique qualifications and outcomes related to each type Meyer J.P. and Allen N.J.(1991). For the variable, job satisfaction, reliable measures of the three types of commitment have also been developed and statistically validated (Mayer J.P. ettal 2002).

In the past two decades, most researchers, examining the concept of organizational commitment, have used the definition and measures already developed by mowday R.T.,et.al 1979.. According to the definition of these authors, Organizational Commitment is "the relative strength of an individual's identification within self and involvement in a particular organization". This attitudinal commitment develops from some amalgamation of personal attributes, leader/follower know-how and organizational perceptions Brown.M (1996) and relates favourably to Meyer and Allen's (1991) dimension of Affective Commitment, which is used in the present study.

Job Burnout

The variable, Job Burnout, is often categorised as 'the malady of our age' by some researchers.(Modic, 1989) and it is comparatively a new variable of interest to researchers. Job Burnout is identified by

Figure- 1, emotional exhaustion; **Figure- 2,** depersonalisation and **Figure - 3,** a decreased sense of personal accomplishment (Cordes & Dougherty, 1993; Maslach & Jackson, 1981; Lee R.T. and Ashforth B.E. (1990). Emotional Exhaustion involves opinion of being overextended and exhausted by work duties, powerlessness, hopelessness and dejection . The second component, Depersonalisation, is often related to a decrease in the awareness of the human attributes of others and a loss of humanity in interpersonal interaction Pines.A., et.al., (1981). Depersonalization is a response to job related stress that results in employees becoming more and more disconnected emotionally from their work, co-worker, patrons, and treating clients and patrons through dehumanizing behaviour Maslach(1976). Lastly, the third component of burnout, which is Diminished Sense of Personal Accomplishment, is related to a sense of regular and recurring failures, defeat and hopelessness (Cordes & Dougherty, 1993).If it is gone without notice and unchecked in an organisation, job burnout might lead to individual, family, and even work place abuse (Cherniss, 1980). Corresponding to previous studies on job burnout, it is hypothesized in the present research that Job Burnout will negatively affect the effectiveness of the manager.

Career Salience

Career Salience describes the importance of career in an individual's life and this factor measures the degree of importance of career in one's life. The concept also describes the serious attention an individual pays to his/her career. This demonstrates how much critical is the choice of career in their priority

list. It is evident that no matter what profession is adopted by a person, it is adopted to meet the ends. However, the degree of taking profession as the most important thing in life, varies from one individual to the other individual. Career Salience deals with the relative value of work and career inside a person's total life. Savickas (2001) states that Career Salience is an actual choice of profession and it is an implication of career function related to other transactions of life and importance of career. The Career Salience is dependent upon many factors which can be sociological, economical, learning or financial. Every personality has different socio-psychological features which affect their Career Salience. These socio-psychological features include individuality, outlook, principles, self-worth and self happiness (Betz, 1994). The individual level of importance to individual job can also be found out on the basis of these attributes and work environment. Work Environment is the most important factor which makes employees to perceive their job with more contentment and commitment. Persons who give more priority to their career and profession, achieve more satisfaction from what they do (Nevill and Super, 1986).

According to Greenhaus (1987), career is principally an order of position occupied by an individual in a single organization and also as a symbol of superiority of an employee and hence each employee possibly will hunt for a distinct occupation. Holmes and Cartwright (1993) state that Career is an expectable, successive and planned path by means of which employees go by at diverse phases of their work life. Due to globalisation of business environment, change is something that has now become permanent. Therefore, in order to participate and succeed in the global competitive environment, it is mandatory that employees of the organisation should continuously innovate and enhance their skill, knowledge and technical know how for progressive and innovative career norms as conventional traditions are no longer used as a pathway in an individual life (Holmes and Cartwright, 1993). Masih (1967) expresses that Career Salience is the score that shows an individual degree of concentration in getting his occupation's importance to his / her profession for the sake of satisfaction and level of prominence that is assigned to career as a symbol of satisfaction among other foundations of satisfaction.(Greenhaus, 1971). He explored the concept of Career Salience in his work, "Career Salience: An Empirical Study of Banking Sector in Pakistan". In order to make clear the concept of Career Salience, he further segregated it into three sorts - one was relative importance to work and career, second was overall approach in the direction of work and third was concern for preparation and development (Greenhaus, 1971). According to Savickas (2001), Career Salience is one of the major elements of occupation flexibility and it examines how people make expert and professional decisions. The conception of Career Salience has received a lot of consideration in the career literature and predominantly in the career advancement of women. Moya et al. (2000) mention that both women and men got similar score in Career Salience. Although it is observed that scoring for Career Salience varies

within segments of women, it was found that women with family and kids, low education level and traditional gender philosophy, have poorer degree of Career Salience than women with contradictory features (Moya et al. 2000). Female students feel more optimistically than their male counter parts about gains in equal rights made by Women's Movement. Women with career are dissimilar from non career women who have conservatively womanlike occupation in term of associations with parent's supplementary activities and work values receive only inequitable support (Almquist and Angrist, 1970). The traditional gender role of men is that of an employed person and women are more in the direction of family positioning. So it can be concluded that men are more anxious about their career than women. There are unlike factors that affect the relationship between Career Salience and close relationship such as quality of the individual, attributes of the relationship, kind of the partner. Nevertheless these factors may affect Career Salience in men and women differently (Moya et al. 2000).

Job Burnout and Organisational Commitment

The two critical variables, Organizational Commitment and Job Burnout, have been amplified by numerous studies. Begley and Czajka, (1993), Kobasa, (1982) and Antosnovsky (1979) disagree that Organizational Commitment protects the individual from negative outcomes that are experienced at their work either because those individuals, who are more committed to their organization, have associated more closely to the individuals at work or because they have found significance of their work. The present study proposes to observe the association between Organizational Commitment and Job Burnout between employees in the workplace.

Career Salience and Organisational Commitment

Career Salience and Organisational Commitment are the complementary variables, if seen in a broader perspective. If a person is assigning too much importance to his/her career, the person displays a sense of commitment toward his /her organisation. In other words, Career Salience strengthens the Organisational Commitment. The present study is trying to assess the relationship between the two.

Career Salience and Job Burnout

Moderating variables have a strong and contingent effect on the relationship between the independent and dependent variables. These variables have to be considered in the expected pattern of relationship as they modify the directions as well as the magnitude of the independent –dependent association. Since moderating variable has a detrimental role, it has now become a practice among management researchers and practitioners to associate burnout with its related result and it is found that it is not as straightforward as it seems. The present study is a novel attempt Career Salience which examines as moderator for Job Burnout and Organisational Commitment Relationship.

Statement of the Problem

The private sector organisations are experiencing lots of turmoil in terms of decreased Organisational Commitment due to lack of Career

Salience. This lack of Career Salience may also be due to the detachment from the work (Depersonalisation), getting emotionally exhausted and reduced urge for Personal Accomplishment. Thus, reduced Organisational Commitment is primarily a consequence of lack of Career Salience and the eruption of Job Burnout.

Objectives of the Study

♦ To study and explore the role of Career Salience in the development of Organisational Commitment of Managers.

♦ To identify the impact of Job Burnout dimensions (Depersonalisation, Emotional Exhaustion and Diminished Sense of Personal Accomplishment) on Organisational Commitment of Managers.

♦ To understand how Career Salience reduces the impact of Job Burnout on Organisational Commitment of Managers.

Hypotheses of the Study

Hypothesis 1: Higher the Depersonalisation of the Manager, lower the Organisational Commitment.

Hypothesis 2: Reduced Personal Accomplishment lowers the Organisational Commitment of the Manager.

Hypothesis 3: Increased Emotional Exhaustion of the Manager leads to lower Organisational Commitment.

Hypothesis 4: Higher the Career Salience experienced by the Manager, greater the Organisational Commitment.

Hypothesis 5: Career Salience reduces the impact of Depersonalisation on Organisational Commitment.

Hypothesis 6: Career Salience strengthens the impact of Personal Accomplishment on Organisational Commitment of the Managers.

Hypothesis 7: The impact of Emotional Exhaustion on Organisational Commitment is reduced when Managers experience a higher degree of Career Salience.

Sample Collection

The sample consisted of middle level managers belonging to private sector organisations. All managers were males who were in the age group of 30-40 years. Sample of 250 managers was taken for the present research.

Data Collection and Period of the Study

The participants were chosen based on convenient sampling method from various organizations (BPO, Banks, KPO) across different departments of the organization. The standardised measurements were used to improve the quality and reliability of the instruments. Out of 300 questionnaires, 250 usable responses were obtained from Private Sector Organizations located in Delhi and NCR. The survey was conducted from July 2011 to December 2011.

Tools Used

SPSS 16 was used to analyze the present work. Descriptive Statistics was applied to explain the characterstics and behavior of the

sample collected from selected categories. Exploratory Factor Analysis, with Varimax Rotation and Confirmatory Factor Analysis with Kaiser Meyer Olkin, Bartlet's Test of Sphericity, Eigen Values and Variance, are explained. Cronbach Alpha was used to assess the validity and reliability of measurement scales (Hair et al., 2006). To measure the moderating effect of Mentoring, a hierarchical regression analysis was used to test the hypothesized model. (Cohen & Cohen ,1983).

Scaling Instruments

Organisational Commitment Questionnaire (OCQ): The scale, developed by Mowday, Steers and Porter (1979), was used for measuring Organisational Commitment. It consisted of 15 items. The feeling of individuals towards their organisation was examined and it was measured on a seven-point Likert Scale, ranging from 'strongly disagree'(1) to 'strongly agree'. (7). An example is: "I would accept almost any type of job assignment in order to keep working for this organisation". The Cronbach Ü was found to be .75 for this scale.

Job Burnout Scale (MBI) The Maslach Burnout Inventory (Maslach,C., & Jackson,S.1981 b) was used in the present research to find out the amount of burnout perceived by the managers. The scale consisted of 22 statements of feelings related to work. Three independent aspects of the burnout syndrome viz., Emotional Exhaustion (9 items), the Personal Accomplishment (8 items) and Depersonalization (5 items) were studied. A Six-point Likert type scale, ranging from 1 (A Few Times a Year) to 6 (Everyday) was used to assess

the data. The Cronbach $\acute{α}$ was found to be .75 for emotional exhaustion, .78 for personal accomplishment and .86 for depersonalization **(Table-1)**.

Career Salience Scale (CSS): Greenhaus (1971) Scale was used for the present research. The scale consisted of 27 items dealing with the degree to which a person is career motivated, the degree to which an occupation is seen as an important source of satisfaction and the degree of priority ascribed to occupation among other sources of satisfaction. It was assessed on a five point scale and the theoretical range of scores on the CSS was 27 to 135. High scores indicate high degrees of Career Salience while lower scores reflect low levels of Career Salience. The Cronbach $\acute{α}$ was found to be .87 for this scale.

Table- 2 also shows the results of testing the relationship between dimensions of Job Burnout and Organizational Commitment. It can be observed from the Table that Depersonalisation is positively and significantly correlated with Organizational Commitment (r=-.31, p>0.01), which supports our first hypothesis.. There is a positive and significant relationship between Personal Accomplishment and Organizational Commitment (r=-.35, p<0.01), thus our second hypothesis is also supported. Emotional Exhaustion and Organizational Commitment are also found to be significantly and positively related (r=-.35, p<0.01), which also proves the third hypothesis of the present study. It can be observed from the above results that all the three Dimensions of Job Burnout are the important predictors of Organizational Commitment for the present sample. The results also show that Career

Salience is positively and significantly related to Organizational Commitment (r=.56, p>0.01), which supports the fourth hypothesis of the present study.

Analysis and Discussion

Table -3 shows the results of hierarchical regression analysis. In step 1, all the three dimensions of Job Burnout, which acted as Independent Variables, entered into Career Salience which was a moderating variable and it entered into step 2 and step 3. The interaction between Job Burnout and Career Salience was perceived. Organizational Commitment was used as the dependent variable. The results of multi - co linearity depict that the tolerance value for the relationships between Depersonalization and Organizational Commitment was .76, between Personal Accomplishment and Organizational Commitment was .72 and between Emotional Exhaustion and Organizational Commitment was found to be .78. Similarly, the tolerance values for the relationships between Depersonalization, Career Salience and Organizational Commitment were .73, between Personal Accomplishment, Career Salience and Organizational Commitment was .78 and between Emotional Exhaustion, Career Salience and Organizational Commitment was.75. The tolerance values, as depicted, were found to be more than tolerance value of .20 (as a rule of thumb), indicating the variables were not affected by multi-co linearity problem.

It can be observed from **Table- 3** that when the three dimensions of Job Burnout variable were entered into the regression analysis, the R^2 was found to be 0.266, which indicates that 26.6% of Organisational Commitment is explained by the Job Burnout which acted as an Independent Variable. To check whether Career Salience acts as an independent variable, a second regression was undertaken in step 2. The result showed that R^2 increased to 51.8%. This R^2 change of 0.252 was found to be significant. In other words, the results suggest that additional 25.2% of the variation in Organisational Commitment is explained by Career Salience. The F-statistics is significant (p = 0.000), suggesting that the proposed model was adequate.

From the first regression model, it can be observed that Depersonalisation (â = -.44), Personal Accomplishment (â = -.46) and Emotional Exhaustion (â = -.38) had a significant and negative relationship with Organisational Commitment at 0.05 level. These results provided full support for the first three hypotheses of the study.

In the second regression model, the Beta value of Career Salience was found to be .56, which signifies a positive and significant relationship between Career Salience and Organisational Commitment. Thus, the fourth hypothesis of the present study is also proved.

To examine the moderating effect of Career Salience, a third regression model was developed by adding the interaction terms. As shown in Table 3, the R^2 increase of 36.8% is significant. This means that Career Salience did serve as a moderator in seeing the effect of Job Burnout variable on Organisational Commitment. The beta values of Depersonalisation- Career Salience, Personal Accomplishment -Career Salience and Emotional Exhaustion were found to be significant respectively. (â=.22,â=.17,and â =.23).Thus, hypotheses 6 to 8 are also proved.

Findings and Suggestions

The purpose of the present study was to statistically find out the effect of Job Burnout on Organisational Commitment and further to investigate the moderating role of Career Salience on the relationship between Job Burnout and Organisational Commitment. The empirical results indicate the validity of the hypothesis that was designed for the study. The results strongly support that Job Burnout has a negative and significant impact on Organisational Commitment. and Career Salience reduces the impact of Job Burnout on Organisational Commitment of employees.

The study shows that Career Salience acts as a powerful moderator between Job Burnout and Organisational Commitment. Therefore, organisations need to realise that managers should perceive organisation as supportive in order to make them more committed to organisation. By understanding the relationship between these variables, the organisations should try to provide a congenial environment and conduct training programmes to actively manage their Human Capital which is one of the strongest pillars for any organisation. Organisations should try to focus on sensitive areas leading to Job Burnout and try to overcome them with meaningful support. Personal Accomplishment should be valued and the managers should experience a sense of pride in the work area rather than working as a detached one. Heads of organisations should come out with strategies that maximise a work-life balance which would ultimately strengthen the Career Salience and the Organisational Commitment in the process.

This study is quite rewarding in today's scenario because having a committed workforce is the need of the hour and managers must know what strengthens the link between Job Burnout and Organisational Commitment. Given the highly competitive nature of today's economy and the losses or gains that organisations experience due to the value of advanced human capital, we anticipate the interest in organisational commitment by both managers and researchers, will continue.

Limitations

The findings of this study are subject to several limitations. First, the samples of this study were limited to only Middle Level Managers. Although the gender distribution of the samples in this study (100% male) was consistent with that of the population, the results of this study might suffer from the generalisation of the findings if applied to other industries that have equal gender distribution. The sample in this research was restricted to Managers and future research should examine other occupations/professions as well as determining the applicability of these results at different levels in the organization.

Scope for Future Research

To further strengthen the findings, researchers should support the analysis with a larger sample size, representing both genders, to generalise the difference in perception among male and female managers. The study can also be conducted to compare the sectoral difference in the above area of study. Another study can also be conducted to measure the impact of above mentioned variables across other levels of an organisation.

Conclusion

The review of literature shows that there is paucity of work done on the role of Career Salience as a moderator between Job Burnout and Organisational Commitment. The present study supports that Managers with a feeling of sense of pride with their respective careers are comparatively more contented with their present jobs and thereby these employees are more committed to their respective working place. The rationale behind this is that these types of employees have an impression of ownership, belongingness and thereby they are more contented in their work life. Taking into account the turbulence in the economy which created havoc in one's life, the organisation should understand that managers should perceive the organisation as encouraging in order to make them more dedicated to organisation. The organisation should try to incorporate some training programmes so that a feeling of commitment strengthens the employees. Young Managers may be supported by Senior Managers to reduce job burnout and hence mentoring becomes more valuable. Managers, with high Career Salience, will make them more satisfied and thus more committed toward their work.

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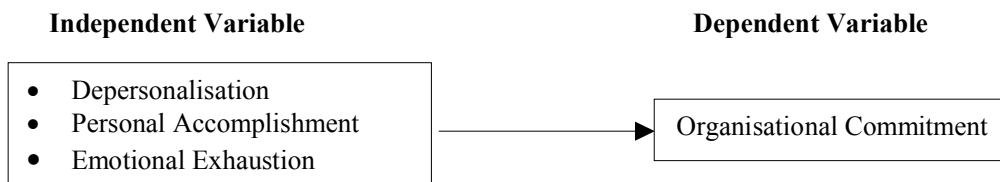
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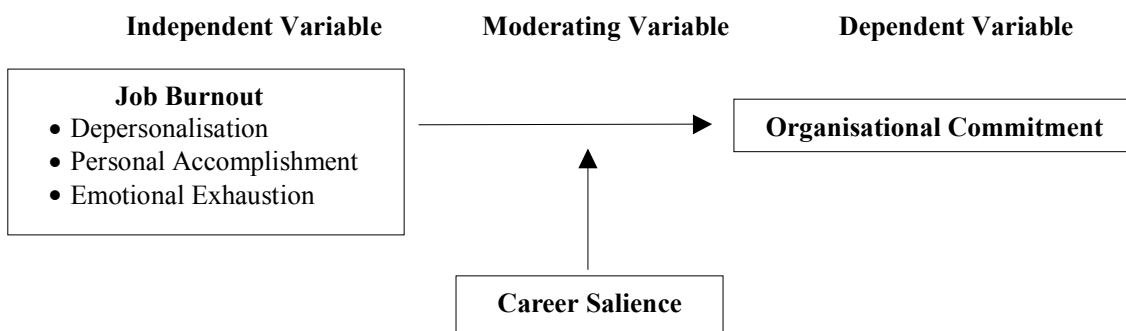
Figure -1
Relationship between Job Burnout and Organisational Commitment

Independent Variable   **Dependent Variable**

- Depersonalisation
- Personal Accomplishment
- Emotional Exhaustion

→ Organisational Commitment

Figure -2
Relationship between Career Salience and Organisational Commitment

Career Salience → **Organisational Commitment**

Figure- 3
Career Salience, Job Burnout and Organisational Commitment relationship

Independent Variable   **Moderating Variable**   **Dependent Variable**

Job Burnout
- Depersonalisation
- Personal Accomplishment
- Emotional Exhaustion

→ **Organisational Commitment**

Career Salience

Table -1
Results of Validity and Reliability Analyses for Measurement Scales

Variable	Item	Factor Loading	KMO	Bartlett' Test of Spherecity	Eigen Value	Variance explained	Cronbach
Depersonalisation	5	.70	.71	212.12 **	2.20	50.23	.75
Personal Accomplishment	8	.82	.73	208.35**	3.24	48.38	.78
Emotional Exhaustion	9	.68	.67	273.12**	2.18	53.36	.86
CS	27	.71	.71	220.11**	3.22	52.12	.87
OC	15	.62	.73	342.23**	2.46	24.18	.75

Note:** significant at .05 levels
CS-Career Salience
OC-Organisational Commitment
Source: Authors' Empirical Survey

Table -2
Pearson Correlation Analysis and Descriptive Statistics

Variable	Mean	SD	Pearson 1	Correlation 2	3	Coefficients 4	5
Depersonalisation	11.4	2.14	1				
Personal Accomplishment	24.36	3.18	.46**	1			
Emotional Exhaustion	23.62	3.78	.35*	.45**	1		
CS	33.55	2.14	.42**	.56**	.44**	1	
OC	19.24	4.48	.31**	.35**	.41**	.56**	1

Note: ** p < 0.01; * p < 0.05,N=250
CS-Career Salience
OC-Organisational Commitment
Source: Authors' Empirical Survey

Table- 3
Hierarchical Regression Results with Career Salience as a Moderating Variable

Independent Variable Job Burnout	Std Beta Step 1	Std Beta Step 2	Std Beta Step 3
Depersonalisation	-.44**	-.42**	-.32**
Personal Accomplishment	-.46**	-.40**	-.28**
Emotional Exhaustion	-.38**	-.36**	-.31**
Moderating Variable CS		0.56**	0.66**
Interaction Term Depersonalisation * CS Personal Accomplishment* CS Emotional Exhaustion* CS			.22** .17** .23**
R²	0.266	0.518	0.886
Adj R²	0.252	0.514	0.884
R² Change	0.266	0.252	0.368
Sig.F Change	0.000	0.000	0.000

Note: ** p < 0.01; * p < 0.05
Source: Authors' Empirical Survey