THE ROLE OF PERSONALITY DIMENSIONS AND BURNOUT AMONG HUMAN SERVICE PROFESSIONALS: EXAMINING JOB DEMANDS AND RESOURCES MODEL

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2017

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A dissertation submitted to the

Dr. Muhammad Ajmal
NATIONAL INSTITUTE OF PSYCHOLOGY
Centre of Excellence
Quaid-i-Azam University Islamabad

In partial fulfillment of the requirements for the degree of

DOCTOR OF PHILOSOPHY

IN

PSYCHOLOGY

2017

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Dr. Rubina Hanif
Supervisor

Dedicated to My Beloved Mother
&
My Dearest Babaji
Mr. Muhammad Anwer Dar

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Acknowledgement

First of all, I would like to acknowledge the countless blessings of Allah almighty the most merciful and beneficent for bestowing his special favors upon me. Since my existence till now I am really a blessed person.

I pay my deepest appreciativeness to my beloved parents, they gave me much more than just life.

I would like to acknowledge and pay my deepest gratitude to my supervisor Dr. Rubina Hanif. She really means a lot in my life. I must acknowledge that without her special, sincere and personal consideration, completion of my thesis would not be possible. Completing Ph.D. thesis is a long journey, a way filled with flowers, thrown, excitements, depressions, loneliness, enriched feelings, pessimism and optimism. I must admit that my supervisor was with me throw thick and thin in this long and tiring journey. I am fortunate enough that all of my weakness were strengthens of her. It was great opportunity for me to get benefit from her for the improvement of my deficiencies not only for this endeavor but improving my life to best of my capacity. Without her unconditional support, encouragement, rectification and for sure accurate and opportune feedback I would never be able to complete my work. I am heartedly grateful to her for owning me with all of my shortcomings and deficiencies. I want to pay homage to her for being so erudite, brainy, skilled, and most of all having such a beautiful, sincere and kind heart that make her alluring to all of us. She really deserves much more than just words of gratitude.

I am greatly thankful to our department head, Dr. Anila Kamal, she is one of the best person I ever met. She is always my inspiration and role model, I must acknowledge that it is because of her charming personality, disciplined attitude and kind administration that students feel NIP best opportunity for their scholarly career. I always feel her special consideration helpful and her balanced personality great motivation.

I also would like to pay my deepest gratitude to all of my teachers at NIP, especially to Dr. Anis ul haq and Dr. Jameel Malik. One of the core feature of my research work is its psychometrics strengths. I must admit that it is under inspiration of Dr. Anis ul

Haq, without his devoted teaching of psychometric related courses I would never be able to attempt it. The second most prominent aspect of my work is its analysis and I must acknowledge the tremendous teaching, analysis related workshops and preaching of analysis trends of Dr. Jameel. I must pay homage to them that without all this my work would never be appealing for me.

I also would like to pay my special feelings of thankfulness to all of NIP administration especially to Sir Abdual Qayyum and Sir Khalid for their unconditional continued support in completion of my thesis. They were always helpful, kind and generous in their support and favors.

I am highly obliged to my colleagues at my job place Roshni homes Trust. The first and foremost name is of Roshni Homes President Mr. Muhammad Anwar Dar. I must admit that he is always my mentor, guide and beneficent. His kind shelter is prevailing upon all aspects of my life, without his support and motivation I would never be able to go for higher studies and professional maturity. He is much more than mare an institutional head for me.

I also would like to pay my thanks to Mr. Naseer Akhtar, Mr. Zain Rafique , Mr. Fahad Javed, Mr. Faizan and memorable late Mr. Laique. They motivated me a lot for my Ph.D. work and always guide in my confusions and distractions. They played a very vital role in data collection. It will be unjustified If I will not mention name of sharaft sb, Asifa younus, Ms. Sabaina and Mrs. Abida for providing me help and comfort whenever It was required. I especially pay my homage to my Drivers; Nisar bhai, Riaz sb and Baig sb who used to drop me early in the morning and pick me at late night, my cook Hanif sb for providing food when I lost for hours in my research work and Iqbal bhai for bearing all load of my hostel items.

I am luckiest one for having such a loving family. I would not miss this opportunity to pay my deepest feelings to my family for making me confident, modest and trustworthy person. After Abu jee life would be nothing if my brothers Sohail and Aqeel would not take his place really helped me in all of my studies and other responsibilities, especially I am highly grateful for my brother Sohail Abbas for being so loving, caring and helpful in all spheres of my life. My little Ahmed joined me in my Ph.D.

journey and I am grateful to him as much of the time which actually he deserves I have to spend in my research work. He cherishes me with his smiles, laughter and lovable acts in my isolations and depressions.

How I can forget my Ayesha in this long list, she is gentle wind and fragrance for my life. She took all responsibility of my stoppings and necessities just to make me care free from minor tasks, so I may pay full attention to my research work. I always share my success and failure to her like my own self.

Last but not least my beloved mother, who always stands behind me as my strength and support. I could never know how she would be able to provide all solutions of my problems either these are health related, my job related and astonishingly my studies related. She always has a perfect solution which she provides me with all of her love and support.

At the end I just want to confess that all of good things in my research is because all of them and all short comings and weakness are because of my inabilities.

ABSTRACT

The study examined the job demand and resource model by exploring indigenous realisms of human service professionals (i.e., Doctors, Lawyers, Lecturers, Services managers) in Pakistan. The imbalance between job demands and job resources has been determined as leading cause of job burnout, whereas personal resources and personality dimensions are at work as mediating and moderating forces in this relationship. The study sample was consisted upon human services professions as Doctors, Lawyers, Lecturers, Services managers from both public and private sectors with variety of demographics. The study is comprised of five phases; phase I was carried out for identification of study measures to ensure suitability to research variables. Phase II was qualitative as well as quantitative in nature, on recommendation of experts, an indigenous job demand and job resource scale was developed. This phase was further comprised upon two steps; firstly, qualitative exploration was done to identify indigenous themes and secondly, quantitative evaluation was carried out to establish reliability and validity of newly developed measure. Phase III of research was planned to establish construct validity of study measures; confirmatory factor analysis was carried out in order to check the validity of factor structure as per study sample. The measures, those could not confirm the existing factor structure for Pakistani research sample, were further carried out for exploratory factor analyses followed by confirmatory factor analysis to gauge fit structure. Phase IV was pilot study to find out preliminary relationship of study variables. Descriptive statistics were showing normal distribution of responses on all study measures. Correlation patterns were also in desired directions. Phase V of the study was the main study on sample of 760 human services professional from different cities of Pakistan. Descriptive statistics reconfirmed the normal distribution

of responses on all study measures followed by regression analysis to glimpse the significantly major contributors of explaining variance in burnout. Job demands were identified as major contributor of explaining variance in exhaustion, whereas job resources were major contributor of explaining variance in reduced sense of accomplishment in inverse relationship. Model testing was conducted with help of AMOS 21 for direct relationship between predictors; indigenous job demands and resources along with facets of burnout, model fit was confirmed with very good fit indices, which was further tested after incorporating mediators; facets of affective commitment and three attribution styles. Mediation model was found even better fit with higher fit indices. Meditational analysis was carried out on many serial as well as parallel mediations within research model as per literature guidelines. No full mediation was confirmed although partial contribution of mediators has been found significant. Role of personality dimensions were assessed in measurement model with multi group modeling technique, seven distinctive groups were managed as per cut off score of each personality dimension. Furthermore, these were explored with multi-group modeling technique to be variant or invariant with reference to research model. Path by path analysis was carried out to examine effects of personality on each and every path of measurement model. Lastly, MANOVA was carried out on demographic variables which were further explored with ANOVA, only significant relations are explained with reference to current study. Concluding the present study, indigenous "job demands and job resources" are the major contributors of performance related job outcomes as burnout. These indigenous demands and resources have commonalities as well as uniqueness with reference to existing literature of job demand and resource research tradition. Mediating, moderating and demographic variables have their partial influence but could not be found as major or sole contributor to job burnout.

INTRODUCTION

The psychosocial characteristics of work have been changed during last decade in reaction to tendencies in the worldwide economy, cultural expansions and escalating demands in work life (Maslach & Leiter, 2006). Although both positive and negative transforms have happened in the nature of work, the major changes those have been occurred in today's workplaces challenge is the psychological well-being of work force. Prime resistance to employee well-being are occupational stress and burnout, those are considered the pandemic of present society, and their significance to physical & mental health and work disability has been recognized globally (Hakanen, Bakker, & Schaufeli, 2006; Schaufeli, Leiter, & Maslach, 2009).

Burnout is described as a state of fatigue or frustration that resulted from professional relationships that failed to produce the expected rewards (Freudenberger, 1974). Maslach (1982) later defined burnout to be a psychological syndrome involving emotional exhaustion, depersonalization, and a diminished sense of personal accomplishment that occurred among various professionals who work with other people in challenging situations. There are a lot of disagreements regarding how burnout can be measured but the Maslach Burnout Inventory (MBI) (Maslach & Jackson, 1981) is the most commonly used instrument for measuring burnout. Three facets of burnout have been determined as per Maslach Burnout Inventory: Emotional Exhaustion (EE), Depersonalization (DP), and Personal Accomplishment (PA). With the help of data gathered from U.S. samples, Maslach and his team showed that the subscales may have considerable psychometric properties (Maslach & Jackson, 1981). The work of other researchers has backed up the claim that MBI is a valid tool to

measure burn out, such as the work of (Greenglass, Burke, & Fiksenbaum, 2001), there are also works which support the claim that MBI only needs three facets to measure burnout (Evans & Fischer, 1993). There do exist some researches that are in the support of measuring burnout with only emotional exhaustion and depersonalization hence making it a two dimensional structure (Kalliath, O'Driscoll, Gillespie, & Bluedorn, 2000). Some even suggest that only emotional exhaustion is required to measure burnout due to its strong predictive capabilities, thus making this a one-dimensional tool. Emotional exhaustion is thought to be the primary aspect of MBI because of it has significantly more predictive properties (Aiken & Sloane, 1997). Literature findings guided that at one side sample is playing role in determination of burnout factors (Gandi, Wai, Karick, & Dagona, 2011) and at other side contextual factors are deducing its items (Enzmann, Schaufeli, Janssen, & Rozeman, 1998) and might be other aspects are also at work simultaneously. So, controversies regarding facets of burnout, lead towards exploring this construct in respective sample, culture and region to confirm its actual structure.

Burnout is illustrated as "metaphor for suffering from doing 'peoples work' (Kristensen, 2005; Schaufeli & Enzmann, 1998)". According to Maslach, "burnout undermines the care and professional attention given to clients of human service professionals such as teachers, police officers, lawyers, nurses, and others" (Maslach, 1982). Freudenberger (1974) and Maslach, (1976) were the torch bearer of "Burnout" as work related stress outcome in human service work. Yet, exclusive factors which are responsible for burnout in human service work are not clear (Burisch, 2002). Although, based on assumption it can be said that people having high work engagement and enthusiasm must experience burnout (Pines, 1981; Schmitz, 1998,

1999). Besides methodological weaknesses, this assumption leads towards ambiguous consequences. Conventionally, Interactive nature of human service occupations loaded with emotional demands increases the probability of professionals to be more prone to burnout comparative to other job groups (e.g., clients, patients, customers). Simultaneously, highly engaged and motivated people working in human service professions seem to suffer from burnout as well. However, such assumptions create ambiguities. In spite of a large number of theoretical attempts made to explain facts regarding these theories, empirical findings are not sufficient to confirm theoretical assumptions (Murphy, Cross, & McGuire, 2006).

Good delivery of human service work is depending on the person who is performing the said duty. Various factors which are involved in providing good service are; education, skills, competencies, abilities, motivation, goal-orientation, passion, joy, interest, resources, and last but not least health and wellbeing. (Liao & Chuang, 2004). Any kind of impairment may hinder quality in the human services. Other than above individual factors, organizational structure of work and work environment also has a significant role in this regard, the role of these supporting factors are promoting or hampering individual conditions for performance (Leiter & Maslach, 2003). 35 years' history of burnout studies indicates that burnout remained topic of interest for practitioners, researchers, physicians and people in general almost everywhere in the world. Although some operational difficulties and research issues like sampling bias, measurement issues and different research approaches have been reported. Findings are interesting; both endeavor quantitative and qualitative have been carried, burnout isn't just an occurrence in North America or The West. It is concluded by quantitative studies (Perrewé, Hochwarter, Rossi, Wallace, Maignan,

Castro, & Tang, 2002). For instance, it was found that national values system and social work environment are impacting nurses' burnout in American and Philippine, these are finding of a bi-cultural analysis (Turnipseed & Turnipseed, 1997). Similarly, Pines and Zaidman (2003) showed that although Jewish and Arab Israelis have different value systems but burnout is evidently prevalent among them. It took ten years of burnout journey from USA to get acceptance in Western Europe during 1970s to 1980s, mainly consisting the region of Norway, the UK, Holland, Germany, Sweden, Belgium, and Finland, alongside in Arabs and Israel. In the mid-1990s other regions such as Asia, Latin America, Western and Eastern Europe, the Middle East, Australia, and New Zealand also joined the research tradition of burnout.

As per substantiation from different countries, co-occurrence of burnout is evident in developed as well as in developing countries but at the same time factors of burnout are different between two extremes of development continuum (Carod-Artal & Vázquez-Cabrera, 2013). Burnout and work stress in developing countries can occur due to many other factors other than work settings. These factors can be some of the following; gender discrimination, low opportunities of participation, lack of occupational health services, poor nutrition and hygiene, inadequate transportation systems, illiteracy, and general poverty (Houtman, Jettinghof, & Cedillo, 2007). To acquire sustainable development status, Pakistan dealing with many economic, governance and security challenges. These challenges are of internal as well external nature, either the issue of local security or conflicting situation at line of border which affect all walks of life in Pakistan and hindering development. Pakistan's growth potential is in high need of care especially a focused improvement in governance and business environments (Qayyum, Khawaja, & Hyder, 2008) is highly required .

Despite some gains, major challenge to Pakistan is low human development which undermines the productivity and economic growth of its labor force. Pakistan ranks at 146 out of 187 countries in the Human Development Index (HDI) with most indicators lower than most countries in South Asia, and is unlikely to meet the Millennium Development Goals (MDGs) according to several indicators in 2015 (Thornicroft & Patel, 2014).

With reference to above world bank report, Pakistan is witness of last 15 years of professionals crisis especially belonging to human services professionals; For example physicians are considered more prone to emotional hazards considering their daily encounter with disease death and struggle to secure life (Gleichgerrcht & Decety, 2013), but in a country where along with high emotional endurance physicians have to face high work load, both qualitative and quantitative, with long shifts hours, low compensations, poor equipment, low funding allocation at Government level, seniority and job security, these factors influence the effectiveness of this sensitive profession (Malik, Yamamoto, Souares, Malik, & Sauerborn, 2010).

This is general impression about lawyers that repeated attacks, physical and on reputation caused a reduction in lawyers' dignity and earning. Law profession is facing; corruption, nepotism, Parallel legal system (Jirgas and Judiciary), poor law education, long unpaid internship varies from 5 to 10 years and indifferent attitude of senior lawyers, these are a few but primary reasons of lawyers' critical situation in Pakistan. As per researcher knowledge no indigenous research about lawyers has been conducted to explore factors influencing their performance and how to improve their work environment.

Pakistani Lecturers experience high workload, publications pressure, most of the lecturers are found with symptoms of weariness, sleeping problem and attentiveness (Abbas, Roger, & Qureshi, 2012). Some of very important reasons may be listed as workload which is expected by them to become the part of foreign funded projects; lecturers are forced to do extra work, fulfilling high results demands, job ambiguities, fear of job loss, communication barriers, academic institutional mushrooming etc. Among academicians many factors are causing job stress for example unjustified distribution of rights and duties, ambiguous appraisal system, unclear code of conduct and ambiguous education policies (Abbas et al., 2012). Parents' high expectations, big number of extraneous variables causing students low involvement during class hours. Major factors are high job requirements, high work place competition and low management support. Preferential treatment is also a cause which affects wellbeing and work outcomes. High frequency of administrative meetings, too much paper work and documentation added fuel to fire. Ambiguity in appraisal system is done over and above the teaching responsibility (Ullah, Richardson, & Hafeez, 2011). Developing countries are trying to equip their educational institutions with advance equipment, but training of staff is highly needed to teach them how to use these technologies (Haider, 2008). Most recent incidents of victimization of academic institutes for terrorism especially after Peshawar incident in 2014 and afterwards, accusation cases of high qualified professors created insecurities in academia and reducing their performance tremendously.

As per research findings, above mentioned three major human services professionals are facing extreme pressure of work demands and little support and resources which are required to fulfill these work related demands but being in line

function these professionals are somehow discussed and become focus of attention of occupational researchers or slogan risers in their professions but some of human services professional are there in such organizations which are playing support role and they are facing equal or more work pressure but being behind the curtain they are even not recognized. Some of such human services professional are human resource manager, manager administration and brand promotion mangers.

Exterior factors demonstrated an obstacle to make sure a stress-free environment in Pakistan about services professionals (Ahmed, Nawaz, Iqbal, Ali, Shaukat, & Usman, 2010); who are facing problems like lack of job opportunities, inequality, rapidly growing population, security threats and political instability. Other than these reasons many other factors are embedded which are social as well as personal for instance distressing natural disasters, miseries and professionals' different childhood and up bringing problems (Schaufeli & Bakker, 2004). These have been further provoked by so called combat against terrorism and climatic misfortune. A big share of development funds has to be sacrificed for rehabilitation and restoring plans of hit areas of natural disasters. Military governments, natural disasters and energy crisis proved a source of relatively lower output and less development in overall growth of services and business industries (Yusoff & Khan, 2013). These factors are adding on other than aforementioned individual, organizational and social factors which complement to burnout and work strain. Majority of works on burnout are done in developed countries whereas research on burnout has very low number in developing countries. Job burnout has been rarely focused in Pakistan with its indigenous facts. So, a theoretical model may investigate

the contextual realities with sound literature evidences in exploring burnout regionally.

Out of many models, the 'Job Demands-Resources' model (JD-R) has been effectively used by organizational psychology researchers as one of the best theoretical framework for empirical studies that investigate employee wellbeing and burnout concentrating contextual factors (Demerouti & Bakker, 2011). Underlying the JD-R model are two processes identified as 1) motivation and 2) health impairment. These processes focus on work characteristics and their relationship to motivation and ill health. In the motivation process, an abundance of resources for the job leads to more engagement in work by the individual and also in motivation, excess in job demands lead to stress (Bakker & Demerouti, 2007) and consequently health impairment process. There are a number of studies that support the health impairment and motivation processes (Bakker & Demerouti, 2007; Hakanen, Bakker & Schaufeli, 2006). However, there has been much concern over the restrictive nature of these processes in that, they focus solely on the impact of work characteristics on wellbeing and burnout (Karatepe & Olugbade, 2009). Derived from this concern, the JD-R model was criticized for disregarding the involvement of personal resources in predicting wellbeing and burnout (Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2007). This shortcoming presents an opportunity to see into the role of personal resources within the model of JD-R processes in order to strengthen and establish a more comprehensive prediction of motivation and ill health. The few research studies that have been attempted to address the JD-R model's weakness most commonly apply the personal resources of organization-based self-esteem (OBSE), optimism and self-efficacy to the model of JD-R (Xanthopoulou et al., 2007) and vary with regard to

their results (Herbert, 2011). According to on the above problem, the focus of the current is the role of, some under-researched personal resources are learned helplessness and aggressive attributions as contributors of health impairment process whereas empowerment as facilitator of motivation in the JD-R model.

With reference to JD-R model, it can be said that the attitudes and behaviors of an individual are affected by personality traits (Tasa, Sears, & Schat, 2011). Since the last decade there has been a lot of interest shown in the effects of personality traits on behaviors and values that are related to work (Macky, Gardner, Forsyth, Twenge, & Campbell, 2008). Personality trait is the learned and behavioral ways of an individual which become stable as time passes, these patterns of behavior stay the same in different situations. It has been displayed that personality trait is an effective predictor of behavior in a workplace (Anderson, 1977). Considering what we can infer from the burnout interaction, it can be said that its influence on different people may be different due to their individual personalities (Schaufeli, 2009). This shows that the personality trait of an employee is an important factor for occupational burnout. Although many of the studies focused personality as mediator but comparatively permanent nature of personality temperaments and characters confirms its appropriate role as moderator. So, studying burnout among human services professionals, specifically with reference to developing countries perceptive within frame work of job demands and resources model with integration of personal attributes as mediators and moderating role of personality dimensions is providing justification for present research.

Burnout has been studied within many theoretical models, some are focusing job control and some are emphasizing demands. Although a lot has done, but still has

been left a lot to contribute, for example lacking cross cultural evidences in a comprehensive approach, furthermore mostly these researches have studied personality traits as personal factors but in relation with organizational factors, there is a need to be examined. In recent decade, research trend at Pakistan has been increased in burnout. Yet some very important aspects have been ignored. As there are a few researches focusing the organizational factors causing burnout on the other hand the few researches dealing with personality variables to see its impact on burnout (Maqsood, 2012), lacking researches with different dimensions of personalities such as temperament and characters. Most of researches are replication of western work, study sample is mostly limited to one or two professional domains, exploratory studies are lacking which may identify indigenous factors in our society due to cultural difference. Last but not least, the understanding of burnout construct in south Asian county like Pakistan. A comprehensive study focusing all these areas with sound theoretical background is required to fill these gaps in literature. An amalgamation of qualitative and quantitative approach may serve the purpose, by exploring indigenous realities and incorporating them in empirical model with keen analysis of mediating moderating variables with a sample of variety of professionals. Such study may contribute to understand Burnout phenomena in Pakistani culture with its implication to organizations in broader professional domains.

Essentially, the current research intends to develop an indigenous 'Job Demands and Resources' scale based on qualitative exploration of underline factors influencing job performance of human services professionals. As aforementioned that human services professionals have some very common characteristics like serving and interacting with human being face to face or voice to voice but have diverse

dimensions of their work domains and versatility in performance requirements, so researcher intended to bring such common but highly significant job demands and resources among human services professional which are responsible for their maximum performance outcome. These factors may help to expedited efforts to boast up their performance in specific professions moreover it would be helpful for policy and system developer to take causation for common good in general.

World Health Organization (WHO) has given a model of stress in their annual manual (2007) with reference to demands and resources and these are further categorized into living conditions and working conditions along with other personal characteristics. According to Houtman (2007), the process of stress can be made concise with a model that shows us the root cause of the stress, its reactions, long term consequences as well as the individual characteristics and relations between these factors.
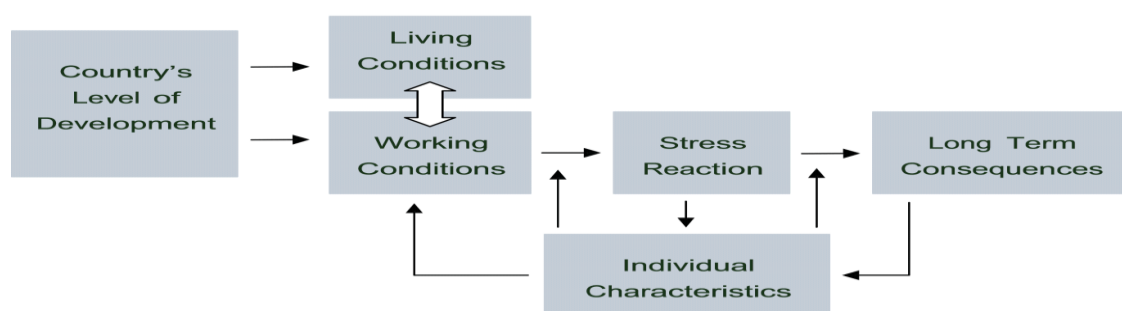
Figure 1. Model on causes and consequences of work-related stress Houtman et al. (2007)

Above reported Models aimed at to elaborate the influence of Job characteristics and contextual conditions on occupational health or well-being. Hence

"job demands and resource model" have been center of attention of researchers in advanced, developed and developing countries, but in most of studies, researchers select job demands as well as job resources from existing literature although it has been emphasized in JD-R model literature that it is context specific so exercising this model from selected factors instead of explored dimensions undermine its utility. It will be first endeavor in Pakistan to identify contextual factors of job demand and resources and examining it with other study variables.

Personality has been always interesting subject for researchers either conducting research in clinical, education, human development or occupational areas most of researches in this regard are focusing some of personality aspects or searching personality impact on selected search variables. Mostly Big five factors have been used for this purpose. Theory of temperament and personality inventory reveals that big five factors are addressing traits of human beings but a significant portion of our personality or response set is based on our temperaments (Rothbart, Ahadi, & Evans, 2000). Considering Pakistani research literature hardly any research examines the role of personality dimensions whereas focusing upon occupational psychology research tradition is evident for no research existence as per knowledge of researchers. A path by path moderating analysis of personality dimension will be a valued addition in this domain. Studding attribution style with reference to occupational burnout is an emerging trend (Luthans & Youssef, 2007), current study is presenting a serial and parallel mediation through attribution styles between job demands, resources and burnout. With model testing it is a holistic approach to see the mediating effects of attribution styles in JD-R model. However, no empirical study till the date as per

knowledge of researcher had incorporated attribution styles in JD-R model to examine their serial and parallel meditational roles.

The proposed research model according to "Job demand and resource model" in this research is an attempt to develop the role of study variables with internal modification as per empirical study identification of relationships between planed variables to scrutinize factors of performance enhancer paired with resistance factors at social, societal and organizational level. Before exploring research model, main study variables are being elaborated.

Definition of Burnout

The first person to coin the term "Burnout" as a syndrome of employee serving in health care was Freudenberger (1974). He proposed that it was the people with who are more committed and/or devoted to their work who have the highest risk of getting burnout's symptoms. Since Freudenberger introduced the concept of burnout, a multiple definition was come into the surface. Kahn (1978) described "workplace burnout as unfavorable attitude of employees towards themselves and towards customer, which is often linked with uncomfortable physical and emotional sign ranging from exhaustion and insomnia to migraines and ulcers". Consequently, Carroll (1979) defined "job burnout as a type of ecological imbalance between the interactions of individuals with their workplace environment". In the same era, Daley, (1979) described burnout as a consequence of job stress varies based upon the magnitude and time span of stress. Extending this work, Edelwich and Brodsky (1980) viewed burnout as a loss of energy, idealism and goal achievement caused by

working environment. We can find that there are four levels of burnout process, according to this this definition i.e. stagnation, enthusiasm, frustration and apathy.

The broad social, economic and cultural developments during the last quarter of the past century have been considered to originate burnout among professionals likewise the transformation of industrial society into the economic society is quite obvious. The psychological pressure raised parallel to this rapid transformation and was turned as burn out. The century ended with burnout to be considered as the cause of destruction of positive psychological state. The phenomenon of burnout varies among different areas of globe. Some consider it as medical diagnosis and others think of it as a non-medical, socially accepted term does not have a lot of influence on psychiatric diagnosis. Although burnout is recognized term all over the world but meaning and ways of defining even styles of pronunciation vary from region to region and culture to culture even language to language. An overview brings to light that in different languages the term "burnout" is used somehow differently. For example, in some languages "burnout" or "to burn out" use, likewise free translation of "burnout" has been used in different languages. Furthermore, in some of the countries term "exhaustion" is used in place of burnout. These differences tell the fact that regional conceptualization of burnout construct in specific geographical region is unavoidable (Schaufeli, 2009).

It is the matter of fact that organizational burnout is the output of multiple factors (Maslach, Schaufeli, & Leiter, 2001), among these factors, the Organizational factors; workload (Greenglass, 2001), time pressure (Maslach et al., 2001), conflicted tasks, ambiguity in role (Piko, 2006), low supports or resources (Schaufeli, Bakker, & Van Rhenen, 2009) are in general. Most studied Individual factors comprise upon

personal attributes such as self-efficacy (Schraml, Perski, Grossi, & Simonsson-Sarnecki, 2011), self-esteem (Blom, 2011), locus of control, emotional stability, extraversion, conscientiousness, positive and negative affectivity, optimism and proactive personality (Van Der Zee, Bakker, Lewig, & Dollard, 2006) and hardworking (Maslach & Leiter, 2006) are prevalent. In relation to burnout studies have been conducted with demographics variables such as Different age group (Honkonen , 2006), Marital status (Maslach & Jackson, 1985), Working experience (Aiken, Clarke, Sloane, Sochalski, & Silber, 2002), salary structure and working hours, (Gelfand, 2004). Then situational or contextual factors have been explored as role conflict (Jawahar, Stone, & Kisamore, 2007), Experiencing incompatible (Zellars, Hochwarter, Perrewé, Hoffman, & Ford, 2004), and political skills (Jawahar et al., 2007). Some of researches have been conducted in category of situational factors with burnout. The core concern among all above research work is the absence of a holistic attempt to study these individual, personal and organizational variables in same study to explain maximum variance about burnout either in conceptual model of researcher or established theoretical Model based on past researches.

Maslach, Jackson, and Leiter (1986) contributed a lot to define and refine the construct of burnout and explained it as a syndrome in the professionals who interact with people in any role. According to them burnout has three facets which are emotional exhaustion, depersonalization, and diminished personal accomplishment.

i)   The Emotional Exhaustion: drained thoughts and exhausted emotion due to employee job.

ii)   Depersonalization: careless response of the employees towards his or her clients at work place.

iii)   Diminished Personal Accomplishment: decrease in sense of achievement at

job setting.

Higher degree of emotional exhaustion and depersonalization leads to greater level of burnout perhaps level of sense of accomplishment will be on lower side. In nutshell lacking in necessary job support, less appreciation, inadequate autonomy and less responsibility are contributor of burnout (Emener, 1979). Unlikely, Daley (1979) suggested that emotionally detachment of employees from their job, treating recipients as cases and objects and exhibit indifferent attitude towards clients' problems. This state of employees called job burnout.

Theoretical Models of Burnout

The first model in which burnout was initially examined after its emergence with reference to employee behavior at job place was job-fit model (Maslach et al., 2001). The model brings to light the importance of equilibrium between employee characteristics and job place factors such as how much controlling a job is amount of work, magnitude of reward, recognition in the work place, cohesion, fairness and also the value system of the organization. The job-fit-model, introduced two types of fit between employee and his work settings; at first, fit between employee's requirements and benefits facilitated by the institution and at the second level, fit between job requirements and skill set level of employee including job knowledge, expertise and capacities (Schaubroeck, Ganster, & Fox, 1992).

Two-factor theory. Two-factor theory posits that employee's satisfaction and motivation is being driven by two of fairly autonomous sets of conditions, these are "Hygiene Factors" also called "Dissatisfiers" and "Motivator Factors". Absence of these factors lead to employee level of dissatisfaction. Motivator factors are also known as satisfiers. These cause employee satisfaction availability of these factors in work environment make employee feel good at his job (Herzberg, 1967).

The job characteristics model. According to "Job Characteristics" model of (Hackman & Oldham, 1976) worker's reactions to jobs, either positive in form of job contentment, job engagement or negative in form of illness, being absent or in form of turnover are a function of job characteristics. These factors are influenced by employee characteristics (Roberts & Glick, 1981).

The demand–control model. Demand–control model is based on two of the hypothesis; the first is strain hypothesis which explained that "strain will be maximum in jobs where job demands are higher but job control is very low". This kind of jobs is supposed to high strain jobs. Contrary to it as per active learning hypothesis if job demand is high and provided job control is also high this combination will facilitate the work enjoyment, learning and employee personal growth (Karasek, 1990).

The "effort–reward imbalance" model. the ERI model highlights the importance of incentives, instead focusing level of control structure at work place. According to ERI model an imbalance between reward (e.g., salary, job security, growth opportunities, and career development) and efforts (motivation to achieve targets) cause job stress (Siegrist, 1996).

A lot of important insights regarding the aspects that have an effect on workers' welfare were inferred from the early models of job stress and motivation.

But the influential models in both the stress and motivation literatures have largely neglected each other (Bakker & Demerouti, 2007). This research emphasizes on working on stress and motivation at the same time. We must also critique the following points in the early models: one-sidedness, static character of the models, simplicity and changing nature of jobs.

Burnout is determined as result of long facing stress full condition at job place. Especially following professions are highly prone to burnout such as schooling, medical care (Gorter, Storm, Brake, Kersten, & Eijkman, 2007), community work (Poulin & Walter, 1993) or legal services in cases of emergency (Cherniss, 1980).

Job demand and resource model. The "Job Demands-Resources" model is constructed on the supposition that there are general risk factors attached with every occupation and that they can be categorized into two classifications i.e. job demands and resources. Consequently, composition of these categories developed a model which may cater the needs of different occupations in terms of job demands and job resources (Bakker, 2003; Demerouti, 2001).

Job demands. These can be further categories as physical, psychological, organizational or social, aspects of the job. Which involves non-stop physical and/or psychological (intellectual and /or emotional) exertion due to which they are linked with some particular physical as well as emotional expenses. Excessive workload, dissatisfying workplace atmosphere and emotionally exhausting relations with costumers are examples of this. The job demands are not always a negative factor in work but they can cause stress when the employee does not get enough time to recover from the efforts being put to complete those demands (Meijman, Mulder, Drenth, & Thierry, 1998).

Job resources. These are the physical, social, organizational or psychological features of the job that are used in achieving work objectives, decreasing job demands and the mental and physical expenditure linked with it (Schaufeli & Bakker, 2004b). Stimulate personal growth, learning, and development are examples of this. This is why it can be said that job resources are not just necessary to complete the job demands but they are also important in their own self. This study concurs with Hackman and Oldham (1980) on the "Job Characteristics Theory" according to which following factors are important in the motivational potential of job resources at the stage of main working: work independence, criticism, and importance of the work being done. This theory also emphasizes on the significance of with conservation of resources (COR) theory (Hobfoll, 2001) according to which humans are basically motivated to maintain and gather recourses. Hence it can be inferred that resources are considered valuable indiscriminately because they help in various accomplishments and also to secure further resources. Job resources can be found in various forms such as the following ;the level of the organization at large (e.g., salary, job opportunities, professional stability), the social relations (e.g., boss and co-worker support, group environment), the method of work (e.g., elaborating the job, democratic way of decision making), and at the level of the work (e.g., variance in expertise, task identity, importance of the job, autonomy, criticism on work) (Bakker, Demerouti, De Boer, & Schaufeli, 2003).

Dual processes. Another premise of the JD-R model is that two fundamental psychological processes are the cause of job strain and motivation. First is the wastage of energy and health issues that arise because of unhealthy way of working, poorly designated jobs, or job demands that are recurring in nature (e.g. excessive job burden, emotional burdens) these issues cause mental and physical exertion and fatigue (e.g., Demerouti, 2001). According to Hockey (1993), because of the

environmental demands people tend to utilize "performance protection" approaches by using sympathetic activation which can be done unconsciously or it can be endocrine. Individuals may also increase their effort to achieve job goals by using active control while processing information. The more someone uses these methods the more toil there would be on. Although this strategy creates difficulty when showing open decrements in basic task performance, Hockey (1993)'s theory suggests that various patterns of indirect degradation can be noticed. We can call them compensatory costs (e.g. Amplified activation and/or subjective exertion), strategy adjustments (work focus, selectivity, redefining work requirements), and fatigue after-effects (risky choices, high levels of subjective fatigue). Energy wastage and ultimately breakdown of an individual can be the result of these strategies in a long run.

The other process in this model is motivational (Bakker & Demerouti, 2007), it is thought that job resources increase motivation in employees and as a result increase performance by increasing work engagement and decreasing cynicism in workers. We can infer from the definition that resources can have an intrinsic effect on motivation due to the fact that they increase growth in workers by helping them learn and develop in a proper manner. Job resources may also have an extrinsic effect on the motivation of workers because of their importance in work completion. In the intrinsic form, job resources satisfy basic human requirements (Salanova & Schaufeli, 2008), they can be the requirement of liberty (Trépanier, Fernet, & Austin, 2013), proficiency (Giardini & Frese, 2006), and relatedness (Broeck, Vansteenkiste, Witte, Soenens, & Lens, 2010). As an example we can observe that with proper criticism the workers have a good environment for learning which in result increases job proficiency. On the other hand, social support and freedom to make decisions fulfills the emotional need of freedom as well as the need to belong at your work place. The

"Effort-Recovery" (Meijman, Mulder, Drenth, & Thierry, 1998) shows that resources can play an extrinsic role in motivation. As it has been observed that when organizations offer a range of resources to the workers it tends to make them dedicate their efforts and abilities towards the job at hand which increases the chances of successful completion of the task. Example of this is that when employees are given support from co-workers and proper feedback from their bosses it increases performance significantly. Thus it can be said that either through satisfying basic needs or by achieving work goals, the increase in job resources is directly proportional to increase in job engagement and decrease in cynical attitude in employees.
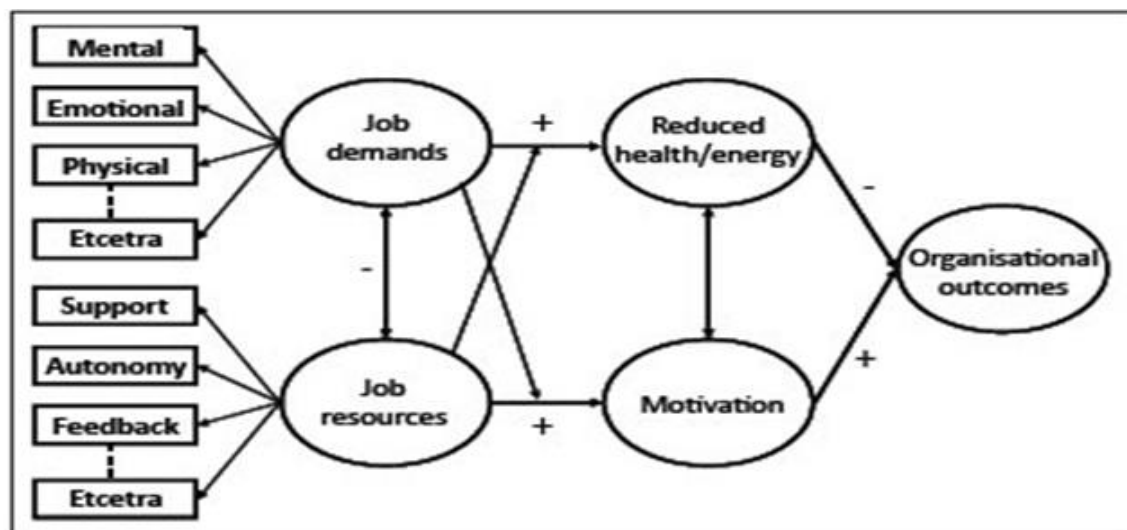
Figure 2. Job Demands and Resource Model

Measurement of job demands and resources. Since the emergence of Job demand and resource model and afterwards development of job demand and resource theory, researches have been incorporating different variables as demands and resources keeping in view specific research sample. But elaboration is missing in any research design that why some of the demands and resources have been specify for this particular research purpose. If at one side it provided flexibility to researchers for

selection of different job demands and resources as per their need, on the other hand it provide weak theoretical foundation of research. Rothmann, Mostert, and Strydom (2006) developed a scale, comprised of different job demands and resources. It's of generic nature instrument applicable to many a job setting to gauge general job demands and resources. Theory of job demands and resources highlight the flexibility of job demands and resources. Elasticity of job demands and resources opens new horizons for further exploration to introduce more categories for job demands and resources that may indicate more contributing factors for occupational health and risk factors. Extensive literature review of job demands and resources reveals that not only cross sectional (Bakker et al., 2003; Cherniss, 1980; Karatepe & Olugbade, 2009) but also there is a small number of quality longitudinal studies available to identify the job demands and resources (Mauno, Kinnunen, & Ruokolainen, 2007) which are ultimately contributing towards occupational health outcomes. Such studies concluded (Fernet, Guay, Senécal, & Austin, 2012) that other than personal, social and organizational factors there is major influence of environmental factors where individuals survive, it has great influence on the mental health related outcomes, a recent meta-analysis of region wise job demands and job resources revealed that region has great influence on nature of job demands and resources (Lee, Seo, Hladkyj, Lovell, & Schwartzmann, 2013). Keeping in view these factors, a feasibility of indigenous themes about job demand and resource emerges that may cater regional characteristics of third world country like Pakistan and in accordance to it, it can identify job demands and resources of human services professional indigenously.

Searching for measurement of "job demands and resources" in literature provides a list of broad range of psychosocial work environments that could be related

to worker mental health. The UK HSE Management Standards (2004) for work related stress developed a questionnaire to measure six aspects of work environment mentioned earlier: demands, control, support, relationship, role, and change (Cousins, 2004). The second version of the Copenhagen Psychosocial Questionnaire (COPSOQ II; 2010) was designed to measure a wide range of psychosocial factors, but the instrument was particularly unique in that it measures emotional demands, predictability, possibilities for development, quality of leadership, social community at work and trust (as a part of workplace social capital), justice and respect, and family-work (im) balance (Pejtersen, Kristensen, Borg, & Bjorner, 2010). The Korean Occupational Stress Scale (KOSS; 2005), developed in an Asian country, was also reviewed as a reference. It measures eight dimensions of psychosocial work environment: physical environment, job demand, insufficient job controls, interpersonal conflict, job insecurity, organizational system, lack of reward, and occupational climate (Chang, 2005) as in the development of job demands and resources measures.

Jackson and Rothmann (2006) developed the Job Demands-Resources Scale (JDRS) with the analysis of the interview with participating groups and literature. The JDRS is made of 40 items regarding the mental and emotional load, work variety, learning opportunities, freedom in work, coworkers' relations, relations with immediate supervisor, pave and magnitude of work, job clarity, information, communications, contact possibilities, amount of participation, uncertainty about the future, payment and career possibilities. JDRS is constructed on the basis of a four-point scale, which means that all the items are measured on four points, 1 meaning never and 4 meaning always. According to Jackson and Rothmann (2006), the items on which JDRS is build are all parts of these seven factors: institutional support, growth opportunities, work over burden, job insecurity, relations with coworkers, control, and rewards.

Table 1

Job demand and Resource Scale developed by Rothamnn in (2006)

Domain	Growth Opportunities	Organizational Support	Advancement	Overload	Job Insecurity
1	job variety	relationship with supervisors	remuneration	pace and amount of work	uncertainty about the future
2	opportunities to learn	relationship with colleagues	career possibilities	mental load	
3	independence in the job	sharing of information	training opportunities	emotional load	
4		communication			
5		job clarity			
6		participation decision taking			

Although it seems first attempt to integrate two independent domains of job demands and resources in same scale and author claimed to cater many of job demands and resources within this scale but five identified factors cannot distinguish between resources and demands which have been finalized after exploratory and confirmatory phases. It is providing a foundation for further development of a comprehensive tool which may not only measure the job demands and resources but may also serve the purpose in refine categories.

Another development in the field is the revised form of Brief Job Stress Questionnaire (2011). The New BJSQ is able to measure more psychosocial factors because the advance version adds in new scales and items into the model (Inoue et al., 2014). A pilot internet survey was used to field-test and refine these items and scales which were compiled from various job stress models and questionnaires from around

the world. In the end, an 84-item questionnaire (141 items when summed up with the current BJSQ) was developed. The conceptual framework that emerged is as below;

Table 2

New BJSQ (2011) comprising 34 scales (129 items)

Domains /Sr.#	job demands (five scales, 14 items)	task-level job resources (six scales, 19 items)	workgroup-level job resources (nine scales, 38 items)	organizational-level job resources (eight scales, 33 items)	Outcomes (six scales, 25 items)
1	quantitative job overload	meaningfulness of work	monetary/status reward	trust with management	work engagement
2	emotional demands	job control	esteem reward	preparedness for change	performance of a duty
3	role conflict	role clarity	job security	procedural justice	realization of creativity
4	work-self balance (negative)	career opportunity	leadership	respect for individuals	active learning
5	workplace harassment	Novelty	interactional justice	fair personnel evaluation	work performance
6		predictability	workplace	diversity	
7			workplace where mistakes are acceptable	career development	
8			collective efficacy	work-self balance (positive)	
9			workplace social capital		

Although New BJSQ is based on exhausted literature review and new occupational requirements realized by subject matter experts but It is containing many of the short comings; development of New BJSQ has been done with preset mind of current BJSQ scale, which may hinder the exploration of new dimensions, it is based on the needs of Japan indigenous needs as all of the exploratory work have been done with the community of that country. Model fit indices are not at highly acceptable ranges which invites the further exploration on these identified construct.

These limitations also put forth the need of further studies. Both developed measures inspire the fact that Job demand and resources have impact of specific region. So, exploratory study is the need of any society to get maximum benefit of this model. JD-R model is rich and can incorporate not only direct relationship but also having the capacity to incorporate mediators and moderators into it.

The integration of personal resources. The early and revised versions of the JD-R model only considered characteristics of the work environment. However, because most psychological approaches assume that human behavior results from an interaction between personal and environmental factors (Stern, 2000), eventually personal resources were added into the JD-R model (Schaufeli & Taris, 2014). Personal resources means the psychological aspects of an individual which are linked with resiliency and the ability to influence ones' surroundings (Luthans, Avey, Avolio, Norman, & Combs, 2006). Personal resources play an important role in completion of work tasks as well as personal developments, just like job resources. Up till now personal resources are made a part of JD-R model in the following five ways (Schaufeli & Taris, 2014): influencing well-being, moderating job characteristics/well-being relations , mediating job characteristics / well-being relations , influencing perception of job characteristics and acting as a third variable in the model.

Conservation of Resources theory (Hobfoll, 2002) says that resources seems to add up to one another, for example a resourceful atmosphere at workplace makes employees optimistic regarding their job and confident as well, this results in better work engagement from workers. This assumption is backed up by three cross-sectional studies. It was Illustrated that elf-esteem made in work place, positivity, and

self-efficacy acts somewhat like a catalyst between job resources and work engagement (Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2007). Other researches also got the same kind of results (Vink, Ouweneel, & Le Blanc, 2011), these studies who focused on four personal resources that constitute the concept of Psychological Capital (PsyCap): self-efficacy, positive thinking , hope, and resilience. Lastly (Vonberg et al., 2008) reported that the relations between job demands and exhaustion and between job resources and vigor/exhaustion are mediated by satisfaction of basic psychological needs (i.e., competence, autonomy, and belongingness). job resources satisfy these basic needs, whereas job demands work opposite to that. Satisfaction of these needs results in a more vigorous workforce. These findings were confirmed by two longitudinal studies. A laboratory study concluded that efficacy beliefs mediated the link between task resources (i.e., time and method control) and task engagement (Llorens, Schaufeli, Bakker, & Salanova, 2007). The following results were concluded in a recent three-wave study among Italian teachers: Job resources and self-efficacy affected work engagement both across a short (4 months) and a longer-term (8 months) time interval (Simbula, Guglielmi, & Schaufeli, 2011). Similar to the study by Xanthopoulou et al. (2009), these two longitudinal studies also provided evidence for reciprocal relations. Llorens et al. (2007) suggested that efficacy beliefs are increased by engagements, which was in turn associated with increasing task resources over time. Simbula et al. (2011) Found that engagement was associated with higher levels of self-efficacy across time. Again, these findings suggest the existence of a positive gain spiral in which efficacy beliefs play a central role. Personal resources are best explained by attribution styles (Van Wyk, 2008).

Attribution Style

A lot of researches have been done on attribution style (also known as explanatory style) and how it links with health, , mainly in the area of clinical psychology (Joiner & Wagner, 1995). But its relation with burnout has not been given enough attention in the area of occupational psychology, even when a meta-analysis by Sweeney, Anderson, and Bailey (1986) claimed that attribution style is of extreme importance among individual difference characteristic in the main causes of depression, as recommended by Tennant (2001), depression is the most negative impact of professional burnout when it comes to psychological health. The theory of " Learned Helplessness" is the basis of Attribution style (Abramson, Seligman, & Teasdale, 1978) and is now considered the method by which we can measure the positive/negative causes of situations that an individual faces. It is suggested by Abramson et al. (1978) that the individuals who display negative attribution style are those who are prone to feeling depressed will get a feeling of helplessness when they face harsh circumstances. The attribution style questionnaire can be utilized to find the magnitude of the feeling of helplessness (Peterson, Semmel, Von Baeyer, Abramson, Metalsky, & Seligman,   1982) this questionnaire is based on three dimensions which are following : internal-external; stable-unstable; and global-specific (Furnham, Sadka, & Brewin, 1992).

Internal attributions are those where a person thinks their own self is the reason of an outcome, example of this is thinking that one has failed in completion monthly target at work because of their own wrong plans. The external attribution is where the individual believe that some external factors were at play to cause the result to happen the way it did (Furnham et al., 1992), considering the above scenario,

thinking that the monthly target was too high to achieve can be counted as an example. A stable attribution is that where the cause of the situation at hand can be considered as permanent, a reason which will stay there in the future as well. An unstable attribution is that where the causes of an outcome are temporary and it is considered that in the future these causes will be removed. Lastly, the global attribution is the attribution where the reasons that bring about a situation are considered universal, causes which are most likely to range over a broad spectrum of circumstances. The local attribution is that when the causes which are considered to be the reason of the outcome are applicable only to the relevant circumstance (Joiner & Wagner, 1995). If the causes of negative circumstances are viewed as internal, stable and global and the causes of positive circumstances are considered as external, instable and local, this is called a negative or depressive attribution style (Sweeney, 1986). the opposite of, where the causes of negative and positive situations are flipped, it would be called positive attribution style. Meta-analytic data from Sweeney (1986) and Joiner and Wagner (1995) advocate that the previous researches have given sufficient proof that when negative attribution style is applying for negative or positive situations it is most likely to be a significant cause of depression in adults, adolescents and even children.

As workplaces are achievement oriented places, Perrewé and Zellars (1999) proposed that attribution researches should be applied there, which is relevant to individuals' understandings of causality behind situations. During a research on achievements in academic situations Perrewe and Zellars (1999) found it was parallel to the process of attribution search (the search for attribution meaning) with the primary appraisal stage of Lazarus' and colleagues transactional burnout model.

Perrewe and Zellars (1999) proposed that to enhance this model, the Weiner's Hypothesized could be used in an organizational context. If this is the case, then part of the meaning and value attributed to burnout at workplace situations (to result in subjective perceptions) may occur through the attribution process. Which is why it can be said that the perception can be affected by negative attribution styles (Threatening, burnout, goal threatening, etc.) that individuals have about workplace situations, and thus attributions could be a potential mechanism by which primary appraisal works.

This idea is supported by the research (Clarke & Singh, 2005), according to them the relation between burnout situations and mental distress in physicians is mediated by explanatory, but a hypothesized moderating effect of explanatory style on psychological distress was not found. Negative attribution style was found to interact with perceived burnout in the prediction of subsequent illness in a longitudinal study (Jackson, Sellers, & Peterson, 2002).

Personal resources' mediate in health impairment process.   This is a process by which heath starts to diminish. According to this, demanding jobs and their chronic demands (e.g., work burden, emotional fatigue) tend to utilize and deplete the mental and physical resources and energy of employees which leaves them exhausted. This can result in health problems which can include problems such as repetitive strain injury (Bakker, Demerouti, & Schaufeli, 2003; Demerouti et al., 2000, 2001; Leiter, 1993). Literature review brought to light the fact that positive personal resources have been part of different studies (Gardner, Dyne, & Pierce, 2004). According to a study (Luthans et al., 2006) it was found out that with the help

of positive personal resources the performance is increased in employees , other studies show us that positive personal assets in workers will increase the level of health and reduce the negative effects in them such as stress, strain and burnout. (Feldt, Kinnunen, & Mauno, 2000). A very few studies have been conducted with negative personal resources such as aggression, counter productive work behavior, pessimism those are shedding light on the fact that presence of negative personal resources may heightened the negative work out come. On the other side such kind of personal resources may hamper the positive effects of predicting variables. Finds such space for work in literature provides support for present study justification that negative personal resources should be incorporated in research model to judge their effects on both motivational and health impairment process.

Learned helplessness. Learned helplessness is the situation where an individual becomes unmotivated and passive due to constant failure and penalties and after the situation changes they stay the same because they start to believe that any effort will be fruitless and that they will fail in any situation (Abramson, Seligman, & Teasdale, 1978). Behaviors in people depend upon the outcome of those behavior, when individuals observe that certain behaviors give them the results that they wish for, they are motivated to keep that sort of behavior consistent, on the contrary if the behaviors do not give them the desired outcomes they will love the motivation to keep those behaviors. Overmier and Seligman (1967) were the first to discover learned helplessness with an experiment in which dogs were placed two sided shuttle box. An electrical grid was placed on one side only. Initially, the dogs were confined to the side with the electric grid. A light was flashed when they were given a small shock of

electricity. The dogs learned to link the flash with the electrical shock, because of classic conditioning. The tethers which confided the dogs were removed after the conditioning was completed.

It was observed that instead of going to the save side of the box when the light flashed, the dogs did not try to go towards the safe side, instead, they braced themselves for the coming shock. It was concluded that the dogs had "learned helplessness", believing that the shock was inevitable regardless of their efforts. The recent studies on this topic revealed that some organizational rules and cultures can bring about learned helplessness in people as well, just like it was created in dogs in the experiment (Martinko & Gardner, 1987). The policies or norms of an organization which are made by the leaders that reduce the motivation in workers are those policies which make them feel that success or personal recognition cannot be attained in that particular organization. For instance, a manager who routinely takes credit for her subordinates' successes while blaming them for their failures may find herself with employees who see little reason to work any harder than is necessary to keep their jobs. Similarly, an organization that forces employees to follow outdated and ineffective procedures may find itself with employees who show little urgency or interest in their work, because they think the effort will fail therefore they think why put an effort at all.

The learned helplessness that is caused by an organization has an effect similar to the experiment done on the dogs, even after the factors that induced the learned helplessness are removed, this condition remains persistent. To continue the previous examples, it might be expected that if the unfair manager or his policies are removed it would result in a motivated workforce but instead the employees that have worked

under those situations for a significant period of time become conditioned to them and do not recover from this and remain unmotivated.

Attribution process can explain this tendency. In the light of attribution process the explanation would be that external factors which reduce success rate in a workplace can actually increase the internal and stable attributions for failures while promoting external attributions for successes (Harvey & Martinko, 2009). Gradually these attributions can take form of a negative attribution style which makes the workers start to take blame for mistakes that were not done by them and giving credit for a successful venture to their superiors or some external reason instead of taking credit for their own hard work. An example to this situation would be a scenario where workers start to believe that they are incompetent and thus lose motivation because of a manager that takes credit for departmental success himself and blames employees for failure. Unless some proper actions are taken to restore the employee motivation, this perception would remain intact in workers even if the manager is replaced. This example also illustrates one of the downsides of the aforementioned optimistic-attribution style. While displaying this tendency the organizational leader such as managers or executives may feel good about their own self even if for a short period of time, but taking credit for good results for themselves and blaming workers for failures will result in a workforce without confidence which suffers from learned (Martinko & Gardner, 1987).

Aggression. Another undesirable motivational state discussed here which differs from learned helplessness in several ways is 'Aggression'. In this state instead of reducing motivation it increases motivation (Paul Harvey & Martinko, 2009). The

problem is that this motivation is focused on an undesirable behavior. Instrumental aggression is where the workers try to obtain some incentives or objectives which go against the interests of their employers or harm the organization. An example of instrumental aggression is workplace theft by an employee who thinks he is not paid enough. Hostile aggression is the behaviors intended to harm a person or organization. Example of this would be a scenario where a worker assaults his manager, in this situation the employee knows that he or she will not get any beneficial outcome for this action but still performs this hostility just for mental satisfaction of inflicting damage to the other person who they believe has wronged. Beyond the obvious surface-level differences in these forms of aggression, there are different underlying motivations (Martinko, Douglas, Harvey, & Joseph, 2005). Hostile aggression is where the motive is to retaliate or harm others while in instrumental aggression the motive is to obtain something desirable.

Both types of motivation may be sparked by the causal perceptions associated with hostile attribution styles. Study has proved that the chances of a hostile aggressive response are heightened when workplace failures are attributed to stable and external causes. It has been observed that acts of hostile aggression have mostly been committed by individuals with a hostile attribution style (Douglas & Martinko, 2001). In addition to empirical research evidence, anecdotal reports suggest that a number of workplace shootings in the United States, such as those at several U.S. Post Office facilities, were perpetrated by individuals with external attribution tendencies.

It can be concluded from the above evidence that workers who blame stable and external elements for failures in workplace have a higher chance of being motivated towards aggressive behaviors. The perceived intent of the subject is an

important factor in predicting which kind of aggression can occur if at all. A situation where failure is thought to be caused by reasons that were beyond the control of any specific person or entity (e.g., an economic downturn), aggression becomes less likely (Harvey, Martinko, & Borkowski, 2007). But some individuals will most likely show a tendency towards instrumental aggression in these situations. In circumstances where the failures are deemed to have occurred due to some external and stable reason which could have been prevented by someone, chances of hostile aggression towards the person who is considered to be at fault are increased. (Weiner, 1995). That is, when causality and intent can be attributed to a specific person or entity, people often feel anger, which, in turn, frequently motivates acts of hostility.

Other examples of attribution style research in occupational domains include: Seligman and Schulman (1986), who applied the ASQ to a working sample of insurance sales agents, according to their findings those agents who used positive explanatory style were able to sell 37% more policies in their starting two years. When ASQ was applied on fresh agents, it was found that those who ranked higher in positive attribution style kept their job for twice as long as their counterparts and also sold more insurance policies in a period of one year. Fumham (1992) using an occupational version of the ASQ, found that an optimistic attribution style was significantly associated with workplace satisfaction and motivation. Finally, Welboume (2007) suggested from the findings in their study that an optimistic attribution style is linked with positive abilities such as problem solving, coping, positive thinking, and intrinsic job (i.e. factors associated with achievement, independence, and responsibility). Fumham (1992) noted that even though attribution style has not been studied quite enough for professional settings, but because the

internal/external sub factors of attribution style are similar to that of the concept of "Locus of Control" the researches done on locus of control can be used to support the findings of researches done on attribution style.

Personal Resources Mediate in Motivational Process

Regarding the mediating role of personal resources, results of previous empirical studies have shown that individuals generalize their work learning experiences to their off-job situation (Kohn & Schooler, 1982). Pierce and Gardner (2004) concluded that OBSE mediates the relationship between resourceful work characteristics (e.g., influence, fairness, support) and employee motivation, attitudes (e.g., satisfaction, commitment), and performance. In a similar way, sense of coherence (a concept close to optimism) mediates the relationship between organizational climate and job security on one hand and occupational well-being on the other (Feldt, 2000). In line with the above, Another research (Combs, Liu, Hall, & Ketchen, 2006) showed that a resourceful work environment activates employees' psychological capital (i.e., hope, optimism, efficacy, and resiliency development), which in turn may bring financial profit. These findings suggest that the existence of environmental (job) resources may activate personal resources and this, in turn, may result in positive psychological and organizational outcomes. In relation to the motivational process of the JD-R model, we expect that job resources, such as control over the way and pace of tasks being performed, and opportunities for professional development will evoke a sense of significance to employees. Thus, employees with sufficient job resources will feel efficacious, important to the organization, optimistic about their future, and, consequently, stay engaged in their work.

Empowerment. It is one of the positive motivational states, empowerment means a state of increased motivation which is a resultant of expecting a positive outcome. (Conger & Kanungo, 1994). This means that the individuals who are empowered believe that their efforts will be fruitful and there they become motivated to put in more effort towards their goals. Managerial effectiveness and innovative style has can be a cause of empowerment in organizations (Spreitzer, 1995). The cognitive process which invokes empowerment should be studied because it is very beneficial for overall organizational effectiveness. Attribution process can be used to get information regarding how employees become empowered. Unlike learned helplessness, when undesirable results are attributed to internally controllable or externally unstable and uncontrollable factors this brings about empowerment in individuals. Thus, a physician who misdiagnoses a patient's disease, but believes the error was under her control (e.g., I didn't think to check for this disease, but I will know to do so in the future), is less likely to experience strongly negative emotions and learned helplessness than a physician who attributes the error to his incompetence. Similarly, a physician who attributes a similar error to an external, unstable, and uncontrollable factor (e.g., the patient gave incomplete information and there was not enough time to run a full battery of diagnostic tests) is likely to feel optimistic about her future chances for successful diagnoses. Those individuals also experience empowerment who attribute the success in workplace to internal factors such as their skills and efforts (Martinko & Gardner, 1987).it can be said that people who have positive attribution style will have a higher chance of experiencing empowerment compared to people with hostile attribution style. We have to remember that attribution styles can make people have wrong perception of the reality

in which they are in. it should be said as a warning that people with a positive attribution style can experience empowerment even when their skills and abilities are not up to the mark, their empowerment can make them disillusioned about themselves. Therefore, it is suggested that true attributions should be promoted instead of only optimistic attributes.

Affective commitment. Most of the social scientist defined the construct of organizational commitment in terms of the degree to which an individual identifies with and involves in an organization (Curry, Wakefield, Price & Mueller, 1986). For instance, Becker (1960) said that commitment is the tendency to act according to a particular set of activities. Porter, Steers, Mowday, and Boulian (1974) described commitment as the measure of a how much a person identifies and is involved with his organization. According to Steers (1977), organizational commitment is the individual's strength with and engagement in an organization. In the literature of organizational commitment, the work of Meyer and Allen gained considerable attention of researchers and industrialist (Meyer & Allen, 1984), as they proposed the following dimensions for it: affective, continuance and normative commitment. Affective commitment is defined as a worker's connection with his organization of employer and how much he identifies with them, this brings about a sense of trust with the organizational goals and values. Theoretical models focus on the issue of job burnout and its consequences related to the individual and his/her family (Lee, & Ashforth 1996; Kahill, 1988). The 'Social Exchange Theory' can be used to understand the consequences of job (Blau, 1964). Social exchange relationship between employees and employer tend to have the reciprocation of socio-emotional

benefits. Both of them are closely attached with each other to accomplish their personal goals. The logic behind the relation between job burnout and affective commitment is that the workers make a mutual relation with their employees which fairly gives benefits to both. We have to understand two concepts to explain the effects of job burnout a workers' attitudinal changes. Firstly, job burnout might be considered as unjustified price for the benefits offered to employee under employment contract. Secondly, employees can be inclined towards burnout in organizations which give them unjustified workload. Emotional exhaustion, depersonalization and lack of accomplishment can be considered as unjustified and costly price of burnout in most of the cases, and have potential to affect affective commitment significantly.

It was observed by Miller and Nath (1988) that countries where individualism is on the rise, people have a very materialistic view of their relation with the organization they work for. Whereas, in collectivist societies, there is a factor of morals which connects the workers and their organization. This shows that collectivist and individualist societies have a very different view regarding their concept of organization. Collectivist individuals commit to organizations primarily due to their ties with managers, owners, co-workers (collectivism), and much less due to the job itself or the particular compensation scheme (individualistic incentives) (Boyacigiller & Adler, 1991). According to Earley (1989), American theoretical structures have failed to include a full range of explanations for organizational commitment. As a result, we have a very limited knowledge regarding the boundary conditions and observed relationships of the theories of organizational commitment. Boyacigiller and Adler (1991) suggested that the dimension of individualism versus collectivism can be very useful for organizational commitment researchers. Randall (1990) theorizes

that a country's individualism-collectivism score may be associated with different levels and types of organizational commitment. She further states that it can be anticipated that employees in collectivist cultures would show higher levels of organizational commitment compared to employees in individualistic cultures. It can also be said that in collectivistic cultures individuals will show more affective attachments (a sense of loyalty) towards their organization or employer. Whereas, in individualistic cultures individuals with be more inclined towards a calculative involvement (a cost-benefit approach) with institutions. The purpose of this study is to examine the influence of career stage on organizational commitment in an individualistic culture, that is, Australia (Hofstede, 1980) Similar to Allen and Meyer (1993). Because Pakistan has a collectivistic culture so affective commitment has been chosen for mediating role.

Personality Dimensions as Moderator

The definition of personal resources shows us that they can become a buffer for the negative aspects of job demands in regards to burnout and increase positive effects of job resources. This hypothesis is backed up by a sample of Dutch employees in which the intrinsic motivation for work increases the positive effects of freedom at workplace and also the negative effects of learning opportunities when the employee has exerted his energy (Van den Broeck, Van Ruysseveldt, Smulders, & De Witte, 2011). it was discovered by Brenninkmeijer, Demerouti, Le Blanc, and Van Emmerik (2010) that the employees who have a higher degree of prevention focus (i.e., employees who are take responsibilities very seriously) become relatively more exhausted by the effects of workload and interpersonal fights. However, instead of

exacerbating the positive effect of job resources on engagement, a strong promotion focus (i.e., high concern with possibilities for growth) was associated with lower levels of engagement.

Neuroticism and on a smaller degree extroversion are linked with effects of professional health like emotional stress (Hart, 1994) and job satisfaction (Judge, Heller & Mount, 2002). High levels of neuroticism can cause problems such as psychological weakness, and reduced capacity to handle pressure and stress. High levels of extroversion, on the other hand are linked to positive effects such as increased levels of sociability, positivity and becoming energized (Costa & McCrae, 1992). This has made some researchers give the statement that neuroticism worsens the professional health whereas extroversion improves occupational health. Because neuroticism effects the perceptions of employees in work settings, it can be said that neuroticism is directly and indirectly to work related stress. In the former case the effect is thought to arise because of a heightened vulnerability to aversive stimuli and the effects of stress, while in the latter case, individuals high in neuroticism are thought to appraise certain work situations as threatening because they are more susceptible to anxiety-inducing environmental cues, and/or tend to view the world negatively (Spector, 2000). Both cross-sectional and longitudinal findings from the work-stress literature support a direct relationship between neuroticism and health outcomes while evidence of an indirect relationship is supported by correlations between neuroticism and perceptions of workplace conditions reported by Hart (1994), who identified a negative pathway from neuroticism to psychological strain via negative workplace perceptions.

Temperament and Character Model

Cloninger (1993) proposed a psychobiological theory, which included four dimensions of temperament and three dimensions of character. Cloninger assumes that character of a person will gradually mature with his age and that character is relatively unlikely to be heritable compared to temperament. The 'Canonical Sequence" by Piaget, Freud and Erikson for the purpose of linking personality development to the stages in development. It is a personality development model which consists of 15 steps. This model is used to identify a chain of various psychological and psychiatric problems that can happen during developmental phases. It also defines dimensions upon which temperament and character is based on. (Cloninger & Svrakic, 1997).

The Model of Temperament. The outcome of the interaction between environmental and genetically elements on the temperament of a person is called 'Phenotypic Variation'. Eysenck presumed the phenotypic and genotypic structures to be the same. However, this assumption was doubtful.

Based on psychobiological theory, the Temperament and Character Inventory (TCI) evaluates four higher order temperament and three higher order character traits. Each of the seven temperament and character traits has several lower order components. This makes Twenty-five facets altogether (12 facets of temperament and 13 facets of character).

Harm Avoidance. Harm Avoidance (HA) is a higher order temperament trait which has four lower level traits, these are; Anticipatory Worry and Pessimism versus Uninhibited Optimism (HA1), Fear of Uncertainty (HA2), Shyness with Strangers (HA3), Fatigability and Asthenia versus Vigor (HA4).

People high in HA have a tendency to be wary, cautious, dreadful, tense, troubled, apprehensive, shy, doubtful, debilitated, uncertain, inactive, pessimistic, or skeptical even in circumstances that don't usually stress other individuals. Conversely, people with low scores on HA have tend to be lighthearted, casual, brave, bold, and positive even in circumstances that stress a great many people.

Novelty Seeking. Novelty Seeking is also higher order trait of temperament. it has four lower level traits, which are; Exploratory Excitability / Stoic Rigidity (NS1), Impulsiveness / Reflection (NS2), Extravagance / Reserve (NS3), Disorderliness / Regimentation (NS4).

People who have higher levels of Novelty seeking are usually easily triggered, curious, full of energy, impulsive, easily bored and disorganized. On the other hand, the people who score low on this trait are usually seen as unaffected, non- emotional, intrinsic, well planned, orderly and tolerant of monotony (Cloninger, 1987).

Reward Dependence. Reward Dependence is a higher level trait of temperament which depends upon three lower level traits; Sentimentality / Tough Mindedness (RD1), Attachment / Detachment (RD2), Dependence / Independence (RD3).

People who are Reward Dependent are usually observed to be soft-hearted, caring, dedicated, dependent, sensitive, loving and outgoing. On the contrary the people who score low on Reward Dependency are mostly described as practical, cold, unmoving and socially insensitive. (Cloninger, 1987; Cloninger; 1994).

Persistence. Persistence is a higher order temperament trait which is evaluated with a single 8 item scale according to the modern TCI model (Cloninger, 1993). Persistent people are defined as those who are hard-working and persistent. They stay

steady and stable even in frustrating and tiresome conditions. The people who are low on this temperament trait are mostly observed to be unchanging, unreliable and unresponsive. This assessment is based on self-reports of the test subjects and ratings of the interviewer. It was observed that non-persistent people do not increase effort despite rewards being offered. They seem to be satisfied by their current position and do not strive for a better placement even if they are able to achieve that. These people can be seen to only do work hard enough to get by and not more than that (Cloninger, 1993; Cloninger, 1994).

The Model of Character. There are three higher level character traits which have further lower order traits. The three higher level traits are Self-Directedness, Cooperativeness and Self-Transcendence (Cloninger, 1987).

Self-Directedness. Self-Directedness is a higher order character trait consisting of five lower order traits; Responsibility / Blaming (SD1), Purposefulness / Lack of goal direction (SD2), Resourcefulness / Inertia (SD3), Congruent Second nature / Bad Habits (SD5).

People who are more self-directed persons are seen as mature, strong, self-sufficient, responsible, reliable, goal oriented, constructive, and well-adjusting people when they are in a leading role. They have good self-esteem and self-reliance, effective, able to adapt their behavior according to the situation at hand. In contrast, individuals who are low in Self-Directedness are described as immature, fragile, blaming, destructive, ineffective, irresponsible, unreliable, and non-adjustable when they don't find themselves compatible with their leader. (Cloninger, 1993; Cloninger, 1994).

Cooperativeness. This higher order character trait consists of the following five aspects; Social Acceptance / Social Intolerance (C1), Empathy / Social Disinterest (C2), Helpfulness / Unhelpfulness (C3), Compassion / Revengefulness (C4), Pure Hearted Principles (Integrated Conscience) / Self-Serving Advantage (C5).

In this model the measure of cooperativeness has been formulated to account for individual differences in identification with and acceptance of other people. Highly cooperative people are described as empathetic, tolerant, compassionate, supportive, and fair. In contrast, people who are low in this character trait are described as self-absorbed, intolerant, unhelpful, vengeful, and opportunistic. (Cloninger, 1993; Cloninger, 1994).

Self-Transcendence. Self-Transcendence is a higher order trait with following lower order traits; Creative Self-Forgetfulness / Self-Conscious Experience (ST1) Transpersonal Identification / Personal Identification (ST2), Spiritual Acceptance / Rational Materialism (ST3).

Self-transcendent individuals are described as modest, satisfied, patient, creative, selfless, and spiritual. In Eastern societies, they are described as enlightened and wise, whereas in Western societies the same traits may be described as naive. High self-transcendence can help a person adapt to situations such as suffering and death, which is inevitable with advancing age. In contrast, low scorers in Self-Transcendence tend to be proud, impatient, and unimaginative, unappreciative of art, materialistic, and unfulfilled. (Cloninger, 1993; Cloninger, 1994).

Role of Demographic Variables

Administration analysts who study organizational culture have always proposed that the employees' attitudes and behaviors differ in individualistic and

collectivistic cultures (Carpenter, 2000; Triandis & Suh, 2002). In collectivistic cultures, the focus is on the group instead of the individual and people seek security in return to their loyalty to the group during unpleasant and difficult times. On the other hand, in individualistic culture, people are more concerned about themselves instead of the group and usually worry about their own gains instead of the whole group (Noordin, Williams, & Zimmer, 2002). Therefore, it can be said that the effect of chronic burnout will be different on people from collectivistic or individualistic cultures.

Pakistan differ from Western countries such as United Kingdom, United States and Australia in term of cultural values (Kirkman, Lowe, & Gibson, 2006; Noordin, et al., 2002). Pakistan is a more collectivist country whereas the western countries are usually individualistic (Hofstede, 1980; Triandis, 2004). Thus it is very important to gain insights about job burnout in collectivistic country such as Pakistan.

Investigation on job burnout on the basis of gender gave very contradicting results. Some studies claimed that gender makes no difference on job burnout (Daley, 1979; Greenglass & Burke, 1988; Greenglass, Burke, & Ondrack, 1990; Malanowski & Wood, 1984; Maslach & Jackson, 1985; Thompson, 1980). Whereas other studies reported male employees suffer from burnout more than their female counterpart (Hiscott & Connop, 1989; Maslach & Jackson, 1986; Norvell, Hills, & Murrin, 1993). There were even some studies which proposed that females suffer more from job burnout than males, such as (Aryee, 1993; Caccese & Mayerberg, 1984; Leiter, Clark, & Durup, 1994; Weinberg, Edwards, & Garove, 1983).

The studies done on police department in regards to the difference on job burnout effects on genders gave very contradictory results. There were studies which showed male officers to be suffering more from job burnout (Etzion, 1984; Schaufeli & Enzmann, 1998; Westman & Etzion, 1995). There were also studies which claimed

that gender does not affect the magnitude of job burnout (Kop, Euwema, & Schaufeli, 1999). Hawkins, (2001) reported that female police officers have lower level of depersonalization compared to males. (Ahola, 2006) investigated the job burnout between male and female and found that female employees tend to have high level of exhaustion while males are more prone to high level of cynicism.

In Pakistani banking sector, it is assumed that females experience higher level of burnout due to household responsibilities and inability to maintain work-life balance due to long shifts. Married workers are observed to have low level of job burnout, the reason of that is the culture of Pakistan where marriage is considered to be a social support. Shubin, Milnazic, and Jennings (1978) suggested that married employees in field of medicine have decreased level of job burnout as compare to the single employees. Kalemoglu and Keskin (2006) and Taycan, Kutlu, Cimen, and Aydýn (2006) also had similar findings. Whereas, Gulalp, Karcioglu, Sari, and Koseoglu (2008) found no difference between single and married employees with respect to job burnout.

In regards to job burnout with respect to different age groups, Ahola (2006) reported increase in level of burnout with age while level cynicism was observed to drop lower between the ages of 36 to 41. Women who completed comprehensive education suffered more from job burnout compared to those who did not. On the other hand, it was found that the lack of accomplishment among males cannot be attributed to lack of education. Older employees found to have lower level of job burnout than their younger counterpart (Daley, 1979; Gillespie & Numerof, 1991; Numerof & Abrams, 1984).

Various studies found out that work experience can have a significant effect on job burnout. For instance, Numerof and Abrams (1984) found employees having a long time experience at the same position to have reduced levels of burnout. The

possible justification for these findings is that: employees get aligned with the environment of the workplace with the passage of time and learn how to manage things properly which results in low level of job burnout. Ahola (2006) studied the job burnout in different age groups and reported females who have experience of 16 years or more have higher level of job burnout.

Another study reveals salary structure and working hours are comparatively less studied among demographics. For instance, Gulalp (2008) assessed the salary structure with respect to level of burnout and found no significant difference between employees having different level of salary structure. However, job burnout with respect to working hours was studied in three studies (Bramhall & Ezell, 1981; Scriven, Moe, & Sparks, 1979; Seiderman, 1978) these studies proposed that job burnout is directly proportional to hours of working.

Such mixed findings with respect to the association and job burnout give a strong reason to check job burnout in the context of Pakistani culture. In this regard it is expected that different demographics of Pakistani employees will display different levels of emotional exhaustion, depersonalization and lack of accomplishment. To address this query, it is important to see the impact of demographic variables (hierarchical status, job duration, profession difference, age, gender, education and marital status) as moderators on job burnout with respect to Pakistani Culture.

The presentation of this overall theoretical background provided rationale to set the objectives for the present study.

Rationale of the Study

In the last two decades Pakistani researches have turned a lot of their focus on organizational behavior, yet, some important issues in organizational behavior have been ignored at large. For instance, considering the variant conceptual understanding of burnout, it is required to explore the construct to identify its dimensions and

domains in our culture. Some researches in Pakistan could be reported in this regard (Maqsood, 2012), but many pertinent questions appear unattended, for example is it only cultural difference or sample type may also be a reason for a different factor structure? There was no Pakistani study that checked the effects of job burnout on the temperament and character of employees in the context of Pakistani. Most of the burnout research work in Pakistan is limited to homogenous sample (Yusoff & Khan, 2013), i.e. only one profession from human services is addressed in one go, such as teaching or health professionals (Abbas, Roger, & Qureshi, 2012) etc. That may highlight the burnout phenomenon faced by personnel related to any particular profession, but there is no study that could present the comparison of a heterogeneous sample for presenting a holistic picture of human serving professionals' job-oriented burnout. Similarly, a few studies attempted to indicate mediating and moderating variables to present a broader picture of correlation among variables (Jawahar, 2007), but attribution styles have never been addressed in this regard. Many national and international studies indicated, however, the importance of attribution styles in job performance (Martinko, Harvey, & Dasborough, 2011). Last but not the least, every country is different from the other with reference to its challenges and opportunities (Ullah, Richardson, & Hafeez, 2011). A developing country, such as Pakistan, which is struggling for basic necessities of life, has its own peculiar indigenous realities that could very well change the whole scenario of variables' relationship (Schaufeli, Leiter, & Maslach, 2009). An exploratory study based on local settings while focusing on job demands and resources, therefore, deems crucial. In order to fill the literature gaps and to provide a clear understanding about human services professionals, this study is presented. The tool used in the study is job demands and job resources model with respect to the Pakistani culture. The study is aimed at investigating the relationship within JD-R model of burnout. Performance related to

attribution styles and affective commitment play the mediating role while temperament, character and demographics contribute in terms of moderating to the extent of the present study.

The following is the proposed model to be tested in the current study:
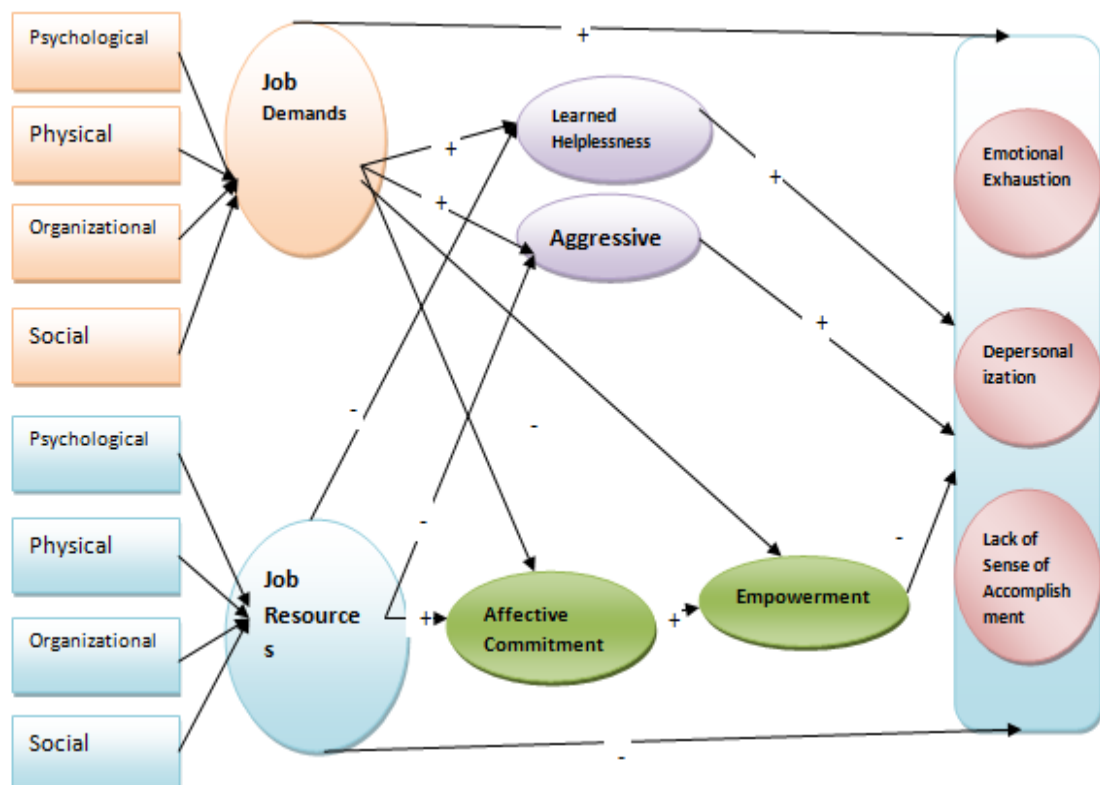
Figure 3. Proposed model

Chapter II

METHOD

Objectives

The main objectives of the study are:

1. To study the Burnout among human services (i.e. doctors, teachers, lawyers & managers) professional.

2. To identify indigenous job demands and resources of human services professionals.

3. To find out role of personality dimensions (i.e., temperament & characters) in job demands and resources.

4. To explore the role of personal factors (i.e., empowerment, aggressive attribution & learned helplessness) in relationship with job demands and job resources.

5. To explore the role of demographics (i.e., gender, age, occupation, job experience, sector & marital status) within frame work of job demand and resource model as per study variables.

Definition of Variables

Burnout. Burnout is a syndrome where a person experiences emotional exhaustion, depersonalization, and decreased sense of personal accomplishment. This condition can occur in individuals who work with other people in one way or another (Maslach, Jackson, & Leiter, 1996). In the present study, Burnout will be measured from Maslach Burnout Inventory (Maslach& Jackson, 1986). Burnout has three

dimensions: a) emotional exhaustion conceived as the thoughts of being drained and exhausted emotionally due to his/her job; b) depersonalization is conceived as the employees' careless reply to his/her recipients at job place; and c) personal accomplishment refers to as the feelings of successful achievement at his/her job (Emener, Jr., 1979).

Job demands. Job demands (e.g., work overload, time pressures, emotional demands, etc) refer to those physical, psychological, social, or organizational aspects of the job that require sustained physical and/or psychological (cognitive and emotional) effort and are therefore associated with certain physiological and/or psychological costs (Meijman & Mulder, 1998).

Job resource. Job resources (e.g., Social support, job satisfaction, job clarity, etc) refer to those physical, psychological, social, or organizational aspects of the job that are functional in achieving work goals, reduce job demands and associated physiological and psychological costs, stimulate personal growth and development (Meijman & Mulder, 1998).

Personality dimensions. The personality (i.e., Temperaments & Characters) assessment will be carried out by the Temperament and Character Inventory (TCI) (Cloninger et al., 1994). It is a 140-items questionnaire which evaluates seven dimensions of personality including four temperaments and three character dimensions, such as Novelty Seeking (i.e., four aspects; Excitability vs Rigidity, Impulsiveness vs Reflection, Extravagance vs Reserve, Disorderliness vs

Regimentation)., Harm Avoidance (i.e., four aspects; Worry, Pessimism, Uncertainty, Shyness, Fatigability), Reward Dependence (i.e., three aspects; sentimentality vs tough mindedness, attachment vs detachment, dependence vs independence), Persistence (i.e., Individuals high in persistence tend to be industrious, hard-working, persistent, & stable), Self-Directedness (i.e., five lower order traits; responsibility vs blaming, purposefulness vs lack of goal direction , resourcefulness vs inertia, congruent second nature vs bad habits), Cooperativeness (i.e., five aspects or lower order traits; social acceptance vs social intolerance, empathy vs social disinterest, helpfulness vs unhelpfulness, compassion vs revengefulness, pure hearted principles vs self-serving advantage, and Self- Transcendence (i.e., multifaceted higher order trait; creative self-forgetfulness vs self-conscious experience transpersonal identification vs personal identification, spiritual acceptance vs rational materialism). The temperament traits are automatic responses to emotional stimuli that are evident in infancy and remain constant throughout life. The character traits mature through social learning and develop from infancy through adulthood in a stepwise fashion. Each question is rated on a Likert-type 5-point scale.

Attribution style. An attribution style is defined as a tendency to consistently contribute positive and negative outcomes to a specific type of cause (e.g., internal or external, stable or unstable) (Kent & Martinko, 1995). In present study Aggressive attributions (i.e., aggression refers to a state of heightened motivation. This motivation is focused on an undesirable behavior or goal), learned helplessness (i.e., describes a situation in which individuals come to believe that effort is futile because failure is inevitable) and empowerment (i.e., empowerment refers to a heightened

state of motivation caused by optimistic effort-reward expectations) were measured from The Organizational Attribution Style Questionnaire (OASQ) by Kent and Martinko (1995).

Affective commitment. Affective Commitment is defined as the employee's positive emotional attachment to the organization. In this study Affective commitment will be measured from scale developed by Meyer and Allen (1990).

Research Design

The present study is comprised of four phases. The purpose and specific role of each phase is described below:

Phase I: Identifying and trying out study measures. Study measures were selected from the existing scales for measuring study variables. Measures were tried out on a small but representative sample of the study population. The selected scales were finalized through the committee approach after modifying them based on the recommendations that emerged from the piloting of the representative sample. The committee realized that considering the contextual nature of job demands and resources model an indigenous scale of job demands and resources is required. The recommendation leaded to next phase of the study.

Phase II: Development and validation of Job Demands and Resources Indigenous Scale. This phase was comprised of two further steps. The first step was exploratory in nature: literature review, focus group discussions and subject matter

experts were approached for identifying the indigenous job demands and resources among the employees of various human services organizations in Pakistan. Themes were generated and an item pool for the scale pertaining to job demands and resources was developed. Professionals from human service organizations were picked as the sample for the second step. The trial version was further processed for exploratory factor analysis followed by confirmatory factor analysis based on an independent representative sample of human service professionals.

Phase III: The determination and confirmation of factor structure of the study measures. Four scales, out of five in totality were selected from the existing literature, albeit they were also previously used by other researchers in Pakistan. In order to check the validity of their factor structure as per the study sample, a confirmatory factor analysis was carried out on all four scales, namely; Maslach burnout inventory, occupational attribution style questionnaire, affective commitment scale. Temperament and character and occupational attribution style questionnaire's factor structure were confirmed as per the existing pattern. The rest of the measures could not confirm the existing factor structure for Pakistani human services professionals. Exploratory factor analyses were also carried out to investigate the factor structure of the measures. Afterwards, on an independent sample, a confirmatory factor analysis was done to confirm the factor structure as per results of the exploratory factor analysis. A convergent validity was established for temperament as well as for character inventory.

Phase IV: Pilot Study to determine psychometric properties of the study measures. A statistical analysis was carried out. Descriptive statistics were used to explore the data trends. Cronbach alpha coefficients were calculated to assess the reliability of measuring constructs.

Phase V: Main study for model testing and gauging the impact of variables to the extent of mediating and moderating. It was carried out for testing the proposed model within the framework of job demands and resources model. Parallel and serial mediations analyses were conducted. The role of personality dimensions in measurement model was also tested. Demographical variables were also assessed for their impact individually as well as collectively.

PHASE I: IDENTIFICATION, TRY OUT AND

FINALIZATION OF MEASURES

Objectives

Following were the objectives of phase I:

1.   To identify existing measures that were used to study targeted research variables.

2.   To finalize the measures.

Phase I was comprised of further two steps.

Step I: Identification and Try out of Measures

This step was planned to identify and select study measure. A committee comprised of one M.Phil. scholar, one Ph.D. scholar and one assistant professor from psychology department were approached to identify and select study measures. Experts recommended following measures keeping in view scale suitability with study constructs. Committee suggested that none of the existing scale may fulfill the need of measurement of indigenous job demand and resources. An indigenous scale should be developed to meet the need of current study.

Objectives.

1.   To identify study measures.

2.   To tryout the measures (i.e., to check their sample and cultural suitability and relevance).

Measures.

Maslach Burnout Inventory. Burnout was assessed by using the Maslach Burnout Inventory—General Survey (Schaufeli et al., 1996), which consists of three subscales. The first sub-scale is emotional exhaustion, which is explained as being drained and exhausted emotionally due to one's job, the second sub-scale is depersonalization which is conceived as the employees' careless reply to his/her recipients at job place, the third facets is reduced sense of accomplishment it refers to the feelings of successful achievement at his/her job place. It has total 22 items. The subjects were asked to describe their feelings in terms never to everyday on a seven-point scale (see Appendix IV). Exhaustion is measured with items number (1, 2, 3, 6, 8, 13, 14, 16, 20), including "I feel burned-out from my work" (Cronbach's α=.86). depersonalization reflects indifference or a distant attitude toward work and is also measured with items numbers (16, 5, 10, 11, 15, 22), such as "I have become more cynical about whether my work contributes anything" (Cronbach's α=.81) and (reduced) Professional Efficacy is measured with items numbers (4, 7, 9, 12, 17, 18, 19, 21) (Cronbach's α=.75).

Temperament and Character Inventory. The personality assessment was carried out by the Temperament and Character Inventory (TCI) (Cloninger et al., 1994). It is a 240-items (shorter version) questionnaire which evaluates 7 dimensions of personality including 4 temperaments and 3 character dimensions, such as Novelty Seeking, Harm Avoidance, Reward Dependence, Persistence, Self-Directedness, Cooperativeness, and Self- Transcendence. The temperament traits are automatic responses to emotional stimuli that are evident in infancy and remain constant throughout life. The character traits mature through social learning and develop from

infancy through adulthood in a stepwise fashion. Each question is rated on a Likert-type 5-point scale (Cronbach's α=.75) (see Appendix II)**.**

Organizational Attribution Style Questionnaire. The Organizational Attribution Style Questionnaire (OASQ; Kent & Martinko, 1995) was selected to measure learned helplessness, empowerment and aggressive attribution styles. It is consisted upon 7 work related conditions and there are 5 attributions in which respondent can reply which reflects internality, stability, controllability, intentionality and globality of attributes (see Appendix V).

Affective Commitment Questionnaire. Affective commitment sub-scale developed by Meyer and Allen (1990) was choose to measure Affective commitment using five items scale. The items focus on employees' attachment and affiliation with the organization. All commitment items were measured using five point Likert type scale i.e. 1 = Strongly Disagree to 5 = Strongly Agree (Cronbach's α=.81).

Personal and Demographic Data Sheet. A list of demographic variables was prepared on the bases of literature review. These are work experience, salary, province, profession, marital status, number of kids even language information was also required by the respondent (see Appendix I).

Sample. A representative sample of 50 human services professionals (i.e., doctors, lawyers, lecturers, marketing manager, human resource Managers) was

selected. Scale booklet was handed over to them. Their age range was 25 to 60 years (*M=41, SD =9.1*) with at least 3 year working experience.

Procedure. Research participants were approached at their work place. After their consent, booklets were distributed among them. They were requested to read each item with great care and identify, if they found any of the item culturally inappropriate, unrelated to their profession, unclear, difficult to understand. They were given the option to encircle or underline the items which have any of the problems, separate sheets were also provided to them so they may write down their observations in detail if needed. Response rate was very high 42 booklets were received back with comments of professionals.

Results. Most of the participants shared their views about temperament and character inventory, being longest among all measure professional reported that it took longer time to fill it. Although Maslach burnout inventory and affective commitment scale had received no observation or recommendation for change. Attribution style questionnaire was indicated that instead of organization, workplace were suitable and applicable terms for the entire research sample.

Step II: Modification and Finalization of Measures

After try out of measures by a small but representative sample of targeted population, observations and recommendations were recorded, technique of committee approach was selected to get experts opinion for modification and finalization of measures.

Participants. Committee was comprised of three members; two of them were PhD scholars and one Assistant Professor of psychology. They have expertise regarding scale development and judgment.

Procedure. Participants were shared the objective of committee approach. Each of the scale was presented to committee along with measuring construct and ambiguities faced by the representative sample. Committee was also requested to give its on recommendation other than sample indications.

Results. Maslach Burnout Inventory, Temperament and Character Inventory, organizational attribution style questionnaire and Affective commitment scale were given to committee for review. All members of the committee were agreed that there is no need of any change in Maslach burnout inventory, it was suggested for Attribution styles that word "organization" should be changed with workplace, committee suggested that word "Organization" in Affective commitment and Attribution style should be added with Organization/Workplace/profession. It was suggested by committee that shorter version of temperament and character inventory may be used of 140 items. Committee recommendations were incorporated in scales.

PHASE II: DEVELOPMENT OF JOB DEMANDS AND RESOURCE INDIGENOUS SCALE

As per identified gaps in literature and recommendation of constituted committee for selection of study measures, a valid and reliable instrument is needed to measure job demands and resources and to compare them in different organizations. Although some of the job demands and resources scales are available those had been developed in other cultures, one of frequently used in job demand and resource studies is developed by Jackson and Rothmann (2006), a questionnaire to measure job demands and resources, but the psychometric properties of this instrument have not yet been investigated in any of the developing country like Pakistan. Moreover, basic tenet of job demands and resource theory which inspires the researches that demands and resources are context specific so developing an indigenous scale is core requirement of present study.

Following steps were taken to develop Job Demand and Resource Scale.

Step 1: Literature review

Pertinent literature has been reviewed to find out contemporary theories on job demand and resources along with their measures that were developed in the last 10 years that may help to name current trends about job demands and resources. Following stage have been under taken to fulfill the prime objective of this step.

Stage 1: Most Frequently studied job demands and resources. Studies trends have been recognized that what kind of demands have been identified with respect to different samples of professionals and what new demands and resources have been identified with reference to these researches in last 10 years.

Procedure. The literature search was conducted using the PsychInfo database (studies published in or after 2001). Two searches were executed using the following keywords: (1) ''job demands–resources model'' and (2) ''burnout'', ''job demands'', and/or ''job resources''. Only empirical studies that pertained to the initial version of the JD-R model (Demerouti et al., 2001) of burnout were included.

Results.

Table 3

Human services Professionals Most Frequently studied job demands and Resources

Sr.#	Job Demands	Sr.#	Job Resources
1.	Workload	1.	empowerment (competence and meaning)
2.	Emotional Demands	2.	Autonomy
3.	Physical Demands	3.	recognition by Client
4.	Work-home interference	4.	supervisor support
5.	Sexual Harassment	5.	Colleague support
6.	Client Contact	6.	Role clarity
7.	Shift Work	7.	social climate
8.	Organizational Support		
9.	Extra-Role		

Table 3 shows most frequent demands (Carod-Artal & Vázquez-Cabrera, 2013) and resources as per studies conducted within framework of job demands and resource model (Farmer & Goldberg, 2008; Schaufeli et al., 2009).

Stage 2: Indigenous research perspective. Basic objective of this stage was to review of indigenous (Pakistani) studies of job demands and resources has been done.

Procedure. Upon this, both exploratory and confirmatory studies were reviewed to find out the indigenous factors that are influencing job demands and resources, to find out the answers of these questions; what are local job demands and resources with special focus on sample of study. With such research questions Pakistani literature review has been conducted, is profession has any influence on demands and resources? Any special findings are there for regional difference? Are these findings different from literature review of other countries; it explores the historical neglect poverty and socio-political marginalization, complemented by natural disasters and anti-terrorist military operations. These are causes for less development in the sector (Yusoff & Khan, 2013).

Results. Table 4 shows the results of identified indigenous demands and resources

Table 4

Identified High Demands and Low Resources as per Pakistani Professionals

Sr.#	Excessive demands	Sr.#	Resource constraints
1.	Emotionally demanding patient interactions	1.	Lack of time
2.	Unfavorable physical environment	2.	Lack of facilities
3.	Conflicting role demands of work and family	3.	Out dates machinery and equipment
4.	High expectation of society	4.	Inefficient supporting staff
		5.	Lack of positive feedback
		6.	Lack of social support

Table 4 shows frequently studied job demands(Yusoff & Khan, 2013) and resources (Abbas et al., 2012) within framework of job demand and resource model in Pakistan.

Stage 3: Review of existing psychometric endeavors. This stage was planned with objective to review questionnaires /scales of job demands/stress and related variables have been reviewed, which were in practice to access job related outcomes fully or partially.

Procedure. The Job Demands-Resources Scale (JDRS) was developed by Jackson and Rothmann (2005) to measure job demands and job resources. The scale was developed based on a literature review as well as interviews with participating groups. The JDRS consists of 40 items about pace and amount of work, mental load, emotional load, variety in work, opportunities to learn, independence in work, relationships with colleagues, relationship with immediate supervisor, ambiguities about work, information, communications, participation, contact possibilities, uncertainty about the future, remuneration, and career possibilities. The items were rated on a four-point scale ranging from 1 (never) to 4 (always). Jackson and Rothmann (2005) found that the dimensions of the JDRS consisted of seven reliable factors, namely organizational support, growth opportunities, overload, job insecurity, relationship with colleagues, control, and rewards.

Although it seems first attempt to integrate two independent domains of job demands and resources in same scale and author claimed to cater many of job demands and resources within this scale but five identified factors cannot distinguish

between resources and demands which have been finalized after exploratory and confirmatory phases. It is providing a foundation for further development of a comprehensive tool which may not only measure the job demands and resources but may also serve the purpose in refine categories.

Another development in the field is the revised version of Brief Job Stress Questionnaire (2011). Brief Job Stress Questionnaire (New BJSQ), which measures an extended set of psychosocial factors at work by adding new scales/items to the current version of the BJSQ. Additional scales/items were extensively collected from theoretical job stress models and similar questionnaires in several countries. Scales/items were field-tested and refined through a pilot internet survey. Finally, an 84-item questionnaire (141 items in total when combined with the current BJSQ) was developed. The conceptual framework of emerged themes is as below;

Although New BJSQ is based on exhausted literature review and new occupational requirements realized by subject matter experts but It is containing many of the short comings; development of New BJSQ has been done with preset mind of current BJSQ scale, which may hinder the exploration of new dimensions, it is based on the needs of Japan indigenous needs as all of the exploratory work have been done with the community of that country. Model fit indices are not at highly acceptable ranges which invites the further exploration on these identified construct.

Results. Above mentioned limitations also put forth the need of further studies. Both developed measures inspired the fact that job demand and job resources have impact of specific region. So, exploratory study is the need of any society to get maximum benefit of this model.

Step II: Exploring Indigenous Salient of Job Demands and Resources of Research Population

Focus group discussions. Qualitative research approaches are most appropriate for exploration purpose. Focus group discussion has been selected to meet this objective. Guidelines (see Appendix VI) were prepared on the basis of Conversation & Resource theory and Job demand resource theory. Focus group discussion design was followed as per recommendation of (Powell & Single, 1996).

Method. A series of seventeen focus group discussions has been conducted with respective group of research sample with professionals from Punjab province. These focus group discussions were determined for exploring job factors in terms of demands and resources of each group.

Sample. The participants of each focus group consisted upon 7 to 9 professionals of human services professionals; Doctors, lawyers, Lecturers and services managers (Mkt & HR). The members of focused grouped discussion were both male and female, married or unmarried, having or not having kids from different levels of socio economic status, with age range 25 to 50 years ($M = 38.5$, $SD = 5.3$) with at least three years' work experience in private or public sector.

Procedure. The participants were approached individually and after having their consent and agreement about participation in discussion they were included in discussion. The average duration of each session was 50 to 70 minutes ($M= 60$ $SD=9.6$). There were following general guidelines which were initially conveyed to participants before formal discussion. All sessions were audio recorded for thematic analysis. Although fields note have been maintained during focus group discussions.

The participants in each group discussion were asked to introduce themselves to one another. They were given verbal guidelines about the objectives of the focus group discussion i.e., the importance of everyone speaking up, moderating role of the researcher, equal chances for every member etc. They were assured for confidentiality of shared information and comments. The moderator (PhD scholar) tried to maintain good communication skills and she was able to obtain a balanced input from a diverse group of people in each session. At the end of the session participants were paid gratitude for their contribution for research. As per guidelines of theory, professionals were asked to share their job demands, participation of each participant was encouraged, one by one each of the participant was requested to share their opinion about job demands, upon getting each point, other participants were also invited for their opinion, amendments or any other comment if they wanted to share. Although session was audio recorded but notes of important points were also maintained. On agreement of all participants if they end up for sharing about job demands then they were requested to share their job resources, same procedure was followed till the agreement of participants that they have shared all resources of their profession. Sometime participants shared demands and resources simultaneously instead of one by one but notes were prepared separately.

At the end of the session researcher shared with them notice and points which were agreed by all participants as job demands as well as resources. They were requested to share if they are disagreeing with any of the point so either it would be modified or eliminated from the notes. With note of thanks they were also invited for sharing of any of the point if they would want to share later on. Contact details of researcher was shared with group participants at the end of every session.

Results. All focus group discussions were audio recorded and notes were taken in writing. With each group of research sample, further focus group discussions were carried out till the saturation point of information. At saturation points, data was reviewed and was crossed checked with hand written notes and audio recording. Data was compiled and transcribed for further steps.

Step III: Thematic Analysis

Data of focus group discussion was used as sample for thematic analysis; there were four sets of discussions and each set contained data of four to five group discussions with one profession like doctors, lawyers, lecturers and managers (Marketing & Human Resource).

The synthesis took the form of three stages which overlapped to some degree: the free line-by-line coding of the findings of primary data; the organization of these 'free codes' into related areas to construct 'descriptive' themes; and the development of 'analytical' themes.

Coding text. To maintain objectivity, temporarily research questions were put to one side and started from the data to conduct an inductive analysis.

Method. A committee of three M. Phil scholars was constituted; each of the reviewers then independently coded each line of text according to its meaning and content. It was illustrated line-by-line coding.

Procedure. The text which was taken from the primary data was placed on the left and codes were created inductively to capture the meaning and content of each sentence.

Results. Codes were structured, a 'free' codes without a hierarchical structure.

Developing descriptive themes. To move ahead for meaningfulness of coded data a second stage was planned so descriptive themes might be generated.

Method. Another committee of three M. Phil scholars looked for similarities and differences between the codes in order to start grouping them into a hierarchical tree structure.

Procedure. New codes were created to capture the meaning of groups of initial codes. This process resulted in a tree structure with several layers to organize descriptive themes.

Results. Three layers of themes have been generated; domains, categories/sub domains and themes. Each group of research sample was analyzed as per their respective free codes as per generated at previous stage. Descriptive themes of General Coding Doctors (See Appendix VIII), Descriptive themes of General Coding Lawyers (See Appendix IX), Descriptive themes of General Coding Lecturers (See Appendix X), Descriptive themes of General Coding Doctors (See Appendix XI).

Generating analytical themes. This stage of a qualitative synthesis is the most difficult to describe and is, potentially, the most controversial, since it is dependent on the judgments and insights of the researcher.

Method. A third committee was constituted, of two M.Phil. and one PhD scholar.

Procedure. Committee inferred job demands and job resources from the themes tree captured by the descriptive themes. The core job of the committee was to find out the common job demands and resources across respective groups of research sample. Then final themes for scales domains, types and categories were developed.

Results. Table 5 presents cumulative job demands and resources as per recommendation of committee of experts common among all research sample group.

Table 5

Common demands among research sample groups

Sr.No	Demands Type	Demand Title
1.	Cognitive Demand	Cognitive work
2.	Cognitive & psychological demand	competency
3.	Physical demand	Long shifts hours
4.	physical Demand	Extra-Role
5.	Physical demand	Non defined time limits
6.	Psychological & Cognitive demand	Workload
7.	Psychological &Emotional demand	Client contact
8.	Psychological Demand	Autonomy
9.	Social demand	Work-family interference
10.	Psychological Demand	Sexual Harassment

Table 5 presents common demands among research sample groups.

Table 6

Common Resources among research sample groups

Sr. No	Resource Type	Resource Title
1.	Ecological Resource	Role of state & Law
2.	Ecological Resource	Reference Culture
3.	Ecological Resource	Country Law & order conditions
4.	Physical & Psychological resource	Low income
5.	Physical & Psychological resource	Working environment
6.	Physical & Psychological resource	Work dependency
7.	Physical, social & Psychological resource	Organizational support
8.	Psychological Resource	Job security
9.	Psychological Resource	Sense of Accomplishment
10.	Psychological Resource	Profession source of Regard
11.	Psychological Resource	job Satisfaction
12.	Psychological Resource	Client Feed back
13.	Social resource	Co-worker support

Table 6 shows presents common resources among research sample groups.

Step IV: Establishing content validity

The purpose of step IV was to establish content validity of the generated common themes. So valid content might be put forth for item generation.

Method. To establish content validity. Subject Matter Experts (SME) were approached. Each group were given equal representation. SMEs gave rating individually. Later on, their rating of each group was analyzed via Average Deviation Index method to assessed rater's reliability within the group.

Sample. Each professional group of research sample Subject Matter Experts were the sample of this step. Total eighteen SMEs participated in this activity and three were from each group. Inclusion criteria was at least ten years or above working experience in respective profession, preferably on some senior position. There was no restriction of gender, members of both gender were encouraged to participate although only two female professionals volunteered themselves for this activity. Both private and public sector senior professional of research sample were approached. All of them were married. They all were from Punjab.

Procedure. Experts were approached after seeking appointment on phone well before time. They were briefed about research objective. They were also shared that their quality contribution will be beneficial for acquiring valid information about their profession.

Three of the senior professionals were approached from each group of research sample. They were assured about confidentiality and they were briefed about purpose of research. As per their informed consent they were shared guidelines to fill the rating sheet, that they will be presented with list of themes of job demands and resources of their profession. They have to rate each of the theme on the basis of its relevance with their profession. They may rate each theme from 0 to 6 for their totally

disagreement (0) to fully agreement (6) with the theme as per relevance with their profession. Most of the experts gave the consent on the spot, only two out of eighteen asked to revisit to collect the rating sheet.

Results (See Appendix XIII) show the rating on common themes by subject matter experts of doctors. Two of the themes could not be rated by SMEs as core job demands for doctors. These are Sexual harassment and extra role. One of the resource themes was also not acknowledged by the doctors SMEs as core source which is work dependency.

Results (See Appendix XIV) show the rating on common themes by subject matter experts of lawyers, Experts suggested that other than these themes one of the major theme as constraint for their profession is the contradiction of law profession with our religion and culture. Moreover, they highly rated sexual harassment as core constraint in their profession. Male lawyers also reputed it with reference to their female colleagues.

Results (See Appendix XV) present rating of common themes about Lecturers, subject matter experts of Lecturers were almost agreeing with all of the common themes, although they have shown least agreement with sexual harassment in their profession.

Results (See Appendix XVI) present rating of common themes about services managers, subject matter experts of this domain were almost agreeing with all of the common themes, although they have shown least agreement with sexual harassment in their profession. Along with it they emphasized extra role and non-defined limits of their profession as core demands.

Step V: Finalization of Initial Version

It was planned with the aim to finalize the common themes.
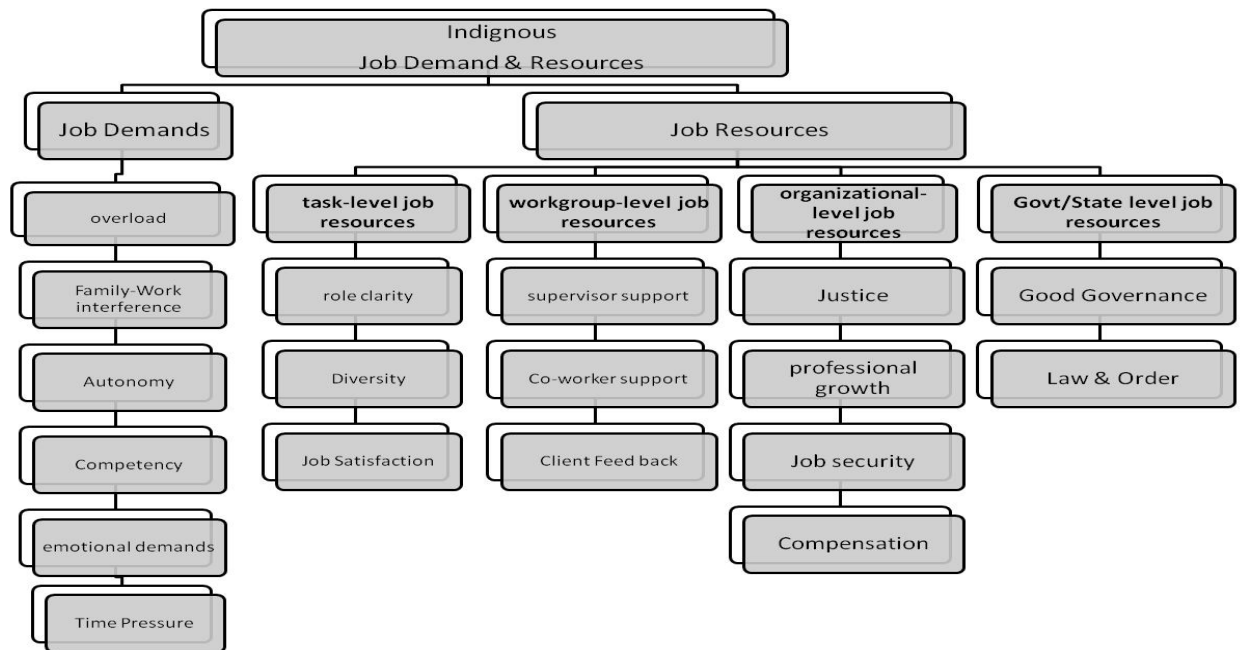
Figure 4. Development of an item pool

A committee comprised of three members PhD scholar, Manager human resource and M. Phil English scholar, created the items Based on identified themes, following were two of the ways to create items pool;

Stage 1. Selection of items from existing scales, committee made it sure to select items that has similar themes in existing scales as per verbatim/ statements of group discussions. 57 items were selected from the existing scales those were of the same theme as per generated and confirmed as per exploratory process.

Stage 2. 63 New items were developed keeping in view newly emerged themes.

Table 7

Initial Version of Job Demands and Resource Indigenous Scale

Sr No.	Domain	Category		Sub Scales	Total Items
1.	Demand	Job Demands		6	27
2.	Resource	Task-Level Job Resources		3	18
		Workgroup-Level Job Resources		3	25
		Organizational-Level Job Resources		4	28
		Govt./State-Level Job Resources		2	22
					120

Response on each question ranges from 1 to 4, 1 shows lowest agreement whereas rating 4 shows highest agreement with the statement.

Step VI: Factorial Validity of the Measure

Exploratory as well confirmatory factor analysis has been carried out to explore and confirm the factorial validity of newly developed scale.

Objective. To determine and confirm the factor structure of Job demand and resource indigenous scale.

*Stage1***:** Exploratory Factor Analysis (EFA). In the present research Principal Component Analysis was performed on the 115 items measuring job demands and Resources about Pakistani Human services professionals as the factor analysis extraction technique.

Sample. A sample of 300 human services professionals; doctors, lawyers, lecturers, marketing managers and HR managers were selected from Islamabad, Rawalpindi, Lahore and Gujranwala. Purposive sampling technique has been opted to select the research participants. According to the sample inclusion criteria only those professionals were selected who has at least one year working experience either from government or private sector. Age range of the sample was 25 to 55 years ($M = 36$, *SD* 6.8). Qualification for different professionals were as below, at least MBBS for doctors, LLB for lawyers, master degree for lecturers, BBA or MBA education for marketing managers and specialization in human resource management for HR managers.

Procedure. Confirmatory factor analysis. Confirmatory factor analysis technique has been used to test the dimensionality of scales' items using AMOS 21. To meet the object of determination that whether the factor structure is same for Pakistani culture as had been explored in other cultures or there are some new dimensions or patterns are existing as per our society. CFA relies on several statistical tests to determine the adequacy of Model fit to the data. Broadly used model fit indices (CMIN/df, CFI, TLI, NFI and RMESA) with factor loading (.40 and above) were consider for the determination of model fit and item loading. CFI ranges from 0 to 1 with a larger value indicating better model fit. Acceptable model fit is indicated by a CFI value of .90 or greater (Hu &Bentler, 1999). The Normed Fit Index (NFI) compare the fit of a particular model to a baseline null model; values greater than .90 indicate a good fit (Bentler&Bonett, 1980). The Tucker-lewis Index (TLI; Tuker& Lewis, 1973) is a non-normed fit index that depicts model fit very well at all sample sizes (Bentler, 1990). According to Browne and Cudeck (1992), Fabrigar, Wegener, MacCallum, and Strahan (1999), and steiger (1990), the RMSEA is interpreted as follows: Values of Zero indicates perfect fit between the model and the data, values

below .05 indicate good fit, values between .05 and .08 indicate fair fit, values between .08 and .10 mediocre fit, and values above .10 indicate poor fit. Matsunaga (2010), and Costello and Osborne (2005) suggested .40 as cut off criterion to determine whether or not a particular item loaded substantially on a factor.

Results. Table 8 shows the results of suitability test.

Table 8
Suitability test JDRIS for Exploratory Factor Analysis (EFA)

Kaiser-Meyer-Olkin	Bartlett's Test of Sphericity	*df*	*p*
.73	14670.869	6555	.000

A correlation matrix was computed to determine the appropriateness of the factor analytic model. Bartlett's test of sphericity and the Kaiser-Meyer-Olkin measure of sampling adequacy were used to determine the factorability of the matrix as a whole. The Bartlett's test was large and significant (Chi sq=14670.869, df= 6555, $p < .0001$), showing that the data were adequately distributed to allow an evaluation of the potential factor structure. Kaiser-Meyer-Olkin's measure of sampling adequacy was calculated to examine that if the ratio of number of participants (300) to daily stressor scale items was sufficient. It yielded a value of .73 to assume factorability, indicating that the ratio of number of participants to JDRIS.

Criteria for Determining Factors. For current study researcher has chosen a value of .40 as the cut off. An examination of the factor matrix indicated that there were several factor loadings which were large, and thus the matrix was suitable for factoring. Second criterion, Kaiser's (1970) rules that Eigen value greater than one' and scree test were used to determine the number of factors to retain from the initial

exploratory analysis. The seven factor solution was obtained using oblimin rotation on 115 items of job demands and Resources Indigenous scale.
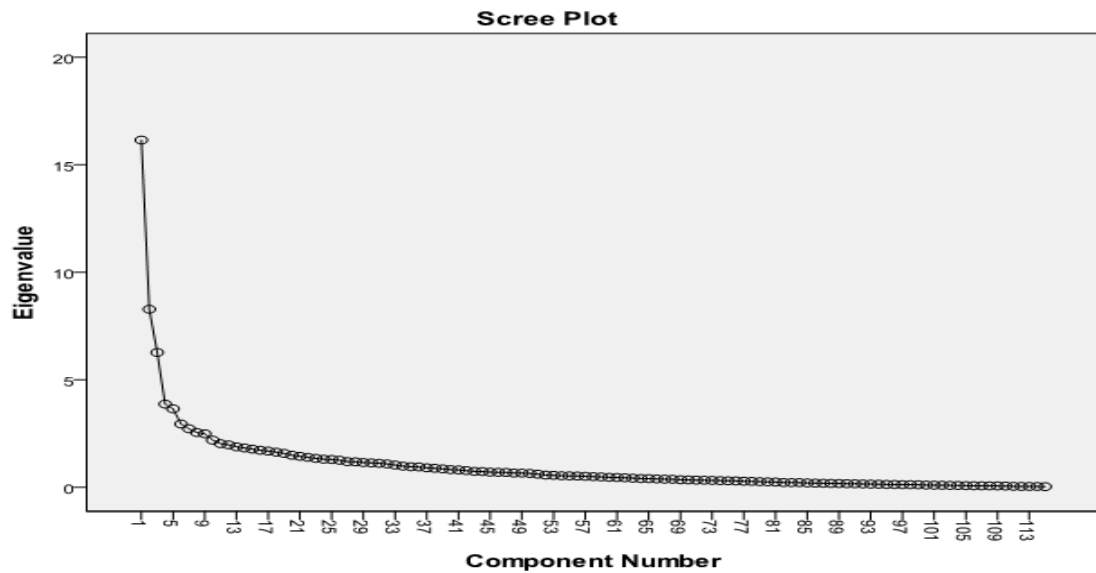
Figure 5. Scree plot for factor analysis of Job demand and resource indigenous scale

Table 9

Eigen values and cumulative variance

Factors	Eigen Value	Variance %	Cumulative %
1	19.204	16.699	16.699
2	8.409	7.312	24.011
3	4.907	4.267	28.278
4	3.295	2.865	31.143
5	2.88	2.505	33.648
6	2.688	2.338	35.985
7	2.406	2.092	38.077

Table 9 shows the Eigen values and percentage of variance explained by four factors.

The factor matrix presented that seven factors had Eigen values greater than one. Researcher, after conducting the Scree test, reran the factor analysis, constraining the number of factors to be rotated to the number indicated by the Scree test. Rotation

was done which reduced the number of complex variables and enhanced interpretation.

Those which had factored loading less than .40 Items were removed from the scale. The remaining 82 items had loading from 40-.87. Principal component factor analysis was performed on 82 items again to get the final factor structure. These seven factors accounted for 38 % of variance. Seven factors structure was emerged from the pattern matrix and corresponded to the best approximation of simple structure. Four items had double loading and these items needed interpretation. These items were placed where they were conceptually related. The item number 104 had double loading on factor 7 and 2 and was placed in factor 2. The item No. 15 had double loading on factor 1 and 2, was conceptually related with factor 2 in spite of high loading on factor 1 so it was placed in factor 2. The item no. 109 had double loading on factor 5 and 7 but it was placed in factor 5 where it was conceptually related. Items no. 77 had double loading on factor 2 and 4, it was placed in factor 4.

These 82 items had a range of factor loading from .40 to .87 on the seven factors and formed the Job demands and Resource Indigenous scale (JDRIS) for human services professionals.

Stage 2: Confirmatory Factor Analysis (CFA). Confirming the factors retained from EFA total 83 items were retained, CFA was conducted using Amos. An independent sample was drawn from human services professionals of 264 and a second order CFA was conducted.

Results. Table 10 presents the model fit indices of confirmatory factor analysis for job demand and resource indigenous scale.

Table 10

Confirmatory Factor Analysis (indices of Model fit) for Job Demands & Resources Indigenous Scale (Seven Factor solutions)

Models	χ^2	df		Fit Indices			$\Delta\chi^2$	Δdf
			CFI	NFI	TLI	RMSEA		
Model 1								
	6811.542	2687	.997	.935	.938	.05	-	-
Model 1								
	6826.929	2688	.995	.991	.990	.048	15.3	1

Note. χ^2 =Chi-square; df=degree of freedom; RMSEA=root mean square error of approximation; GFI=goodness of fit index; CFI= comparative fit index; NFI = normed fit index; TLI =tucker-lewis index. Errors within the factors were let correlated. **$p <$.001

     Table 10 shows the step by step model fit indices for confirmatory factor analysis of job demand and resource indigenous scale which was estimated through a second order confirmatory factor analysis. Where job demand and resource indigenous model has two main domains job demands and job resources with their respective sub-scales. The model was consisted upon 82 items and this model assumed that error variances are independent. Having a look on fit indices it is obvious that model is fit with acceptable fit (CFI= .997, NFI= .935, TLI= .938, RMSEA= .05) but fit indices are not very high. To achieve high level of model fit, modification indices were considered, it was found that five of the items have very low item loadings, two were related to job demands and three belonged to job resources on different sub-scales.

    Excluding this item from the model and calculating it again gave higher model fit indices in comparison to early model. As per suggestion of model modification error variance within the factors were allowed to co-vary. The chi square to *df* ratio was 2.54 which is slightly higher than recommended value of 2 although 3 to 1 is also considered to be acceptable (Carmnines&McIver,1981). Other indices of model fit also demonstrated an excellent fit of model for the data with all indices above .990 and decreased value of RMSEA is.49.chi square difference test suggested that model 2 is better fit than model 1 ($\Delta\chi^2$=15.38, $p <$ .05).

Table 11

Factor Loading of the 82 Items of Job Demands & Resource Indigenous scale (JDRIS) EFA and Second order CFA.

Items	Component(EFA)							CFA
	F1	F2	F3	F4	F5	F6	F7	
27-Does your senior support you at critical job situations?	**.68**							.66
31-Can you discuss work related problems with your Senior?	**.66**							.56
28-Do you receive sufficient information on the purpose of your work from your seniors?	**.66**							.65
29-Does your senior inform you about important issues within your profession?	**.65**							.65
26-Does your supervisor appreciate your work?	**.64**							.68
25-Can you ask your senior for help when it is needed?	**.61**							.58
15-My supervisor follows through on the decisions and promises he/she makes.	**.52**							.46
88-Management recognize my achievements successes	**.51**							.61
30-My organization share new researched and development with me	**.49**							.64
46-Do professional union play effective role for solution of work place problems?	**.49**							.41
111-Senior management is genuinely interested in employee opinions and ideas.	**-.45**							.42
110-I am comfortable sharing my opinions at work.	**-.40**							.46
20-Are your being informed about policies introduced by Government about your profession?	**.45**							.47
112-People with different ideas are valued in this profession.	**-.43**							.65

Items	Component(EFA)							CFA
	F1	F2	F3	F4	F5	F6	F7	
113-My ideas and opinions count at work.	-.45							.55
19-Are your being informed in time about rules and regulations introduced by your organization?	.42							.52
99-Do the matters of increment and promotion settled with justice?		.79						.63
100-Are you paid fairly for the work you do?		.78						.55
97-How fairly are resources (e.g., salary, bonuses) allocated among employees where you work?		.76						.53
93-Are you satisfied with reward system at your profession?		.75						.53
94-Does your organization has reward system		.72						.58
95-How often do you feel that decisions are made in fairways at your job?		.71						.57
96-Is there a general sense among employees that things are handled in fairways at work?		.63						.53
63-Are promotion parameters are well defined?		.63						.65
55-Are you satisfied with your benefit package.		.62						.68
51-Can you live comfortably on your pay?		.60						.7
53- Does your job offer you the opportunity to progress financially?		.58						.78
98-My supervisor's decisions are equally fair to everyone		.51						.75
62-Is the decision-making process of your organization clear to you?		.50						.75
76-Is your workplace equipped with new technology to meet current professional challenges?		.50						.73
75-Does your profession provides facilities for your family?		.49						.75
52-Is your salary competitive with similar jobs you might find elsewhere.		.42						.79
81-Are you satisfied with your profession?			.80					.54

Continued…

Items	Component(EFA)							CFA
	F1	F2	F3	F4	F5	F6	F7	
Do mostly professional in your profession are satisfied with their job?			**.56**					.54
My job offers me opportunities for personal growth and development.			**.55**					.61
65-Do you think to change your profession?			**.54**					.6
Are you satisfied with future of your profession in this country?			**.53**					.63
Do you have clear career path in your profession?			**.52**					.55
87-My work give me sense of achievement.			**.47**					.66
Do you recommend your family members to choose this profession?						**.68**		.55
Do you get respect for your profession in society?						**.55**		.56
My Family and social group appreciate my achievements						**.72**		.56
Do you think most of your colleagues want to change their profession?						**.63**		.56
11-My job requires that I learn new things						**.56**		.56
12-My job requires a high level of skill.						**.71**		.65
Do you feel insecure about your job future because of uncertain country stability condition?				**.59**				.53
Do you think; administrative problems are more exhausting than professional responsibilities?				**.55**				.54
Political instability since last many years has badly affected the growth of my profession in the country.				**.52**				.67
Do you think security issues in country are influencing effectiveness of your professional role?				**.52**				.51
Do you think your job is a source of emotional imbalance for you?				**.50**				.87
Do you think there is any chance of losing your job and becoming unemployed in the next twelve months?				**.49**				.68

Continued…

Items	Component(EFA)							CFA
	F1	F2	F3	F4	F5	F6	F7	
Does your familial responsibilities negatively influence your professional life?				.42				.65
Does your professional responsibilities negatively influence your family life?				.47				.72
How often does it happen that…": "you do not fully enjoy the company of your spouse/family/friends because of your job responsibilities because you worry about your work?				.47				.75
Does your work put you in emotionally upsetting situations?				.46				.52
Do your professional role get influenced by energy crisis in country?				.44				.72
Do you think biggest reason for aboard migration tendency is opportunity for better income level?				.44				.58
Do you think unsatisfactory performance of your profession is because of old methods of work?				.43				.67
Do you think biggest reason for aboard migration tendency is opportunity for job security?				.43				.53
Do you think biggest reason for aboard migration tendency is opportunity for better standard of life?				.42				.6
-Do your clients have high expectation about services which they receive from you?					.58			.56
-Do you think it is satisfying to provide services to an educated client?					.58			.56
114- Do you have too much work to do?					.53			.5
-Compensation of extra work hour should be compensated with extra payment					.53			.65
-Do you think that your family provide best support even for your professional problems?					.52			.57
107-What do you think that in spite of opportunity why professionals prefer to stay at homeland is it because of family bounding?					.45			0.47

Continued…

Items	Component(EFA)							CFA
	F1	F2	F3	F4	F5	F6	F7	
115-Do you think; job demands are higher than capacity of workers at work place?					.43			0.72
49-Do you feel restlessness in performing your job?					.41			0.69
57-Are you aware of your role at work place?					.61			0.56
59-Are you well aware about your client's needs / requirements?						.57		0.63
60-Do you know exactly for what you are responsible?						.52		0.58
43-Do you have good terms with your colleagues?						.49		0.66
37-Do your clients are aware about their rights?						.47		0.49
45-Do you receive cooperation from other department those are supposed to help you?						.45		0.57
44-Do your colleagues have cooperative attitude?						.42		0.65
42-Can you ask your colleagues for help when it is needed?						.41		0.58
47-Do you think your performance is result of team work?						.41		0.52
23-Does your profession give you opportunities to follow training courses?								0.74
84-Government has complete control upon corruption in my profession.							.57	0.55
86-Government has introduced effective check and balance system about my profession for quality assurance of performance.							.56	0.91
85-Government has provided workable framework to improve my professional competencies and career growth							.56	0.77
3-How much control Government has on corruption in your profession?							-.41	0.7

Loadings with absolute values of .40 are retained

Table 11 presents the exploratory factor loading as well as confirmatory factor loading of job demands and resource indigenous scale. Criteria for retaining an item for exploratory analysis was .4, whereas retaining item in confirmatory analysis criteria was .4 but most of the items loaded above .55.
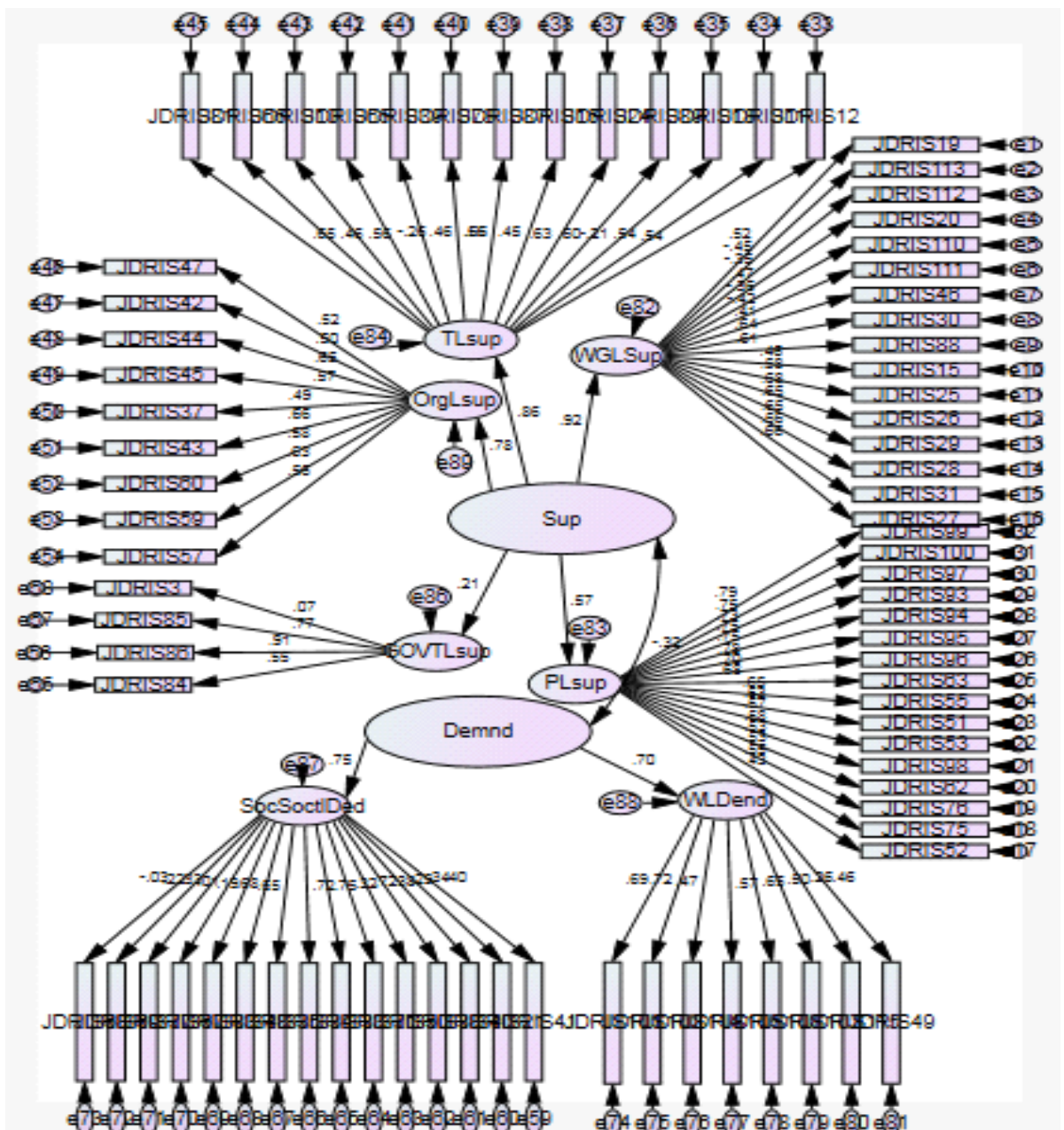
Figure 6. Standardized factor loadings in confirmatory factor analysis of Job demands and Resource Indigenous scale

Stage 3: It was planned to define the sub-scale of newly established scale. A committee consisted upon two PhD scholars and one assistant professor was constituted. The basic objective of this stage was defining the sub-scale and their respective sub-categories and giving them names. Total 82 items were distributed in seven main categories as per results of EFA and CFA. Firstly, as per committee findings that these seven categories may synthesis into two major domains. It was decided by the committee that in domain one, two of the sub-categories should be kept and in domain two five of the sub-categories should be placed. Secondly, main domain was defined by the committed as per nature of the items. Domain one was titled as job demands and domain two was identified as job resources. Thirdly, sub-scales were defined as per loaded items in each of the sub-scale. It was suggested by the committee that in job demands domain, first group of loaded items could be further distributed in further four sub-categories such as work overload, hard task, time pressure, emotional demands. The first sub scale of job demand scale was titled as task level demands by the committee. The second classification of job demands was further explored and was divided into five further distributions such as job place politics, job insecurity, law and order conditions and work family interference. It was realized by the committee that this sub-scale seems to be consisted upon three layers of demands first at organization level constraint like job place politics and job insecurity, second social level demands and constraints such as work family interference and third state level constraint for example country law and order condition, even sub classification at organization level job insecurity is sharing some of the items as professional insecurity which is related to future of that profession in Pakistan. So it was recommended by the committee that this sub-scale should be named as social and societal demands or constraints. Likewise, second domain was explored for further distribution of sub-scales as per loaded items. The first sub-scale

was further distributed into two sub-classifications as per loaded items, the first classification was recognized by the committee as supervisor support as per nature of the items into it. The second classification of this sub-scale was identified as co-workers support so accordingly this classification was titled as work group level support. The second sub-scale of domain job resources was further divided into three sub-classification as per nature of the items, the first classification was titled as role clarity the fact being items related to its job responsibilities and level of clarity communicated to the professionals, the second category was identified as diversity of the task, which includes the factors giving exposure to the professionals, the third category was recognized as consisted upon such items which are causing job satisfaction so judging the commonality among three of the sub-categories this sub-scale was titled as task level support. Then third sub-scale was considered for further exploration, it was again acknowledged by the committee members that it might be further distributed into three more sub-categories such as justice at work place, opportunity for professional growth and job security, interesting it was found that within the scale such items were found that at one place in job demands these are comprising one of the sub-category as job insecurity, which are reflecting the fear of job loss or poor career path planning of the profession at government level whereas in this category such items are found which are reflecting job security from organization side as support. Moving ahead, forth classification was attended to explore the nature of sub-classification for their titles and found that it might be divided into further two classifications, the first is reward/compensation as items are there which are related to such areas and the second classification is feedback system from client and supervisor. It was unanimously suggested by the committee that this sub-scale should be titled as organizational level support. The fifth last classification of items as per EFA and CFA was considered by the committee members and it was found that it was

comprised of items which are highlighting the need of the professional about role of state and facilities and supports needed by the government for the fulfillment of their basic necessities that would help them for better job performance. All of the items in this classification were about role of government and support required by the state so this classification was title state level support and only one sub-category found into it was named as good governess.

Results. Figure 7 shows the finalized facets and sub-facets of the scale.
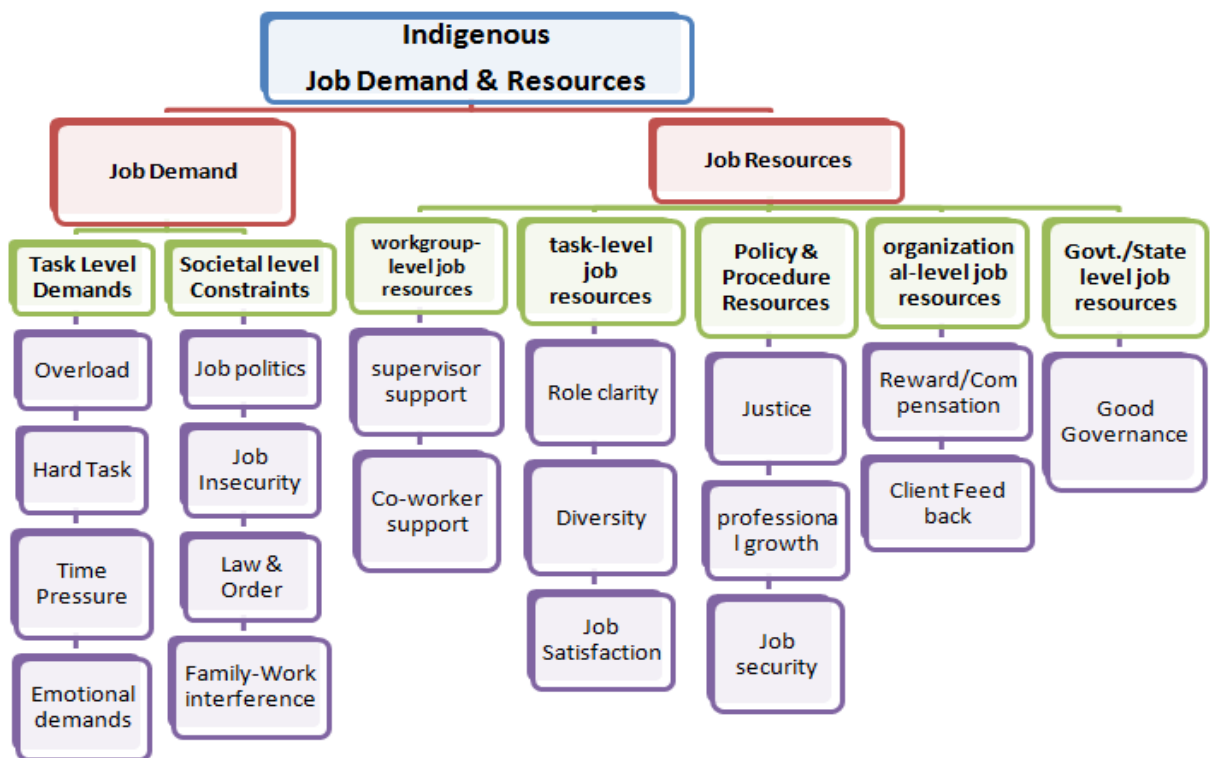
Figure 7. Final scale facets and sub-facets

Stage 4: Internal Consistency of the JDRIS. Cronbach alpha, coefficient of internal consistency was the ahead step to guarantee the scale reliability.

Table 12

Mean, Standard Deviation and Alpha reliability of JDRIS

Sr. No	Domain	Categories	Subscale	Items	*M*	*SD*	*α*
1		Task Level Demand	Overload Hard task Time Pressure Emotional Demands	9	2.03	.79	.81
2	Job Demands	Social & Societal Level Demand	Job politics Job Insecurity Law & order conditions Work-Family interference	15	3.01	.96	.78
3		Work group level job resource	Supervisor Support Co-worker support	16	2.64	.84	.89
		Task Level Job Resource	Job clarity Diversity Job satisfaction	13	2.76	.87	.96
4	Job Resources	Policies & procedures as Resource	Justice Professional growth Job security	16	2.91	1.93	.80
6		Organizational level support	Compensation Client Feed Back	9	2.93	.97	.84
7		Govt. Level Support	Good Governess	4	2.15	.97	.80

Note. M= Mean, SD= Standard deviation, n= 324

Table 12 shows the mean, standard deviation and alpha reliabilities of facets of job demand and resources indigenous scale.

Table 13

Mean, Standard Deviation and Alpha reliability of JDRIS sub-scale

Sr. No	Domain	Categories	Sub-groups	*M*	*SD*	*α*
1		Task Level Demand	Doctors	3.03	.78	.73
			Lawyers	2.9	.92	.81
			Lecturers	3.1	.85	.77
			Managers	3.4	.72	.60
2	Job Demands	Social & Societal Level Demand	Doctors	3.01	.76	.68
			Lawyers	3.5	.57	.73
			Lecturers	3.1	.64	.68
			Managers	3.4	.63	.81
3		Work group level job resource	Doctors	2.67	.69	.69
			Lawyers	3.1	.85	.71
			Lecturers	2.9	.79	.66
			Managers	2.7	.76	.74
		Task Level Job Resource	Doctors	2.76	.87	.66
			Lawyers	1.92	.75	.64
			Lecturers	2.91	.61	.75
			Managers	2.12	.93	.64
4	Job Resources	Policies & procedures as Resource	Doctors	2.43	.83	.84
			Lawyers	2.5	.78	.67
			Lecturers	2.3	.91	.81
			Managers	2.6	.87	.76
6		Organizational level support	Doctors	2.5	.74	.78
			Lawyers	2.3	.93	.71
			Lecturers	2.9	.82	.71
			Managers	2.2	.75	.82
7		Govt. Level Support	Doctors	2.15	.97	.70
			Lawyers	1.7	.87	.61
			Lecturers	2.1	.91	.73
			Managers	1.9	.85	.65

Note. M= Mean, SD= Standard deviation, n= 324

An indigenous measure of Pakistani human services Professionals about job demands and Resources shows, that people in Pakistan are living under enormous

stressful circumstances, like Political instability, injustice, terrorism, overpopulation, unemployment, poor living conditions, issues of law and order, bomb blasts, lacking good governess, missing Government planning and support so they have different job demands and less resources to fulfill professional requirements. Existence of these factors is confirmed from qualitative as well as quantitative assessment techniques. These are unique in comparison with developed countries which are governed by state rules, abundant with organizational resources, aware about human rights, making policies on the basis of psychological needs and combating for occupational health practices.

Other than unique findings, some of the demands as well as resources are identified which confirmed the similarities with existing literature. For example, work family interference has been identified as job demand, explaining the fact that professionals found their work demand extended enough that it interferes with their family life. For example, long shifts, over time and emergency calls from work place. Likewise, there are other job demands such as work load, time pressure, emotional demands and job insecurity which are already exist in literature and reconfirmed their presence as common job demands in developed as well as developing countries.

Similarly, some other resources are identified which do confirm the commonality with present literature of job resources. Supervisor support, co-worker, job satisfaction, job clarity etc. These job resources are identified by the professionals and validated after exploratory as well as confirmatory factor analysis.

Additionally, some of the job demands as well as resources are recognized similar to literature but their operationalization in our culture are slightly different, for example, job security is a type of job resource, which explains the security requirement from the organization but in our country job security is not only required from organization but job assurance is required from government level as well.

Broadly discussing Job demands and resources theory, according to this, all working environments or job characteristics can be modeled using two different categories, namely job demands and job resources. These job demands and resources refer to those physical, psychological, social, or organizational aspects of the job that require sustained physical and/or psychological effort and are therefore associated with certain physiological and/or psychological costs (Demerouti & Bakker, 2011). On the other hand Job resources refer to those physical, psychological, social, or organizational aspects of the job that are: (a) functional in achieving work goals; (b) reduce job demands and the associated physiological and psychological costs; or (c) stimulate personal growth, learning, and development Xanthopoulou et al. (2007), the qualitative part of present study reveals that other than these aspects broader social/ ecological factors are also playing their role as demands and Resources. These include cultural values, government and state role, geographical facts and even religious thoughts which restrict or facilitate professional roles.

PHASE III: DETERMINATION AND CONFIRMATION OF FACTOR STRUCTURE OF THE SCALES

It is recommended by researchers and psychometricians that Even if there is a standardized, well published questionnaire/instrument that has been proven for its measuring what actually it claims to measure. It is strongly recommended to test it with the population/age group/ethnic group/language of targeted population. It may not only influence the quality of the measuring tool reliability, validity and generalizability - but sometimes there are other types of issues that arise that it can be impossible to predict and could totally devastation of research objective. - like timing (it could be too long or too short for your population), order of questions (having a sequential effect), gatekeeper effects (someone else in the chain of access to your sample who has a view to express on the measurement tool. Most often language issues - words have been found that have a slightly different meaning in different culture. It is really difficult for the researcher to anticipate such issues.

In addition, it should be checked that the questionnaire is invariant to any demographic variables, such as gender or cultural background. This is often referred to as differential item functioning which should be avoided. Consistency of questionnaires is typically checked with confirmatory factor analysis. This requires structural equation modeling.

In present research there were total five scales have been selected to use keeping in view the operationalization of research construct, objective of research and in accordance to research question.

One of the main scale measuring indigenous job demands and resources has been developed and validated in phase III of the present research. Rest of the four scales have been selected from existing research literature, Maslach burnout Inventory and Affective commitment scale have frequently used in Pakistani researches of management sciences and organizational psychology bust there is hardly any research reporting, use of Temperament and character inventory and attribution styles questionnaire in Pakistani research literature. So it was dire need to address the psychometric suitability of these instruments with Pakistani human services population.

Step 1: Confirmation of the Factor Structure of the Scales

Five of the scales have been selected to be used in the study; three of them; Maslach Burnout Inventory, Organization attribution style and affective commitment were already developed and have been used in different studies of occupational settings. One of the scale, Job demands and Resources Indigenous Scale has been developed in Phase II of the pilot study for JDRIS (Job Demands & Resources Indigenous scale) exploratory as well confirmatory factor analysis have been done to explore and confirm the factorial validity of newly developed scale. Determination of factor structure as per Pakistani culture was realized to be important of remaining four scales.

Objective. To confirm the factor structure for Pakistani sample through confirmatory factor Analysis (CFA).

Sample. A sample of 300 human services professionals; doctors, lawyers, lecturers, Marketing managers and HR managers were selected from Islamabad, Rawalpindi, Lahore and Gujranwala. According to the sample inclusion criteria only those professionals were selected who has at least one year working experience either from government or private sector. Age range of the sample was 25 to 55 years ($M = 36$, SD 6.8). Qualification for different professionals were as below, at least MBBS for doctors, LLB for lawyers, Master for lecturers, BBA or MBA education for marketing managers and specialization in human resource management for HR managers.

Procedure. Research participants were approached at their work place. Convenient sampling technique was used for this purpose, only four cities of Pakistan (Islamabad, Rawalpindi, Lahore & Gujranwala) were targeted to collect data. Purposefully as per description of study sample, professionals were approached. Appointment was taken before visiting them, as per their consent, booklets were distributed among themselves, they were encouraged to fill the booklet in presence of researcher so if there are any confusion or they need any clarity it could be provided immediately. Although option was provided them that they can fill booklet as per their convenience and researcher may visit again to collected the filled booklets.

Results. Table 13 presents the results of each scale confirmatory factor structure.

Table 14

Confirmatory Factor Analysis (indices of Model fit) for Affective Commitment Scale

Indices	CMIN	df	CFI	NFI	TLI	RMSEA
	67.7	9	0.859	0.905	0.843	0.148

Note. χ^2 =Chi-square; df=degree of freedom; RMSEA=root mean square error of approximation; GFI=goodness of fit index; CFI= comparative fit index; NFI = normed fit index; TLI =tucker-lewis index, Errors within the factors were let correlated.

**$p<.001$

Table 14 shows unacceptable model fit indices for CFI= .85 TLI=.84 and RMSEA .14. Modification indices were also consulted, as per recommendation of modification indices two of the items are in need to be deleted and some of the error covariance are also suggested to be added. If these modifications would be incorporated the scale will be briefer, which reflected that affective commitment scale is not fit with study sample as per given theoretical framework.

Table 15

Confirmatory Factor Analysis (indices of Model fit) for Maslach Burnout Inventory

Indices	CMIN	*df*	CFI	NFI	TLI	RMSEA
	411.656	206	0.868	0.771	0.853	0.068

Note. χ^2 =Chi-square; df=degree of freedom; RMSEA=root mean square error of approximation; GFI=goodness of fit index; CFI= comparative fit index; NFI = normed fit index; TLI =tucker-lewis index, Errors within the factors were let correlated.

**$p<.001$

Table 15 shows poor model fit indices for CFI= .86 TLI=.77 and RMSEA .068 of Maslach Burnout Inventory. Modification indices were also considered to improve the model fit, most of the items of depersonalization scale were

recommended to be accounted in emotional exhaustion scale, and moreover factor loadings are also not so high. Which reflected that Maslach Burnout Inventory is not fit with study sample as per given theoretical framework.
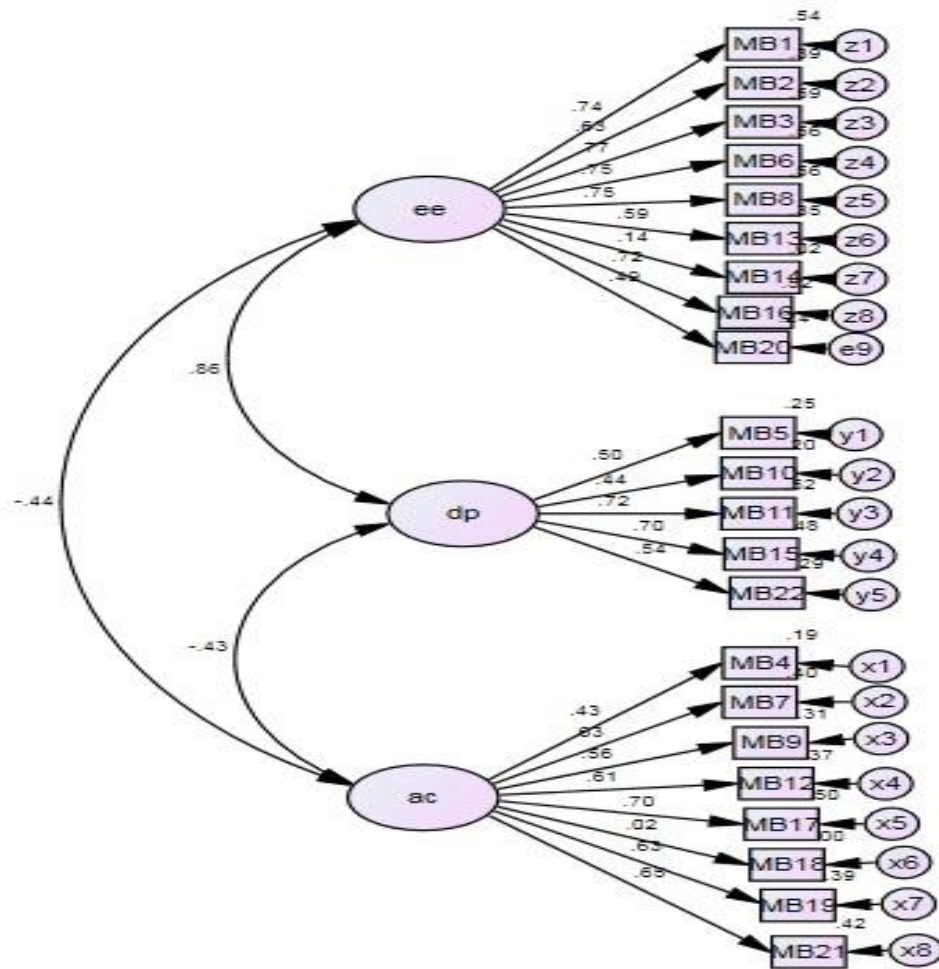
Figure 8. Standardized factor loadings in confirmatory factor analysis of Maslach Burnout Inventory

Figure 8 shows the item loading on each factor, as evident that some of the items have poor loading as per structured factors. In case of retaining these items within the given factor structure causes poor fit indices and as per recommendation of modification indices, given factors changed their structure. Current situation leads

towards the conclusion that Maslach burnout inventory needed to be explored for

factor structure as per human services professional at Pakistan.

Table 16

Confirmatory Factor Analysis (indices of Model fit) for Organizational Attribution

Style Scale

Indices	CMIN	*df*	CFI	NFI	TLI	RMSEA
	1258.947	550	0.961	0.998	0.985	0.046

Note. χ^2 =Chi-square; df=degree of freedom; RMSEA=root mean square error of approximation; GFI=goodness of fit index; CFI= comparative fit index; NFI = normed fit index; TLI =tucker-lewis index, Errors within the factors were let correlated.

**p<.001

Table 16 shows model fit indices for CFI= .961 NFI=.998 and RMSEA .046

of Organizational Attribution Style Scale.

Results of CFA showed that only Organizational Attribution Style Scale

current factor structure found to be fit for study sample.
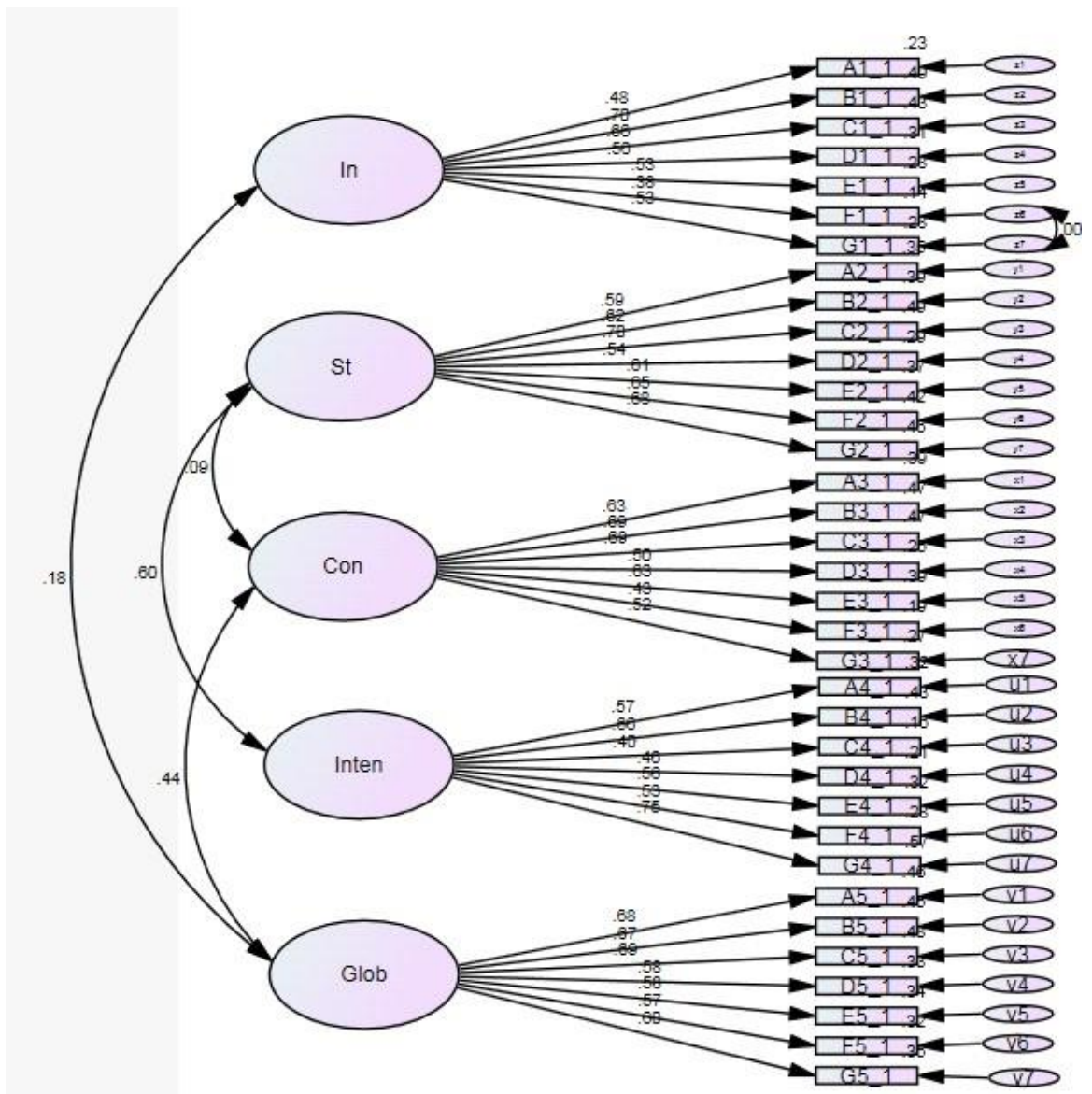
Figure 9. Standardized factor loadings in confirmatory factor analysis of Organizational attribution style questionnaire

Table 17

Factor Loading of the Occupational Attribution Styles Questionnaire CFA (N=300)

	Items	CFA
A1	Performance evaluation caused by something about you versus other people or circumstances?	.47
A2	To what extent is the failure to receive the promotion caused by something about you versus other people or circumstances?	.68
A3	To what extent is the poor raise caused by something about you versus other people or circumstances?	.66
A4	To what extent is your layoff caused by something about you versus other people or circumstances?	.56
A5	To what extent is this difficulty caused by something about you versus other people or circumstances?	.5
A6	To what extent was this accident caused by something about you versus other people or circumstances?	.49
A7	To what extent was the complaint caused by something about you versus other people or circumstances?	.58
B1	To what extent will the things that caused the poor evaluation be present in the future in similar situations?	.61
B2	To what extent will the things that caused the failure to receive the promotion be present in the future in similar situations?	.64
B3	To what extent will the things that caused the poor raise be present in the future in similar situations?	.72
B4	To what extent will the things that caused your layoff be present in the future in similar situations?	.55
B5	To what extent will the things that caused this difficulty be present in the future in similar situations?	.61
B6	To what extent will the things that caused your accident be present in the future in similar situations?	.63
B7	To what extent will the things that caused the complaint be present in the future in similar situations?	.69
C1	To what extent do you believe that another individual had control over the causes of your poor performance evaluation?	.59

Continued…

	Items	CFA
C2	To what extent do you believe that another individual had control over the causes of your failure to receive a promotion?	.65
C3	To what extent do you believe that another individual had control over the causes of you receiving a poor raise?	.67
C4	To what extent do you believe that another individual had control over the causes of your layoff?	.52
C5	To what extent do you believe that another individual had control over the causes of your difficulty?	.63
C6	To what extent do you believe that another individual had control over the causes of the accident?	.48
C7	To what extent do you believe that another individual had control over causes of the complaint?	.6
D1	To what extent do you believe that another individual might have intended for this to poor performance evaluation to occur?	.61
D2	To what extent do you believe that another individual might have intended for your failure to receive a promotion?	.68
D3	To what extent do you believe that another individual might have intended for you to receive a poor raise.	.4
D4	To what extent do you believe that another individual might have intended for you to be laid off?	.48
D5	To what extent do you believe that another individual might have intended for you to have a difficult time getting along with your coworkers?	.55
D6	To what extent do you believe that another individual might have intended for your accident to occur?	.5
D7	To what extent do you believe that another individual might have intended for the complaint to occur?	.71
E1	To what extent do you believe this poor performance evaluation will affect other situations?	.69
E2	To what extent do you believe this failure to receive a promotion will affect other situations?	.68
E3	To what extent do you believe this poor raise will affect other situations?	.69
E4	To what extent do you believe this layoff will affect other situations?	.59
E5	To what extent do you\ believe this difficulty will affect other situations?	.59
E6	To what extent do you believe this accident will affect other situations?	.57
E7	To what extent do you believe this complaint will affect other situations?	.61

Loadings with absolute values of .40 are retained

Table 17 presents the factor loading of organizational attribution style question as per confirmatory factor analysis, each of the factor loading with reference to its respective item along with recommended structure had shown a very good loading and fit as per given factor.

Step 2: Determination of factor structure

Although MBI and AC have been used for research purpose on Pakistani population with reference to literature review, many researches were conducted in management science and organizational psychology reported the effective use of these scale on different samples, but current assessment showed that their given factor structure seemed not fit for selected sample. As per researcher knowledge, Temperament and character Inventory has not been used at Pakistani sample so conclusion leads towards the exploratory factor analysis of study measures so up upon their fit factor structure main study may be conducted.

Exploratory Factor Analysis followed by Confirmatory Factor analysis. To attain the objectives exploratory factor analysis was conducted on each of the scale followed by confirmatory factor analysis so actual factor structures may be determined and confirmed for current study.

Method. Second step of this phase of study had been planned with the objective to explore the actual factor structure of Maslach burnout inventory and affective commitment scale as per human services professional of Pakistan.

Sample. A representative sample as per research targeted population of 300 professionals were selected for this purpose.

Procedure. With informed consent questionnaires were got filled carefully to maintain the effectiveness of the collected data. SPSS 17 was used for exploratory factor analysis. As both of the scale seems to be inter correlated so oblimin rotation had been selected.

Results. Figure 10 presents exploratory factor loadings on scree plots to judge the factor structure and possible number of factors.
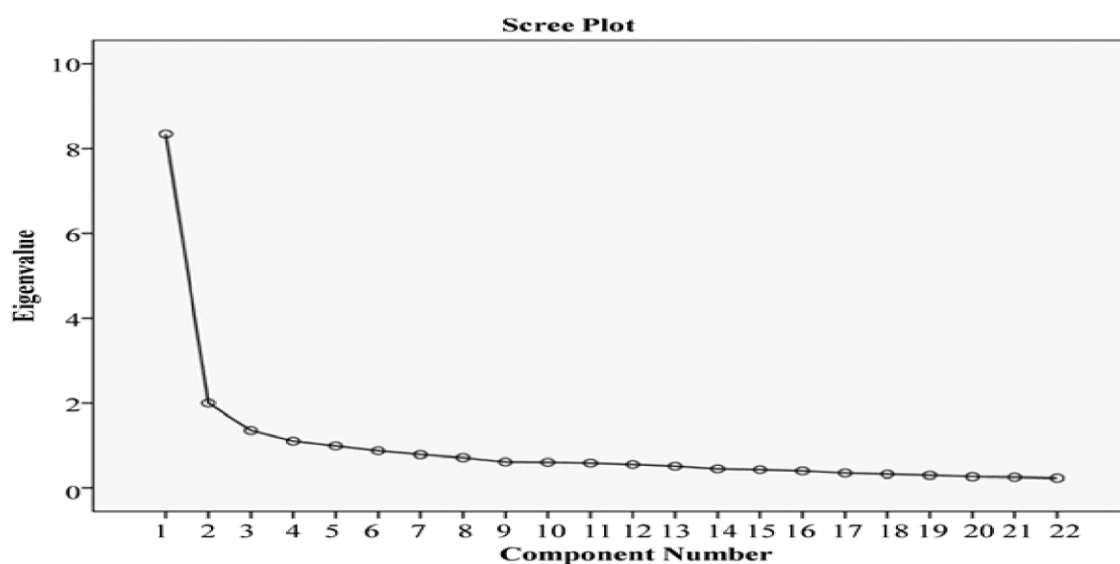
Figure 10. Scree plot of Maslach Burnout Inventory

Figure 10 shows the scree plot for the factor determination of Maslach burnout inventory, it is evident from scree plot that there are two distinctive factors emerged from exploratory factor analysis in research sample.

Exploratory Factor Analysis

Table: 18

Factor Loading of the Maslach Burnout Inventory (MBI) EFA (N=300)

Item No.	Items	F1	F2
16	Working directly with people puts too much stress on me		
3	I feel fatigued when I get up in the morning and have to face another day on the job.		
13	I feel frustrated by job		
15	I don't really care what happens to some recipients		
11	I worry that this job is hardening me emotionally	.68	
5	I feel I treat some recipients as if they were impersonal "objects"	.67	
6	Working with people all day is really a tension for me	.66	
8	I feel burned out from my work	.64	
10	I have become more insensitive towards people since I took this job	.64	
20	I feel like I am at the end of my rope	.61	
1	I feel emotionally exhausted.	.54	
2	I feel used up at the end of the day	.54	
22	I feel recipients blame me for some of their problems	.5	
17	I can easily create a relaxed atmosphere with my recipients		.74
19	I have accomplished many worthwhile things in this job		.68
21	In my work I deal with emotional problems very calmly		.67
7	I deal very efficiently with the problems of my recipients		.67
9	I feel I am positively influencing other people 's lives through my work		.66
4	I can easily understand how my recipients feel about things		.64
12	I feel very energetic		.63
18	I feel exhilarated after working closely with my recipients		.41
14	I feel I am working too hard on my job	.45	

Loadings with absolute values of .40 are retained

Table 18 presents the factor loading of Maslach Burnout Inventory as per confirmatory factor analysis, each of the factor loading with reference to its

respective item along with recommended structure had shown a very good loading

and fit as per given factor.
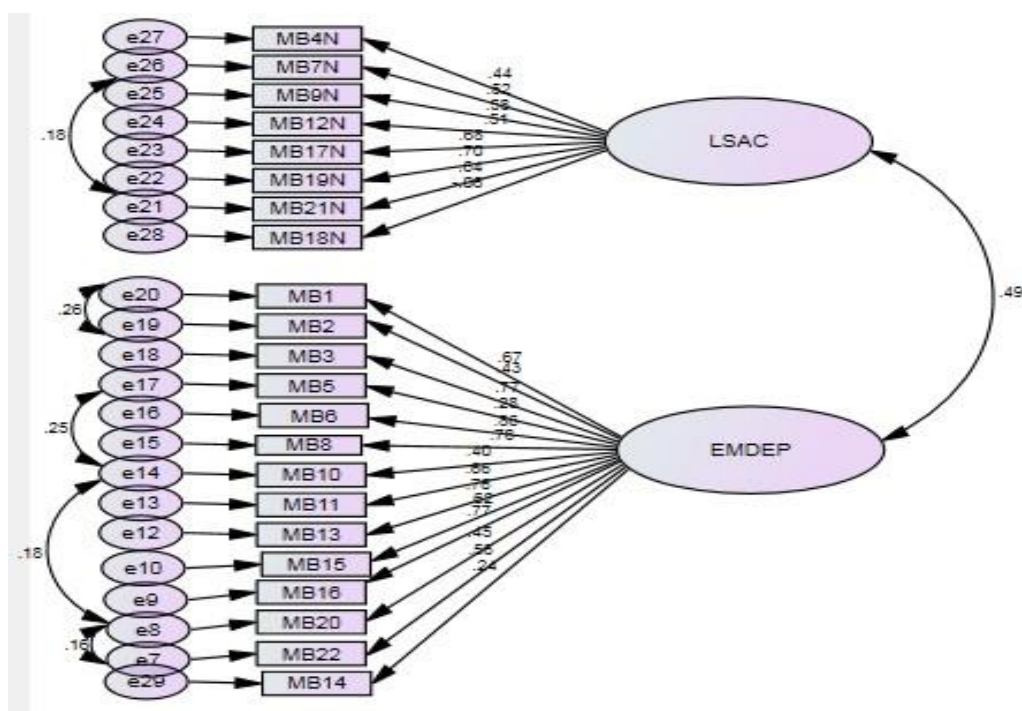
Figure 11. Standardized factor loadings in confirmatory factor analysis of Maslach

burnout inventory

Table 19

Confirmatory Factor Analysis (indices of Model fit) for Maslach Burnout Inventory

(Two factor solution) (N=334)

Indices	χ	*df*	CFI	NFI	TLI	RMSEA
	222.163	162	.960	.988	.953	.04

Note. χ^2 =Chi-square; df=degree of freedom; RMSEA=root mean square error of approximation; GFI=goodness of fit index; CFI= comparative fit index; NFI = normed fit index; TLI =tucker-lewis index, Errors within the factors were let correlated. Errors within the factors were let correlated. * * *p =.001

Table 19 shows model fit indices for CFI= .960 NFI=.988 and RMSEA .04 of

Maslach Burnout Inventory.

Table: 20

Factor Loading of the Maslach Burnout Inventory (MBI) EFA (N=300) and CFA (N=334)

Item No.	Items	CFA
16	Working directly with people puts too much stress on me	.77
3	I feel fatigued when I get up in the morning and have to face another day on the job.	.77
13	I feel frustrated by job	.76
15	I don't really care what happens to some recipients	.62
11	I worry that this job is hardening me emotionally	.67
5	I feel I treat some recipients as if they were impersonal "objects"	.38
6	Working with people all day is really a tension for me	.86
8	I feel burned out from my work	.76
10	I have become more insensitive towards people since I took this job	.40
20	I feel like I am at the end of my rope	.45
1	I feel emotionally exhausted.	.67
2	I feel used up at the end of the day	.43
22	I feel recipients blame me for some of their problems	.56
17	I can easily create a relaxed atmosphere with my recipients	.68
19	I have accomplished many worthwhile things in this job	.70
21	In my work I deal with emotional problems very calmly	.64
7	I deal very efficiently with the problems of my recipients	.52
9	I feel I am positively influencing other people's lives through my work	.58
4	I can easily understand how my recipients feel about things	.44
12	I feel very energetic	.51
18	I feel exhilarated after working closely with my recipients	.66
14	I feel I am working too hard on my job	.24

Loadings with absolute values of .40 are retained

Table 20 shows model fit indices for CFI= .960 NFI=.988 and RMSEA .04 of Maslach Burnout Inventory.

Finalization of MBI sub-scales titles. This step of the study was conducted with objective to gauge the factor structure of the scales as per study sample, it is evident from results that MBI could not fit as per given factor structure in first step. In accordance to which second step of this phase was carried out. EFA was carried out

which explored two facets of MBI, on these findings CFA was conducted and results confirmed the fact that as per study sample MBI factor structure consisted upon two factors. It has been discussed in detail in main discussion section with possible reasons and literature support. The main object over here was giving title to the newly merged facet. To accomplish this purpose further two stages were planned.

Stage 1. Literature of burnout was reviewed with focus on such studies those had reported other than three dimensions of burnout. The dimensionality and the processes involved in the development of burnout have been frequently discussed in studies and publications. According to some researchers (Cox, Kuk, & Leiter, 1993; Leiter, 1993), the existential model of burnout (Pines, 1993) and the phase model is considered as one dimensional model because they represent burnout as a single state (Golembiewski, Scherb, & Boudreau, 1993). The three-dimensional model on the other hand defines burnout as scoring high on emotional exhaustion and depersonalization and low on personal accomplishment (Schaufeli & Enzmann, 1998). In the existential model, burnout is described as a state of "physical, emotional and mental exhaustion" and is measured by the widely used Burnout Measure (BM). In BM, the degree of burnout is assessed with a single score (Enzmann et al., 1998). The phase model proposed by Golembiewski is based on the three MBI subdomains (high/low scores) and considers burnout as the endpoint of a virulent process that develops progressively through eight phases (Golembiewski et al., 1993). Nevertheless, in the phase model, burnout is computed by a single burnout score (Schaufeli & Enzmann, 1998). According to some researchers, exhaustion or exhaustion combined with depersonalization (assuming a parallel progression of these two dimensions) constitute the core

elements of burnout (Lee & Ashforth, 1996; Leiter, 1993). In some early studies where the original MBI was used to assess burnout outside the human services, the emotional exhaustion and depersonalization dimensions tended to collapse into one factor (Leiter & Schaufeli, 1996). Hence, an alternative to the proposed three-factor model is a two-factor model in which exhaustion and cynicism constitute the first factor and professional efficacy the second factor. It has been demonstrated in several studies that a sense of reduced efficacy develops independently from the other two dimensions (Lee & Ashforth, 1996; Leiter, 1993). Cordes and Dougherty (1993) suggested that reduced personal accomplishment may reflect perceived lack of skills or a feeling of personal failure. In sum, professional efficacy is considered to be the weakest burnout dimension in terms of its relationship with predictor variables (Demerouti et al., 2003; Lee & Ashforth, 1996; Schaufeli & Enzmann, 1998). Consequently, in a second alternative model, exhaustion and cynicism are defined as the core elements of burnout, thereby excluding the professional efficacy dimension. The Oldenburg Burnout Inventory (OLBI) is based on this assumption. This inventory consists of the two dimensions; exhaustion and disengagement from work. Literature findings support the existence of exhaustion as most important component.

Stage 2. A committee consisted upon two PhD scholars (with the condition that they have used MBI in any of their research) and an assistant professor from psychology department. Findings were shared with the committee. It was recommended by experts that because there is no change in items of reduced sense of accomplishment, there is no need to change the title of this sub-scale. The

newly emerged sub-scale is consisted upon items of emotional exhaustion and depersonalization, considering the definition of both facets a new name could be suggested. Emotional exhaustion is exhaustion at emotion level whereas depersonalization is exhaustion at social level. Concluding both factors may be represented with the title "Exhaustion".

Stage 3. Concluding the finding of both stages, a second committee was requested with new members, they were one M.Phil. and one PhD scholar along with an assistant professor from department of psychology. The findings of both stages were presented to the committee members. As literature and experts were having the same opinion that newly emerged sub-scale should be titled as Exhaustion so newly constituted committee considered both recommendations and finalized the new title for newly emerged dimension as "exhaustion" consisting upon items of emotional exhaustion and depersonalization.

Table 21

Factor Loading of the Affective Commitment scale (AC) EFA (N=300) & CFA (N=334)

Item No.	Items	F1	F2
1	I would be very happy to spend the rest of my career with this organization.		**.84**
2	I really feel as if this organization's problems are my own.		**.70**
3	I do not feel a strong sense of "belonging" to my organization.	**.85**	
4	I do not feel "emotionally attached" to this organization.	**.84**	
5	I do not feel like "part of the family" at my organization.	**.81**	
6	This organization has a great deal of personal meaning for me.		**.81**

Loadings with absolute values of .40 are retained

Table 21 presents the factor loading of Affective Commitment scale as per exploratory factor analysis.
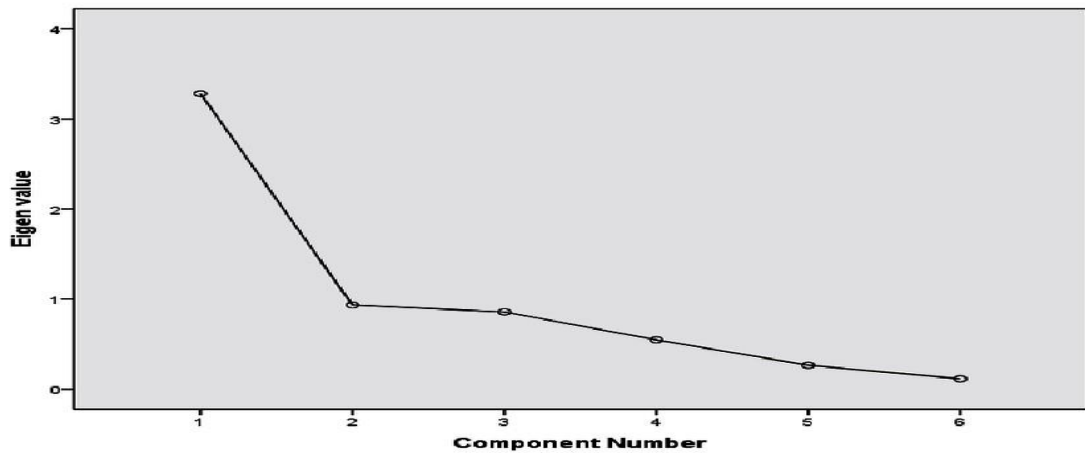
Figure 12. Scree plot of Affective Commitment scale

Figure shows clearly that there are two of the factors emerged after factor analysis on affective commitment scale in present study sample.
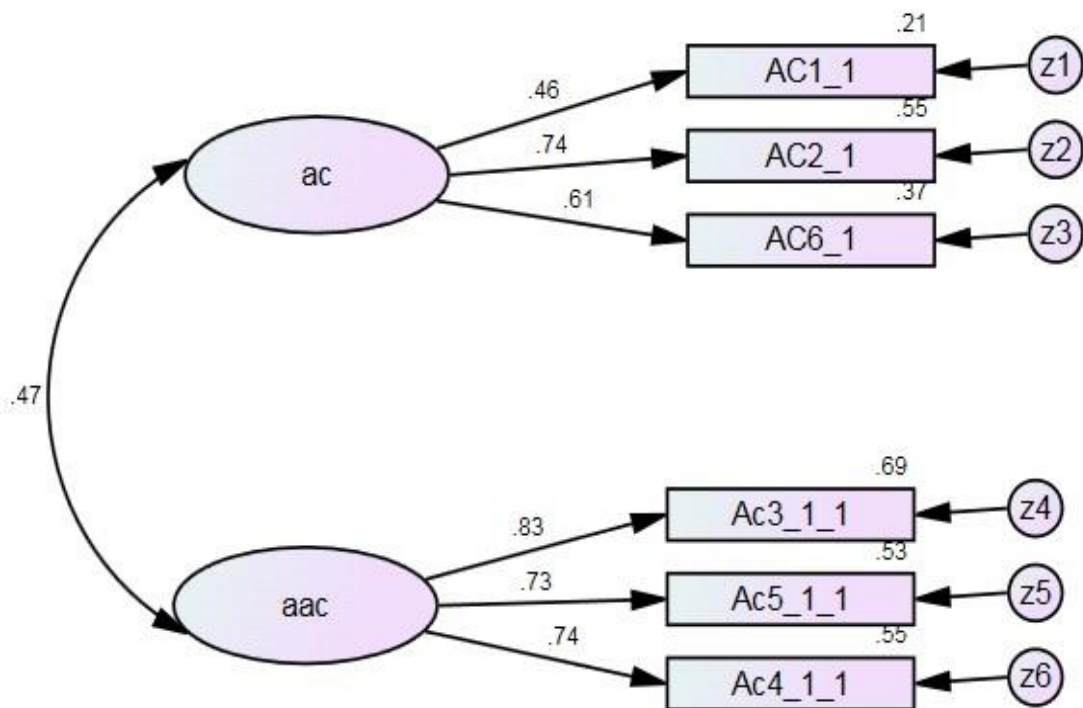
Figure 13. Standardized factor loadings in confirmatory factor analysis of Affective commitment scale

Table 22

Confirmatory Factor Analysis (indices of Model fit) for Affective commitment (Two factor solution)

Indices	χ^2	df	CFI	NFI	TLI	RMSEA
	13.197	7	.983	.975	.963	.06

Note. χ^2 =Chi-square; df=degree of freedom; RMSEA=root mean square error of approximation; GFI=goodness of fit index; CFI= comparative fit index; NFI = normed fit index; TLI =tucker-

Table 22 shows model fit indices for CFI= .983 NFI=.975 and RMSEA .06

of Affective commitment scale. It may have inferred from the results that affective

commitment two factors are merged as per study sample.

Table 23

Factor Loading of the Affective Commitment scale (AC) CFA (N=334)

Item No.	Items	Factor Loadings
1	I would be very happy to spend the rest of my career with this organization.	.65
2	I really feel as if this organization's problems are my own.	.55
3	I do not feel a strong sense of "belonging" to my organization.	.74
4	I do not feel "emotionally attached" to this organization.	.67
5	I do not feel like "part of the family" at my organization.	.72
6	This organization has a great deal of personal meaning for me.	.48

Loadings with absolute values of .40 are retained

Table 23 presents the factor loading of Affective Commitment scale as per

confirmatory factor analysis.

Finalization of AC sub-scales titles. As results of step 1 presented that CFA

findings were not within fit ranges. To sort out the factors of affective commitment

scale EFA was carried out followed by CFA, the results of EFA and CFA on two independent group of samples explored and confirmed the emergence of two factors instead of one.

The objective of this step was to select suitable tiles for these newly identified facets.

Stage 1: The first stage in this regard was the literature review, relevant literature was reviewed for this purpose. Meyer and Allen (1991) analyzed an extensive amount of commitment literature. As per their findings, affective commitment has three subcomponents 1) the emotional attachment to the organization 2) the identification with the organization and 3) the involvement in the organization.

Employees that are strong affective committed want to stay employed in the organization. The idea from Reichers (1985) and Becker (1992) that (affective) commitment is not unidimensional and has different foci. They suggested to measure different foci of commitment because employees can be committed to different individuals and targets, for example: supervisor, colleagues and team. Therefore, existence of affective commitment facets more than one has been emphasized in literature. As far as title of facets are concerned Bergami and Bagozzi (2000) argued that though the cognitive aspect of one' s social identity with the organization is of importance, the emotional component must be captured as well. As in their study, we consider affective commitment to comprise the emotional element of organizational identification. Affective commitment is defined as the positive feelings of identification with, attachment to, and involvement in, the work organization' (Meyer

and Allen 1984: 375). Building on Shaver (1987) work, Bergami and Bagozzi (2000) examined two components of affective commitment love (AC-Love) and joy (ACJoy). AC-Love refers to emotional attraction or affection towards the organization as a social category. AC-Joy refers to happiness arising from the organization as a social category.

Stage 2: It was planned to involve the opinion of subject matter experts; a committee was constituted of three members two of them were PhD scholars and an assistant professor from department of psychology. They were presented with the six items of affective commitment scale, committee members thoroughly review the items and came to the conclusion that actually scale is consisted upon two facets, one facets are having "pleasure aspect" of working and the other facets is about "attachment aspect" with the organization. It was suggested by the committee that these two facets may be titled as pleasure aspect and attachment aspect.

Stage 3: To finalize the recommendation of both stages a second committee was constituted, the results of both stages were shared with committee members. Committee was of one M.Phil. and one PhD scholar along with an assistant professor from psychology department. After a deep thought provoking discussion, committee gave the recommendation to title the newly emerged both of sub-scales as "affective commitment joy" and "affective commitment love". As per recommendation of committee these titles are truly representative of findings of both stages. So, these titles were finalized for present research.

Concurrent validity of the TCI-R. The objective of the current study was to investigate psychometric properties and factorial structure of the TCI-R in study sample. The first aim was to examine internal reliabilities and inter-correlations among the seven TCI-R dimensions of temperament and character. The second aim was to explore the factor structure of the TCI-R by conducting exploratory factor analysis with promax rotation. The final objective was to test the concurrent validity of the TCI-R via its associations with relevant measures of the IPIP-50 personality dimensions.

Method

Objective. To determine psychometric properties of TCI-R among Pakistani sample. To establish concurrent validity of TCI-R with IPIP-50 (five big personality factors).

Sample. In this phase of study 334 Pakistani adults participated. These 334 filled questionnaires were accessed for further processing;29 forms could not be qualified as per criteria of TCI 5 validity items so these were excluded. 5 of the questionnaires were found incomplete having more than 3% missing responses.

Finally, 300 forms were selected for analysis purpose. Descriptive details of the study sample were as below; Total male respondents were 174 (58%) whereas remaining were females, average age of respondents was 42.5 years with standard deviation 8.25 year. All of them were at least matriculate. All male members were employed either in some company or doing their private jobs whereas 53% female were house wives and remaining were employed in public or private sectors.

Measures. To measure personality dimensions, Temperament and Character Inventory Revised version was used, "within the psychological model it contains 140 item (135 personality items whereas 5 are validity item to check the seriousness and precision of responses) which are distributed into four temperaments; Novelty seeking(NS), Harm Avoidance (HA), Reward Dependence (RD), persistence (PS) and 3 character dimensions self-Directedness(SD), Cooperativeness(CO), and self-Transcendence (ST). 5 point Likert type scale is being used to judge the responses relatedness with respondent personality, it ranges between 1 to 5, 1 shows definitely false while 5 depicted definitely true when judging the item with person personality".

The other measure was selected "The international Personality Item Pool50(IPIP-50), to assess the big five personality dimensions: Extraversion, Agreeableness, Consciousness, Emotional stability, and Intellect". It is self-report, also 5 point Likert type scale, responses may vary between 1 to 5 depending upon statement level of accuracy with respondent personality 5 shows very accurate while 1 depicted very inaccurate. When IPIP-50 was administrated on study sample, it gave Cronbach's alpha coefficients as 0.78 (Intellect), 0.81 (Emotional stability), 0.85(Extraversion), 0.79(Consciousness) and .084 (Agreeableness).

Statistical analyses. Initially mean and standard deviations were found for two scales TCI-R and IPIP-50 respectively. Cronbach's alpha coefficient was calculated to estimate the internal consistency of 7 scales and 29 subscales. Principal component analysis was carried out to find factor structure of TCI-R with promax rotation. With the fact that factor structure assumption of Temperament and character structure dimensions are nonlinear (Gutiérrez et al., 2001) so factor structure for subscale of temperament as well as for character were

analyzed individually. To establish concurrent validity, Pearson correlation was calculated between the scales of TCI-R and scales of IPIP-50.

Results. Factor structure of the TCI-R sub-scales Separate principal component analyses were performed for temperament and character subscales. Four factors were extracted with the condition of eigenvalues greater than 1, which accounted for 68.16 % of the variance in the temperament subscales. The eigenvalues for the four factors were 5.83, 2.20, 1.70, and 1.16, respectively.

Table 24

Factor loading of principal component analysis of the character subscales (N=300)

Character Subscales	Factor 1 (SD)	Factor 2 (CO)	Factor 3 (ST)
SD1	**.67**	.14	-.21
SD2	**.73**	-.13	.13
SD3	**.82**	-.14	.02
SD4	**.41**	**.51**	-.31
SD5	**.74**	.18	.12
CO1	.06	**.69**	-.03
CO2	.07	**.42**	**.43**
CO3	-.12	**.76**	.12
CO4	.15	**.83**	.06
CO5	-.03	**.61**	.04
ST1	.08	-.11	**.57**
ST2	.05	.04	**.65**
ST3	.07	.06	**.67**

Loadings with absolute values of .40 or more are shown in bold.
Note. S=: Self-Directedness; CO= Cooperativeness; ST= Self-Transcendence.

For the character scales, principal component analysis identified three factors with eigenvalues greater than 1, which accounted for 62.58 % of the variance (Table 30). Eigenvalues were as follows: 4.21, 2.34, and 1.57. Subscale scores had loadings on their expected factors with no major loadings elsewhere, except SD4 and CO2. The subscale SD4 loaded on Factor 2 (CO) and the subscale CO2 loaded. For the character scales, principal component analysis

identified three factors with eigenvalues greater than 1, which accounted for 62.58 % of the variance (Table 24).

Eigenvalues were as follows: 4.21, 2.34, and 1.57. Subscale scores had loadings on their expected factors with no major loadings elsewhere, except SD4 and CO2. The subscale SD4 loaded on Factor 2 (CO), and the subscale CO2 loaded positively on Factor 3 (ST).

Exploratory factor analysis among three characters revealed a satisfactory pattern of subscale loading within their respective character, which is in line with Temperament and character theory.

Table 25

Factor loading of principal component analysis of the temperament subscales (N=300)

Temperament subscales	Factor 1 (PS)	Factor 2 (HA)	Factor 3 (RD)	Factor 4 (NS)
NS1	.41	.33	.51	**.06**
NS2	-.14	.06	.32	**.78**
NS3	-.04	.71	.01	**.72**
NS4	-.15	.83	-.11	**.68**
HA1	-.13	**.59**	-.13	.14
HA2	-.21	**.78**	-.33	-.15
HA3	-.25	**.63**	-.12	-.10
HA4	.64	**.55**	.23	.02
RD1	.23	-.04	**.73**	.06
RD2	-.29	.35	**.81**	.11
RD3	-.21	-.03	**.66**	-.01

Continued…

Temperament subscales	Factor 1 (PS)	Factor 2 (HA)	Factor 3 (RD)	Factor 4 (NS)
RD4	-.24	-.20	**.58**	-.39
PS1	**.81**	-.14	-.01	-.12
PS2	**.79**	.13	-.02	-.03
PS3	**.83**	-.11	-.05	.05
PS4	**.88**	.19	-.12	-.06

Loadings with absolute values of .40 or more are shown in bold.
Note. NS= Novelty Seeking; HA= Harm Avoidance; RD= Reward Dependence; PS= Persistence.

The standardized factor loadings following promax rotation in a four-factor solution are presented in Table 25. Subscale scores had loadings on their expected factors, except NS1 and RD1. The subscale NS1 had only weak loading (0.06) on its own factor (NS) and loaded on RD (0.51).

Exploratory factor analysis among four temperaments revealed a satisfactory pattern of subscale loading within their respective temperament, which is in line with Temperament and character theory.

Table 26

Convergent Validity TCI-R correlations with IPIP-50 (N=300)

IPIP-50	NS	HA	RD	PS	SD	CO	ST
Extraversion	.36**	**−.67****	**.59****	.43**	.38**	.34**	.12*
Agreeableness	−.03	**-.71****	.67**	.27**	.73**	**.53****	.01
Consciousness	−.04	−.39**	-.38**	**.52****	.62**	**-.50****	.33**
Neuroticism	−.06	**.78****	.13*	.37**	**-.66****	.33**	−.11*
Introversion	.24**	.44**	-.35**	.49**	.15**	.22**	.29**

*p<.05. **p<.01.

In Table 26, the correlations of the TCI-R scales with the validity measures are presented. Overall, a meaningful pattern of concurrent validity was revealed. Each TCI-R scale was significantly associated with multiple IPIP-50 dimensions. Strong correlations were observed between HA and neuroticism (0.78), and Agreeableness (0.71), RD and Agreeableness (0.67), SD and neuroticism (-0.66), PS and Consciousness (0.52), and HA and Extraversion (_0.67), while the correlation between RD and Extraversion was 0.59. On the other hand, NS exhibited two non-significant associations with Agreeableness and neuroticism, while ST had either weak or non-significant correlations with the IPIP-50 dimensions. In Table 26, the correlations of the TCI-R scales with the validity measures (IPIP-50) are presented. Overall, a meaningful pattern of concurrent validity was observed. Each TCI-R scale was significantly related with different IPIP-50 dimensions. Strong correlations have been determined between HA and neuroticism (0.78**).

Table 27

Correlations between temperament and character scales (N=300)

TC	NS	HA	RD	PS	SD	CO
HA	-.07					
RD	.06	-.26**				
PS	-.14**	-.59**	.40**			
SD	-.73**	-.67**	.24**	.54**		
CO	-.18**	-.33**	.65**	.51**	.49**	
ST	.10	-.13*	.25**	.35**	-.11	.15**

Note. NS= Novelty Seeking; HA= Harm Avoidance; RD= Reward Dependence; PS= Persistence; SD= Self-Directedness; CO= Cooperativeness; ST= Self- Transcendence *p ≤ .05. **p ≤ .01.*

The correlation table 27 presents the four-temperament and three-character dimensions, the highest correlations were observed between HA and SD (-0.73**), RD and CO (0.65), as well as HA and PS (-0.59**), while moderate correlation was found between PS and SD (0.54). All other correlation coefficients showed weaker associations.

Discussion. The main objective of the present study was to examine the psychometric properties and factor structure of the TCI-R in study sample. The obtained internal consistency reliabilities were either good or excellent for all seven TCI-R scales, with Cronbach's alpha ranging from 0.77 to 0.93(reported in next chapter). This pattern of internal reliabilities is mostly in line with previous validation studies from various cultures where NS had the lowest, whereas HA and PS had the highest consistencies (Farmer & Goldberg, 2008. This finding mirrors the improved reliability of the TCI-R found in other cultures (Goncalves & Cloninger, 2010).

Finally, the internal reliabilities of the 29 subscales ranged from 0.51 to 0.87. The lowest Cronbach's alpha coefficients were observed in the case of two short facets, RD4 (6 items) and CO2 (5 items), in accordance with some other international studies (Dzamonja-Ignjatovic, Svrakic, Svrakic, Jovanovic, & Cloninger, 2010). Mostly adequate reliabilities found for all the TCI-R subscales support their clinical significance and use in personality assessment (Derksen, 2005). A separate principal component analyses have been conducted for temperament and character subscales because of robust nonlinear interactions between these two domains of personality (Derksen, 2005). More specifically, there seems to be significant equifinality and multifinality (i.e., one temperament configuration can lead to several character outcomes and vice versa) suggesting

the inadequacy of joint factorial analysis. Overall, the TCI-R exhibited consistent and expected structural validity for both temperament and character domains. The temperament subscales conformed to the postulated four-factor solution, except for the following three subscales: NS1 facet loaded positively on RD, RD1facet loaded positively on HA and PS, while RD4 facet loaded negatively on NS. Such scattered, theoretically unexpected loadings are found in other international studies of complex psychological constructs such as personality (Snopek, Hublova, Porubanova, & Blatny, 2012) and are generally not considered in isolation, but rather in the context of other indices of construct validity. It should be noted that PS was shown to be the most robust factor in this research by demonstrating the highest factor loadings, which supports the addition of 3 PS subscales in TCI-R.

Overall, a meaningful pattern of concurrent validity of the TCI-R was revealed via its relations with the relevant measures used in this study. Each TCI-R scale was significantly associated with at least one Big-Five dimension, mostly in the expected directions and levels of strength (e.g., strong correlations were observed between HA and Emotional Stability, CO and Agreeableness, RD and Agreeableness, PS and Consciousness). The Self-Transcendence character dimensions displayed the weakest associations with the Big-Five traits, which represent one of the points of theoretical and empirical divergence between the two popular models of personality, found in previous studies as well (Capanna et al., 2012). It should be noted that the present study was the first one that compared the two models by using the IPIP as a measure of the Big-Five personality traits. Future research should put more emphasis on the facet level of analysis, since there are indications that facets outperform domains in the prediction of behavior, including psychopathology (Quilty, Pelletier, DeYoung, & Bagby, 2013).

PHASE IV: PSYCHOMETRIC PROPERTIES AND PRELIMINARY

RELATIONSHIP PATTERN OF STUDY VARIABLES

Phase VI was planned to assess the psychometric properties of validated study measures. Furthermore, this was also focused to seek out pattern of relationship among study variables.

Objectives

These were the objective of phase IV:

1. To find the descriptive statistics; mean, standard deviation, range, kurtosis, and skewness of study measure.

2. To find out the preliminary pattern of relationship among study variables.

To fulfill the objectives following steps were planed:

Sample

A sample of 263 human services professionals; doctors, lawyers, lecturers, marketing managers and HR managers were selected from Islamabad, Rawalpindi, Lahore and Gujranwala. Convenient sampling technique has been opted to select the research participants. According to the sample inclusion criteria, only those professionals were selected those have at least one year working experience either from government or from private sector. Age range of the sample was 25 to 55 years ($M = 36$, SD 6.8). Qualification for different professionals were as below, at least MBBS for doctors, LLB for lawyers, master degree for lecturers, BBA or

MBA education for marketing managers and specialization in human resource management for HR managers.

Procedure

On behalf of National institute of psychology, the Head of the institutes (for example, hospital, colleges, and organizations) were contacted by the researcher, for permission purposes. All of the data were collected through the questionnaires. People were contacted on telephone or visits were paid to their workplaces to fill the questionnaires. Questionnaires for the study were mostly distributed by visiting the workplaces personally except for few that were sent by post. Data collection took almost three months before undergoing the process of analysis. Data were processed through SPSS by using different types of statistical tests.

Results

The data was analyzed which was received from various participants of the study sample. For adequate description of the data, descriptive analysis was conducted. Moreover, Cronbach's Alpha Coefficient of Reliability was calculated for all study scales and their sub-scales. Correlations among scales were also computed to identify the initial pattern of study variables.

Table 28

Descriptive statistics and reliabilities of Sample for study variables (N=263)

Scales Items		M	SD	α	Mini	Maxi	Sk	Ku
Temperament & Character								
Novelty Seeking	20	114.7	11.8	.66	80	171	.75	.43
Harm Avoidance	21	100.9	10.8	.66	69	145	.60	.45
Reward Dependence	20	98.6	11.3	.81	70	146	.71	.73
Persistence	20	138.8	15.5	.88	59	169	-.13	.27
Self-Directedness	20	115.1	16.9	.81	77	173	.62	.77
Cooperativeness	21	115.3	10.2	.59	89	162	.93	.14
Self-Transcendence	16	85.5	13.5	.81	50	130	.12	.06
Maslach Burnout								
Exhaustion	13	32.1	10.9	.85	13	68	.54	.00
Lack of accomplishment	7	8.0	5.4	.77	0	26	.70	.33
Organizational Attribution style								
Externality	7	21.1	4.6	.73	4	35	-.74	.38
stability	7	26.7	4.9	.81	7	35	-.32	.27
Controllability	7	17.0	4.9	.80	7	35	.50	.92
Intentionality	7	16.1	4.7	.78	7	35	.32	.29
Internality	7	20.8	4.5	.73	7	35	.51	1.08
Uncontrollability	7	28.7	5.6	.80	8	40	-.50	.89
Instability	7	26.7	4.9	.81	7	35	-.32	.27
Globality	7	17.1	5.4	.82	7	35	.32	.31
Non Globality		24.9	5.4	.82	7	35	-.32	.32

Continued…

Scales	Items	*M*	*SD*	α	Mini	Maxi	Sk	Ku
Un intentionality	7	25.9	4.7	.78	7	35	-0.32	0.28
Aggressive Attributions	28	80.8	10.0	.72	54	117	0.23	0.21
Empowered Attributions	28	98.2	14.5	.89	28	140	-0.20	0.56
Learned helplessness	35	98.0	8.9	.74	67	123	-0.18	0.46

Job demands & Resources Indigenous Scale

Scales	Items	*M*	*SD*	α	Mini	Maxi	Sk	Ku
Work Level demands	9	15.8	4.3	.71	8	30	0.82	0.40
Organizational & Government level Constraints	15	36.9	7.0	.79	18	59	0.34	0.27
Work Group Level support	16	54.9	6.2	.72	28	72	-0.74	0.86
Task level support	13	36.4	4.9	.81	19	44	-0.86	0.85
Policies & Procedural Support	16	42.6	9.7	.91	16	64	-0.22	-0.33
Organizational Level support	9	31.7	3.3	.74	23	36	-0.71	-0.26
Govt. level support	4	8.7	2.5	.80	3	12	-0.46	-0.53
Job Resources	57	174.3	17.4	.88	127	215	-0.29	-0.08
Job Demands	23	50.3	9.0	.79	29	77	0.53	0.14

Affective commitment

Scales	Items	*M*	*SD*	α	Mini	Maxi	Sk	Ku
AC Joy		14.1	3.6	.67	3	42	-0.16	-0.19
AC Love		16.1	3.1	.79	3	41	-0.80	-0.13
Valid N								

Note. EE= Exhaustion, LSATN= Lack of sense of accomplishment; WGL support=Work Group Level Support; Policy Procedure Support= Policies & Procedural Support; Task level Support= Task level Support, NA= Novelty Seeking; HA= Harm Avoidance, RD= Reward dependence; PER= Persistence; SD= Self Transcendence; Coo= Cooperativeness.

Table 28 presents mean, standard deviations, coefficient of skewness, coefficient of kurtosis, and Cronbach's alpha reliability for various scales and their respective subscales that have were in the study. As shown in the table, majority of the scales and sub scales have acceptable reliability coefficients presenting their internal consistent structures. The alpha coefficient ranges from .59 to .91. Only alpha coefficient of subscale of temperament and character inventory cooperativeness ($\alpha = .59$) fell below .60. As per recommendation of Murphy and Shofer (2001) alpha coefficient below than .60 are usually considered unacceptable, but with reference to literature review cooperativeness tends to have low reliability than another subscale of same inventory (Kijima, Tanaka, Suzuki, Higuchi, & Kitamura, 2000; Sung, Kim, Yang, Abrams, & Lyoo, 2002). Standard deviation of variables is also neither too low nor high but it is within the limits in line with literature, these are in between upper and lower limits. Mean value of each scale and subscale are also within acceptable ranges, which shows the normal distribution of responses. Values of skewness and kurtosis are also adding normal distribution of response data.

Relationship among the variable. Zero-order bivariate correlations among the study variables of the present study computed in order to discern the pattern of relationships among them. Table 31 presents the relationship among study variables which gave an understanding of relationship and direction of predicted relationship.

Table 29

Relationship among Study Variables (N = 263)

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
1 EE	_	.34**	.02	-.02	-.23**	-.31**	-.27**	.57**	.41**	.17**	-.30**	.26**	-.20**	-.25**	.00	.13**	-.11**	-.14**	-.17**	-.16**	.07
2 LSATN		_	-.30**	-.15**	-.43**	-.50**	-.11**	.16**	.37**	.16**	-.18**	.13**	-.16**	-.29**	.06	.23**	-.16**	-.37**	-.21**	-.24**	-.10**
3 WGLsupport			_	.430**	.531**	.542**	-.238**	.124**	.076*	-.069	.063	-.04	.066	.097**	-.123**	-.187**	.05	.23**	.13**	.15**	.08*
4 PPSupport				_	.561**	.350**	-.380**	.003	.063	-.04	.091*	-.082*	.367**	.185**	-.161**	-.213**	.03	.16**	.19**	.16**	.05
5 Tlevelsupport					_	.585**	-.218**	-.082*	-.187**	-.080*	.143**	-.117**	.340**	.254**	-.176**	-.251**	.09**	.27**	.27**	.26**	.09**
6 OLevelsupport						_	-.03	-.067	-.323**	-.106**	.212**	-.179**	.199**	.203**	-.133**	-.269**	.12**	.35**	.25**	.26**	.09**
7 Glevelsupport							_	-.175**	-.223**	-.075*	.124**	-.039	-.102**	.068	.104**	.104**	.02	-.04	-.03	-.01	.02
8 OGlevelConstraints								_	.271**	.135**	-.257**	.138**	-.145**	-.224**	.033	.124**	-.06	-.05	-.14**	-.10**	.13**
9 WLdemnads									_	.080*	-.146**	.087*	-.250**	-.186**	-.038	.110**	-.13**	-.20**	-.13**	-.14**	-.03
10 LHL										_	-.241**	.081*	-.078*	-.095**	-.285**	-.292**	.051	.01	.24**	.27**	.02
11 Empower											_	-.536**	.146**	.168**	.009	-.091*	.06	.07*	.08*	.08*	-.00
12 Aggressive												_	-.07	-.113**	.128**	.208**	-.072*	-.06	-.16**	-.20**	.04
13 AcJoy													_	.297**	-.090*	-.167**	.002	.15**	.14**	.14**	.02
14 AcLove														_	-.012	-.067	.081*	.115**	.083*	.075*	.018
15 NS															_	.704**	.162**	-.049	-.367**	-.477**	.104**
16 HA																_	-.091*	-.360**	-.581**	-.686**	-.039
17 RD																	_	.417**	.398**	.429**	.336**
18 PER																		_	.410**	.507**	.475**
19 SD																			_	.818**	.223**
20 Coo																				_	.272**
21 TS																					_

**. Correlation is significant at the .01level (2-tailed). *. Correlation is significant at the .05 level (2-tailed).

EE= Exhusation, LSATN= Lack of sense of accomplishment; WGLsupport=Work Group Level Support; PPSupport= Policies & Procedural Support; Tlevel Support= Task level Support,

; PER= Persistance; SD= Self Transcedence; Coo= Cooperativeness

Discussion

Results of pilot study present the suitability of research measures as per study sample. Along with it presents initial relationship pattern among study variables. Descriptive statistics present normal distribution of scores as per mean, standard deviation, skewness, kurtosis and Cronbach alpha reliabilities are within normal ranges and up to satisfactory level. Correlation results depict that there is a strong positive relationship between exhaustion and lack of sense of accomplishment. It is consistent with literature that sub facets of burnout are positively correlated (Maslach, 1998) although which comes first will be a research question to be satisfied after main study results. Identified indigenous task level demands and social and societal job demands have high positive correlation with exhaustion whereas job supports have negative high correlation with lack of sense of accomplishment in comparison to their relationship with job demands. It is also consistent with literature (Schaufeli & Bakker, 2004b). There is also interesting relationship pattern with different attributions styles. Learned helplessness has significant positive relationship with both identified facets of burnout more or less equal which shows that either high level of exhaustion or lacking sense of accomplishment both positively influence significant increase in employee level of learned helplessness. Considering empowerment, it shows that employees having high empowerment are less prone to exhaustion, in other words if employee is high on exhaustion it will leads him/her for the depletion of empowerment. On the other side lack of sense of accomplishment causes reduction in empowerment although this relationship is significant but magnitude of relationship is comparatively low in comparison to empowerment relationship with exhaustion. Aggressive attributions have high positive relationship with exhaustion as much an employee high on aggressive attribution it tends to have

high chances of level of exhaustion among employee having aggressive attribution styles. Similarly, aggressive attributions also tend employee to have lack of sense of accomplishment but magnitude of relationship shows that an employee with high aggressive attributions is at more risk of exhaustion in comparison to experiencing lacking in sense of accomplishment. In previous phase of present study, it was identified that affective commitment has two facets instead of reported unidimensional construct. Relationship trends confirmed the unique contribution of both facets. Discussing the relationship of affective commitment joy with exhaustion reveals that these two are negatively correlated, if employee level of exhaustion is high it leads to substantial reduction in level of affective commitment joy similarly if employee is at low level of affective commitment it will leads him towards lacking in sense of accomplishment. But considering affective commitment love which is the higher stage of commitment of an employee with his/her organization/ profession, if an employee is low at affective commitment love it will lead to higher level of exhaustion and it will be going for reduction in sense of accomplishment even at higher level. So as per initial level relationship trends two facets of affective commitment joy and love behave differently with different facets of burnout and their relationship also confirm their definition and nature as per description. An over view of relationship direction of personality dimensions' facets of burnout, it is evident that harm avoidance has high positive relationship with both facets of burnout, the magnitude of both facets is high and nature of relationship is negative. Another fact revealed that novelty seeking personality has no relationship with any facet of burnout, but has high negative correlation with learned helplessness whereas no relationships with affective commitment love.

Chapter VII

PHASE V: MAIN STUDY

Objectives

Phase III of the study is focused on finding out the relationships between different study variables. The explicit purposes of this phase were following;

1. To test the proposed Job demand and Job Resource model.

2. To test the mediating role of learned helplessness, aggressive attributions, Empowerment and Affective commitment, in relationship with job demand and resource of burnout.

3. To analyze the Moderating role of personality dimensions.

Hypotheses

Given hypotheses were formulated to test the present study:

1. Job demands (work level, social & societal) positively predict job burnout (exhaustion & reduced sense of accomplishment).

2. Job resources (work group level support, policies & procedural support, organizational level support, task level support, Govt. level support) negatively predict job burnout (exhaustion & Reduced sense of accomplishment).

3. Learned helplessness positively relate to burnout (exhaustion & reduced sense of accomplishment).

4. Learned helplessness mediates the relationship between job demand (work level, Social & Societal) and burnout (exhaustion & Reduced sense of accomplishment).

5. Aggressive attributions positively relate to burnout (exhaustion & reduced sense of accomplishment).

6. Aggressive attribution mediates the relationship between job demand (work level, social & societal) and burnout (exhaustion & educed sense of accomplishment).

7. Aggressive attributions mediate the relationship between job resources (work group level support, organizational level support, task level support, Govt. level support) and burnout (exhaustion & reduced sense of accomplishment).

8. Empowerment negatively relates to burnout (exhaustion & reduced sense of accomplishment).

9. Empowerment mediates the relationship between job demand (work level, social & societal) and burnout (exhaustion & reduced sense of accomplishment).

10. Empowerment mediates the relationship between job resources (work group level support, organizational level support, task level support, Govt. level support) and burnout (exhaustion & reduced sense of accomplishment).

11. Affective commitment negatively relates to burnout (exhaustion & reduced sense of accomplishment).

12. Affective commitment (joy & love) negatively relate to burnout (exhaustion & reduced sense of accomplishment).

13.   Affective commitment (joy & love) mediates the relationship between job resources (work Group level support, organizational level support, task Level support, Govt. level support) and burnout (exhaustion & reduced sense of accomplishment).

Measures

Maslach Burnout Inventory. Burnout was assessed using the Maslach Burnout Inventory—General Survey (Schaufeli et al., 1996), as per research objective, in third phase of pilot study; Maslach burnout inventory was assessed to confirm factor structure. It was not found fit as per given factor composition. To explore the factor structure of burnout inventory, exploratory factor analysis was conducted which found two distinctive factors of burnout inventory; it was followed by confirmatory factor analysis on another independent sample. The newly emerged factors were named as exhaustion and lack of sense of accomplishment as per recommendation of experts' committee. The facet exhaustion was consisted upon items of emotional exhaustion and depersonalization. Total 14 items (1, 2, 3, 6, 8, 13, 16, 20, 5, 10, 11, 15, 22) were confirmed after confirmatory factor analysis. Exhaustion was measured with items (1, 2, 3, 5, 6, 8, 10, 11, 12, 13, 14, 15, 16, 20, 22) (Cronbach's α=.86). Whereas lack of sense of accomplishment was measured with items numbers (4, 7, 9, 12, 17, 18, 19, 21) (Cronbach's α=.75). The subjects were asked to describe their feelings in terms never to everyday on a seven-point scale.

Job Demand & Job Resources Scale. Job demands and job resources related to burnout were measured with indigenous Job Demands-Resources Scale (JDRS) developed in Phase II of this research. Job demands were having further two subscales; task level demands 9 items and social and societal level demands/constraints 15 items, work group level support 16, items, task level support 13 items, policy and procedure level support 16 items, organizational level support 9 items and government level support 4 items.

Temperament and Character Inventory. The Temperament and Character Inventory (TCI) was used for personality assessment (Cloninger et al., 1994). The TCI which is a 140-items questionnaire, assesses 7 personality dimensions 4 of which are temperament dimensions and the rest are character dimension namely; Reward Craving, Harm Evasion, Self- Transcendence, Originality Seeking, Perseverance, Self-Directedness and Cooperativeness. The traits of temperament respond automatically to emotional stimuli which can be observed in infancy and they remain constant throughout life. The character traits are those which developed with social learning and develop from childhood through adulthood in a step by step method. all questions in TCI are rated on a Likert-type 5-point scale (Cronbach's α=.75).

Organizational Attribution Style Questionnaire. The Organizational Attribution Style Questionnaire (OASQ; Kent & Martinko, 1995) was selected to measure learned helplessness, empowerment and aggressiveness. It is consisted upon 7 work related conditions and there are 5 attributions in which respondent can reply

which reflects internality, stability, controllability, intentionality and globality of attributes (see Appendix).

Affective Commitment Questionnaire. Affective Commitment Scale developed by Meyer &Allen. (1990) was selected to measure Affective commitment. It was explored and confirmed in phase III of pilot study that affective commitment could not be determined as unidimension construct, as per our study sample. Two distinctive factors were emerged and were confirmed on two independent study sample when exploratory as well as confirmatory factor analysis was carried out independently. In line with previous research findings, these two facets were named as affective commitment joy (1, 3, 4) (Cronbach's α=.76) and affective commitment love (2, 5, 6) (Cronbach's α=.79). The employees' affiliation and attachment with the organization are focused by these items. All commitment items were measured using five-point Likert type scale i.e. 1 = Strongly Disagree to 5 = strongly Agree (see Appendix).

Personal and Demographic Data Sheet. A list of demographic variables was prepared on the bases of literature review. These are work experience, salary, province, profession, marital status, number of kids even language information was also required by the respondent (see Appendix I).

Step 1: Data cleaning and missing values Analysis

A data set of 1041 booklets was received which was further assessed before moving ahead for analysis, 873 cases was screened out for identification of multivariate and univariate outliers and to ensure the accuracy of the data set. First of all, bugs were assessed at data entry level, it was found that there were 3.5% cells were containing wrong data, these were typing errors, out of scale range entries. Data

was rectified with the help of hard copies of forms. After determining the precision of data entry, box plots were examined for verification purpose of univariate outliers. Some of the univariate outliers were found on attribution style questionnaires where some of the respondents replied only on neutral response option therefore these cases were exempted from the data set.

Mahalanobis D^2 was examined to check the multivariate outliers, in present study, the major variables regressed on dummy coded demographic variables in the regression analysis. This statistic measures the difference from multidimensional equivalent of a mean for a set of scores of each of the independent variables. A larger value of Mahalanobis D^2 with smaller corresponding probability value is more likely multivariate outlier. The analysis identified 11 multivariate outliers from main study data set. So, these cases were also deleted from the data file.

Temperament and Character inventory screening was done on the basis of validity items, there are three validity items in the short version of Temperament and character inventory, filled forms on this scale were assessed for validity items, as per Temperament and character manual instruction such cases were discarded which were not fulfilling the validity items requirement.

The ahead step was handling missing of this screened data, there were 106 cases found that had at least one missing response on a variable. Because of results such as (χ^2 (40988) =3357.31, $p=1.00$), the little MCAR test was non-significant. This established that there was some data which was missing at random. By using expectation maximization (EM) those missing values were assigned. Expectation maximization technique is considered better than traditional missing handling

techniques (Rubin, Witkiewitz, St Andre, & Reilly, 2007), due to the reason that it is a repeating process which doesn't fill the missing values directly instead the procedure continues iteratively through E step to M step until convergence, when the change from iteration to iteration becomes negligible (Little & Rubin, 1989). Finalized data set was consisted upon 760 cases which were screened from all aspects and were ready for final analysis.

Step 2: Identification of Relationships among Study Variables

Sample. Sample was consisted of 760 human services professionals (i-e Doctors, Lawyers, Lecturers, Marketing Manager, Bank Managers & Admin Managers). According to the sample inclusion criteria only those professionals were selected who has at least one year working experience either from government or private sector. Age range of the sample was 25 to 60 years ($M = 36$, SD 6.8). Both married and unmarried having or not having kids were approached for research purpose. Qualification description of professionals was; at least MBBS for doctors, LLB for lawyers, Master for lecturers, BBA or MBA education for marketing managers and specialization in human resource management for HR managers.

Procedure. Research participants were approached at their work place. Convenient sampling technique was used for this purpose, only four cities of Pakistan (Islamabad, Rawalpindi, Lahore & Gujranwala) were targeted to collect data. Purposefully as per description of study sample, professionals were approached. Appointment was taken before visiting them, as per their consent, booklets were distributed among themselves, they were encouraged to fill the booklet in presence of researcher so if there are any confusion or they need any clarity it could be provided

immediately. Although option was provided them that they can fill booklet as per their convenience and researcher may visit again to collected the filled booklets. Data collection was completed almost in one year from December 2014 to October 2015. Total 1500 booklets were distributed whereas 1041 were received back, response rate was 69%. To test the relationship among study variables AMOS 21 was used. To meet the object of determination that whether the factor structure is same for Pakistani culture as had been explored in other cultures or there are some new dimensions or patterns are existing as per our society. In order to check the adequacy of model fit to the data CFA depends on some statistical tests. Broadly used model fit indices (CMIN/df, CFI, TLI, NFI and RMESA) with factor loading (.40 and above) were consider for the determination of model fit and item loading. The range of CFI is from 0 to 1. 1 being the best model fit. CFI value of .90 or greater is an acceptable model fit (Hu & Bentler, 1999). For the purpose of comparing the fit of any model to a standard null model we can use The Normed Fit Index (NFI) (Bentler & Bonett, 1980). The Tucker-Lewis Index (Tuker & Lewis, 1973) is a non-normed fit index that can illustrates model fit splendidly for all sample sizes (Bentler, 1990). According to Cudeck and Browne (1992), Wegener, Fabrigar, Strahan, and MacCallum, (1999), MacCallum et al. (1996), and also steiger (1990), the RMSEA can be taken as follows: Zero shows ideal fit in the data and the model, values less than .05 means that it is a good fit, the values between .05 and .08 are sign of a fair fit, between .08 and .10, mediocre fit, and values above .10 are indication of a poor fit. Matsunaga (2010), Bernard (1998), and Costello and Osborne (2005) proposed .40 as cut off standard to decide if an item loaded substantially on a factor.

Sample Description variable wise. To find out the magnitude of different study variable among study sample, various pictographic have been drawn from main

study data. The main objective of this presentation was to judge the normality of study sample along with any of distinctive feature of sample group.

Table 30

Sample description on study variables (N=760)

Scales	Doctors (135)		Lawyers (116)		Lecturers (181)		Admin Manager (149)		Marketing Manager (90)		HR Manager (89)	
	M	S. D	M	S. D	M	S. D	M	S. D	M	S. D	M	S.D
Temperament & Character												
Novelty Seeking	9	.23	6	.25	11	.22	9	.21	6	.27	7	.21
Harm Avoidance	7	.21	7	.22	12	.27	10	.25	5	.24	7	.24
Reward Dependence	10	.19	8	.23	10	.18	9	.24	7	.19	5	.27
Persistence	9	.26	7	.23	10	.26	10	.26	6	.21	6	.23
Self-Directedness	8	.23	8	.31	12	.23	10	.17	6	.24	4	.31
Cooperativeness	6	.22	8	.26	11	.21	11	.25	6	.27	6	.26
Self-Transcendence	8	.21	7	.21	12	.25	10	.28	5	.21	7	.18
Maslach Burnout												
Exhaustion	30	3.2	34	4.1	35	3.6	33	3.7	31	3.9	35	3.7
Lack of accomplishment	7	.27	8	.34	9	.31	7.6	.35	6	.41	9	.31
Organizational Attribution style												
Aggressive Attributions	92	5.3	91	6.2	91	5.9	91	6.4	96	6.2	94	5.3
Empowered Attributions	77	6.3	81	6.8	78	6.1	78	5.5	76	5.6	78	6.1
Learned helplessness	101	6	105	5.4	101	5.6	101	5.9	100	6.4	99	5.7

Note. EE= Exhaustion, LSATN= Lack of sense of accomplishment, NA= Novelty Seeking; HA= Harm Avoidance, RD= Reward dependence, PER= Persistence; SD= Self Transcendence; Coo= Cooperativeness

Table 30 shows that temperament and character mean scores vary among different study sample groups, it is evident that within the group mean scores, variation is not very high although in lectures and administrative managers mean scores on different temperaments and characters are high and low on marketing managers but these are within normal ranges. The mean scores of different attribution styles among different groups of research sample. Sample description of study variables shows that mean scores are approximately same ranges within professions but level of learned helplessness is higher among all group and highest among lawyers, unlikely aggressive attribution is low among all groups except lawyers. Both facets of burnout are within normal mean score ranges on all sample groups of study sample. Moreover, none of the group presents any distinctive findings.

Results. Psychometric Properties of Study Variables are present in the table.

Table 31

Descriptive statistics and reliabilities of Sample for study variables (N=760)

Scales	Item No.	Mean	S. D	α	Mini	Maxi	Sk	Ku
Temperament & Character								
Novelty Seeking	35	114.68	11.75	.73	80	171	.74	.42
Harm Avoidance	33	100.94	10.83	.89	69	145	.59	.44
Reward Dependence	30	98.60	11.29	.61	70	146	.70	.73
Persistence	35	138.76	15.47	.87	59	169	-.12	.27
Self-Directedness	40	115.10	16.85	.87	77	173	.61	.76
Cooperativeness	36	115.33	10.16	.87	89	162	.93	.13
Self-Transcendence	26	85.52	13.48	.78	50	130	.11	.06
Maslach Burnout								
Exhaustion	13	32.06	10.90	.86	13	68.5	.54	-.00
Lack of accomplishment	7	7.97	5.43	.79	0	26	.7	.32
Organizational Attribution style								
Externality	7	21.06	4.63	.70	4	35	-.73	.38
Stability	7	26.65	4.88	.74	7	35	-.32	.27
Controllability	7	16.97	4.92	.71	7	35	.50	.92
Intentionality	7	16.11	4.70	.70	7	35	.32	.28
Internality	7	20.80	4.53	.73	7	35	.50	1.07
Uncontrollability	7	28.68	5.63	.71	8	40	-.49	.89
Instability	7	26.65	4.88	.73	7	35	-.32	.27

Continued….

Scales	Item #	Mean	S. D	α	Mini	Maxi	Sk	Ku
Globality	7	17.11	5.44	.74	7	35	.32	.31
UnGlobality		24.88	5.43	.73	7	35	-.31	.31
Unintentionality	7	25.88	4.70	.70	7	35	-.32	.28
Aggressive Attributions	28	80.80	10.00	.86	54	117.5	.23	.20
Empowered Attributions	28	98.23	14.48	.89	28	140	-.19	.56
Learned helplessness	35	98.03	8.94	.74	67	123.5	-.17	.46
Job demands & Resources Indigenous Scale								
Task Level Demand	8	15.81	4.33	.76	8	30	.81	.40
Social & Societal Level Demand Constraints	15	36.90	7.00	.78	18	59.5	.33	.26
Work Group Level support	18	54.93	6.16	.77	28	72	-.74	.85
Task level support	11	36.38	4.91	.82	19	44	-.86	.84
Policies & Procedural Support	16	42.58	9.68	.92	16	64	-.21	-.32
Organizational Level support	9	31.66	3.34	.80	23	36	-.71	-.26
Govt. level support	3	8.70	2.50	.77	3	12	-.45	-.53
Affective commitment								
AC Joy		14.06	3.62	0.66	3	42	-.16	-.185
AC Love		16.07	3.07	0.79	3	41	-.8	-.125

Note. EE= Exhaustion, LSATN= Lack of sense of accomplishment; WGL support=Work Group Level Support; PPSupport= Policies & Procedural Support; Task level Support= Task level Support, NA= Novelty Seeking; HA= Harm Avoidance, RD= Reward dependence; PER= Persistence; SD= Self Transcendence; Coo= Cooperativeness

Table 31 presents mean, coefficient of skewness, standard deviations, coefficient of kurtosis, and Cronbach's alpha reliability for different scales and their respective subscales used in this study. As shown in the table majority of the scales and sub scales have quite reliable coefficients showing that their internal structure is consistent. The alpha coefficient ranges from .61 to .92. Although alpha coefficient of subscale of temperament and character inventory cooperativeness was low (α = .59) below .60. Hence with reference to literature review cooperativeness tends to have low reliability than another subscale of same inventory (Kijima et al., 2000; Sung et al., 2002). But in main study, alpha coefficient of cooperativeness was improved (α = .87) which is considered very good, reliability of harm avoidance sub scale seems to be lowest among all study scales which is .61 As per recommendation of Murphy and Shofer (2001) alpha coefficient above .60 are usually considered acceptable so all study scales and subscales have good to excellent alpha coefficient. Moreover, mean and Standard deviation of variables is also neither too low nor high but it is within the limits in line with literature, these are in between upper and lower limits. Mean value of each scale and subscale are also within acceptable ranges, which shows the normal distribution of responses. Values of skewness and kurtosis are also adding normal distribution of response data.

Table 32

Relationship among Study Variables (N = 760)

	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	20
1 EE	.34**	.41**	.57**	0.02	-.02	.31**	.27**	.23**	.38**	.26**	.17**	-.20**	-.25**	.05	.17**	.15**	-.18**	.19**	.16**	.07
2 LSATN		.37**	.16**	-.3**	-.1**	-.5**	-.1**	-.4**	-.1**	.19**	.16**	-.16**	-.29**	.06	.23**	-.1**	-.37**	-.2**	-.2**	-.1**
3 WL demnads			.27**	.07*	.06	-.3**	-.2**	-.1**	-.1**	.08*	.08*	-.32**	.06	.09**	.11**	-.1**	-.29**	-.1**	-.1**	-.03
4 G level Constraints				.12**	.03	-.06	-.1**	-.08*	-.2**	.18**	.13**	-.28**	.03	.36**	.18**	-.07	-.05	-.1**	-.1**	.13**
5 WGL support					.43**	.54**	-.2**	.53**	.06	-.4	-.06	.43**	.34**	.25**	-.18**	.07	.25**	.13**	.15**	.08*
6 P PSupport						.35**	-.3**	.56**	.09*	-.08*	-.04	.19**	.20**	-.16**	-.23**	.06	.16**	.19**	.16**	.05
7 O Level support							-.03	.58**	.22**	-.1**	-.6**	.37**	-.12**	.06	-.29**	.12**	.35**	.25**	.29**	.09**
8 G level support								-.2**	.14**	-.03	-.07*	.42**	-.15**	-.22**	.14**	.08	-.04	-.03	-.02	.02
9 T level support									.14**	-.7**	-.08*	.51**	-.25**	-.18**	-.25**	.09**	.27**	.27**	.26**	.09**
10 Empower										-.5**	-.2**	-.07	-.09**	.09	-.09*	.06	.07*	.09*	.08*	-.09
11 Aggressive											.08*	.14**	.18**	.18**	.28**	-.07*	-.06	-.1**	-.2**	.04
12 LHL												-.07	-.13**	-.28**	-.29**	.05	.06	.29**	.27**	.06
13 ACJ													-.09*	-.17**	.02	.15**	.14**	.14**	.02	.29**
14 ACL														-.06	.08*	.15**	.083*	.075*	.02	.00
15 NST															.74**	.16**	-.09	-.3**	-.4**	.14**
16 HAT																-.09*	-.36**	-.5**	-.6**	-.09
17 TRD																	.47**	.39**	.49**	.36**
18 TPER																		.41**	.57**	.47**
19 TSD																			.88**	.23**
20 Tcoo																				.27**

Note. EE= Exhaustion, LSATN= Lack of sense of accomplishment; WGLsupport=Work Group Level Support; PPSupport= Policies & Procedural Support; TlevelSupport= Task level Support, NA= Novelty Seeking; HA= Harm Avoidance, RD= Reward dependence; PER= Persistence; SD= Self Transcendence; Coo= Cooperativeness

**. Correlation is significant at the .01 level (2-tailed). *. Correlation is significant at the .05 level (2-tailed).

Relationship among the study variable. For the purpose discerning the pattern of relations among the study variable, zero-order bivariate correlations were computed for the present study. Table 32 presents the relationship among study variables which gave an understanding of relationship and direction of predicted relationship. Relationship trends of main study depicted that there is no unusual indication in nature and direction of the relationships. Job demands are positively correlated with occupational exhaustion and reduced sense of accomplishment whereas jib resources are negatively correlated with both facets of burnout. Moreover, as found in previous researches (Bakker & Demerouti, 2007) magnitude of relationship is high among job demands and occupational exhaustion whereas high magnitude of negative relationship has been found among job resources and reduced sense of accomplishment.

Step 3: Hierarchical relationship among predictors and outcomes

The basic goal of the present study was to recognize the major contributors of different facets of burnout. There were four essential types of predictors in the study, those were considered as promoters of burnout at job place. Reviewing research literature, there are many researches that proved job demands are leading cause of exhaustion whereas job resources have strong influence on reduced sense of accomplishment. Likewise, there are a few but literature evidences are there depicting the fact that role of personal and personality factors as less contributor of burnout.

It was primary objective to find out the major guarantor as well as the minimum promoter of burnout. It was found that when variance is explained by correlated predictor variable on a criterion variable, the most efficient tool for analysis is hierarchal regression (Pedhazur, 1997). This is because correlated variables are common in social science researches. Hierarchical regression is widely used to analyze the influence of a predictor variable after controlling for other variables.

Results

Exhaustion and reduced sense of accomplishment had been testified with job demands and also with job resources, while adding other study variable step by step. Table 31 shows the results.

Table 33

Regression Analysis Job demands and constraints on Exhaustion

No	Model	B	SE B	β	t
1	(Constant)	43.531	3.991		10.907
	Gender	-4.826	1.103	-.157	-4.376
	Age	.051	.156	.031	.324
	Marital status	-2.525	1.071	-.100	-2.357
	Experience	-.328	.181	-.173	-1.814
2	(Constant)	-6.086	3.898		-1.561
	Gender	-1.514	.883	-.049	-1.715
	Age	.073	.124	.045	.593
	Marital status	-1.378	.845	-.055	-1.630
	Experience	-.228	.143	-.120	-1.598
	TL Demands	.832	.051	.480	16.284
	SS Demands	.698	.074	.273	9.415

Note. R^2 = .06 Adjusted R Square = .05, F= 11.930, ΔR^2 = 0.060 for Step 2. R^2 = .418 Adjusted R Square =0.413, F= 90.042, ΔR^2 = 0.359 (ps< .05). *p< .05

Table 33 depicted that significantly job demands and resources contributed for explaining exhaustion. Two models were developed in the results which consist of 6% to 41% explained variance, where all type of demographics with job demands have been regressed on exhaustion. The first model presented that demographic variables (Gender, age, marital status & work experience) contributed for 6% variance {R^2= .06, F (760) = 11.93} explained in exhaustion. Whereas in second model when along with

demographic variables (Gender, age, marital status & work experience) job demands (Task level demands & Social & societal) were added into the model that are positive predictor of exhaustion caused 41%variance {R^2 = .41, F (760) =90.042} explained about exhaustion.

Table 34

Regression Analysis Job demands & constraints, Learned helplessness, aggressive Attribution, Empowered Attribution & Affective commitment Joy Affective Commitment Love on Exhaustion

No	Model	*B*	*SE B*	β	*t*
1	(Constant)	43.531	3.991		10.907
	Gender	-4.826	1.103	-.157	-4.376
	Age	.051	.156	.031	.324
	Marital status	-2.525	1.071	-.100	-2.357
	Experience	-.328	.181	-.173	-1.814
2	(Constant)	-6.086	3.898		-1.561
	Gender	-1.514	.883	-.049	-1.715
	Age	.073	.124	.045	.593
	Marital status	-1.378	.845	-.055	-1.630
	Experience	-.228	.143	-.120	-1.598
	TL Demands	.832	.051	.480	16.284
	SS Demands	.698	.074	.273	9.415
3	(Constant)	-16.290	7.759		-2.100
	Gender	-1.373	.857	-.045	-1.603
	Age	.052	.120	.032	.438
	Marital status	-1.187	.819	-.047	-1.448
	Experience	-.214	.138	-.113	-1.551

Continued ...

No	Model	*B*	*SE B*	β	*t*
	TL Demands	.744	.051	.429	14.499
	SS Demands	.617	.074	.242	8.361
	Empower	-.040	.024	-.057	-1.692
	Aggressive	.165	.042	.127	3.962
	LHL	.094	.037	.071	2.528
	Ac Joy	-.113	.082	-.040	-1.374
	Ac Love	-.147	.073	-.058	-2.009

Note. R^2 = .060 Adjusted R Square = .005, F= 11.930, ΔR^2 = 0.060 for Step 2.R^2 = .418 Adjusted R Square =0.413, F= 90.042, ΔR^2 = 0.359 Step 3.R^2 = .461 Adjusted R Square =0.453, F= 57.99, ΔR^2 = 0.043 (ps< .05). *p< .05

Table 34 shows that although attribution styles of learned helplessness, aggression & empowerment and affective commitment contribute for exhaustion but major contributor are job demands and constraints. Three models have emerged in the findings that accounted for 6% to 46% explained variance, when with all type of demographics with job demands, learned helplessness, aggression & empowerment and affective commitment contribute have been regressed on exhaustion. The first model presented that demographic variables (Gender, age, marital status & work experience) contributed for 6% variance {R^2= .06, F (760) = 11.93} explained in exhaustion. Whereas in second model when along with demographic variables (Gender, age, marital status & work experience) job demands (Task level demands & Social & societal) were added into the model that are positive predictor of exhaustion caused 41%variance {R^2 = .41, F (760) =90.042} explained about exhaustion. Hence in third model when along with demographic variables (Gender, age, marital status & work experience) job demands (Task level demands & Social & societal) and learned helplessness, aggression & empowerment and affective commitment were added into the model that are predictor of exhaustion caused 46%variance {R^2 = .46, F (760) =57.99} explained about exhaustion.

Table 35

Regression Analysis Job supports & Resources and Learned helplessness, aggressive attribution, empowered attribution & Affective commitment Joy Affective commitment love on Exhaustion

No	Model	B	SE B	β	t
1	(Constant)	43.531	3.991		10.907
	Gender	-4.826	1.103	-.157	-4.376
	Age	.051	.156	.031	.324
	Marital status	-2.525	1.071	-.100	-2.357
	Experience	-.328	.181	-.173	-1.814
2	(Constant)	73.333	5.370		13.656
	Gender	-4.028	.981	-.131	-4.104
	Age	.169	.139	.103	1.216
	Marital status	-2.092	.947	-.083	-2.208
	Experience	-.357	.160	-.188	-2.234
	WGL support	.498	.080	.253	6.258
	TL Support	-.005	.049	-.004	-.101
	PP Support	-.546	.109	-.224	-5.012
	Org Support	-1.007	.135	-.311	-7.432
	Govt. Support	-1.227	.161	-.263	-7.602
3	(Constant)	53.091	8.967		5.921
	Gender	-3.347	.945	-.109	-3.543
	Age	.107	.133	.066	.808
	Marital status	-1.766	.908	-.070	-1.945
	Experience	-.311	.153	-.164	-2.035
	WGL support	.412	.078	.209	5.302
	TL Support	.068	.049	.056	1.404
	PP Support	-.418	.107	-.171	-3.919
	Org Support	-.806	.131	-.249	-6.127
	Govt. Support	-1.014	.157	-.217	-6.448
	Empower	-.076	.026	-.107	-2.873
	Aggressive	.140	.046	.108	3.027
	LHL	.120	.041	.091	2.911
	Ac Joy	-.266	.097	-.094	-2.738
	Ac Love	-.222	.082	-.088	-2.707

Note. $R^2 = .060$ Adjusted R Square = .005, $F= 11.930$, $\Delta R^2 = 0.060$ for Step 2 $R^2 = .272$ Adjusted R Square $=0.263$, $F= 31.057$, $\Delta R^2 = 0.212$ Step 3 $R^2 = .341$ Adjusted R Square $=0.328$, $F= 27.465$, $\Delta R^2 = 0.069$ (ps$< .05$). *$p< .05$

Table 33 shows significant prediction attribution styles of learned helplessness, aggression & empowerment and affective commitment contribute and five types of perceived support for exhaustion Three models have emerged in the findings that accounted for 6% to 34% explained variance, when with all type of demographics with job level five perceived supports, learned helplessness, aggression & empowerment and affective commitment contribute have been regressed on exhaustion. The first model presented that demographic variables (Gender, age, marital status & work experience) contributed for 6% variance {R^2= .06, F (760) = 11.93} explained in exhaustion. In second model when along with demographic variables (Gender, age, marital status & work experience) job supports (Work Group Level support, Task level support, Org Level support & Govt. level support) were added into the model that are positive predictor of exhaustion caused 27% variance {R^2 = .27, F (760) =31.057} explained about exhaustion. Hence in third model when along with demographic variables (Gender, age, marital status & work experience) job demands (Work Group Level support, Task level support, Org Level support & Govt. level support) and learned helplessness, aggression & empowerment and affective commitment were added into the model that are predictor of exhaustion caused 4% variance {R^2 = .34, F (760) =27.465} explained about exhaustion.

Table 36

Regression Analysis Job demands & constraints and Learned helplessness, aggressive attribution, empowered attribution & Affective commitment Joy Affective commitment love on lack of sense of Accomplishment

No	Model	*B*	*SE B*	β	*t*
1	(Constant)	11.357	1.989		5.709
	Gender	-.219	.550	-.015	-.399
	Age	-.107	.078	-.135	-1.377
	Marital status	.278	.534	.023	.521
	Experience	.009	.090	.010	.101

No	Model	B	SE B	β	t
2	(Constant)	-.281	2.292		-.123
	Gender	.472	.519	.032	.910
	Age	-.065	.073	-.082	-.896
	Marital status	.509	.497	.042	1.023
	Experience	-.016	.084	-.018	-.196
	TL Demands	.057	.030	.068	1.907
	SS Demands	.436	.044	.351	10.003
3	(Constant)	-2.439	4.530		-.538
	Gender	.749	.500	.050	1.497
	Age	-.095	.070	-.119	-1.355
	Marital status	.666	.478	.054	1.392
	Experience	.008	.081	.008	.096
	TL Demands	.000	.030	-.001	-.014
	SS Demands	.387	.043	.311	8.976
	Empower	-.015	.014	-.043	-1.070
	Aggressive	.034	.024	.054	1.407
	LHL	.076	.022	.118	3.494
	Ac Joy	.010	.048	.007	.198
	Ac Love	-.267	.043	-.218	-6.253

Note. $R^2 = .013$ Adjusted R Square $= .008$, $F = 2.492$, $\Delta R^2 = 0.013$ for Step 2 .$R^2 = .150$ Adjusted R Square $= 0.144$, $F = 22.186$, $\Delta R^2 = 0.137$ Step 3 .$R^2 = .223$ Adjusted R Square $= 0.212$, $F = 19.531$, $\Delta R^2 = 0.073$ (ps$< .05$).*$p < .05$

Table 36 shows that job demands, attribution styles (learned helplessness, aggression & empowerment) and affective commitment contribute for variance explained about lack of sense of Accomplishment but major contributor are job demands and constraints. Three models have emerged in the findings that accounted for 1% to 22% explained variance, when with all type of demographics with job demands, learned helplessness, aggression & empowerment and affective commitment contribute have been regressed on lack of sense of Accomplishment. The first model presented that demographic variables (Gender, age, marital status & work experience) contributed for 1% variance {$R^2 = .01$, F (761) = 2.492} explained in lack of sense of

Accomplishment. Whereas in second model when along with demographic variables (Gender, age, marital status & work experience) job demands (Task level demands & Social & societal) were added into the model that are positive predictor of lack of sense of Accomplishment caused 15% variance $\{R^2 = .15, F (760) = 22.186\}$ explained about lack of sense of Accomplishment. Hence in third model when along with demographic variables (Gender, age, marital status & work experience) job demands (Task level demands & Social & societal) and learned helplessness, aggression & empowerment and affective commitment were added into the model that are predictor of lack of sense of Accomplishment caused 22% variance $\{R^2 = .22, F (760) = 19.531\}$ explained about lack of sense of Accomplishment.

Table 37

Regression Analysis Job supports & Resources and Learned helplessness, aggressive attribution, empowered attribution & Affective commitment Joy Affective commitment love on Lack of accomplishment.

No	Model	B	SE B		B	t
1	(Constant)	11.357	1.989			5.709
	Gender	-.219	.550	-.015		-.399
	Age	-.107	.078	-.135		-1.377
	Marital status	.278	.534	.023		.521
	Experience	.009	.090	.010		.101
2	(Constant)	41.363	2.522			16.400
	Gender	.162	.461	.011		.351
	Age	-.029	.065	-.036		-.445
	Marital status	.399	.445	.033		.897
	Experience	-.016	.075	-.018		-.217
	WGL support	-.040	.037	-.042		-1.079
	TL Support	.050	.023	.085		2.170
	PP Support	-.359	.051	-.303		-7.022
	Org Support	-.520	.064	-.330		-8.168
	Govt. Support	-.392	.076	-.173		-5.179

Continued…

No	Model	*B*	¤	*SE B*	B	*t*
3	(Constant)	33.760	4.310			7.833
	Gender	.507	.454	.034		1.117
	Age	-.061	.064	-.076		-.950
	Marital status	.546	.436	.045		1.251
	Experience	.010	.073	.011		.136
	WGL support	-.053	.037	-.055		-1.408
	TL Support	.067	.023	.114		2.874
	PP Support	-.316	.051	-.267		-6.177
	Org Support	-.478	.063	-.303		-7.563
	Govt. Support	-.312	.076	-.137		-4.125
	Empower	-.002	.013	-.006		-.162
	Aggressive	.017	.022	.026		.749
	LHL	.058	.020	.090		2.923
	Ac Joy	-.001	.047	-.001		-.024
	Ac Love	-.201	.039	-.164		-5.097

Note. R^2 = .013 Adjusted R Square = .008, F= 2.492, ΔR^2 = 0.013 for Step 2. R^2 = .322 Adjusted R Square =0.313, F= 39.44, ΔR^2 = 0.308 Step 3. R^2 = .357 Adjusted R Square =0.345, F= 29.47, ΔR^2 = 0.035 (ps< .05). *$p < .05$

Table 37 shows significant prediction attribution styles of learned helplessness, aggression & empowerment and affective commitment contribute and five types of perceived support for lack of sense of Accomplishment Three models have emerged in the findings that accounted for 1% to 34% explained variance, when with all type of demographics with job level five perceived supports, learned helplessness, aggression & empowerment and affective commitment contribute have been regressed on lack of sense of Accomplishment. The first model presented that demographic variables (Gender, age, marital status & work experience) contributed for 1% variance {R^2= .01, F (760) = 2.492} explained in lack of sense of Accomplishment. In second model when along with demographic variables (Gender, age, marital status & work experience) job supports (Work Group Level support, Task level support, Org Level support & Govt. level support) were added into the model that are negative predictor of lack of sense of Accomplishment caused 27% variance {R^2 = .32, F (760) = 39.44} explained about lack

of sense of Accomplishment. Hence in third model when along with demographic variables (Gender, age, marital status & work experience) job demands (Work Group Level support, Task level support, Org Level support &Govt. level support) and attribution styles (learned helplessness, aggression & empowerment) and affective commitment were added into the model that are predictor of lack of sense of Accomplishment caused 4% variance $\{R^2 = .34, F (760) = 29.47\}$ explained about lack of sense of Accomplishment.

Discussion

The objective of this step was determination of highly influencing predictors on outcome burnout. Many approaches are being used for this purpose in literature, for present study hierarchical and stepwise regression analysis was combined together to get maximum advantage and to minimize negative effects of both analysis tools. For present research initially job demands, job resources were analyzed in separate model to gauge their respective affect and found demands more profound for exhaustion whereas resources were affecting reduced sense of accomplishment. Then stepwise approach was used to figure out the order of predictors from most influential to minor contributor. Such amalgamated approach is recommended in literature(Cohen, West, & Aiken, 2014). As per guidelines of literature job demands, resources, attribution styles, demographics and personality dimensions were inserted step by step and based on combined approach SPSS itself picked the most influence to lower level predictor. It was adopted to minimize researcher biased and to maximize exploration of data.

Step 4: Model Testing

First step of main study was focused to find out the hierarchy wise contributors for employee burnout at personal, organization, social and at societal level job demands and resources. Each of the aspect of burnout was examined with reference to contribution of all predictors. Second step was planned to find out the overall complete picture while assessing the direct effect of predictors on both facets of burnout in same model which is the dire need to satisfy the research question of present study. AMOS 21 was used to assess the proposed model as per framework of job demand and resource model. So along with respective contribution of predictors, fitness of the model could be gauged.
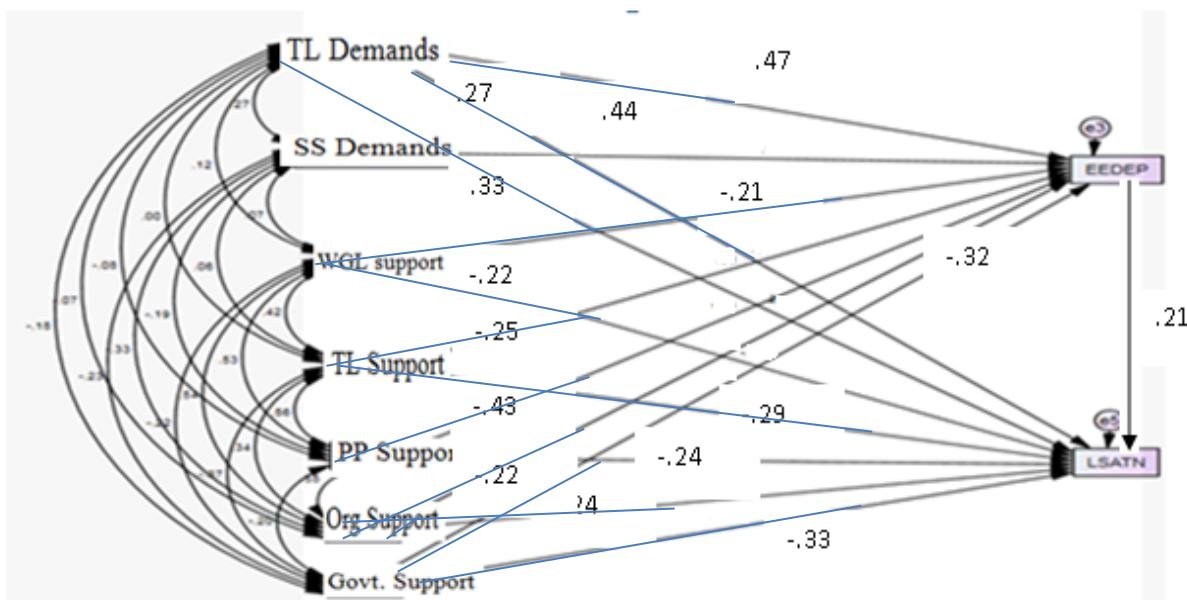
Figure 14. Model represents the direct interaction among Job demands & Resources with facets of job burnout

Table 38

Model fit indices for direct relationship of study variables

| | Chi | | Fit Indices | | | |
Models	Square	*df*	CFI	NFI	TLI	RMSEA
M1	2.731	36	0.994	0.991	0.948	.021
M2	2.077	27	0.997	0.995	0.988	.017

Note. χ^2 =Chi-square; df=degree of freedom; RMSEA=root mean square error of approximation; GFI=goodness of fit index; CFI= comparative fit index; NFI = normed fit index; TLI =tucker-lewis index, Errors within the factors were let correlated. *p <.001

Table 38 shows that all the fit indices for model1 (X^2= (36) =2.077, CFI=.994, NFI=.991 and RMSEA=.021) and 2(x^2 = (27) =2.077, CFI=.997, NFI =.99, TLI=.98 and RMSEA=.017) indicates a good fit. Thus, in order to find out the best fit model for the present data AIC (M1=836.07, M2=812.39) and BCI (M1=855.75, M2=831.88) values were compared. Since there is not much of a difference between the AIC values, BIC values helped out to give the final decision. M2 finally came out to be the best fit model as its BIC value is smaller than M2.

At first model was run with respective paths from demands and resources to exhaustion and reduced sense of accomplishment without any path between exhaustion and reduced sense of accomplishment. The model fit indices of Model 1 were quite satisfactory, to further improve the model, theory was consulted. It is suggested in burnout literature that exhaustion occurred at first place and then leads to reduced sense of accomplishment (Leiter & Maslach, 1988). As per recommendation of theory a path was added from exhaustion to reduced sense of accomplishment. Upon adding this path fit indices further improved and there is substantial reduction in RMSE valued, which has improved from .021 to .017.

It is evident from the model figures below that from job demands and resources path are different when demands and resources are predicting exhaustion and reduced sense of accomplishment. The above table demonstrates that better model fit, which is attained when job demands are predicting exhaustion and resources are predicting reduced sense of accomplishment.

Step 5: Role of personal variables as mediator

The third main objective of the current research was to assess the mediation within the proposed model. Gradual transitional stages determined that job demands and resources model is more effective when is incorporating meditational variable, because in general and specifically with reference to researches carried out in open system of organizations only predictors can't be sole responsible for any of personal or job-related outcome. Extensive literature has been reviewed for this purpose and then mediation model was finalized for further statistical confirmations. So, searching the answer of this question, another measurement model after incorporating personal variable was calculated in AMOS 21 biased corrected 95% confidence interval based on 2000 bootstrapping sample was estimated. Within the framework of proposed model, many serial as well as parallel mediations models were identified which were supported with reference to literature review. To ensure the statistical power of analysis bootstrap sampling is added into it Bootstrapping is a type of monte carlo simulation, which is equal to generating data as previous respondents answered.
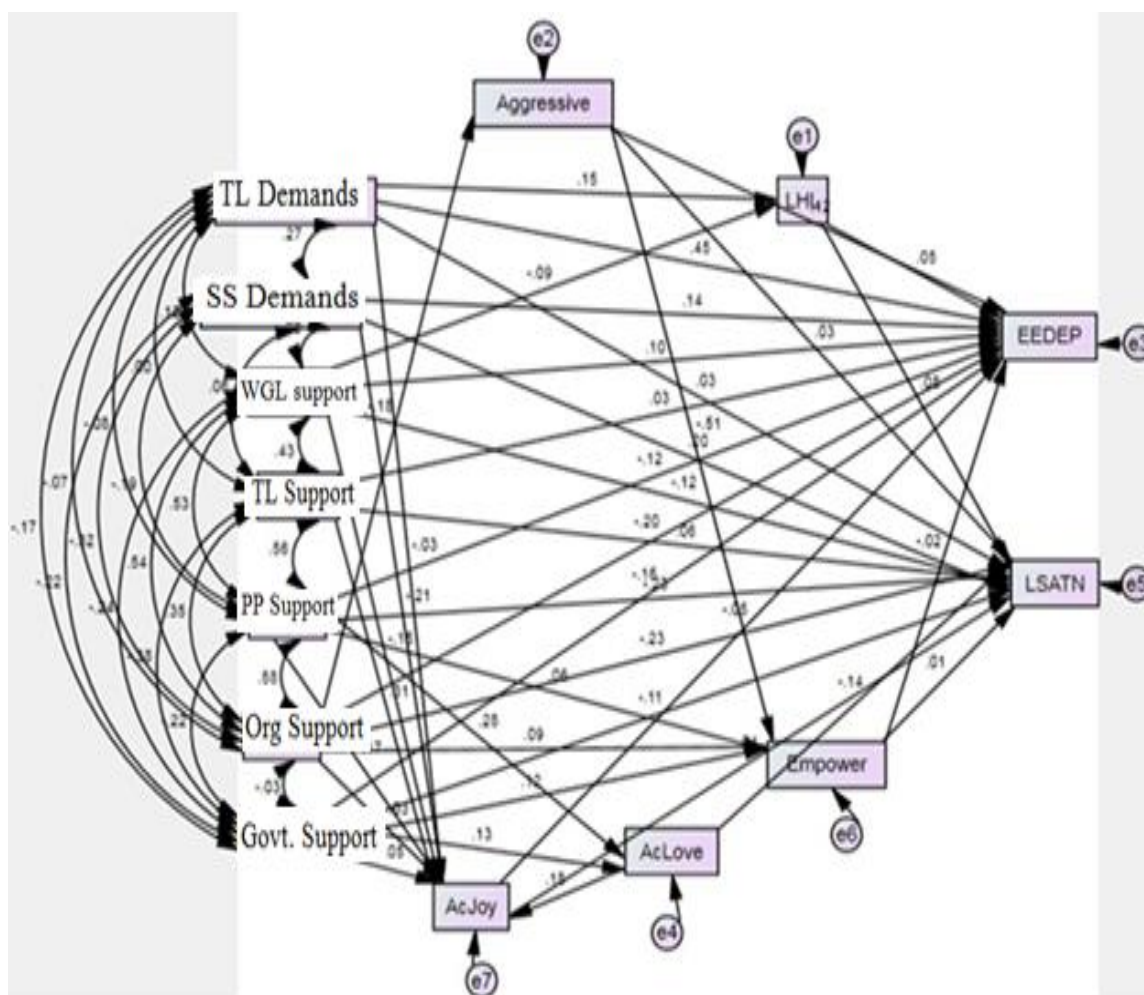
Figure 15. Model represents the direct & indirect interaction among Job demands & Resources with facets of job burnout with mediators

All the mediation paths have been added into model as per theory guidelines. A mediation between task level demand and reduced sense of accomplishment was established via learned helplessness, although directly this relationship had not been explored in literature but some of the studies confirming that if task is very difficult it will develop personal helplessness and person loss his sense of achievement (Brunstein & Olbrich, 1985). Another study is also confirming such mediating path (Jerusalem, Schwarzer, & Schwarzer, 1992). To some extend mediation support between social demand and reduced sense of accomplishment with moderating role of effective commitment have been found (Namasivayam & Zhao, 2007) because variable have

been explored in moderation role their mediation also contribute. An additional serial mediation among organizational support, aggressive attribution and reduced sense of accomplishment had been identified based on the study (Ben-Zur & Yagil, 2005).The Multiple mediation paths; parallel and serial have been identified among work group support, both dimensions of affective commitment with both facets of burnout in light of literature findings and directions (Bishop, Scott, & Burroughs, 2000), some directions have been found from meta-analysis (Mathieu & Zajac, 1990). As some of the aspects of job demands and resources have found in present study so there is less support in literature for their mediation role. Such factors have been explored for their mediation analysis and some of the paths found to be significant and contributed in literature.

Results. Table 39 shows the model fit indices for mediational model.

Table 39

Model fit indices for Meditational Model

Models	Chi Square	*Df*	Fit Indices			
			CFI	NFI	TLI	RMSEA
M1	2.288	615	0.997	0.998	0.987	.015

Note. χ^2 =Chi-square; df=degree of freedom; RMSEA=root mean square error of approximation; GFI=goodness of fit index; CFI= comparative fit index; NFI = normed fit index; TLI =tucker-lewis index

*p <.001

Table 39 shows that all the fit indices for model 1(CFI=.99, NFI =.99, TLI=.98 and RMSEA=.015) indicates a very good fit.

Table 40

Standardized path Coefficients for Direct and Indirect Effects of Task Level Job demands, Learned Helplessness on Exhaustion and Lack of sense of accomplishment

| Criterion Variable | Predictor Variable | β | CI$_{95}$ | | P |
			LL	UL	
LHL	TLD	0.1	0.061	0.297	***
EE	LHL	0.05	0.004	0.187	0.03
EE	TLD	0.47	0.245	0.51	***
EE	SS D	0.16	0.087	0.37	***
LSA	EE	0.08	0.014	0.176	0.01
LSA	SS D	0.19	0.053	0.27	***
EE	TLD through LHL	0.42	0.185	0.63	***
LSA	SS D through EE	0.16	0.061	0.25	***

Note. TLD= Task level demands, LHL= Learned helplessness, EE= Exhaustion, D2= Social & Societal demands, EE= Exhaustion, LST= Lack of sense of accomplishment.

Table 40 shows standardized coefficients for direct and indirect effects of standardized path coefficients for direct and indirect effects of task level job demands, learned helplessness on exhaustion and lack of sense of accomplishment with biased corrected 95% bootstrap confidence intervals and *p* values. All direct effects are significant. Task level demand, learned helplessness and exhaustion have direct significant relationships with each other. Indirect path from Task level demand to exhaustion via learned helplessness is significant too but magnitude of relationship got shrink in comparison to direct effect. So, mediation between Task level demands to exhaustion via learned helplessness has been confirmed, bootstraps .001 results have also confirmed it.

Moreover, standardized coefficients for direct and indirect effects of study variables with biased corrected 95% bootstrap confidence intervals and *p* values have also presented. All direct effects are significant. Social & Societal demands, Exhaustion and Lack of sense of accomplishment have direct significant relationships with each

other. Indirect path from social & societal demands to lack of sense of accomplishment via exhaustion is significant too but magnitude of relationship got reduce in comparison to direct effect. So, mediation between social & societal demands to lack of sense of accomplishment via exhaustion has been confirmed, bootstraps result .001 have also confirmed it.

Table 41

Standardized path Coefficients for Direct and Indirect Effects of Indigenous Job Resources, Aggressive attributions, Empowerment, affective commitment joy, Affective commitment love on Exhaustion and Lack of sense of accomplishment

| Criterion Variable | Predictor Variable | β | CI_{95} | | p |
			LL	*UL*	
AGR	Org support	-0.06	-0.048	-0.002	0.02
EE	AGR	0.13	0.073	0.21	***
EE	Org support	-0.23	-0.317	-0.109	***
Emp	Org support	0.20	0.171	0.363	***
AGR	Emp	-0.53	-0.982	-0.047	***
EE	AGR	0.13	0.093	0.27	***
EE	Org support	-0.23	-0.319	-0.121	***
Emp	Org support	0.20	0.112	0.345	***
Acj	Emp	0.06	0.019	0.154	0.03
AcL	AcJ	0.24	0.112	0.351	***
LSA	AcL	-0.13	-0.212	-0.067	***
LSA	Org support	-0.22	-0.323	-0.103	***
LHL	WGL support	-0.08	-0.312	-0.005	0.01
EE	LHL	0.05	0.003	0.156	0.03
LSA	EE	0.08	0.002	0.145	0.01
LSA	WGL support	-0.14	-0.211	-0.04	***
Acj	WGL support	-0.17	-0.205	-0.32	***

Continued…

| Criterion Variable | Predictor Variable | β | CI$_{95}$ | | p |
			LL	UL	
AcL	Acj	0.24	0.167	0.331	***
LSA	AcL	-0.13	-0.211	-0.032	***
LSA	WGL support	-0.14	-0.233	-0.058	***
EE	TL support	-0.12	-0.204	-0.007	***
LSA	EE	0.08	0.002	0.154	0.01
LSA	TL support	-0.22	-0.326	-0.116	***
AcL	TL support	0.2	0.108	0.337	***
LSA	AcL	-0.13	-0.227	-0.032	***
LSA	TL support	-0.22	-0.341	-0.123	***
EE	Org support through AGR	-0.16	-0.28	-0.003	***
EE	Org support through AGR &Emp	-0.08	-0.046	-0.003	***
LSA	Org support through Emp, Acj&AcL	-0.19	-0.304	-0.073	***
LSA	WGL support through EE & LHL	-0.17	-0.259	-0.049	***
LSA	WGL support through Acj&AcL	-0.16	-0.248	-0.056	***
LSA	TL support through EE	-0.17	-0.287	-0.068	***
LSA	TL support through AcL	-0.19	-0.307	-0.081	***

Note: Org sup =Organizational Level support, Agr= Aggressive attribution style, EE= Exhaustion, Sup4= Org Level support, Emp= Empowerment, Agr= Aggressive attribution style, EE= Exhaustion. Org support= Organization Level support, Emp= Empowerment, Acj= Affective Commitment Joy, AcL= Affective Commitment love, LSA= Lack of sense of accomplishment, lhl= Learned helplessness, EE= Exhaustion, LST= Lack of sense of accomplishment, WGLS= Work Group Level support, Acj= Affective Commitment Joy, AcL= Affective Commitment love, TL = Task level support, EE= Exhaustion, LST= Lack of sense of accomplishment, TL = Task level support, ACL= Affective Commitment love, LST= Lack of sense of accomplishment

Table 41 shows standardized coefficients for the direct and indirect effects of study variables with biased corrected 95% bootstrap confidence intervals and p values. All direct effects are significant. Organizational level support, aggressive attribution style and exhaustion have direct significant relationships with each other. Indirect path from organizational level support to exhaustion via aggressive attribution style is significant too but magnitude of relationship got reduced in comparison to direct effect. So partial mediation between organizational Level support to exhaustion via

Aggressive attribution style has been confirmed, bootstraps results .004 have also confirmed it.

Over all relationship patterns among Organizational level support, empowerment, aggressive attribution style and exhaustion have direct as well as a significant relationship with each other. The indirect path from the organizational level support to exhaustion via empowerment and aggressive attribution style is significant too but the magnitude of relationship decreases (e.g. negative with empowerment and positive with aggressive attribution) in comparison to direct effect. It means that if organizational support is available and employees are different in their attribution style; empowered or aggressive, provided organizational support to employees affects the level of exhaustion, in case of aggressive attribution it will cause shrinkage. Even solely empowered attribution is not enough but presence of organization support will cause the low tendency towards exhaustion. Mediation between the organizational level support to exhaustion via empowerment and aggressive attribution style, therefore, are confirmed; the bootstrap results .002 also confirmed it.

Moreover, organization level support, empowerment, affective commitment joy, affective commitment love and lack of sense of accomplishment have direct significant relationships with each other. Indirect path from organization level support to lack of sense of accomplishment via empowerment, affective commitment joy and love are significant too but the magnitude of relationship got reduce in comparison to direct effect. The mediation between organization level support to lack of the sense of accomplishment via empowerment, affective commitment joy and affective commitment love has been confirmed, bootstraps results .001 have also confirmed it.

Although Work Group Level support, learned helplessness, exhaustion and Lack of sense of accomplishment have direct significant relationships with each other. Indirect path from Work Group Level support to Lack of sense of accomplishment via learned helplessness and Exhaustion is significant too but the magnitude of relationship got shrink in comparison to direct effect. Another important finding stems from the bootstrap results .778 from a sample of 2000; it shows a non-significant relationship. No mediation has been found between work group level support to lack of sense of accomplishment via learned helplessness and exhaustion.

Whereas, the task level demand, learned helplessness and exhaustion have a direct yet significant relationship with each other. The indirect path from the task level demand to exhaustion via learned helplessness is significant too but the magnitude of its relationship turned out to be shrunk in comparison to direct effect. The mediation between the task level demands to exhaustion via learned helplessness, therefore, has been confirmed while bootstraps' results .003 have also confirmed it.

The task level support, exhaustion and the lack of sense of accomplishment have a direct and significant relationship with each other. Indirect path from the Task level support to the Lack of sense of accomplishment via exhaustion is also significant but the magnitude of relationship got decreased in comparison to direct effect. The mediation between task level supports to lack of sense of accomplishment via exhaustion, therefore, has been confirmed; the bootstrap results .004 have also confirmed it.

Furthermore, task level support, affective commitment love and the lack of sense of accomplishment have direct significant relationships with each other. Indirect path from task level support to lack of sense of accomplishment via affective

commitment love is also significant but the magnitude of relationship got decreased in comparison to direct effect. The partial mediation between task level supports to lack of sense of accomplishment via affective commitment love has also been confirmed the bootstrap results .001 have also confirmed it.

Discussion. Various models of mediation, parallel as well serial have been identified in the proposed research model. Some of them are related to job demands whereas others are related to job resources. Results show that none of the mediator was so strong that make change the nature of relationship or would found to be more influential than predictors. Findings of this step highlighted the fact that job demands and resources are so rich that mediated personal variables may influence the relationship to some extent, either pertaining to job demands or in regards to job resources. However, findings have highlighted the fact that indigenous job demands and resources are strong predictors of occupational health of human services professionals in Pakistan.

Step 6: Role of Personality Dimensions as Moderator

Personality dimensions are explored for their respective role on measurement model. Multi group modeling analysis is selected for this purpose; seven distinctive groups were managed as per cut off score of each personality dimension. Furthermore, these were explored with multi-group modeling technique to be variant or invariant with reference to research model.

Results. Table 42 shows the results of all indirect, direct and total effects of seven personality dimensions as per measurement model.

Table 42

Multi group Modeling Fit Indices (N=760)

			Fit Indices					
Models	Chi Square	*df*	CFI	NFI	TL I	RMSEA	AIC	BCC
Measurement		88					3036.1	3091.5
Model	1.857	1	.969	.936	.951	.012		
Constraint Model		86					2917.7	2966.7
1	1.747	1	.970	.994	.978	.001		

Note. χ^2 =Chi-square; df=degree of freedom; RMSEA=root mean square error of approximation; GFI=goodness of fit index; CFI= comparative fit index; NFI = normed fit index; TLI =tucker-lewis index, *p =.001

Structural equation modeling was used for synthesis of direct and indirect effect of personality dimensions as four temperaments and three characters on predictors job demands (work level, Social & Societal), job resources (Work Group Level support, Policies & Procedural Support, Organizational Level support, Task Level support, Govt. level support) mediators; learned helplessness, empowerment, aggressive attribution styles, affective commitment (joy & love) upon outcome job burnout. A path diagram was drawn in AMOS V.21, presenting serial as well as parallel mediation of

learned helplessness, empowerment, aggressive attribution styles, affective commitment joy and love. Initially, model was tested across temperament with all parameters estimated free for seeking of novelty, avoiding harm, Persistence and Dependence on Reward. The results suggested a good fit of the model to the data with $\Delta\chi^2$ (*df*) = 1.747(961), p = .87; CFI = .970, NFI = .994, TLI =.978 and RMSEA =.001. In second stepwise equality constraints were applied on all regression paths in the model which resulted in a significant decline in model fit $\Delta\chi^2$ (df) = 2.143 (881) p = .09, ΔNFI =.08, ΔIFI =-.07, ΔTLI = -.06. The results suggested that model with equality constraints across temperaments for all regression paths significant for the model estimated freely. A decline in AIC (Ho = 3036.123, H Constraint = 2917.778) and BCC (Ho = 3091.512, H Constraint = 2966.782) indices further supported rejection of model with equality constraints across characters (self-directness, self-transcendence and cooperativeness) model.

In third step of model testing, multi model analysis was conducted by incorporating seven separate models applying equality constraint for first path H1, for second path in H2 and so on for seven paths as per Character and temperament theory guidelines along with Ho (freely model) and H constraint (with equality constraint for all paths). These seven models were added to the analysis to investigate which equality constraint cost a decline in the model fit in comparison to Ho expect H4 and H6 which appear to improve model fit indices. An eighth model H8 was added into the analysis adding two equality constraints supported from H4 and H6 all other parameters were treated freely. The results guided a significant improvement in fit indices of H8 over the estimated model Ho with an increase fit indices i.e $\Delta\chi^2$ (df) = 0.369(783), p = .69, ΔNFI =.03, ΔIFI =.02, ΔTLI = .00. Additionally, a decline in AIC (Ho = 3036.123, H8 Constraint = 2123.576) and BCC (Ho = 3091.512, H8 constraint = 1973.532) indicated

that H8 is preferred in worsening the model fit to Ho. Effect size was calculated and found .7 which is considered moderately high(Cohen, 1988).

Table 43

Direct Effect of Novelty Seeking as Moderator (N=760)

	Aggressive		LHL		Empowerment		Dependent AC joy		AC Love		Eedep		LSA	
	β	p	β	p	β	p	β	p	β	p	β	p	B	p
TLD			.18	.003							.46	.02		
Slc							-.78	.18			.16	.02	.21	.01
WGR			-.1	.03			-.11	.17			.10	.28	-.11	.08
PPR							.24	.01					.11	.08
WLR							.26	.01	.27	.00	-.1	.001	-.18	.002
OLR	-.042	.363			.20	.01					-.19	.00	-.30	0.00
GLS					.15	.06			.14	0.00	-.14	.002	-.11	0.02

*Note.*EE= exhaustion; LS= reduced sense of accomplishment; LHL= learned helplessness; Emp= empowerment; Agr= Aggressive attribution; Acj= Affective commitment joy; Acl= Affective commitment love; TLD= task level demand; Slc= social and societal level demands; WGR= work group level resource; PPR= policy and procedural resource; WLR= work level resource; OLR= organizational level resource; GLS= Government level support.

Model H2C was estimated with 1000 bootstrap samples to estimate confidence intervals at 95% CI and p value of direct effects. As presented in Table 43 that Learned helplessness was directly predicted by Task level demands (β =0.18, *p*<.005) and Exhaustion was directly predicted by Task level demands (β =0.46, *p*<.005). Hence Exhaustion was directly predicted by Social & Societal demands (β =0.16, *p*<.005) and Lack of sense of accomplishment was directly predicted by Social & Societal demands (β =0.20, *p*<.001) although Learned helplessness was directly predicted by Work Group Level support (β =-0.1, *p*<.005) and Exhaustion was directly predicted by Work Group Level support (β =0.10, *p*<.05) moreover Lack of sense of accomplishment was directly predicted by Work Group Level support (β =-0.10, *p*<.05). Affective Commitment Joy was directly predicted by Policies & Procedural Support (β =-0.24, *p*<.001) and Lack of sense of accomplishment was directly predicted by Policies & Procedural Support (β =-0.11, *p*<.01). Affective Commitment Joy was directly predicted by Task level support t (β =-0.26, *p*<.001), Affective Commitment love was

directly predicted by Task level support t (β =-0.27, $p<.001$) and Lack of sense of accomplishment was directly predicted by Task level support (B =-0.18, $p<.01$). Empowered attribution was directly predicted by Organizational Level support (β =-0.20, $p<.001$), exhaustion was directly predicted by Organizational Level support (β =-0.19, $p<.005$) and Lack of sense of accomplishment was directly predicted by Organizational Level support (B =-0.30, $p<.001$). Empowered attribution was directly predicted by Govt. level support (β =-0.15, $p<.01$), Affective Commitment love was directly predicted by Govt. level support (β =-0.14, $p<.05$), exhaustion was directly predicted by Govt. level support (β =-0.14, $p<.01$) and Lack of sense of accomplishment was directly predicted by Organizational Level support (β =-0.11, $p<.05$).

Table 44

Indirect Effect of Novelty Seeking as Moderator (N=760)

	Aggressive		LHL		Empowerment		AC joy		AC Love		Eedep		LSA	
	β	p	β	p	β	p	β	p	β	p	β	p	β	p
TLD											.012	.064	.036	.202
Slc							-.018	.145					.009	.261
WGR									-.26	.081	-.007	.082	-.003	.71
PPR									.05	.00			-.01	0.00
WLR									.06				-.05	.00
OLR	-.84	.00					.03	.04	.01	.03	-.19	.00	-.01	.39
GLS	-.65	.00					.02	.03	.01	.02	-.01	.00	-.26	.01

Note.EE= exhaustion; LS= reduced sense of accomplishment; LHL= learned helplessness; Emp= empowerment; Agr= Aggressive attribution; Acj= Affective commitment joy; Acl= Affective commitment love; TLD= task level demand; Slc= social and societal level demands; WGR= work group level resource; PPR= policy and procedural resource; WLR= work level resource; OLR= organizational level resource; GLS= Government level support.

Model H2C was estimated with 1000 bootstrap samples to estimate confidence intervals at 95% CI and p value of indirect effects. As presented in Table 44 that Affective Commitment Joy was indirectly predicted by Policies & Procedural Support (β =0.05, $p<.001$) and Lack of sense of accomplishment was indirectly predicted by

Policies & Procedural Support (β =-0.008, $p<.001$). Affective Commitment Joy was indirectly predicted by Task level support t (β =0.06, $p<.001$), and Lack of sense of accomplishment was indirectly predicted by Task level support (β =-0.05, $p<.001$). Aggressive attribution was indirectly predicted by Organizational Level support (β =0.84, $p<.001$), Affective Commitment Joy was indirectly predicted by Organizational Level support (β =0.01, $p<.05$)Affective Commitment love was indirectly predicted by Organizational Level support (β =0.004, $p<.05$), exhaustion was indirectly predicted by Organizational Level support (β =-0.19, $p<.01$) and Lack of sense of accomplishment was indirectly predicted by Organizational Level support (β =-0.009, $p<.05$). Aggressive attribution was indirectly predicted by Govt. level support (β =-0.65, $p<.005$), Affective Commitment joy was indirectly predicted by Govt. level support (β =0.01, $p<.05$), Affective Commitment love was indirectly predicted by Govt. level support (β =0.003, $p<.05$), exhaustion was indirectly predicted by Govt. level support (β =-0.01, $p<.005$) and Lack of sense of accomplishment was indirectly predicted by Organizational Level support (β =-0.26, $p<.05$).

Table 45

Total Effect of Novelty Seeking as Moderator (N=760)

	Aggressive		LHL		Dependent Empowerment		AC joy		AC Love		Eedep		LSA	
	β	p	β	p	β	p	β	p	β	p	β	p	β	p
TLD			.18	.03						.14	.47	.00	.03	.20
SSD							-.07	.18	-.0	5	.16	.00	.22	.00
WGLS			-.1	.03			-.11	.10	-.2	.08	.09	.04	-.11	.04
PPS							.24	.00	.05	.00			.11	.01
WGLS							.26	.00	.33	.00	-.1	.00	-.23	.00
OLS	-.1	.01			.2	.00	.01	.04	.04	.03	-.2	.00	-0.3	.00
GLS	-.1	.00			.15	.00	.01	.03	.14	.00	-.1	.00	-.14	.00
R2	.18		.03		.06		.17		.16		.49		.41	

Note.EE= exhaustion; LS= reduced sense of accomplishment; LHL= learned helplessness; Emp= empowerment; Agr= Aggressive attribution; Acj= Affective commitment joy; Acl= Affective commitment love; TLD= task level demand; Slc= social and societal level demands; WGR= work group level resource; PPR= policy and procedural resource; WLR= work level resource; OLR= organizational level resource; GLS= Government level support.

Model testing indicates as shown in Table 45 that 18% variance explained by the predictors (Task level demands, Social & Societal demands, Work Group Level support, Policies & Procedural Support, Task level support, Org Level support, Govt. level support) of aggressive attribution styles in people having temperament of Novelty seeking whereas 3% variance explained by the predictors (Task level demands, Social & Societal demands, Work Group Level support, Policies & Procedural Support, Task level support, Org Level support, Govt. level support) of learned helplessness in people having temperament of Novelty seeking and 6% variance explained by the predictors (Task level demands, Social & Societal demands, Work Group Level support, Policies & Procedural Support, Task level support, Org Level support, Govt. level support) of empowered attribution styles in people having temperament of Novelty seeking, moreover 17% variance explained by the predictors (Task level demands, Social & Societal demands, Work Group Level support, Policies & Procedural Support, Task level support, Org Level support, Govt. level support) of affective commitment joy in people having temperament of Novelty seeking and 16% variance explained by the predictors (Task level demands, Social & Societal demands, Work Group Level support, Policies & Procedural Support, Task level support, Org Level support, Govt. level support) of affective commitment love in people having temperament of Novelty seeking perhaps 49% variance explained by the predictors (Task level demands, Social & Societal demands, Work Group Level support, Policies & Procedural Support, Task level support, Org Level support, Govt. level support) of exhaustion in people having temperament of Novelty seeking perhaps 41% variance explained by the predictors (Task level demands, Social & Societal demands, Work Group Level support, Policies & Procedural Support, Task level support, Org Level support, Govt. level support) of Lack of sense of accomplishment in people having temperament of Novelty seeking.

Table 46

Direct Effect of Harm Avoidance as Moderator (N=760)

	Empowerment		Aggressive		LHL		AC joy		AC Love		Eedep		LSA	
	β	*p*	*β*	*p*	*β*	*p*	*β*	*p*	*β*	*p*	*β*	*p*	*B*	*p*
TLD					.25	.00					.43	.00		
Slc							-.2	.00			.21	.00	.18	.00
WGR					-.1	.00	-.2	.00			.12	.01	-.12	.03
PPR							.23	.00					.16	.00
WLR							.26	.00	.22	.0	-.1	.00	-.22	.00
OLR	.18	.00	0.55								-.1	.00	-.23	.00
GLS	.14	.00							.14	.02	-.1	.04	-.12	.01

*Note.*EE= exhaustion; LS= reduced sense of accomplishment; LHL= learned helplessness; Emp= empowerment; Agr= Aggressive attribution; Acj= Affective commitment joy; Acl= Affective commitment love; TLD= task level demand; Slc= social and societal level demands; WGR= work group level resource; PPR= policy and procedural resource; WLR= work level resource; OLR= organizational level resource; GLS= Government level support.

Model H2C was estimated with 1000 bootstrap samples to estimate confidence intervals at 95% CI and p value of direct effects. As presented in Table 46 that Learned helplessness was directly predicted by Task level demands (*β* =0.25, *p*<.001) and Exhaustion was directly predicted by Task level demands (*β* =0.43, *p*<.005). Hence Affective Commitment Joy was directly predicted by Social & Societal demands (*β* =-0.19, *p*<.001) Exhaustion was directly predicted by Social & Societal demands (*β* =0.21, *p*<.001) and Lack of sense of accomplishment was directly predicted by Social & Societal demands (*β* =0.18, *p*<.001) although Learned helplessness was directly predicted by Work Group Level support (*β* =-0.16, *p*<.001), Affective Commitment Joy was directly predicted by Work Group Level support (*β* =-0.18, *p*<.001) Exhaustion was directly predicted by Work Group Level support (*β* =0.12, *p*<.001) moreover Lack of sense of accomplishment was directly predicted by Work Group Level support (*β* =-0.12, *p*<.05). Affective Commitment Joy was directly predicted by Policies & Procedural Support (*β* =0.23, *p*<.001) and Lack of sense of accomplishment was directly predicted by Policies & Procedural Support (*β* =0.16, *p*<.001). Affective Commitment Joy was directly predicted by Task level support t (*β* =-0.26, *p*<.001),

Affective Commitment love, Exhaustion and Lack of sense of accomplishment was directly predicted by Task level support respectively (β =-0.27, $p<.005$), (β =-0.13, $p<.01$) and (β =-0.22, $p<.01$). Empowered attribution was directly predicted by Organizational Level support (β =0.18, $p<.001$), exhaustion was directly predicted by Organizational Level support (β =-0.19, $p<.001$) and Lack of sense of accomplishment was directly predicted by Organizational Level support (β =-0.23, $p<.001$). Empowered attribution was directly predicted by Govt. level support (β =-0.14, $p<.005$), Affective Commitment love, exhaustion and Lack of sense of accomplishment were directly predicted by Govt. level support respectively (β =-0.12, $p<.01$), (β =-0.09, $p<.05$) and (β =-0.12, $p<.01$).

Table 47

Indirect Effect of Harm Avoidance as Moderator (N=761)

Dependent	Aggressive		AC joy		AC Love		Eedep		LSA	
	β	p	β	p	β	p	β	p	β	p
TLD							.02	.02	.04	.08
Slc					-.05	.00			.01	.25
WGR					-.05	.00	-.013	.02	-.01	.39
PPR					.06	.00			-.04	.00
WLR					.07	.00			-.048	.00
OLR	-.1	.00	.01	.2	.00	.11	-.013	.019	-.006	.59
GLS	-.1	.00	.00	0.1	.00	.09	-.007	.002	-.24	.01

Note.EE= exhaustion; LS= reduced sense of accomplishment; LHL= learned helplessness; Emp= empowerment; Agr= Aggressive attribution; Acj= Affective commitment joy; Acl= Affective commitment love; TLD= task level demand; Slc= social and societal level demands; WGR= work group level resource; PPR= policy and procedural resource; WLR= work level resource; OLR= organizational level resource; GLS= Government level support.

Model H2C was estimated with 1000 bootstrap samples to estimate confidence intervals at 95% CI and p value of indirect effects. As presented in Table 47 that Exhaustion was indirectly predicted by Task level demands (B =0.02, $p<.05$) Affective Commitment love was indirectly predicted by Social & Societal demands (B =-0.051, $p<.001$) Affective Commitment love was indirectly predicted by Work Group Level support (B =-0.05, $p<.001$) Exhaustion was indirectly predicted by Work Group Level

support (B =-0.01, $p<.05$). Affective Commitment love was indirectly predicted by Policies & Procedural Support (B =0.06, $p<.001$) and Lack of sense of accomplishment was indirectly predicted by Policies & Procedural Support (B =-0.04, $p<.001$). Affective Commitment love was indirectly predicted by Task level support t (B =0.07, $p<.001$), Lack of sense of accomplishment was indirectly predicted by Task level support t (B =-0.04, $p<.004$). Aggressive attribution was indirectly predicted by Organizational Level support (B =-0.1, $p<.001$), exhaustion was indirectly predicted by Organizational Level support (B =-0.01, $p<.05$) Aggressive attribution was indirectly predicted by Govt. level support (B =-0.1, $p<.005$), exhaustion was indirectly predicted by Govt. level support (B =-0.01, $p<.005$) and Lack of sense of accomplishment was indirectly predicted by Organizational Level support (B =-0.24, $p<.05$).

Table 48

Total Effect of Harm Avoidance as Moderator (N=760)

	Aggressive		LHL		Empowerment		AC joy		AC Love		Eedep		LSA	
	β	p	β	p	β	p	β	p	β	p	β	p	β	p
TLD			.26	.01							.45	.00	.04	.08
Slc							-.19	.00	-.05	.00	.21	.00	.19	.00
WGR			-.2	.01			-.18	.00	-.05	.00	.11	.03	-.13	.02
PPR							.23	.00	.06	.00			.15	.00
WLR							.26	.00	.29	.00	-.14	.00	-.26	.00
OLR	-.09	.03			.184	0.001	.01	.13	.00	.11	-.21	.00	-.43	.00
GLS	-.054	.00			.145	0.005	.01	.1	.14	.00	-.1	.02	-.15	.00
R2	.14		.08		.053		.20		.17		.49		.39	

Note. EE= exhaustion; LS= reduced sense of accomplishment; LHL= learned helplessness; Emp= empowerment; Agr= Aggressive attribution; Acj= Affective commitment joy; Acl= Affective commitment love; TLD= task level demand; Slc= social and societal level demands; WGR= work group level resource; PPR= policy and procedural resource; WLR= work level resource; OLR= organizational level resource; GLS= Government level support.

Model testing indicates as shown in Table 48 that 14% variance explained by the predictors (Task level demands, Social & Societal demands, Work Group Level support, Policies & Procedural Support, Task level support, Org Level support, Govt.

level support) of aggressive attribution styles in people having temperament of Harm Avoidance whereas 8% variance explained by the predictors (Task level demands, Social & Societal demands, Work Group Level support, Policies & Procedural Support, Task level support, Org Level support, Govt. level support) of learned helplessness in people having temperament of Harm Avoidance and 5% variance explained by the predictors (Task level demands, Social & Societal demands, Work Group Level support, Policies & Procedural Support, Task level support, Org Level support, Govt. level support) of empowered attribution styles in people having temperament of Harm Avoidance , moreover 20% variance explained by the predictors (Task level demands, Social & Societal demands, Work Group Level support, Policies & Procedural Support, Task level support, Org Level support, Govt. level support) of affective commitment joy in people having temperament of Harm Avoidance and 16% variance explained by the predictors (Task level demands, Social & Societal demands, Work Group Level support, Policies & Procedural Support, Task level support, Org Level support, Govt. level support) of affective commitment love in people having temperament of Harm Avoidance perhaps 48% variance explained by the predictors (Task level demands, Social & Societal demands, Work Group Level support, Policies & Procedural Support, Task level support, Org Level support, Govt. level support) of exhaustion in people having temperament of Harm Avoidance   perhaps 39% variance explained by the predictors (Task level demands, Social & Societal demands, Work Group Level support, Policies & Procedural Support, Task level support, Org Level support, Govt. level support) of Lack of sense of accomplishment in people having temperament of Harm Avoidance.

Table 49

Direct Effect of Persistence as Moderator (N=760)

	Empowerment		Aggressive		LHL		Dependent AC joy		AC Love		Eedep		LSA	
	β	p	β	p	β	p	B	p	β	p	β	p	β	p
TLD					.07	.18					.47	.00		
Slc							-.17	.00			.11	.03	.20	.00
WGR					-.04	.51	-.19	.00			.04	.42	-.16	.00
PPR							.39	.00					.00	.92
WLR							.17	.01	.09	.06	-.1	.06	-.08	.12
OLR	.20	.00 .02	-.1	.02							-.19	.00	-.16	.01
GLS	.12								.16	.00	-.18	.00	-.10	.03

*Note.*EE= exhaustion; LS= reduced sense of accomplishment; LHL= learned helplessness; Emp= empowerment; Agr= Aggressive attribution; Acj= Affective commitment joy; Acl= Affective commitment love; TLD= task level demand; Slc= social and societal level demands; WGR= work group level resource; PPR= policy and procedural resource; WLR= work level resource; OLR= organizational level resource; GLS= Government level support.

Model H2C was estimated with 1000 bootstrap samples to estimate confidence intervals at 95% CI and p value of direct effects. As presented in Table 49 that Exhaustion was directly predicted by Task level demands (B =0.47, $p<.005$). Hence Affective Commitment Joy was directly predicted by Social & Societal demands (B =-0.17, $p<.001$) Exhaustion was directly predicted by Social & Societal demands (B =0.11, $p<.001$) and Lack of sense of accomplishment was directly predicted by Social & Societal demands (B =0.20, $p<.001$), Affective Commitment Joy was directly predicted by Work Group Level support (B =-0.19, $p<.005$) Exhaustion was directly predicted by Work Group Level support (B =0.04, $p<.05$) moreover Lack of sense of accomplishment was directly predicted by Work Group Level support (B =-0.16, $p<.001$). Affective Commitment Joy was directly predicted by Policies & Procedural Support (B =0.39, $p<.001$). Affective Commitment Joy was directly predicted by Task level support t (B =-0.26, $p<.05$) and Lack of sense of accomplishment was directly predicted by Task level support (B =-0.16, $p<.05$). Empowered attribution was directly predicted by Organizational Level support (B =0.20, $p<.001$), aggressive attribution was directly predicted by Organizational Level support (B =-0.10, $p<.05$), exhaustion

was directly predicted by Organizational Level support (B =-0.19, $p<.001$) and Lack of sense of accomplishment was directly predicted by Organizational Level support (B =-0.16, $p<.05$). Empowered attribution was directly predicted by Govt. level support (B =0.12, $p<.05$), Affective Commitment love was directly predicted by Govt. level support (B=0.16, $p<.005$), exhaustion was directly predicted by Govt. level support (B=-0.18, $p<.001$) and Lack of sense of accomplishment was directly predicted by Organizational Level support (B =-0.10, $p<.05$).

Table 50

Indirect Effect of Persistence as Moderator (N=760)

	Empowerment		Aggressive		LHL		AC joy		AC Love		Eedep		LSA	
	β	p	β	p	β	p	β	p	β	p	β	p	β	p
TLD											.00	.07	.05	.05
Slc									-.06	.00			.02	.00
WGR									-.06	.00	-.00	.33	.01	.10
PPR									.12	.00			-.01	.00
WLR									.05	.01			-.03	.00
OLR			-.1	.00			.00	.36	.00	.35	-.02	.00	-.02	.04
GLS			-.1	.01			.00	.29	.00	.29	-.00	.01	-.04	.00

Note. EE= exhaustion; LS= reduced sense of accomplishment; LHL= learned helplessness; Emp= empowerment; Agr= Aggressive attribution; Acj= Affective commitment joy; Acl= Affective commitment love; TLD= task level demand; Slc= social and societal level demands; WGR= work group level resource; PPR= policy and procedural resource; WLR= work level resource; OLR= organizational level resource; GLS= Government level support.

Model H2C was estimated with 1000 bootstrap samples to estimate confidence intervals at 95% CI and p value of indirect effects. As presented in Table 50 that Affective Commitment love was indirectly predicted by Social & Societal demands (B =-0.06, $p<.001$) and Lack of sense of accomplishment was indirectly predicted by Social & Societal demands (B =0.02, $p<.005$) Affective Commitment love was indirectly predicted by Work Group Level support (B =-0.06, $p<.005$). Affective Commitment love was indirectly predicted by Policies & Procedural Support (B =0.12, $p<.001$) and Lack of sense of accomplishment was indirectly predicted by Policies & Procedural Support (B =-0.01, $p<.005$). Affective Commitment love was indirectly predicted by Task level support t (B =0.05, $p<.05$) and Lack of sense of

accomplishment was indirectly predicted by Task level support (B =-0.03, $p<.005$). Aggressive attribution was indirectly predicted by Organizational Level support (B =-0.1, $p<.001$), exhaustion was indirectly predicted by Organizational Level support (B =-0.02, $p<.005$) and Lack of sense of accomplishment was indirectly predicted by Organizational Level support (B =-0.02, $p<.05$). Aggressive attribution was indirectly predicted by Govt. level support (B =-0.1, $p<.05$), exhaustion was indirectly predicted by Govt. level support (B =-0.01, $p<.01$) and Lack of sense of accomplishment was indirectly predicted by Organizational Level support (B =-0.04, $p<.005$).

Table 51

Total Effect of Persistence as Moderator (N=760)

	Empowerment β	p	Aggressive β	p	Dependent AC joy B	p	AC Love β	p	Eedep β	p	LSA β	p
TLD									.00	.00	.05	.05
Slc					.00		-.06	.00		.03	.02	.00
WGR					.00		-.06	.00	-.00	.46	.01	.00
PPR					.00		.12	.00			-.01	.77
WLR					.01		.05	.00		.06		.04
OLR	.20	.00	-.2	.00	.36		.00	.35	-.22	.00	-.18	.00
GLS	-12	.02	-.1	.01	.29		.16	.00	-.19	.00	-.14	.00
R2	.05		.3				.14		.45		.27	

Note.EE= exhaustion; LS= reduced sense of accomplishment; LHL= learned helplessness; Emp= empowerment; Agr= Aggressive attribution; Acj= Affective commitment joy; Acl= Affective commitment love; TLD= task level demand; Slc= social and societal level demands; WGR= work group level resource; PPR= policy and procedural resource; WLR= work level resource; OLR= organizational level resource; GLS= Government level support.

Model testing indicates as shown in Table 51 that 5% variance explained by the predictors (Task level demands, Social & Societal demands, Work Group Level support, Policies & Procedural Support, Task level support, Org Level support, Govt. level support) of empowered attribution styles in people having temperament of Persistence whereas 34% variance explained by the predictors (Task level demands, Social & Societal demands, Work Group Level support, Policies & Procedural Support, Task level support, Org Level support, Govt. level support) of aggressive attribution

styles in people having temperament of Persistence and 1% variance explained by the predictors (Task level demands, Social & Societal demands, Work Group Level support, Policies & Procedural Support, Task level support, Org Level support, Govt. level support) of learned helplessness in people having temperament of Persistence , moreover 25% variance explained by the predictors (Task level demands, Social & Societal demands, Work Group Level support, Policies & Procedural Support, Task level support, Org Level support, Govt. level support) of affective commitment joy in people having temperament of Persistence and 14% variance explained by the predictors (Task level demands, Social & Societal demands, Work Group Level support, Policies & Procedural Support, Task level support, Org Level support, Govt. level support) of affective commitment love in people having temperament of Persistence perhaps 45% variance explained by the predictors (Task level demands, Social & Societal demands, Work Group Level support, Policies & Procedural Support, Task level support, Org Level support, Govt. level support) of exhaustion in people having temperament of Persistence perhaps 27% variance explained by the predictors (Task level demands, Social & Societal demands, Work Group Level support, Policies & Procedural Support, Task level support, Org Level support, Govt. level support) of Lack of sense of accomplishment in people having temperament of Persistence .

Table 52

Direct Effect of Reward dependence s as Moderator (N=760)

	Empower		Aggressive		LHL		Dependent AC joy		AC Love		Eedep		LSA	
	β	p	β	p	β	p	β	p	β	p	β	p	β	p
TLD					.1	.01					.46	.00		
Slc							-.21	.00			.14	.00	.18	.00
WGR					-.1	.01	-.16	.00			.10	.00	-.13	.00
PPR							.34	.00					.07	.05
WLR							.18	.00	.19	.00	-.12	.00	-.21	.00
OLR	.20	.00	-.1	.01							-.19	.00	-.21	.00
GLS	.11	.00							.13	.00	-.16	.00	-.1	.00

*Note.*EE= exhaustion; LS= reduced sense of accomplishment; LHL= learned helplessness; Emp= empowerment; Agr= Aggressive attribution; Acj= Affective commitment joy; Acl= Affective commitment love; TLD= task level demand; Slc= social and societal level demands; WGR= work group level resource; PPR= policy and procedural resource; WLR= work level resource; OLR= organizational level resource; GLS= Government level support.

Model H2C was estimated with 1000 bootstrap samples to estimate confidence intervals at 95% CI and p value of direct effects. As presented in Table 52 that Learned helplessness was directly predicted by Task level demands (B =0.10, $p<.005$) and Exhaustion was directly predicted by Task level demands (B =0.46, $p<.001$). Hence Affective Commitment Joy was directly predicted by Social & Societal demands (B =-0.21, $p<.001$) Exhaustion was directly predicted by Social & Societal demands (B =0.10, $p<.005$) and Lack of sense of accomplishment was directly predicted by Social & Societal demands (B =-0.13, $p<.005$) although Learned helplessness was directly predicted by Work Group Level support (B =-0.09, $p<.01$), Affective Commitment Joy was directly predicted by Work Group Level support (B =-0.16, $p<.001$) Exhaustion was directly predicted by Work Group Level support (B =0.10, $p<.005$) moreover Lack of sense of accomplishment was directly predicted by Work Group Level support (B =-0.13, $p<.005$).

Affective Commitment Joy was directly predicted by Policies & Procedural Support (B =-0.34, $p<.001$) and Lack of sense of accomplishment was directly predicted by Policies & Procedural Support (B =0.07, $p<.05$). Affective Commitment Joy was directly predicted by Task level support t (B =-0.18, $p<.001$), Affective

Commitment love was directly predicted by Task level support t (B =-0.19, $p<.001$), Exhaustion was directly predicted by Task level support t (B =-0.12, $p<.005$) and Lack of sense of accomplishment was directly predicted by Task level support (B =-0.21, $p<.01$). Empowered attribution was directly predicted by Organizational Level support (B=0.20, $p<.001$), aggressive attribution, exhaustion and Lack of sense of accomplishment was directly predicted by Organizational Level support (B =-0.1, $p<.05$), (B =-0.19, $p<.001$), (B =-0.21, $p<.001$). Empowered attribution was directly predicted by Govt. level support (B =-0.11, $p<.005$), Affective Commitment love was directly predicted by Govt. level support (B =-0.13, $p<.005$), exhaustion was directly predicted by Govt. level support (B =-0.16, $p<.001$) and Lack of sense of accomplishment was directly predicted by Organizational Level support (B =-0.1, $p<.005$).

Table 53

Indirect Effect of Reward dependence as Moderator (N=760)

	Empowerment		Aggressive		Dependent AC joy		AC Love		Eedep		LSA	
	β	p	β	p	β	p	β	p	β	p	β	p
TLD									.00	.02	.04	.01
Slc							-.051	.01			.019	.00
WGR							-.04	.00	-.00	.02	.00	.25
PPR							.08	.00			-.01	.00
WLR							.04	.00			-.04	.00
OLR			-.1	.00	.014	.02	.00	.01	.02	.00	-.19	.01
GLS			-.1	.00	.00	.01	.02	.01	.00	.02	-.03	.00

Note.EE= exhaustion; LS= reduced sense of accomplishment; LHL= learned helplessness; Emp= empowerment; Agr= Aggressive attribution; Acj= Affective commitment joy; Acl= Affective commitment love; TLD= task level demand; Slc= social and societal level demands; WGR= work group level resource; PPR= policy and procedural resource; WLR= work level resource; OLR= organizational level resource; GLS= Government level support.

Model H2C was estimated with 1000 bootstrap samples to estimate confidence intervals at 95% CI and p value of indirect effects. As presented in Table 53 that exhaustion was indirectly predicted by Task level demands (B =0.006, $p<.05$) and Lack of sense of accomplishment was indirectly predicted by Task level demands (B =0.04,

$p<.05$). Affective Commitment love was indirectly predicted by Social & Societal demands (B =-0.05, $p<.001$) and Lack of sense of accomplishment was indirectly predicted by Social & Societal demands (B =0.01, $p<.001$) Affective Commitment love was indirectly predicted by Work Group Level support (B =-0.04, $p<.001$) Exhaustion was indirectly predicted by Work Group Level support (B =0.005, $p<.05$). Affective Commitment love was indirectly predicted by Policies & Procedural Support (B =0.08, $p<.001$) and Lack of sense of accomplishment was indirectly predicted by Policies & Procedural Support (B =-0.01, $p<.001$). Affective Commitment love was indirectly predicted by Task level support (B =0.04, $p<.001$) and Lack of sense of accomplishment was indirectly predicted by Task level support (B =-0.04, $p<.001$). Aggressive attribution was indirectly predicted by Organizational Level support (B =-0.1, $p<.001$), Affective Commitment joy was indirectly predicted by Organizational Level support (B =0.01, $p<.05$), Affective Commitment love was indirectly predicted by Organizational Level support (B =-0.003, $p<.05$), exhaustion was indirectly predicted by Organizational Level support (B =-0.02, $p<.001$) and Lack of sense of accomplishment was indirectly predicted by Organizational Level support (B =-0.91, $p<.05$). Aggressive attribution was indirectly predicted by Govt. level support (B =-0.1, $p<.005$), Affective Commitment joy and Affective Commitment love were indirectly predicted by Govt. level support (B =-0.008, $p<.05$) and (B =-0.002, $p<.05$) respectively

Table 54

Total Effect of Reward dependence as Moderator (N=760)

	Empowerment		Aggressive		LHL		Dependent AC joy		AC Love		Eedep		LSA	
	B	*p*	*β*	*p*	*B*	*p*	*β*	*p*	*β*	*p*	*β*	*p*	*B*	*p*
TLD					.07	.01					.43	.00	.05	.01
Slc							-.19	.00	-.05	.00	.14	.00	.14	.00
WGR					-.06	.00	-.21	.00	-.06	.00	.12	.00	-.07	.00
PPR							.29	.00	.08	.00			.03	.08
WLR							.26	.00	.28	.00	-.17	.00	-.28	.00
OLR	.26	.00	-.2	.00			.01	.02	.00	.01	-.19	.00	-.26	.00
GLS	.12	.00	-.1	.00			.00	.01	.12	.00	-.20	.00	-.15	.00
R2	.05		.29		.01		.23		.12		.46		.36	

*Note.*EE= exhaustion; LS= reduced sense of accomplishment; LHL= learned helplessness; Emp= empowerment; Agr= Aggressive attribution; Acj= Affective commitment joy; Acl= Affective commitment love; TLD= task level demand; Slc= social and societal level demands; WGR= work group level resource; PPR= policy and procedural resource; WLR= work level resource; OLR= organizational level resource; GLS= Government level support.

Model testing indicates as shown in Table 54 that 5% variance explained by the predictors (Task level demands, Social & Societal demands, Work Group Level support, Policies & Procedural Support, Task level support, Org Level support, Govt. level support) of empowered attribution styles in people having temperament of Reward dependence whereas 29% variance explained by the predictors (Task level demands, Social & Societal demands, Work Group Level support, Policies & Procedural Support, Task level support, Org Level support, Govt. level support) of aggressive attribution styles in people having temperament of Reward dependence and 1% variance explained by the predictors (Task level demands, Social & Societal demands, Work Group Level support, Policies & Procedural Support, Task level support, Org Level support, Govt. level support) of learned helplessness empowered attribution styles in people having temperament of Reward dependence , moreover 23% variance explained by the predictors (Task level demands, Social & Societal demands, Work Group Level support, Policies & Procedural Support, Task level support, Org Level support, Govt. level support) of affective commitment joy in people having temperament of Reward dependence and 12% variance explained by the

predictors (Task level demands, Social & Societal demands, Work Group Level support, Policies & Procedural Support, Task level support, Org Level support, Govt. level support) of affective commitment love in people having temperament of Reward dependence perhaps 46% variance explained by the predictors (Task level demands, Social & Societal demands, Work Group Level support, Policies & Procedural Support, Task level support, Org Level support, Govt. level support) of exhaustion in people having temperament of Reward dependence perhaps 36% variance explained by the predictors (Task level demands, Social & Societal demands, Work Group Level support, Policies & Procedural Support, Task level support, Org Level support, Govt. level support) of Lack of sense of accomplishment in people having temperament of Reward dependence.

Table 55

Direct Effect of Self Directedness as Moderator (N=760)

	Empower		Aggress		LHL		AC joy		AC Love		Eedep		LSA	
	β	p	β	p	β	p	β	p	β	p	β	p	B	p
TLD					-.59	.26					.44	.00		
Slc							-.19	.00			.14	.00	.12	.02
WGR					-.09	.10	-.17	.01			.15	.00	-.17	.00
PPR							.45	.00					.03	.50
WLR							.08	.29	.17	.00	-.12	.01	-.17	.00
OLR	.20	.00	-.1	.05							-.17	.00	-.17	.00
GLS	.04								.00	.11	-.20	.00	-.06	.02

Note.EE= exhaustion; LS= reduced sense of accomplishment; LHL= learned helplessness; Emp= empowerment; Agr= Aggressive attribution; Acj= Affective commitment joy; Acl= Affective commitment love; TLD= task level demand; Slc= social and societal level demands; WGR= work group level resource; PPR= policy and procedural resource; WLR= work level resource; OLR= organizational level resource; GLS= Government level support.

Model H2C was estimated with 1000 bootstrap samples to estimate confidence intervals at 95% CI and p value of direct effects. As presented in Table 55 that Exhaustion was directly predicted by Task level demands (B =0.44, $p<.005$). Hence Affective Commitment Joy was directly predicted by Social & Societal demands (B =-0.19, $p<.001$) Exhaustion was directly predicted by Social & Societal demands (B

=0.14, $p<.01$) and Lack of sense of accomplishment was directly predicted by Social & Societal demands ($B =-0.12$, $p<.05$), Affective Commitment Joy was directly predicted by Work Group Level support ($B =-0.17$, $p<.001$) Exhaustion was directly predicted by Work Group Level support ($B =0.15$, $p<.001$) moreover Lack of sense of accomplishment was directly predicted by Work Group Level support ($B =-0.17$, $p<.005$). Affective Commitment Joy was directly predicted by Policies & Procedural Support ($B =0.45$, $p<.001$). Affective Commitment love was directly predicted by Task level support t ($B =-0.17$, $p<.005$), Exhaustion was directly predicted by Task level support t ($B =-0.12$, $p<.05$) and Lack of sense of accomplishment was directly predicted by Task level support ($B =-0.17$, $p<.005$). Empowered attribution was directly predicted by Organizational Level support ($B =0.20$, $p<.001$), aggressive attribution was directly predicted by Organizational Level support ($B =-0.1$, $p<.05$), exhaustion was directly predicted by Organizational Level support ($B =-0.17$, $p<.001$) and Lack of sense of accomplishment was directly predicted by Organizational Level support ($B =-0.17$, $p<.01$). Empowered attribution, Affective Commitment love and exhaustion were directly predicted by Govt. level support ($B =-0.4$, $p<.001$), ($B =-0.11$, $p<.001$) and ($B =-0.20$, $p<.01$) and Lack of sense of accomplishment was directly predicted by Organizational Level support ($B =-0.06$, $p<.05$).

Table 56

Indirect Effect of Self Directedness as Moderator (N=761)

							Dependent							
	Empowerment		Aggressive		LHL		AC joy		AC Love		Eedep		LSA	
	β	p	β	p	β	p	β	p	β	p	β	p	β	p
TLD											-.02	.31	.067	.00
Slc									-.06	.00			.03	.00
WGR									-.05	.00	-.03	.29	.02	.08
PPR									.13	.00			-.01	.02
WLR									.02	.26			-.04	.00
OLR			-0.1	.00			.01	.10	.00	.09	-.02	.00	-.34	.00
GLS			.0	.39			.00	.22	.00	.23	-.00	.29	-.04	.00

Note.EE= exhaustion; LS= reduced sense of accomplishment; LHL= learned helplessness; Emp= empowerment; Agr= Aggressive attribution; Acj= Affective commitment joy; Acl= Affective commitment love; TLD= task level demand; Slc= social and societal level demands; WGR= work group level resource; PPR= policy and procedural resource; WLR= work level resource; OLR= organizational level resource; GLS= Government level support.

Model H2C was estimated with 1000 bootstrap samples to estimate confidence intervals at 95% CI and p value of indirect effects. As presented in Table 56 that Lack of sense of accomplishment was indirectly predicted by Task level demands (B =0.06, $p<.005$). Affective Commitment love was indirectly predicted by Social & Societal demands (B =-0.05, $p<.001$) and Lack of sense of accomplishment was indirectly predicted by Social & Societal demands (B =0.02, $p<.001$) Affective Commitment love was indirectly predicted by Work Group Level support (B =-0.05, $p<.005$). Affective Commitment love was indirectly predicted by Policies & Procedural Support (B =0.13, $p<.001$) and Lack of sense of accomplishment was indirectly predicted by Policies & Procedural Support (B =-0.13, $p<.05$). Lack of sense of accomplishment was indirectly predicted by Task level support (B =-0.04, $p<.005$). Aggressive attribution was indirectly predicted by Organizational Level support (B =-0.1, $p<.001$). Exhaustion was indirectly predicted by Organizational Level support (B =-0.02, $p<.001$) and Lack of sense of accomplishment was indirectly predicted by Organizational Level support (B =-0.34, $p<.001$). Exhaustion was indirectly predicted by Govt. level support (B =-

0.008, *p*<.005) and Lack of sense of accomplishment was indirectly predicted by Organizational Level support (*B* =-0.04, *p*<.001).

Table 57

Total Effect of Self Directedness as Moderator (N=760)

	Empowerment		Aggressive		LHL		Dependent AC joy		AC Love		Eedep		LSA	
	β	*p*	*β*	*p*	*β*	*p*	*β*	*p*	*β*	*p*	*β*	*p*	*β*	*p*
TLD					-.06	.26					.43	.00	.067	.00
Slc							-.19	.00	-.05	.00	.14	.00	.15	.00
WGR					-.09	.10	-.17	.01	-.05	.00	.15	.00	-.15	.00
PPR							.45	.00	.13	.00			.01	.64
WLR							.08	.29	.19	.00	-.12	.01	-.21	.00
OLR	.20	.00	-.2	.00			.01	.10	.00	.09	-.20	.00	-.20	.00
GLS	.04	.40		.39			.00	.22	.11	.03	-.21	.00	-.11	.03
R2	.04		.4		.01		.25		.13		.46		.324	

Note.EE= exhaustion; LS= reduced sense of accomplishment; LHL= learned helplessness; Emp= empowerment; Agr= Aggressive attribution; Acj= Affective commitment joy; Acl= Affective commitment love; TLD= task level demand; Slc= social and societal level demands; WGR= work group level resource; PPR= policy and procedural resource; WLR= work level resource; OLR= organizational level resource; GLS= Government level support.

Table 57 shows, Model testing indicates that 4% variance explained by the predictors (Task level demands, Social & Societal demands, Work Group Level support, Policies & Procedural Support, Task level support, Org Level support, Govt. level support) of empowered attribution styles in people having Trait of Self Directedness whereas 45% variance explained by the predictors (Task level demands, Social & Societal demands, Work Group Level support, Policies & Procedural Support, Task level support, Org Level support, Govt. level support) of aggressive attribution styles in people having Trait of Self Directedness and 1% variance explained by the predictors (Task level demands, Social & Societal demands, Work Group Level support, Policies & Procedural Support, Task level support, Org Level support, Govt. level support) of learned helplessness in people having Trait of Self Directedness , moreover 25% variance explained by the predictors (Task level demands, Social & Societal demands, Work Group Level support, Policies & Procedural Support, Task level support, Org Level support, Govt. level support) of affective commitment joy in

people having Trait of Self Directedness and 13% variance explained by the predictors (Task level demands, Social & Societal demands, Work Group Level support, Policies & Procedural Support, Task level support, Org Level support, Govt. level support) of affective commitment love in people having Trait of Self Directedness perhaps 46% variance explained by the predictors (Task level demands, Social & Societal demands, Work Group Level support, Policies & Procedural Support, Task level support, Org Level support, Govt. level support) of exhaustion in people having Trait of Self Directedness perhaps 32% variance explained by the predictors (Task level demands, Social & Societal demands, Work Group Level support, Policies & Procedural Support, Task level support, Org Level support, Govt. level support) of Lack of sense of accomplishment in people having Trait of Self Directedness.

Table 58

Direct Effect of Self Transcendence as Moderator (N=761)

										AC					
						Dependent				Love					
	Empowerment		Aggressive		LHL		AC joy				Eedep		LSA	
	β	p	β	p	β	p	β	p	β	p	β	p	β	p
TLD					.06	.29					.45	.00		
Slc							-.23	.00			.15	.01	.06	.21
WGR					-.1	.05	-.13	.05			.09	.06	-.08	.16
PPR							.35	.00					.10	.03
WLR							.15	.02	.18	.00	-.09	.06	-.30	.00
OLR	.22	.00	-.1	.01							-.20	.00	-.21	.00
GLS	.16	.00							.05	.30	-.12	.00	-.19	.00

*Note.*EE= exhaustion; LS= reduced sense of accomplishment; LHL= learned helplessness; Emp= empowerment; Agr= Aggressive attribution; Acj= Affective commitment joy; Acl= Affective commitment love; TLD= task level demand; Slc= social and societal level demands; WGR= work group level resource; PPR= policy and procedural resource; WLR= work level resource; OLR= organizational level resource; GLS= Government level support.

Model H2C was estimated with 1000 bootstrap samples to estimate confidence intervals at 95% CI and p value of direct effects. As presented in Table 58 that Exhaustion was directly predicted by Task level demands (*B* =0.45, *p*<.001). Hence Affective Commitment Joy was directly predicted by Social & Societal demands (*B* =-

0.23, $p<.001$) Exhaustion was directly predicted by Social & Societal demands (B =0.15, $p<.05$) Affective Commitment Joy was directly predicted by Policies & Procedural Support (B =0.35, $p<.001$) and Lack of sense of accomplishment was directly predicted by Policies & Procedural Support (B =0.10, $p<.05$). Affective Commitment Joy was directly predicted by Task level support t (B =-0.15, $p<.05$), Affective Commitment love was directly predicted by Task level support t (B =-0.18, $p<.005$) and Lack of sense of accomplishment was directly predicted by Task level support (B =-0.30, $p<.001$). Empowered attribution was directly predicted by Organizational Level support (B =0.221, $p<.001$), aggressive attribution was directly predicted by Organizational Level support (B =-0.1, $p<.05$), exhaustion was directly predicted by Organizational Level support (B =-0.20, $p<.001$) and Lack of sense of accomplishment was directly predicted by Organizational Level support (B =-0.21, $p<.001$). Empowered attribution was directly predicted by Govt. level support (B =-0.16, $p<.005$), exhaustion was directly predicted by Govt. level support (B =-0.12, $p<.05$) and Lack of sense of accomplishment was directly predicted by Organizational Level support (B =-0.19, $p<.001$).

Table 59

Indirect Effect of Self Transcendence as Moderator (N=761)

	Empowerment		Aggressive		LHL		Dependent AC joy		AC Love		Eedep		LSA	
	β	P	β	P	β	P	β	P	β	P	β	P	β	P
TLD											.00	.15	.03	.17
Slc									-.05	.00			.02	.00
WGR									-.03	.03	-.00	.04	.01	.23
PPR									.08	.00			-.01	.00
WLR									.03	.01			-.04	.00
OLR			-.1	.00			.00	.60	.00	.55	-.02	.00	-.01	.14
GLS			-.1	.00			.00	.53	.00	.50	-.01	.00	-.01	.07

*Note.*EE= exhaustion; LS= reduced sense of accomplishment; LHL= learned helplessness; Emp= empowerment; Agr= Aggressive attribution; Acj= Affective commitment joy; Acl= Affective commitment love; TLD= task level demand; Slc= social and societal level demands; WGR= work group level resource; PPR= policy and procedural resource; WLR= work level resource; OLR= organizational level resource; GLS= Government level support.

Model H2C was estimated with 1000 bootstrap samples to estimate confidence intervals at 95% CI and p value of indirect effects. As presented in Table 59 that Affective Commitment love was indirectly predicted by Social & Societal demands (*B* =-0.05, *p*<.001) and Lack of sense of accomplishment was indirectly predicted by Social & Societal demands (*B* =0.02, *p*<.01) Affective Commitment love was indirectly predicted by Work Group Level support (*B* =-0.03, *p*<.05) Exhaustion was indirectly predicted by Work Group Level support (*B* =-0.008, *p*<.05). Affective Commitment love and Lack of sense of accomplishment were indirectly predicted by Policies & Procedural Support (*B* =0.08, *p*<.001) and (*B* =-0.01, *p*<.001). Affective Commitment love and Lack of sense of accomplishment were indirectly predicted by Task level support (*B* =0.03, *p*<.01) and (*B* =-0.04, *p*<.001). Aggressive attribution and exhaustion were indirectly predicted by Organizational Level support (*B* =-0.1, *p*<.001) and (*B* =-0.02, *p*<.001). Aggressive attribution and exhaustion were indirectly predicted by Govt. level support (*B* =-0.1, *p*<.005) and (*B* =-0.01, *p*<.001) respectively.

Table 60

Total Effect of Self Transcendence as Moderator (N=760)

	Empower		Aggress		LHL		Dependent AC joy		AC Love		Eedep		LSA	
	β	p	β	p	β	p	β	p	β	p	β	p	β	p
TLD					.06	.29					.45	.00	.03	.17
Slc							-.23	.00	-.058	.00	.15	.01	.08	.08
WGR					-.1	.05	-.13	.05	-.033	.03	.08	.08	-.07	.20
PPR							.35	.00	.088	.00			.09	.05
WLR							.15	.02	.228	.00	-.09	.06	-.35	.00
OLR	.22	.00	-.2	.00			.005	.60	.001	0.55	-.23	.00	-.22	.00
GLS	.16	.00	-.1	.00			.004	.53	.051	0.28	-.13	.00	-.21	.00
R2	.07		.25		.012		.22		.125		.44		.35	

*Note.*EE= exhaustion; LS= reduced sense of accomplishment; LHL= learned helplessness; Emp= empowerment; Agr= Aggressive attribution; Acj= Affective commitment joy; Acl= Affective commitment love; TLD= task level demand; Slc= social and societal level demands; WGR= work group level resource; PPR= policy and procedural resource; WLR= work level resource; OLR= organizational level resource; GLS= Government level support.

Model testing indicates as shown in Table 60 that 7% variance explained by the predictors (Task level demands, Social & Societal demands, Work Group Level support, Policies & Procedural Support, Task level support, Org Level support, Govt. level support) of empowered attribution styles in people having Trait of Self Transcendence whereas 25% variance explained by the predictors (Task level demands, Social & Societal demands, Work Group Level support, Policies & Procedural Support, Task level support, Org Level support, Govt. level support) of aggressive attribution styles in people having Trait of Self Transcendence and 1% variance explained by the predictors (Task level demands, Social & Societal demands, Work Group Level support, Policies & Procedural Support, Task level support, Org Level support, Govt. level support) of learned helplessness in people having Trait of Self Transcendence , moreover 22% variance explained by the predictors (Task level demands, Social & Societal demands, Work Group Level support, Policies & Procedural Support, Task level support, Org Level support, Govt. level support) of

affective commitment joy in people having Trait of Self Transcendence   and 12%

variance explained by the predictors (Task level demands, Social & Societal demands,

Work Group Level support, Policies & Procedural Support, Task level support, Org

Level support, Govt. level support) of affective commitment love in people having

Trait of Self Transcendence   perhaps 44% variance explained by the predictors (Task

level demands, Social & Societal demands, Work Group Level support, Policies &

Procedural Support, Task level support, Org Level support, Govt. level support) of

exhaustion in people having Trait of Self Transcendence   perhaps 35% variance

explained by the predictors (Task level demands, Social & Societal demands, Work

Group Level support, Policies & Procedural Support, Task level support, Org Level

support, Govt. level support) of Lack of sense of accomplishment in people having

Trait of Self Transcendence.

Table 61

Direct Effect of Cooperativeness as Moderator (N=760)

	Empowerment		Aggressive		LHL		Dependent AC joy		AC Love		Eedep		LSA	
	β	p	β	p	β	p	β	p	β	p	β	p	B	p
TLD					.01	.72					.46	.00		
Slc							-.25	.00			.11	.04	.15	.01
WGR					-.14	.00	-.19	.01			.13	.00	-.15	.00
PPR							.45	.00					.01	.76
WLR							.05	.46	.15	.00	-.17	.00	-.20	.00
OLR	.16	.00		.15							-.16	.00	-.09	.22
GLS	.06	.2							.08	.13	-.22	.00	-.07	.17

*Note.*EE= exhaustion; LS= reduced sense of accomplishment; LHL= learned helplessness; Emp= empowerment; Agr= Aggressive attribution; Acj= Affective commitment joy; Acl= Affective commitment love; TLD= task level demand; Slc= social and societal level demands; WGR= work group level resource; PPR= policy and procedural resource; WLR= work level resource; OLR= organizational level resource; GLS= Government level support.

Model H2C was estimated with 1000 bootstrap samples to estimate confidence

intervals at 95% CI and p value of direct effects. As presented in Table 61 Exhaustion

was directly predicted by Task level demands (*B* =0.46, *p*<.001). Hence Affective

Commitment Joy was directly predicted by Social & Societal demands (B =-0.25, $p<.001$) Exhaustion was directly predicted by Social & Societal demands (B =0.11, $p<.05$) and Lack of sense of accomplishment was directly predicted by Social & Societal demands (B =0.15, $p<.05$) Learned helplessness was directly predicted by Work Group Level support (B =-0.14, $p<.05$), Affective Commitment Joy was directly predicted by Work Group Level support (B =-0.19, $p<.05$) Exhaustion was directly predicted by Work Group Level support (B =-0.13, $p<.05$) moreover Lack of sense of accomplishment was directly predicted by Work Group Level support (B =-0.15, $p<.05$). Affective Commitment Joy was directly predicted by Policies & Procedural Support (B =0.45, $p<.001$). Affective Commitment love was directly predicted by Task level support t (B =0.15, $p<.005$), Exhaustion was directly predicted by Task level support t (B =-0.17, $p<.005$) and Lack of sense of accomplishment was directly predicted by Task level support (B =-0.20, $p<.005$). Empowered attribution was directly predicted by Organizational Level support (B =0.16, $p<.001$), exhaustion was directly predicted by Organizational Level support (B =-0.16, $p<.005$). Exhaustion was directly predicted by Govt. level support (B =-0.22, $p<.001$).

Table 62

Indirect Effect of Cooperativeness as Moderator (N=760)

	Empowerment		Aggressive		LHL		AC joy		AC Love		Eedep		LSA	
	β	p	β	p	β	p	β	p	β	p	β	p	β	p
TLD											.00	.50	.05	.00
Slc							-.07	.00					.02	.00
WGR							-.05	.00			-.00	.23	.01	.26
PPR							.13	.00					-.02	.00
WLR							.01	.4					-.04	.00
OLR			-.1	.00			.01	.11	.00	.08	-.02	.00	-.02	.00
GLS			.19				.00	.16	.00	.13	-.00	.11	-.04	.00

Note. EE= exhaustion; LS= reduced sense of accomplishment; LHL= learned helplessness; Emp= empowerment; Agr= Aggressive attribution; Acj= Affective commitment joy; Acl= Affective commitment love; TLD= task level demand; Slc= social and societal level demands; WGR= work group level resource; PPR= policy and procedural resource; WLR= work level resource; OLR= organizational level resource; GLS= Government level support.

Model H2C was estimated with 1000 bootstrap samples to estimate confidence intervals at 95% CI and p value of indirect effects. As presented in Table 62 that Affective Commitment love was indirectly predicted by Social & Societal demands (B =-0.05, $p<.001$) and Lack of sense of accomplishment was indirectly predicted by Social &Societal demands (B =0.02, $p<.01$) Affective Commitment love was indirectly predicted by Work Group Level support (B =-0.03, $p<.05$) Exhaustion was indirectly predicted by Work Group Level support (B =-0.008, $p<.05$). Affective Commitment love was indirectly predicted by Policies & Procedural Support (B =0.08, $p<.001$) and Lack of sense of accomplishment was indirectly predicted by Policies & Procedural Support (B =-0.01, $p<.001$). Affective Commitment love was indirectly predicted by Task level support (B=0.03, $p<.01$) and Lack of sense of accomplishment was indirectly predicted by Task level support (B =-0.04, $p<.001$). Aggressive attribution was indirectly predicted by Organizational Level support (B =-0.1, $p<.001$), exhaustion was indirectly predicted by Organizational Level support (B =-0.02, $p<.001$). Aggressive attribution was indirectly predicted by Govt. level support (B =-0.1, $p<.005$), exhaustion was indirectly predicted by Govt. level support (B =-0.01, $p<.001$).

Table 63

Total Effect of Cooperativeness as Moderator (N=760)

	Empowerment		Aggressive		LHL		Dependent AC joy		AC Love		Eedep		LSA	
	β	p	β	p	β	p	β	p	β	p	β	p	β	p
TLD					.01	.72					.46	.00	.05	.00
Slc							-.25	.00	-.07	.00	.11	.04	.17	.00
WGR					-.14	.00	-.19	.01	-.05	.00	.12	.01	-.14	.01
PPR							.45	.00	.13	.00			-.00	.87
WLR							.05	.46	.16	.00	-.17	.00	-.25	.00
OLR	.16	.00	-.2	.00			.01	.11	.00	.08	-.18	.00	-.11	.10
GLS	.06	.2		.19			.00	.16	.08	.13	-.23	.00	-.11	.03
R2	.03		.5		.2		.25		.13		.47		.29	

*Note.*EE= exhaustion; LS= reduced sense of accomplishment; LHL= learned helplessness; Emp= empowerment; Agr= Aggressive attribution; Acj= Affective commitment joy; Acl= Affective commitment love; TLD= task level demand; Slc= social and societal level demands; WGR= work group level resource; PPR= policy and procedural resource; WLR= work level resource; OLR= organizational level resource; GLS= Government level support.

Model testing indicates as shown in Table 63 that 3% variance explained by the predictors (Task level demands, Social & Societal demands, Work Group Level support, Policies & Procedural Support, Task level support, Org Level support, Govt. level support) of empowered attribution styles in people having Trait of Cooperativeness whereas 50% variance explained by the predictors (Task level demands, Social & Societal demands, Work Group Level support, Policies & Procedural Support, Task level support, Org Level support, Govt. level support) of aggressive attribution styles in people having Trait of Cooperativeness and 2% variance explained by the predictors (Task level demands, Social & Societal demands, Work Group Level support, Policies & Procedural Support, Task level support, Org Level support, Govt. level support) of learned helplessness in people having Trait of Self Directedness , moreover 25% variance explained by the predictors (Task level demands, Social & Societal demands, Work Group Level support, Policies & Procedural Support, Task level support, Org Level support, Govt. level support) of affective commitment joy in people having Trait of Cooperativeness and 13% variance explained by the predictors (Task level demands, Social & Societal demands, Work Group Level support, Policies & Procedural Support, Task level support, Org Level support, Govt. level support) of affective commitment love in people having Trait of Cooperativeness perhaps 47% variance explained by the predictors (Task level demands, Social & Societal demands, Work Group Level support, Policies & Procedural Support, Task level support, Org Level support, Govt. level support) of exhaustion in people having Trait of Cooperativeness perhaps 29% variance explained by the predictors (Task level demands, Social & Societal demands, Work Group Level support, Policies & Procedural Support, Task level support, Org Level support, Govt. level support) of Lack of sense of accomplishment in people having Trait of Cooperativeness.

Discussion

Seven dimensions of personality were assessed as moderator for the proposed Model, when regression weights, mean intercepts and standard deviations were constraint model was not invariant from the unconstraint model but when correlations were also constraints then model was become invariant. Based on the theory twelve models were developed, 8th model was worsened out of all the developed. Afterwards path by path analysis was conducted of the model with seven dimensions of the personality.

Firstly, as per total effect, model was discussed with reference to two of the major segregation of personality namely temperaments and characters. It was found that some of the variables are sensitive to temperaments whereas some other are more reflective to characters. Aggressive attributions are explained by characters ranging from 25% to 50% while on two of temperaments aggressive attributions can contribute variance explanation from 14% to 18% on all study variables. Very low variance has been explained by any of the personality dimension on learned helplessness and empowerment. Although irrespective of personality dimensions, high amount of variance has been explained on occupational exhaustion and lacking sense of accomplishment. Path by path analysis depicted that none of the path was significant from different job demands to learned helplessness when moderated by characters. One of the possible justifications of the finding would be definition of character. Character refers to self-concepts and individual differences in goals and values, which influence voluntary choices, intentions, and the meaning and salience of what is experienced in life. Differences in character are moderately heritable and moderately influenced by socio-cultural learning. Character traits mature in progressive steps

throughout life(Cloninger, Przybeck, & Svrakic, 1994).As depicted from the definition character itself is combination of different factors and there were three characters in study which were altogether different from each other, further more learned helplessness is a state which may prolonged and possible undermine the effects of other characters so in presence of state of helplessness may be character is not active. Searching literature in this regard is not providing any clue or evidence, as it was stated in rational that a very few studies have been conducted with attributions and temperaments and character. So it is recommended for further exploration.

Whereas all of the path from job demands to learned helplessness was significant when moderated by temperaments but magnitude was not very high. In accordance to discussed previously, Temperament refers to the automatic emotional responses to experience and is moderately heritable (i.e., genetic, biological) and relatively stable throughout life(C. R. Cloninger et al., 1994). Temperament is the automatic response without resistance and without using insight so It is quite possible that when a person is in learned helplessness kind of state rather considering the situation bluntly respond to it. These are assumptions as per definition and results of study, more researches in this area may bring about other causes.

Although all of the paths from organizational level and government level supports were significant to aggressive and empowered attribution styles but magnitude is high on characters.

Moreover, direct paths from task level demand to learned helplessness are significant and from task level demand to occupational exhaustion is also significant on all temperaments excluding the temperament persistence. It is obvious that other than persistence rest of the three temperaments depend on motivation from external

environment in shape of external assurance, reward or newness to move ahead but persistence is self-motivated and determined trait at the face of difficulty. So it is obvious that persistence cannot have significant positive relationship with learned helplessness. Furthermore, all indirect path from task level demand to occupational exhaustion remain significant while mediated by helplessness and moderated by temperament expect persistence as has described above.

Additionally, direct paths from task level demand to learned helplessness are non-significant and from task level demand to occupational exhaustion is significant on all personality characters. It is apparent that three of the characters (e.i, self-directedness, cooperativeness and self-transcendence) are not in positive or negative relationship with learned helplessness. Besides, all indirect paths from task level demand to occupational exhaustion became non-significant while mediated by helplessness and moderated by three of personality characters (e.i, self-directedness, cooperativeness and self-transcendence). No direct or indirect significant affects have been found from any type of job demand via affective commitment joy to occupational exhaustion or lack of sense of accomplishment.

Although, direct paths from work group level support to learned helplessness are significant and from work group level support to lack of sense of accomplishment is also significant on all temperaments excluding the temperament persistence. It seems quite obvious that other than persistence remaining three temperament depends external motivation (e.i, external environment in shape of external assurance, reward or newness) to move ahead but persistence is self-motivated and determined trait at the face of difficulty. So, it is understandable that that persistence cannot have significant positive relationship with learned helplessness.

But, all indirect paths from work group level support to sense of accomplishment became non-significant while mediated by helplessness and moderated by all four temperaments respectively. Likewise, direct paths from organizational level resource to empowerment is significant and from Organizational level resource to occupational exhaustion and lacking sense of accomplishment are also significant on all temperaments exclusively the temperament novelty seeking. As per definition Novelty seeking is a personality trait associated with exploratory activity in response to novel stimulation, impulsive decision making, extravagance in approach to reward cues, and quick loss of temper and avoidance of frustration(C. R. Cloninger et al., 1994). It is profound that trait novelty seeking is based on exploratory activity in response to novel stimulation so seeking support from organization resists the satisfaction of this type of temperament.

While, indirect path from organizational level resource to exhaustion remain significant, only when mediated by empowerment and moderated by temperament. whereas, indirect path from organizational level resource to lack of sense of accomplishment also remained significant when mediated by empowerment and moderated by temperaments; persistence and reward dependence, however this relationship became non-significant when moderated by temperaments; novelty seeking and harm avoidance. Similarly, direct paths from organizational level resource to empowerment are significant on characters' self-directedness and self-transcendence but not significant when moderated by cooperativeness. Moreover, from Organizational level resource to occupational exhaustion and lacking sense of accomplishment are also significant on all characters

Though, indirect path from organizational level resource to occupational exhaustion remain significant when mediated by empowerment and moderated by

temperament. whereas, indirect path from organizational level resource to lack of sense of accomplishment also remained significant when mediated by empowerment and moderated by temperaments; persistence and reward dependence, however this relationship became non-significant when moderated by temperaments; novelty seeking and harm avoidance.

In the same way, direct paths from work group level support, policy and procedural support and work level support to affective commitment joy were significant while moderated through temperaments harm avoidance and reward dependence, whereas moderated effects of novelty seeking and persistence temperaments made this relationship non-significance for work group level support for the reason these lessen the individuality. Likewise, indirect path from work group level support to occupational exhaustion and reduced sense of accomplishment became non-significant while mediated by affected commitment joy and moderated by novelty seeking and persistence temperaments. Contrary to it these indirect paths remained significant when mediated by affected commitment joy t and moderated by harm avoidance and reward dependence temperaments.

Discussing the moderating effects of above described paths of characters' self-directedness, self-transcendence and cooperativeness, mediated paths by affective commitment joy were significant. While considering indirect effects for work group level support to occupational exhaustion and reduced sense of accomplishment relationship went non-significant when mediated by affective commitment and moderated by all three types of characters. While for rest of two resources policy and procedural support and work level support relationship to reduced sense of accomplishment remained significant when moderated by all three characters.

Considering the mediating effects of affective commitment love with organizational level resource and Govt. level support to occupational exhaustion

reduced sense of accomplishment are significant while direct relationship moderated by temperament. Indirect paths of above describe variables remained significant other than reduced sense of accomplishment which is non-significant while moderated by temperament novelty seeking and harm avoidance otherwise all paths moderated by remaining temperaments are significant. Direct relation of organizational level resource with aggressive attribution is non-significant, whereas indirect relationship between these two is significant while moderated by novelty seeking temperament. The same relationship in non-significant if it is in direct relation while it becomes significant in indirect relation.

Summary of Hypothesis Testing

All above results are inferred against descriptive analysis, regression analysis, model testing, mediation analysis and multi-group modeling to find out support or rejection for study hypotheses, following table is demonstrating status of hypotheses.

Table 64

Summary of Tests of hypotheses

Sr.#	Hypotheses	Status
H1	Job demands (work level, Social & Societal) will positively predict job burnout (exhaustion & Reduced sense of accomplishment).	
H1a	Work level demands will positively relate burnout.	Supported
H1b	Work level demands will positively relate exhaustion.	Supported
H1c	Work level demands will positively predict reduced personal accomplishment.	Supported
H1d	Social and societal demands will positively relate burnout.	Supported
H1e	Social and societal demands will positively predict exhaustion.	Supported
H1f	Social and societal will positively predict reduced personal accomplishment.	Supported
H2	Job resources (Work group level support, Policies & Procedural Support, Organizational Level support, Task Level support and Govt. level support) will negatively predict job burnout (exhaustion & Reduced sense of accomplishment).	
H2a	Work group level support will negatively predict Burnout.	Supported
H2b	Policies & procedural support will negatively predict burnout.	Supported
H2c	Organizational Level support will negatively predict burnout.	Supported
H2d	Work level support will negatively predict Burnout.	Supported
H2e	Govt. level support will negatively predict Burnout.	Supported
H2f	Work group level support will negatively predict exhaustion.	Not supported
H2g	Policies and procedural support will negatively predict exhaustion.	Not supported
H2h	Organizational level support will negatively predict exhaustion.	Supported
H2i	Work level support will negatively predict exhaustion.	Supported
H2j	Govt. level support will negatively predict exhaustion.	Supported

Continued…

Sr.#	Hypotheses	Status
H3	Job resources (Work group level support, organizational level support, task level support, Govt. level support) will moderate the relationship between job demand (work level, Social & Societal) and burnout (exhaustion & Reduced sense of accomplishment).	
H3a	Work group level support will negatively relate to reduced sense of accomplishment.	Supported
H3b	Policies and procedural support will negatively relate to reduced sense of accomplishment.	Supported
H3c	Organizational level support will negatively relate to reduced sense of accomplishment.	Supported
H3d	Work level support will negatively relate to reduced sense of accomplishment.	Supported
H3e	Govt. level support will negatively relate to reduced sense of accomplishment.	Supported
H4	Learned helplessness will positively relate to burnout.	Supported
H4a	Learned helplessness will positively relate to exhaustion.	Supported
H4b	Learned helplessness will positively relate to reduced personal accomplishment.	Supported
H4a	Learned helplessness will negatively relate to (Work Group Level support, Organizational Level support, Task Level support, Govt. level support)	
H4b	Work Group Level support will negatively relate to learned helplessness.	Supported
H4c	Policies & Procedural Support will negatively relate to learned helplessness.	Not supported
H4d	Organizational level support will negatively relate to learned helplessness.	Supported
H4e	Work level support will negatively relate sense of accomplishment.	Supported
H4f	Govt. level support will negatively relate Learned helplessness.	Supported
H4g	Learned helplessness will mediate the relationship between work level demand and exhaustion.	Supported
H4i	Learned helplessness will mediate the relationship between Social and societal demand and reduced sense of accomplishment.	Supported
H5	Aggressive attributions will positively relate to burnout.	Supported
H5a	Aggressive attribution will positively relate to exhaustion.	Supported
H5b	Aggressive attribution will positively relate to reduced personal accomplishment.	Supported

Sr.#	Hypotheses	Status
H5c	Aggressive attribution will negatively relate to (Work Group Level support, Organizational Level support, Task Level support, Govt. level support)	
H5d	Work Group Level support will negatively relate to aggressive attribution.	Not supported
H5e	Policies & Procedural Support will negatively relate to aggressive attribution.	Supported
H5f	Organizational Level support will negatively relate to aggressive attribution.	Supported
H5g	Work Level support will negatively relate sense of accomplishment.	Supported
H5h	Govt. level support will negatively relate Aggressive attribution.	Not supported
H5i	Aggressive attributions will mediate the relationship between work level demand and reduced sense of accomplishment.	Not supported
H5j	Aggressive attributions will mediate the relationship between Task level support and exhaustion.	Supported
H5k	Aggressive attributions will mediate the relationship between Social &Societal demand and exhaustion.	Not supported
H6	Empowerment will negatively relate to burnout.	Supported
H6a	Empowered attribution will negatively relate to exhaustion.	Supported
H6b	Empowered attribution will negatively relate to reduced personal accomplishment.	Supported
H6c	Empowered attribution will negatively relate to (Work Group Level support, Organizational Level support, Task Level support, Govt. level support)	
H6d	Work Group Level support will positively relate to empowered attribution.	Not supported
H6e	Policies & Procedural Support will positively relate to empowered attribution.	Supported
H6f	Organizational Level support will positively relate to empowered attribution.	Supported
H6g	Work Level support will positively relate to empowered attribution.	Supported
H6h	Govt. level support will positively relate to empowered attribution.	Supported
H8	Affective commitment will negatively relate to burnout.	Supported
H9	Affective commitment (Joy & Love) will negatively relate to burnout (exhaustion & Reduced sense of accomplishment).	
H9a	Affective commitment joy will negatively relate to exhaustion.	Supported

Continued…

Sr.#	Hypotheses	Status
H9b	Affective commitment joy will negatively relate to reduced personal accomplishment.	Supported
H9c	Affective commitment joy will positively relate to (Work Group Level support, Organizational Level support, Task Level support, Govt. level support)	
H9d	Work Group Level support will positively relate to affective commitment joy.	Supported
H9e	Policies & Procedural Support will positively relate to affective commitment joy.	Supported
H9f	Organizational Level support will positively relate to affective commitment joy.	Supported
H9g	Work Level support will positively relate to affective commitment joy.	Supported
H9h	Govt. level support will positively relate to affective commitment joy.	Not supported
H9i	Affective commitment love will negatively relate to exhaustion.	Supported
H9j	Affective commitment love will negatively relate to reduced personal accomplishment.	Supported
H9k	Affective commitment love will positively relate to (Work Group Level support, Organizational Level support, Task Level support, Govt. level support)	
H9l	Work Group Level support will positively relate to affective commitment love.	Supported
H9m	Policies & Procedural Support will positively relate to affective commitment love.	Supported
H9n	Organizational Level support will positively relate to affective commitment love.	Supported
H9o	Work Level support will positively relate to affective commitment love.	Supported
H9P	Govt. level support will positively relate to affective commitment love.	Supported
ADH	Learned helplessness and exhaustion will serially mediate between work group level support and reduced sense of accomplishment.	Not supported
ADH	Exhaustion will mediate between organization level support and reduced sense of accomplishment.	Supported
ADH	Affective commitment love will mediate between organization level support and reduced sense of accomplishment.	Supported
ADH	Aggressive attribution and empowered attribution will mediate as serial mediation between Task level support and exhaustion.	Supported

Continued…

Sr.#	Hypotheses	Status
ADH	Exhaustion will mediate the relationship between Social and societal demand and reduced sense of accomplishment.	Supported
ADH	Empowered attribution, affective commitment joy and affective commitment love will mediate between Task level support and reduced sense of accomplishment.	supported

*Note:*H=Hypothesis, ADH=Additional hypothesis`

In nut shell, the six steps of main study may be concluded as per research objectives and established hypotheses for this purpose, it may be inferred that Job demands and Job resources played a vital role in prevalence of job burnout among human services professionals, as it was anticipated with reference to literature review, gaps, recommendation and guidance that locale creates a difference in identification of utmost influential factors of job either in shape of demands or in form of resources in causing job related health outcomes such as job burnout, present study confirms the literature findings that job demands have high inverse relation with exhaustion whereas job resources are more meaningful in relation to reduced sense of accomplishment. Furthermore, present research contributes to the recognition and indication of specific indigenous job demands and resources which are playing lead role in both facets of burnout once again these are distinctive in literature. Research tradition of job demand and resource model suggested that incorporation of mediators explains more variance regarding job related health outcomes, so current study confirms this tradition as well and moreover contributes to literature that attribution styles of human services professionals are facilitators if they would be in mediating relationship between job demands and resources with facets of burnout which were rarely studied and unique for developing countries. It brought to light the fact and focus of researchers' attention to occupational side in developing countries. Another notable feature which may be acknowledged as present research addition in literature, it is the confirmation that none

of the mediator has been identified as sole influential facilitator or suppressor which may change the magnitude, nature or direction of relationship among variables. The final step in main study was planned to examine the moderating role of four temperaments and three characters, multi group modeling technique was used to mirror out the influence of personality dimensions on research model which was developed on the basis of Job demands and research Model, Personality dimensions caused differences in the magnitude and nature of relationship on different paths but we could not found even a single temperament or character that may change the entire model paradigm. Although it was interestingly explored that some temperaments are more sensitive for some of the demands and their relationship with burnout whereas some other characters are more persuasive for some specific resources and their pattern of relationship with job related health outcome these are discussed in detailed in discussion section.

Impact of Demographics on the Study Variables

Present study has explored demographic variable i.e., gender (Male vs. Female), age (two of the categories; based of median value of study sample 1 up to 35 years 2 above 35 years), occupation (1= doctors, 2=lawyers, 3 lecturers, 4 admin managers, 5 marketing managers, 6 human resource managers), sector (1 public, 2 private), Job experience (two of the categories as per mean experience of study sample up to 5 years, above 5 years). It was examined that how these demographics influenced the study variables to human services professionals. Multivariate analysis of variance has been conducted followed by post hoc univariate analysis of all the variable of the present study. Following is the detailed description of each significant demographic relationship with dependent variable along with graphic representation.

Table 65

Mean and Standard Deviations of variables of the Present Study in Relation to Demographics (N=761)

Dependent Variable		N	EE		LS		Emp		Agr		LHL		TLD		SLC		WGR	
			M	*SD*	*M*	*SD*	*M*	*SD*	*M*	*SD*	*M*	*SD*	*M*	*SD*	*M*	*SD*	*M*	*SD*
Age	Up to 35 year	641	32.5	.86	8.56	.42	94.0	1.2	78.8	.7	100.69	.66	36.94	.49	16.51	.34	54.59	.45
	Above 35 year	119	28.8	1.80	6.53	.88	96.3	2.5	76.0	1.4	102.93	1.38	35.33	1.03	14.79	.72	55.53	.93
Experience	Up to 5 years	465	32.1	1.18	8.09	.57	95.6	1.7	78.4	.9	100.69	.91	36.61	.67	15.84	.47	55.12	.61
	Above 5 Year	295	31.0	1.08	7.95	.53	93.9	1.5	77.7	.8	101.75	.83	36.43	.61	16.19	.43	54.65	.56
Gender	Men	605	33.3	.89	8.24	.44	95.2	1.3	78.0	.7	100.89	.69	37.46	.51	16.78	.36	54.80	.46
	Women	155	28.6	1.48	7.65	.72	93.8	2.1	78.0	1.1	101.94	1.14	35.03	.84	14.91	.59	54.92	.77
Occupation	Doctor	135	30.3	1.64	7.23	.80	95.9	2.3	76.2	1.3	101.99	1.26	35.56	.93	15.68	.65	54.63	.85
	Lawyer	116	33.1	2.07	7.73	1.01	92.8	2.9	78.6	1.6	104.25	1.59	38.27	1.18	15.91	.82	54.15	1.07
	Lecturer	181	31.1	1.74	9.27	.85	94.4	2.5	77.2	1.3	101.25	1.34	36.43	.99	17.31	.69	54.10	.90
	Admin Manager	149	28.9	1.67	7.02	.82	96.4	2.4	79.2	1.3	99.55	1.28	34.92	.95	15.08	.66	55.67	.86
	Marketing Manager	90	31.1	2.52	6.90	1.23	95.2	3.6	78.4	1.9	100.96	1.94	36.47	1.44	16.55	1.00	56.83	1.31
	HR Manager	89	34.8	2.30	9.34	1.12	92.7	3.2	79.2	1.8	99.90	1.77	37.75	1.31	15.60	.92	54.50	1.19
Sector	Public	122	30.4	1.47	8.21	.72	96.3	2.1	76.2	1.1	101.22	1.13	35.94	.84	16.31	.58	54.73	.76
	Private	638	32.1	.91	7.88	.45	93.5	1.3	79.1	.7	101.36	.70	36.85	.52	15.87	.36	54.92	.47
Marital Status	Unmarried	443	33.6	1.16	8.47	.57	92.9	1.6	79.1	.9	101.21	.89	37.39	.66	16.31	.46	54.54	.60
	Married	317	29.8	1.09	7.65	.53	96.0	1.5	77.2	.8	101.38	.84	35.83	.62	15.84	.43	55.09	.56

Continued...

PPR		OLR		GLs		WLS		AcJoy		AcLove	
M	*SD*	*M*	*SD*	*M*	*SD*	*M*	*SD*	*M*	*SD*	*M*	*SD*
43.11	.71	31.55	.27	8.38	.19	36.65	.36	13.59	.31	14.25	.34
44.17	1.47	32.73	.55	8.87	.40	37.71	.74	15.01	.64	15.47	.72
42.50	.96	31.79	.36	8.49	.26	36.78	.49	13.86	.42	14.37	.47
44.06	.88	31.94	.33	8.53	.24	37.06	.45	14.05	.38	14.74	.43
43.98	.73	31.89	.28	8.21	.20	36.71	.37	14.17	.32	14.35	.36
42.51	1.21	31.85	.46	8.98	.33	37.30	.61	13.68	.53	14.94	.59
43.26	1.34	32.02	.50	8.67	.36	37.92	.68	14.25	.58	15.39	.65
41.44	1.70	31.51	.64	8.85	.46	36.54	.86	14.17	.74	14.04	.83
42.91	1.43	31.22	.54	7.72	.39	37.21	.72	13.89	.62	14.00	.70
46.80	1.37	32.63	.51	8.81	.37	37.97	.69	14.63	.59	16.23	.67
43.85	2.07	32.77	.78	9.07	.56	36.47	1.05	13.84	.90	13.30	1.01
42.10	1.89	31.47	.71	8.37	.51	35.02	.95	12.96	.82	14.05	.92
44.41	1.20	31.90	.45	8.27	.32	37.34	.61	13.83	.52	15.10	.59
42.76	.75	31.86	.28	8.66	.20	36.69	.38	14.06	.32	14.26	.36
42.09	.95	31.78	.36	8.69	.26	36.84	.48	13.82	.41	14.21	.46
44.40	.89	31.94	.34	8.38	.24	37.02	.45	14.09	.39	14.87	.44

Note. EE= exhaustion; LS= reduced sense of accomplishment; LHL= learned helplessness; Emp= empowerment; Agr= Aggressive attribution; Acj= Affective commitment joy; Acl= Affective commitment love; TLD= task level demand; Slc= social and societal level demands; WGR= work group level resource; PPR= policy and procedural level resource; WLR= work level resource; OLR= organizational level resource; GLS= Government level support.

Table 66

Multivariate and univariate Analysis of Variables of the present Study (N=761)

Variables	MANOVA F	ANOVA F													
		EE	LS	LHL	Emp	Agr	Acj	Acl	TLD	SLc	WGR	PPR	WLR	OLR	GLS
F_a	1.96*	3.29**	0.31	0.08	4.83**	1.17	5.82*	0.17	0.21	1.43	0.37	1.82	0.03	1.29	0.48
G×O	2.11*	0.67	7.07**	2.06*	1.78*	2.63*	0.87	3.18*	2.16*	2.57*	0.17	2.19*	0.86	3.21*	5.93*
G×E	1.86**	8.24**	0.01	1.73*	0.64	0.86	0.16	0.07	0.16	0.45	0.87	2.15	0.03	1.08	1.61
G×S	2.25**	1.43	2.81	1.32	1.64	6.84**	0.05	0.13	0.08	0.12	0.08	2.61	0.83	2.97**	4.06*
A×O	1.79*	1.64	2.63**	3.87**	0.15	1.29	0.48	0.58	0.83	1.81	1.32	1.64	6.84**	1.78	2.63
A×M	2.46***	2.86	1.87	2.19*	2.36**	3.21*	5.93*	1.06	0.21	1.36*	0.36	0.31	0.08	0.64	0.86
O×E	1.98*	0.04	2.14*	2.15	0.03	1.08	1.61	3.18*	2.16	1.77*	0.17	9.02**	0.06	1.64	4.34**
O×S	2.07**	0.98	1.18	2.61*	0.43	2.97**	4.06*	0.27	1.16	0.45	0.83	0.01	1.43	0.15	1.29
O×M	1.89**	1.45	1.67	0.45	1.78*	1.45	3.15	1.14	1.08	0.23	0.07	2.41	1.32	2.36**	3.21*
G×O×E	1.93**	1.59	2.17**	2.12	0.38	1.81**	0.08	1.29	1.38	0.58	0.53	1.64	0.37	0.05	1.01
G×O×S	2.08**	2.45*	0.45	2.31*	1.73	0.64	0.86	0.16	0.37	2.21**	1.29	1.23	0.37	0.63	1.42**
G×O×M	1.54*	1.78	0.83	1.81	1.32	1.64	6.84**	0.05	0.13	0.16	2.03	1.62*	0.17	3.02**	0.91
G×E×M	2.19**	0.06	0.21	1.36*	0.36	0.31	0.08	4.83**	1.18	0.28	1.21	1.43	1.32	1.23	3.82*
A×E×M	1.76*	3.18*	2.16	1.77*	0.17	9.02**	0.06	1.78	2.13*	1.19*	2.66	1.57	0.15	2.63*	1.74
A×O×G	1.58*	0.27	1.16	0.45	0.83	0.01	1.43	0.64	0.86	0.04	0.48	0.45	1.53	1.45	3.15
A×O×E	2.01**	1.14	1.08	0.23	0.07	2.81	1.32	1.84	5.64**	0.16	5.08**	2.12	0.08	1.81**	0.08

Note. F ratios are Wilk's approximation of *F*. ANOVA = univariate analysis of variance; MANOVA=multivariate analysis of variance; G=gender; A=age, O= occupation; E= experience; M= marital status; EE= exhaustion; LS= reduced sense of accomplishment; LHL= learned helplessness; Emp= empowerment; Agr= Aggressive attribution; Acj= Affective commitment joy; Acl= Affective commitment love; TLD= task level demand; Slc= social and societal level demands; WGR= work group level resource; PPR= policy and procedural resource; WLR= work level resource; OLR= organizational level resource; GLS= Government level support.
[a]Multivariate *df*= 15,284; Univariate *df*= 1,517. [b]Multivariate *df* = 29,254, Univariate *df*= 2,541
*p< .05.**p<..001. ***p<.000

Table 63 showed means and standard deviations of all variables of this research compared to demographics as per categorized for current study purpose. An over view of these values presented that mean of each category of demographic is not very different and standard deviation is stable too. This over view leads to the understanding that main effects of these demographics are quite different.

Table 64 presents the results of multivariate analysis of variance that are followed by post hoc univariate analysis. Amongst all the aspects, just occupation and sector had a noteworthy multivariate, F, there was a statistically significant difference among outcome variables based on occupation, $F(5, 115) = 14.64$, $p < .0005$; Wilk's $\Lambda = 0.450$, partial $\lambda 2 = .34$. There was a statistically significant difference among outcome variables based on sector, $F(4, 121) = 11.57$, $p < .0005$; Wilk's $\Lambda = 0.470$, partial $\lambda 2 = .32$. other factors, including age, job experience, gender & marital-status were not significant compared to the combination of variables of this study. The important multivariate main effect of occupation and sector were followed by univariate analyses of variance, which showed significant differences in facets of burnout. Many two and three-way interactions gave significant multivariate F ratios which were followed through the univariate analyses of variance for all the variables of this research.

Gender and occupation
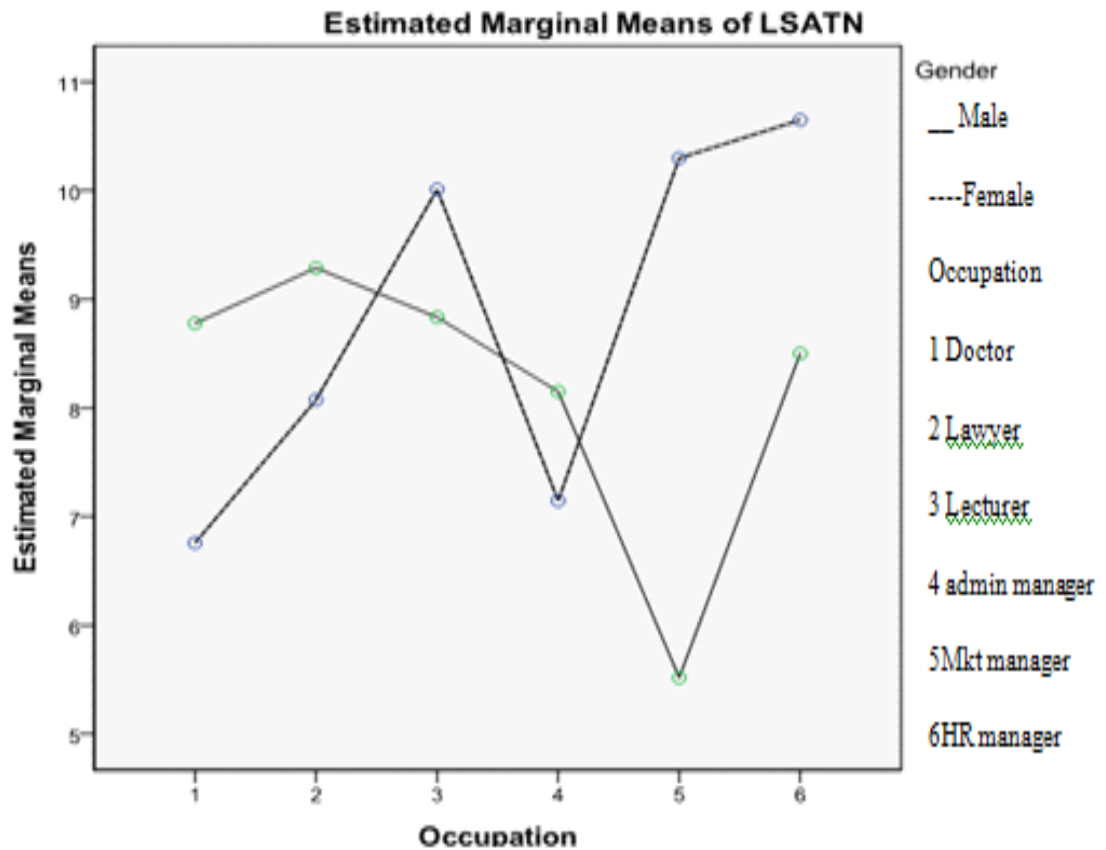
Figure 16. Interactive effect of gender and occupation on lack of self-accomplishment

Figure 16 shows that lack of sense of accomplishment variant between gender as per occupation, female doctors, lawyers and admin manager experience higher level of lack of sense of accomplishment in comparison to their male colleagues, whereas male lecturers, marketing manager and HR managers experience higher level of lack of sense of accomplishment in comparison to their female colleagues.
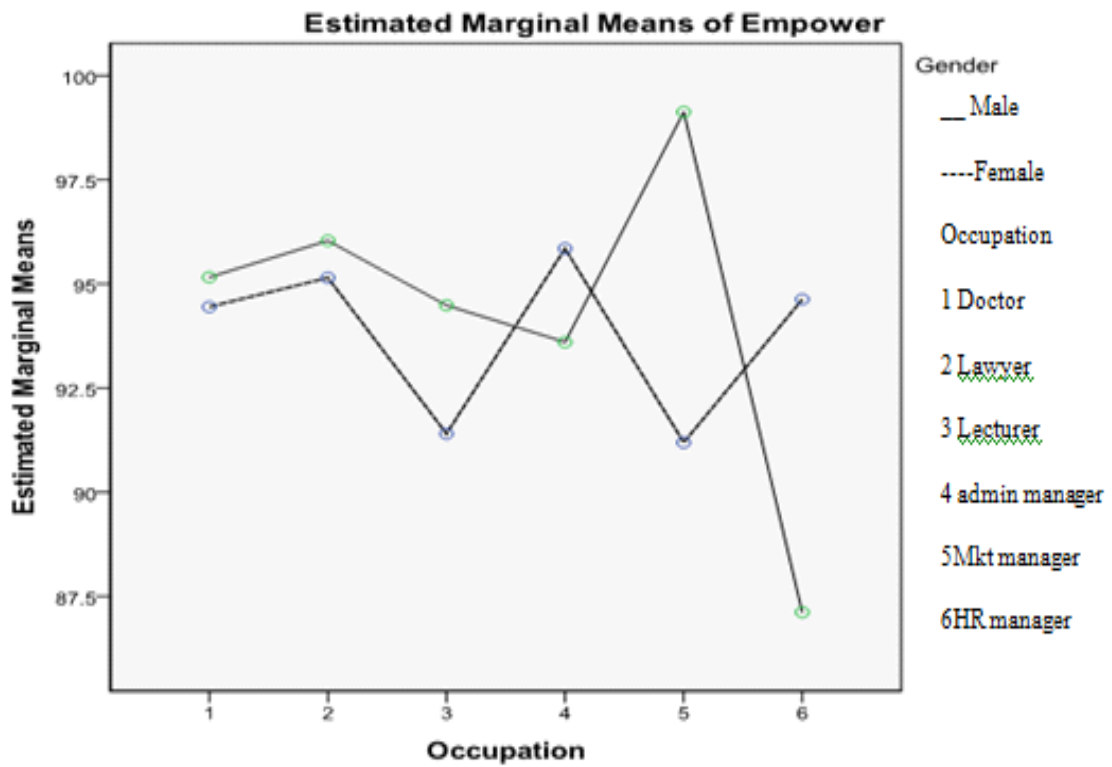
Figure 17. Interactive effect of gender and occupation on empowerment.

Figure 17 shows that empowerment variant between gender as per occupation, female doctors, lawyers and lecturers and marketing manager experience higher level of empowerment in comparison to their male colleagues, whereas male admin manager and HR managers experience higher level of empowerment in comparison to their female colleagues.
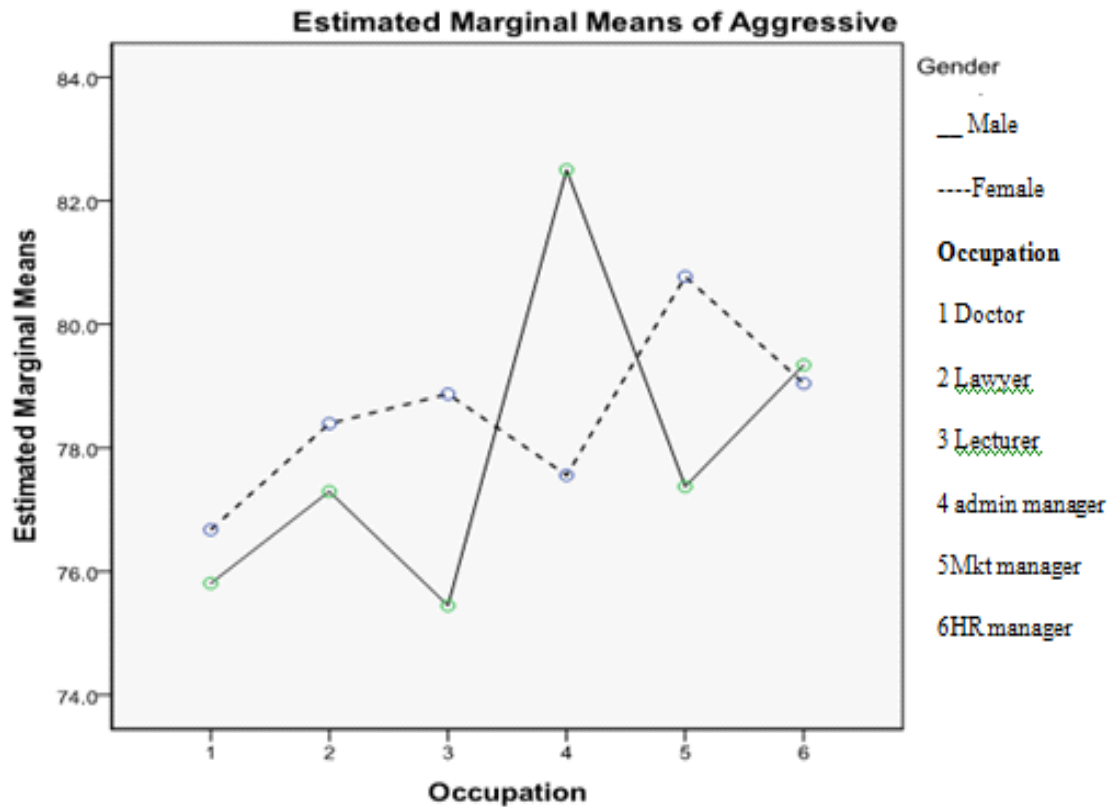
Figure 18. Interactive effect of gender and occupation on aggressive attribution

Figure 18 shows that aggressive attribution variant between gender as per occupation, female doctors, lawyers and lecturers and marketing manager experience lower level of aggressive attribution in comparison to their male colleagues, whereas female admin manager experience higher level of aggressive attribution in comparison to their male colleagues.
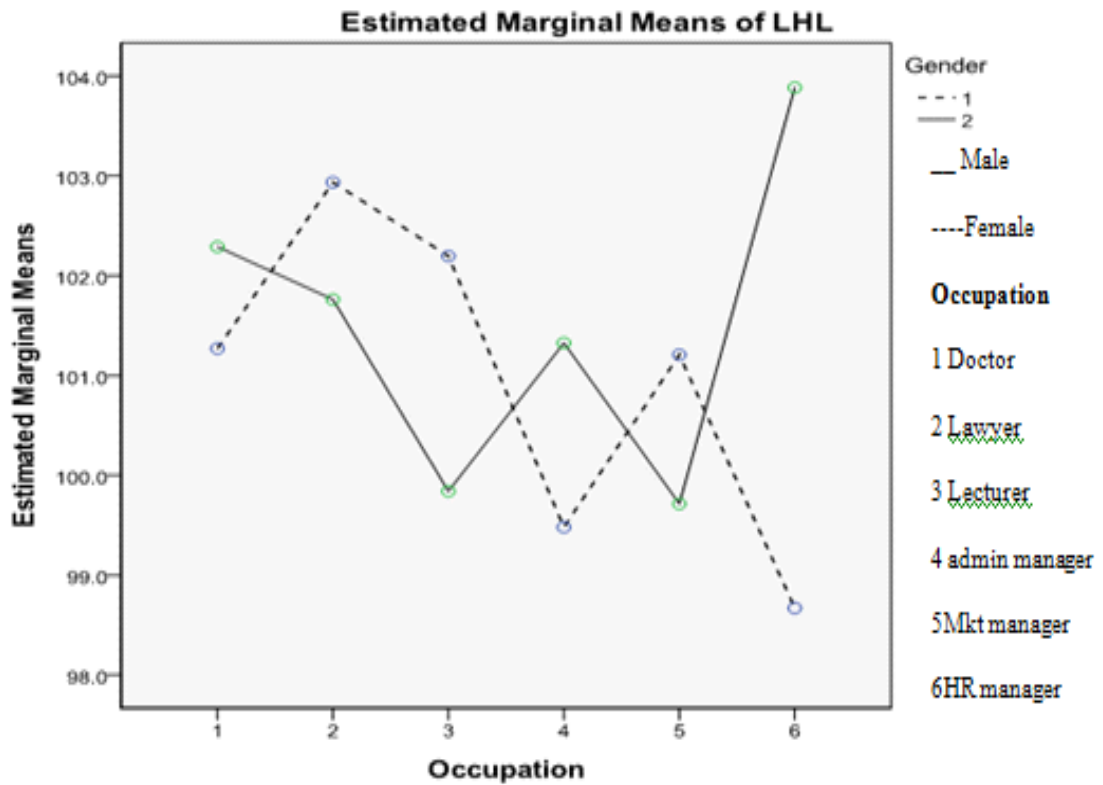
Figure 19. Interactive effect of gender and occupation on learned helplessness

Figure 19 shows that learned helplessness variant between gender as per occupation, female lawyers, lecturers and marketing manager experience lower level learned helplessness in comparison to their male colleagues, whereas female doctors, admin manager and HR managers experience higher level of learned helplessness in comparison to their male colleagues.
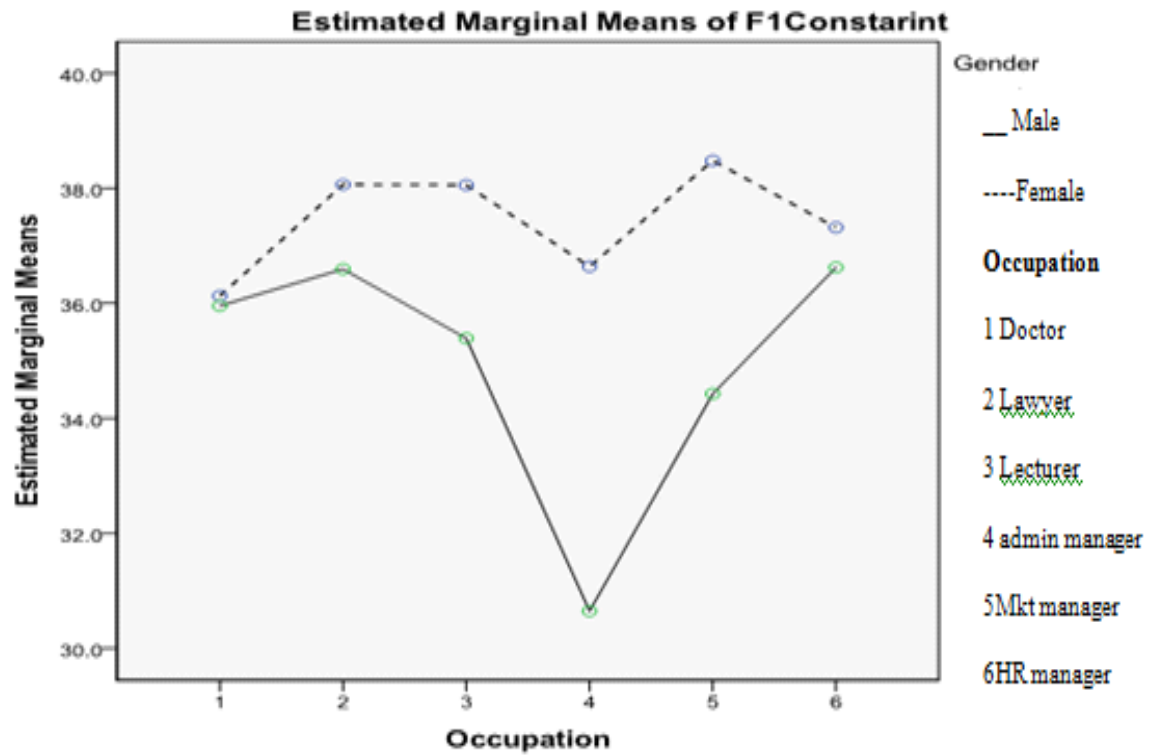
Figure 20. Interactive effect of gender and occupation on task level demand

Figure 20 shows that perceived Task level demand variant between gender as per occupation, all female professionals perceived lower level of Task level demand in comparison to their male colleagues. Although there is low or no gender difference between perceived task level demand among doctors and HR managers.
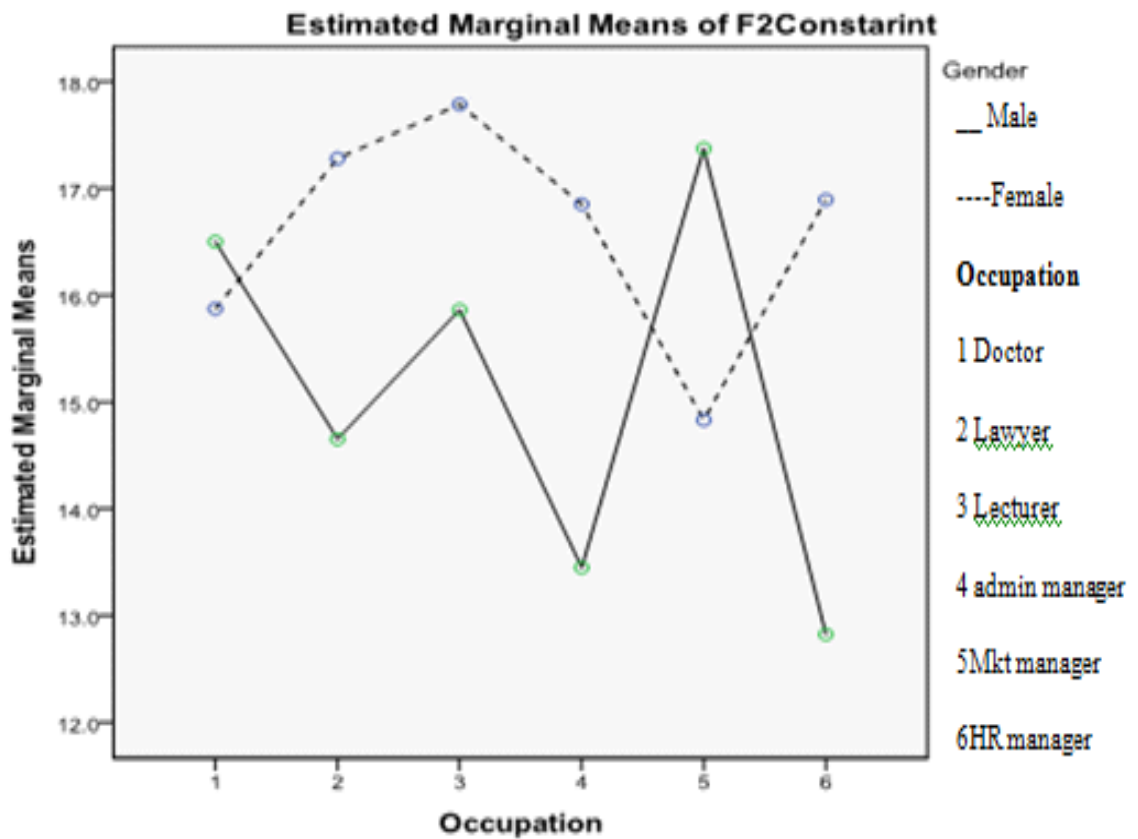
Figure 21. Interactive effect of gender and occupation on Social & Societal demands.

Figure 21 shows that Social& Societal demands variant between gender as per occupation, female lawyers and lecturers, admin manager and HR managers experience lower level Social & Societal demands in comparison to their male colleagues, whereas female doctors, marketing manager perceived higher level of Social & Societal demands in comparison to their male colleagues.
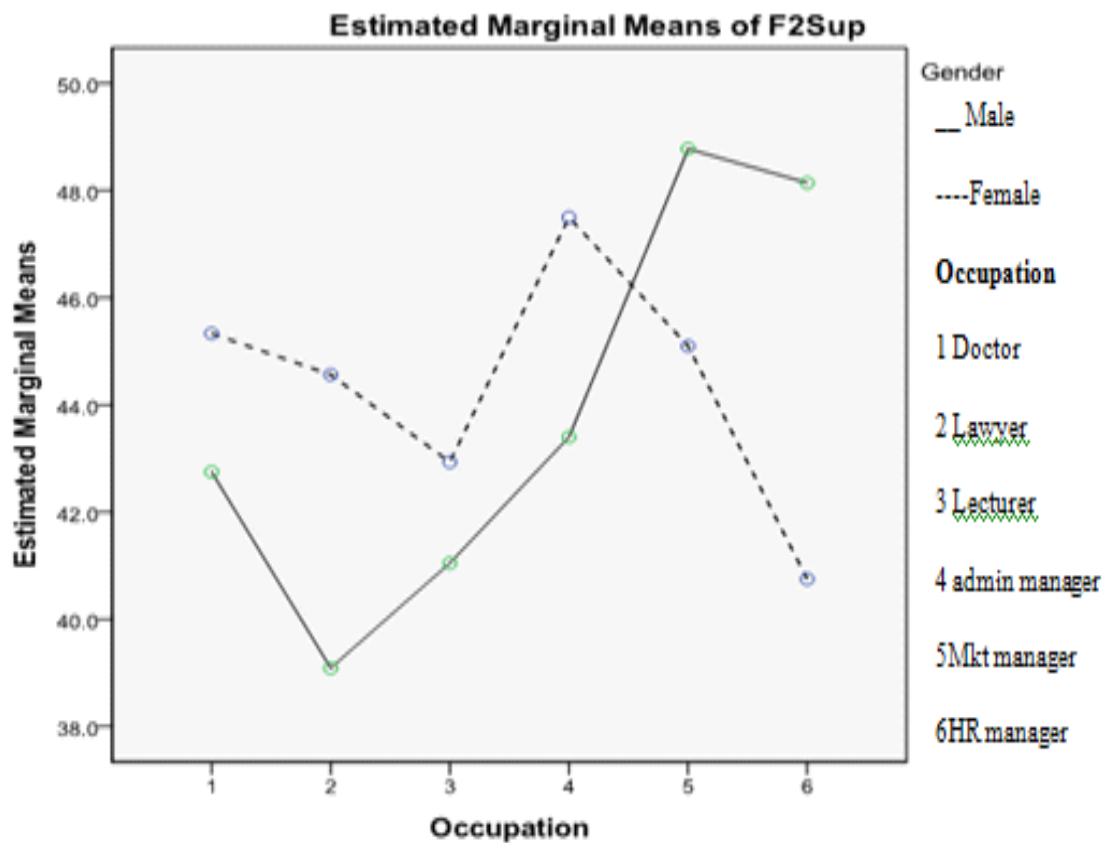
Figure 22. Interactive effect of gender and occupation on perceived task level support

Figure 22 shows that perceived task level support variant between gender as per occupation, female doctors, lawyers, lecturers and admin manager perceived lower level of task support in comparison to their male colleagues, whereas female in profession as marketing manager and HR managers perceived higher level of perceived task level support in comparison to their male colleagues.
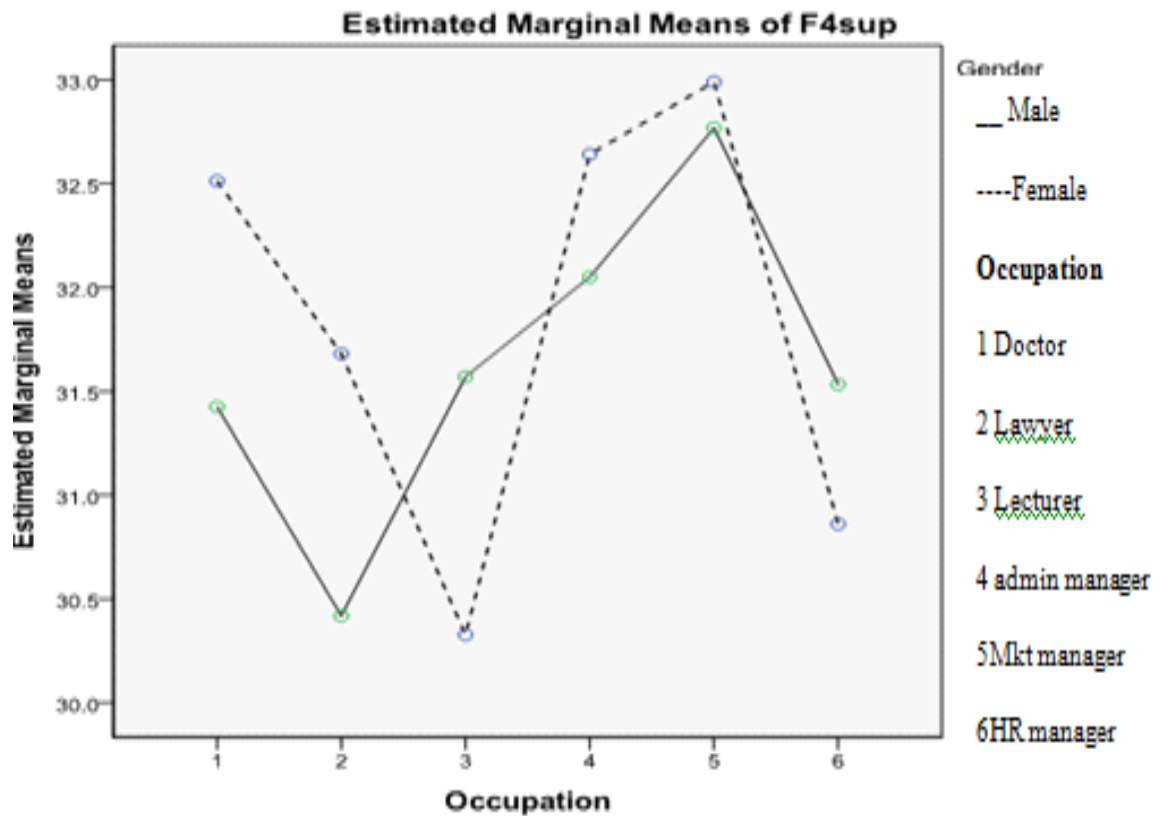
Figure 23. Interactive effect of gender and occupation on perceived organizational level support.

Figure 23 shows that perceived organizational level support variant between gender as per occupation, female doctors, lawyers, and admin manager perceived lower level of organizational support in comparison to their male colleagues, whereas female in profession as HR managers perceived higher level of perceived organizational level support in comparison to their male colleagues.
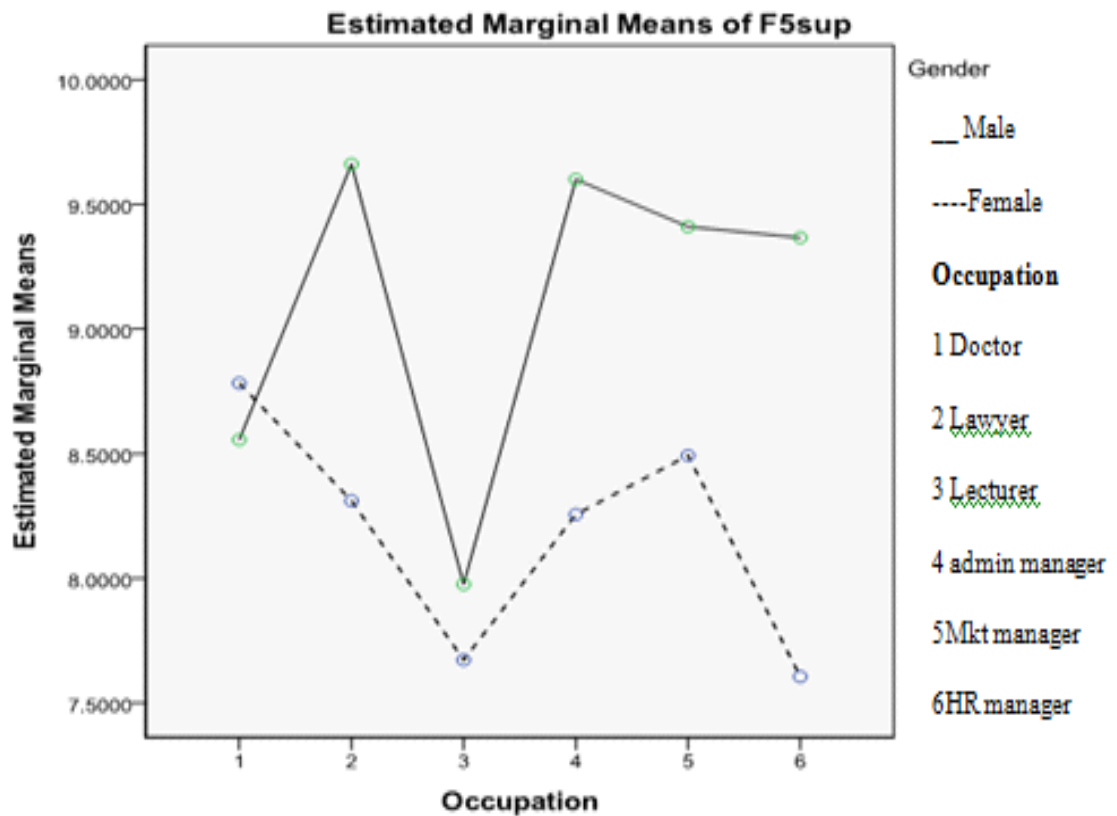
Figure 24. Interactive effect of gender and occupation on perceived government level support.

Figure 24 shows that perceived government level support variant between gender as per occupation, female lawyers, lecturers, admin managers marketing managers perceived higher level of government support in comparison to their male colleagues. Although there is slight gender difference on perception of government level support among doctors and lectures
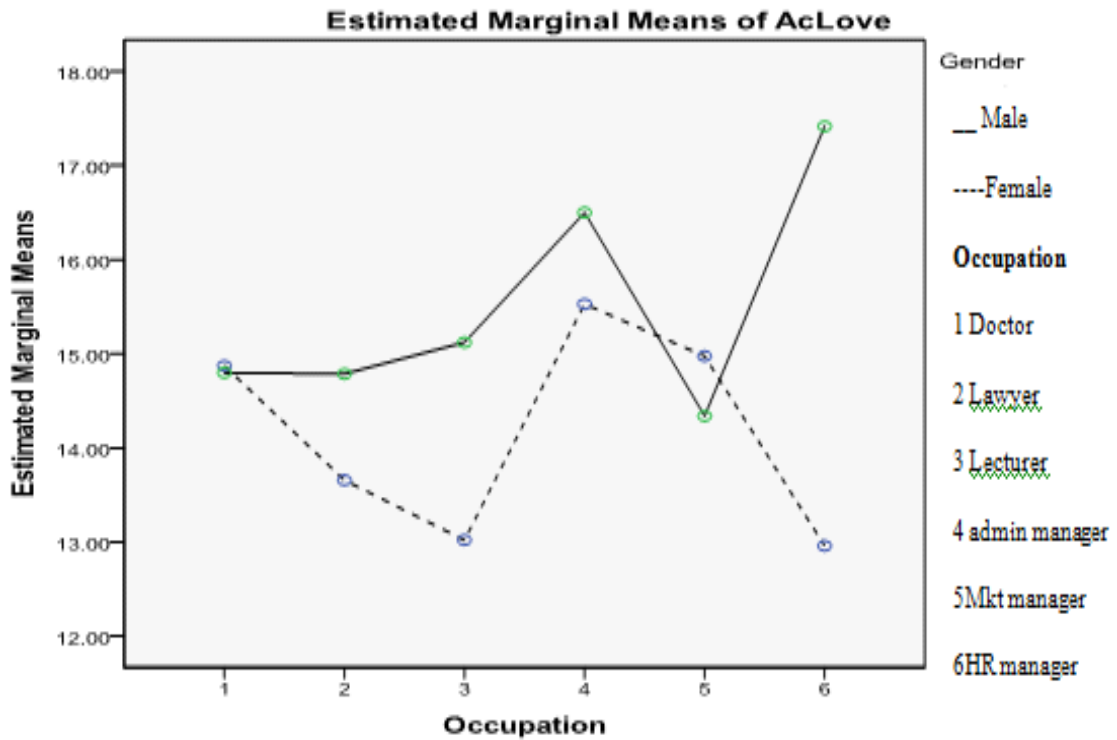
*Figure 2*5. Interactive effect of gender and occupation on affective commitment love.

Figure 25 shows that affective commitment love variant between gender as per occupation, female lawyers, lecturers, admin managers HR managers perceived higher level of affective commitment love towards their organizations in comparison to their male colleagues. Only female in profession of marketing have low score than their male colleagues on affective commitment love.
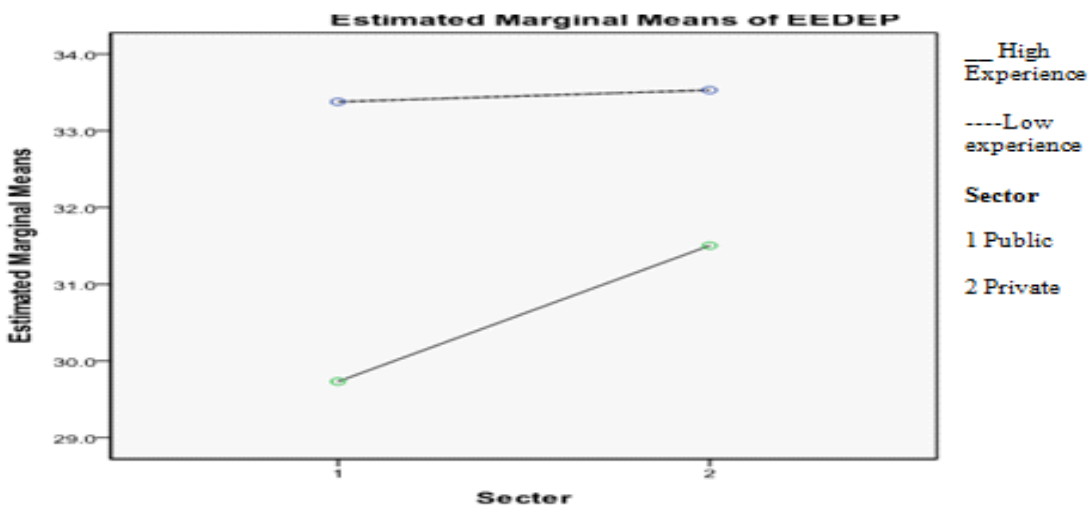
Figure 26. Interactive effect of sector and level of work experience on exhaustion

Figure 26 shows that exhaustion level is high in private sector professional in comparison with public sector but male is on higher level in both sectors than their female colleagues.
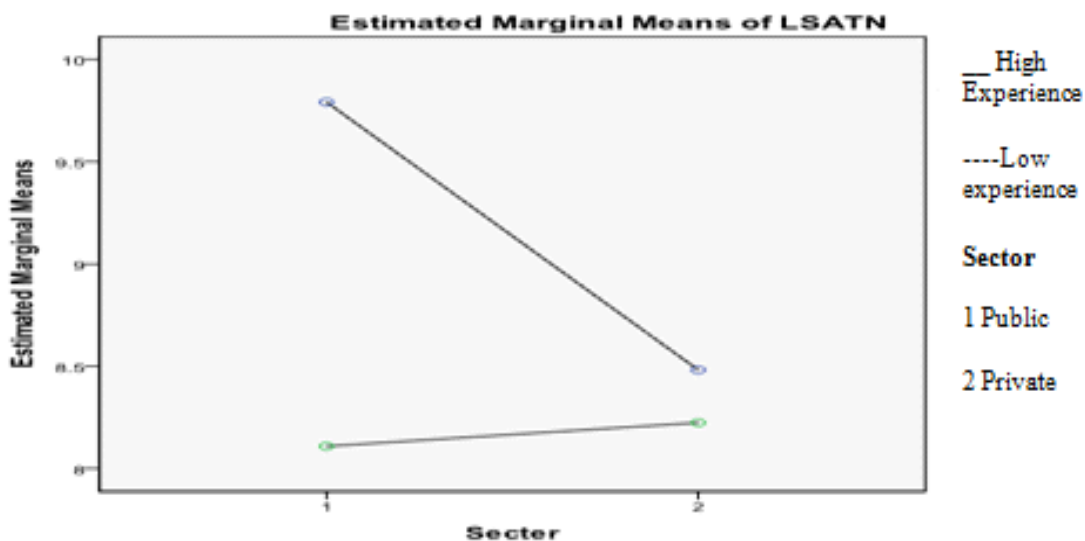
Figure 27. Interactive effect of sector and level of work experience on lack of sense of accomplishment

Figure 27 shows that public sector professional are at high level in lacking sense of accomplishment in comparison with private sector but male are on higher level in both sectors than their female colleagues.
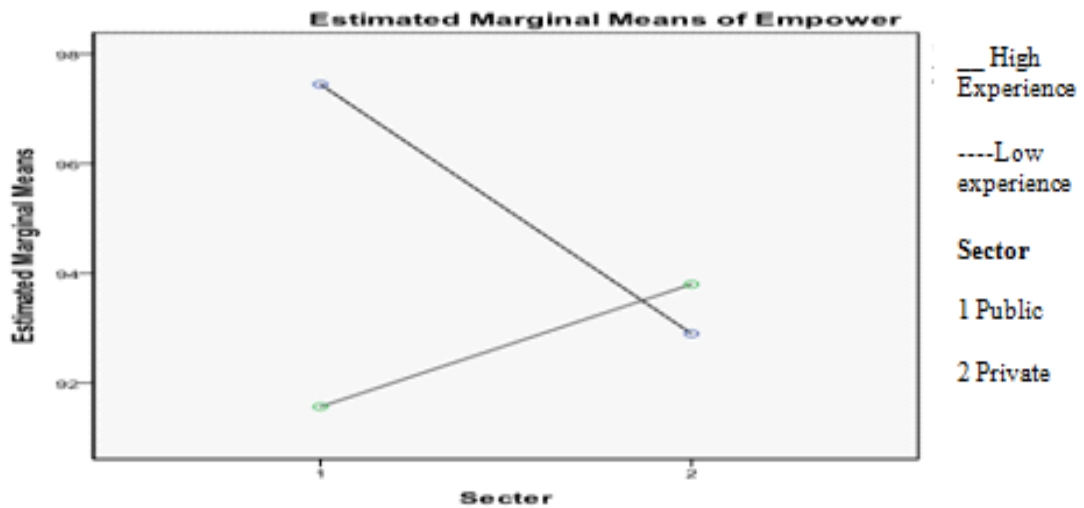
Figure 28. Interactive effect of sector and level of work experience on empowerment

Figure 28 shows that public sector professional is at higher level on empowerment in comparison with private sector but female is slightly higher in private sector whereas they are greatly lower on public sector in comparison to male colleagues.
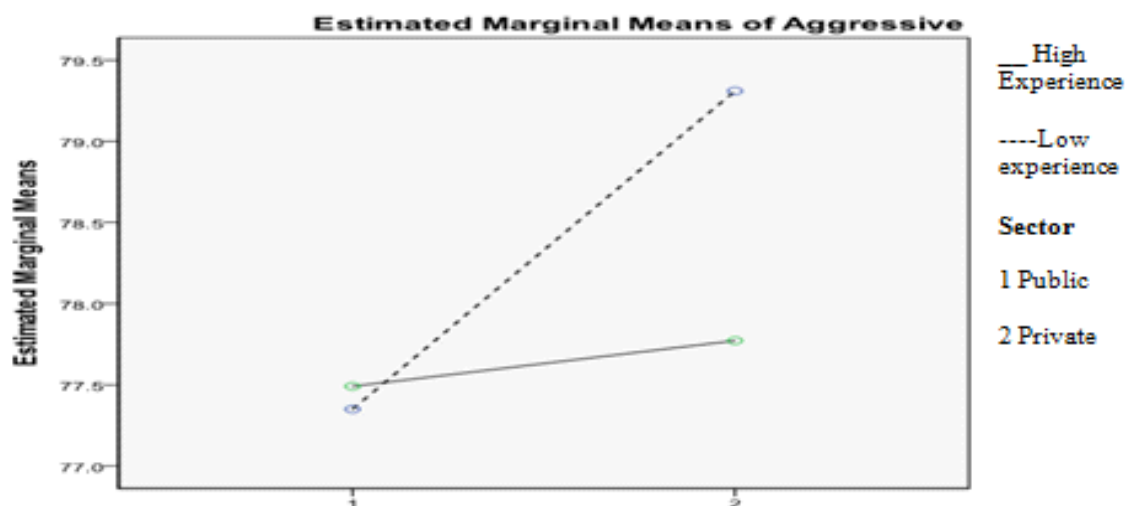
Figure 29. Interactive effect of sector and level of work experience on Aggressive attribution

Figure 29 shows that private sector professional (Male & Female) are at higher level on aggressive attribution in comparison with public sector but female are greatly at low level in public in comparison to male colleagues.
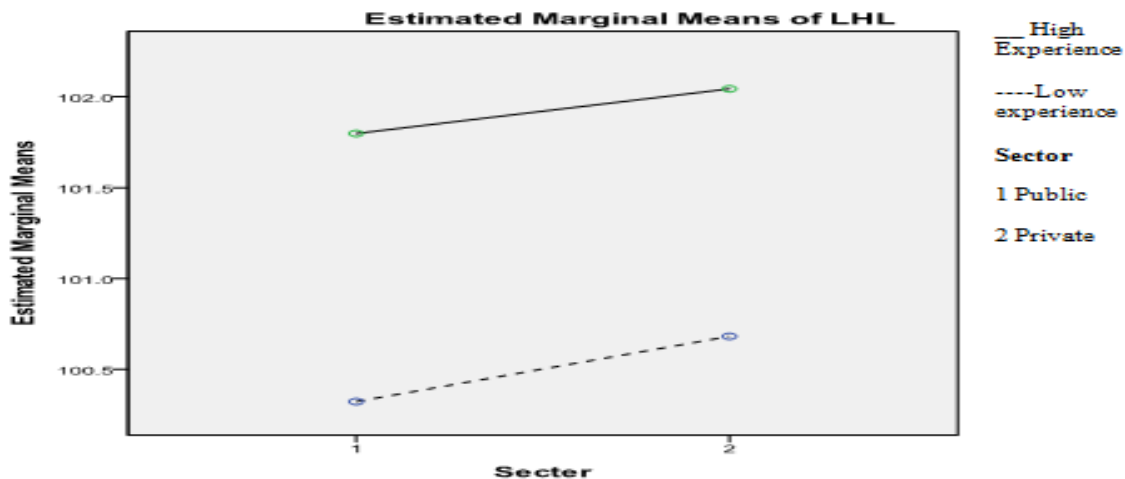
Figure 30. Interactive effect of sector and level of work experience on learned helplessness

Figure 30 shows that private sector professional (Male & Female) are at moderate level on learned helplessness in comparison to public sector but female are high level in public sector in comparison to male colleagues and male are at low level in public sector.
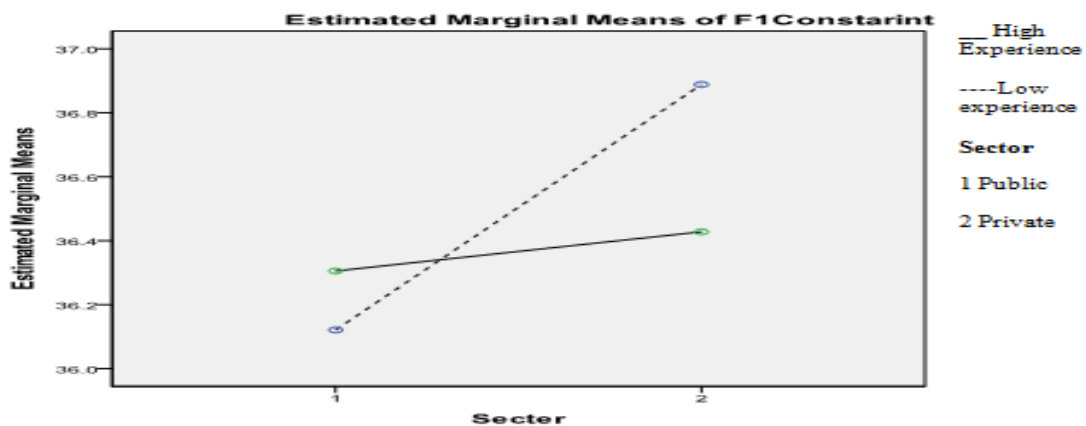
Figure 31. Interactive effect of sector and level of work experience on Task Level Constraint

Figure 31 shows that in private sector male professionals perceive low level of task level support from their organization. Whereas female perceived high level of task level support hence female perceived very low support at task level in public scoter in comparison to their male colleagues.
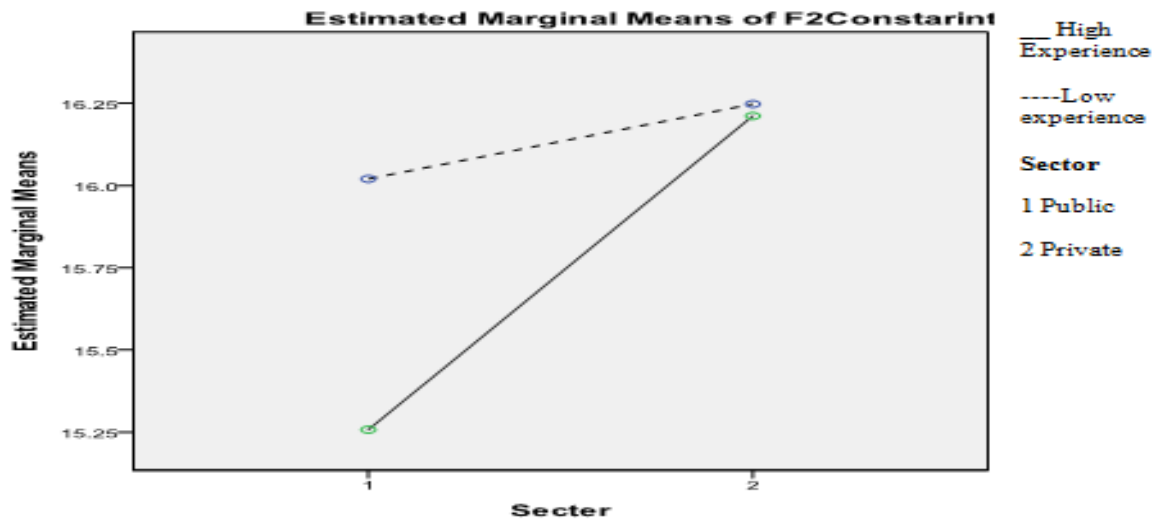
Figure 32. Interactive effect of sector and level of work experience on Social and Societal Constraint

Figure 32 shows that in private sector male professionals perceive low level of task level support from their organization. Whereas female perceived high level of task level support hence female perceived very low support at task level in public sector in comparison to their male colleagues.
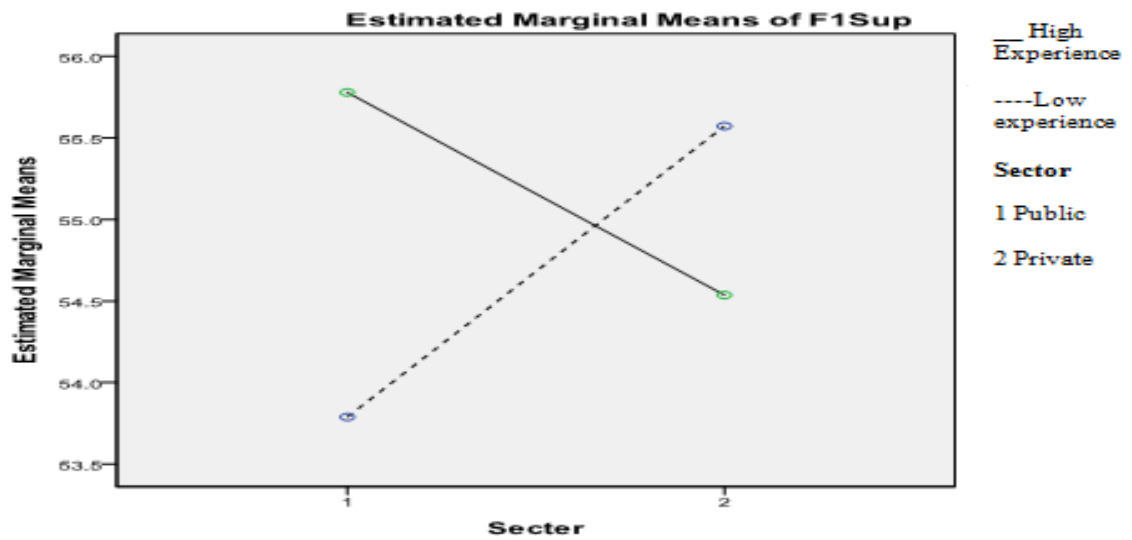
Figure 33. Interactive effect of sector and level of work experience on work group level support

Figure 33 shows that in private sector male professionals perceive low level of task level support from their organization. Whereas female perceived high level of task level support hence female perceived very low support at task level in public sector in comparison to their male colleagues.
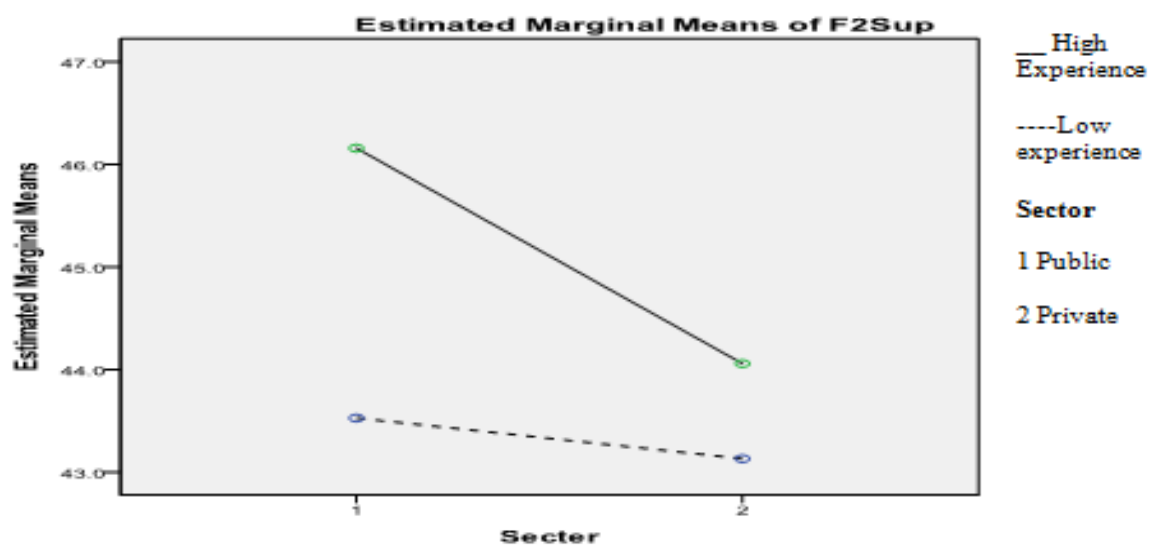
Figure 34. Interactive effect of sector and level of work experience on task level support

Figure 34 shows that in private sector male professionals perceive low level of task level support from their organization. Whereas female perceived high level of task level support hence female perceived very low support at task level in public sector in comparison to their male colleagues.
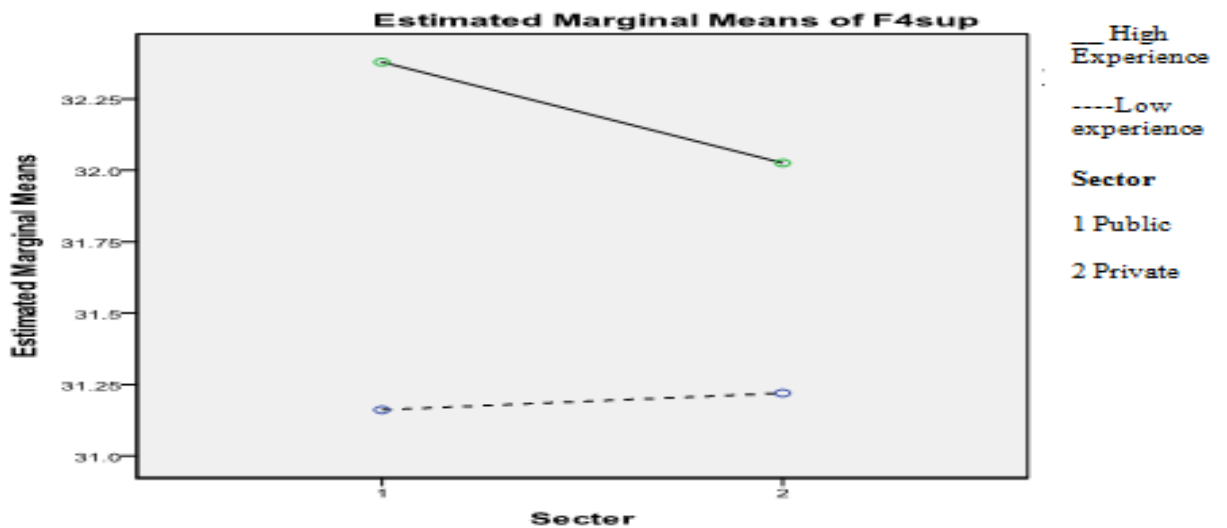
Figure 35. Interactive effect of sector and level of work experience on organization level support

Figure 35 shows that in private sector male professionals perceive low level of Organizational level support from their organization. Whereas female perceived high level of Organizational support hence female perceived very low support at Organizational level support in public sector in comparison to their male colleagues.
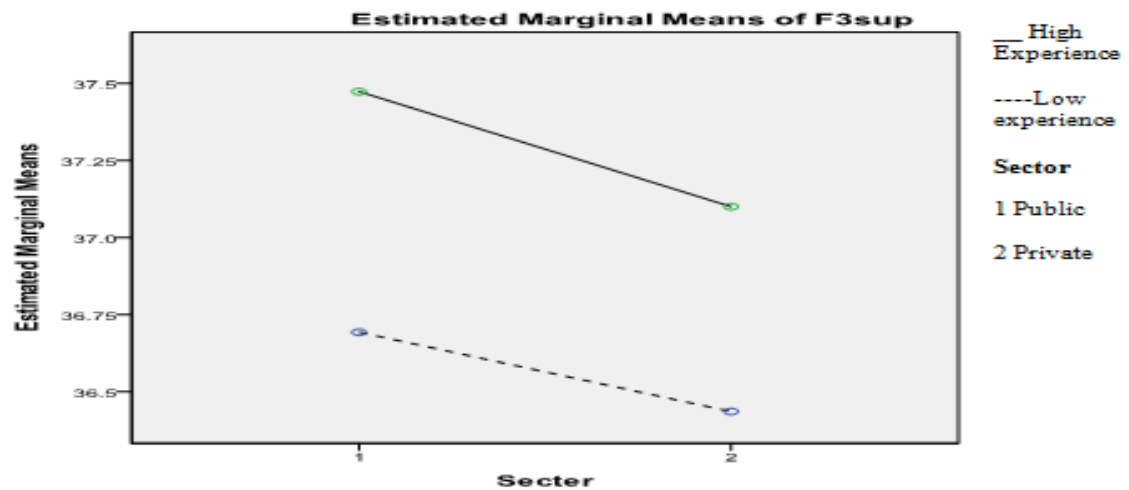
Figure 36. Interactive effect of sector and level of work experience on policy & Procedural support

Figure 36 shows that both male and female perceived low organizational level support with higher level of experience but female are higher on both experience categories in perceiving organization level support.
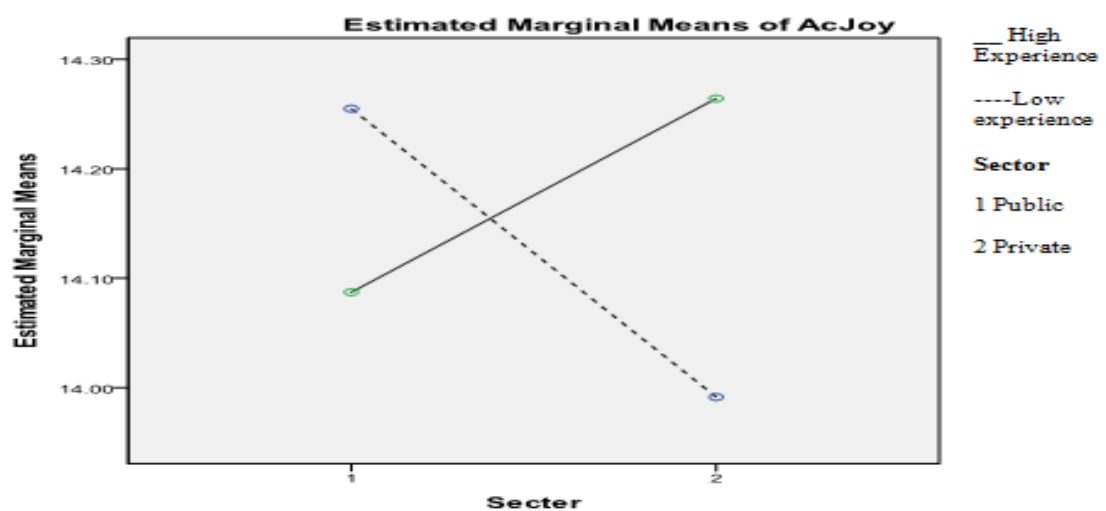
Figure 37. Interactive effect of sector and level of work experience on Affective Commitment Joy

Figure 37 shows that both male and female scored low on affective commitment joy with increased experience however female are higher on both experience categories in scoring high on affective commitment joy.

Gender and Sector
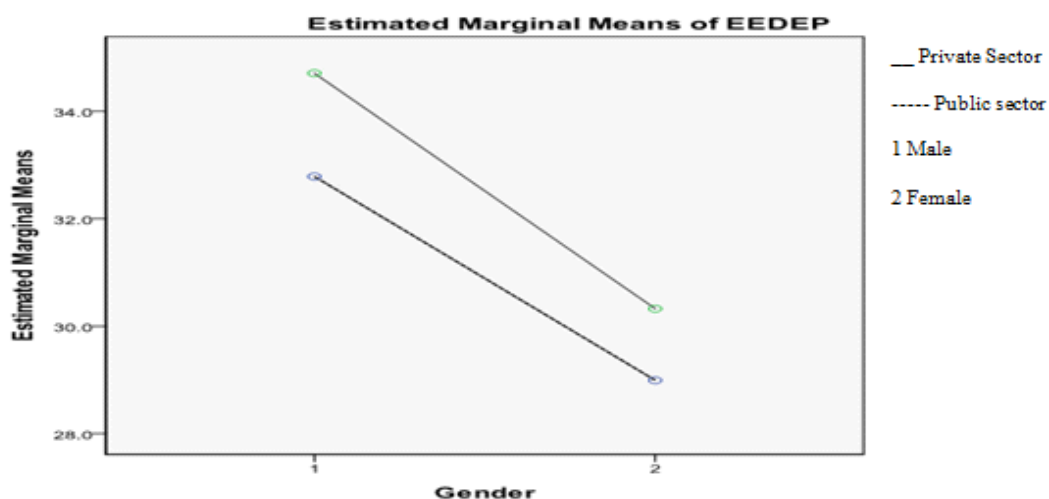
Figure 38. Interactive effect of gender and sector on exhaustion

Figure 38 shows that exhaustion level is high in private sector professional in comparison with public sector but male are on higher level in both sectors than their female colleagues.
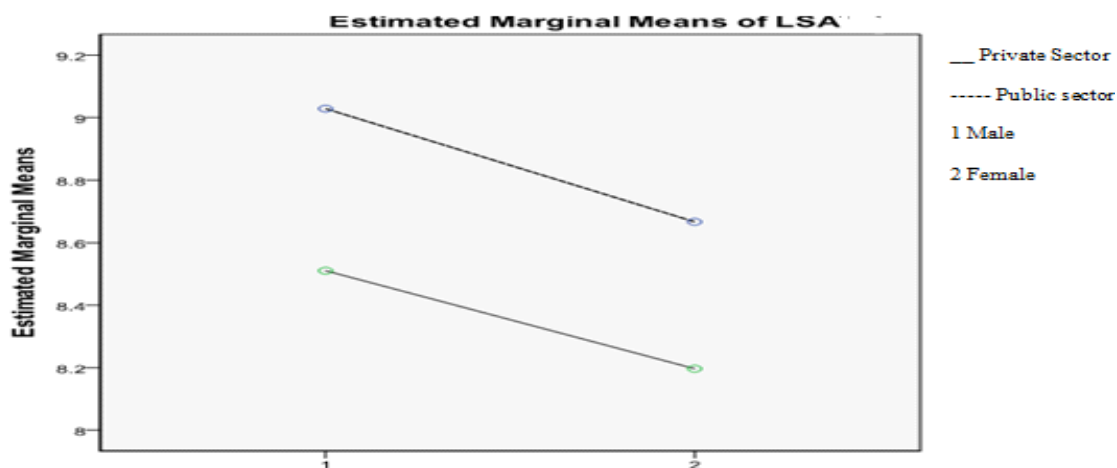
Figure 39. Interactive effect of gender and sector on lack of self-accomplishment

Figure 39 shows that public sector professional is at high level in lacking sense of accomplishment in comparison with private sector but male is on higher level in both sectors than their female colleagues.
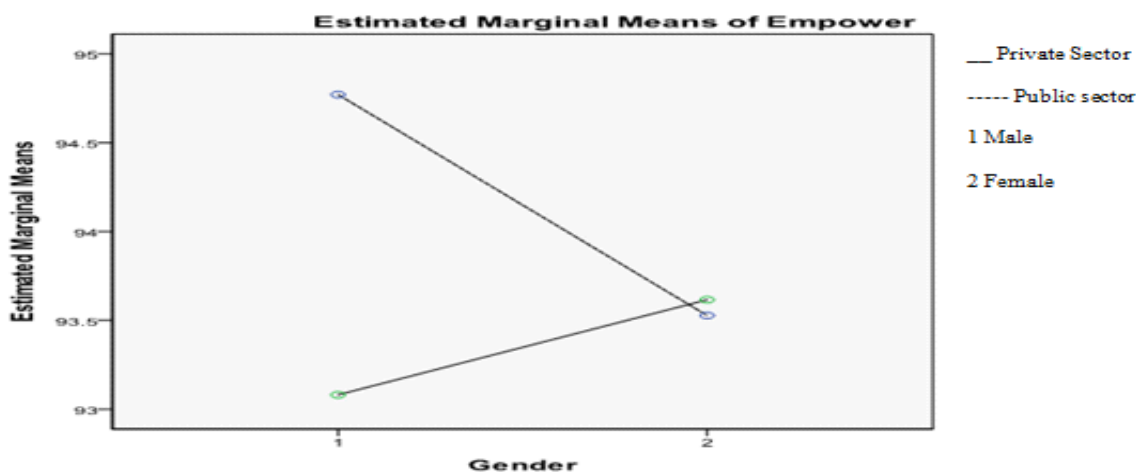
Figure 40. Interactive effect of gender and sector on empowerment.

Figure 40 shows that public sector professional are at higher level on empowerment in comparison with private sector but female are slightly higher in private sector whereas they are greatly lower on public sector in comparison to male colleagues.
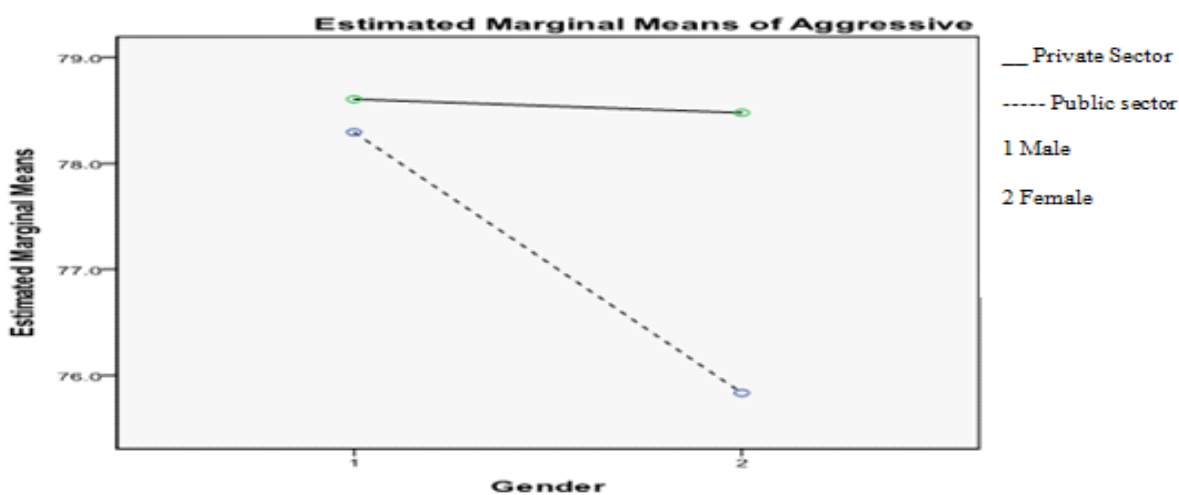
Figure 41. Interactive effect of gender and sector on aggressive attribution.

Figure 41 shows that private sector professional (Male & Female) are at higher level on aggressive attribution in comparison with public sector but female are greatly at low level in public in comparison to male colleagues.
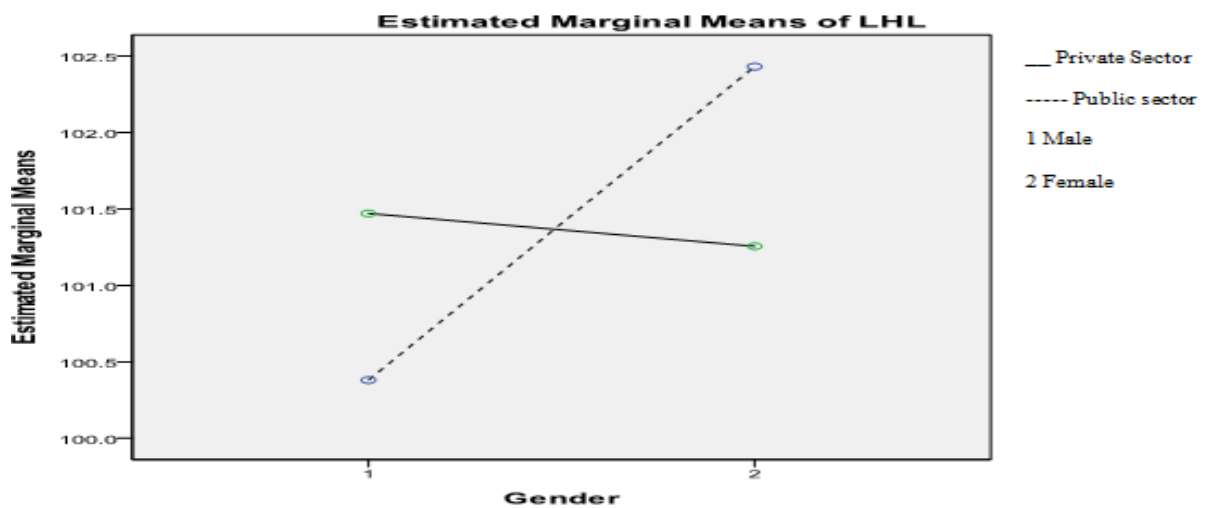
Figure 42. Interactive effect of gender and sector on learned helplessness.

Figure 42 shows that private sector professional (e.g male & female) are at moderate level on learned helplessness in comparison to public sector but female is high level in public sector in comparison to male colleagues and male are at low level in public sector.
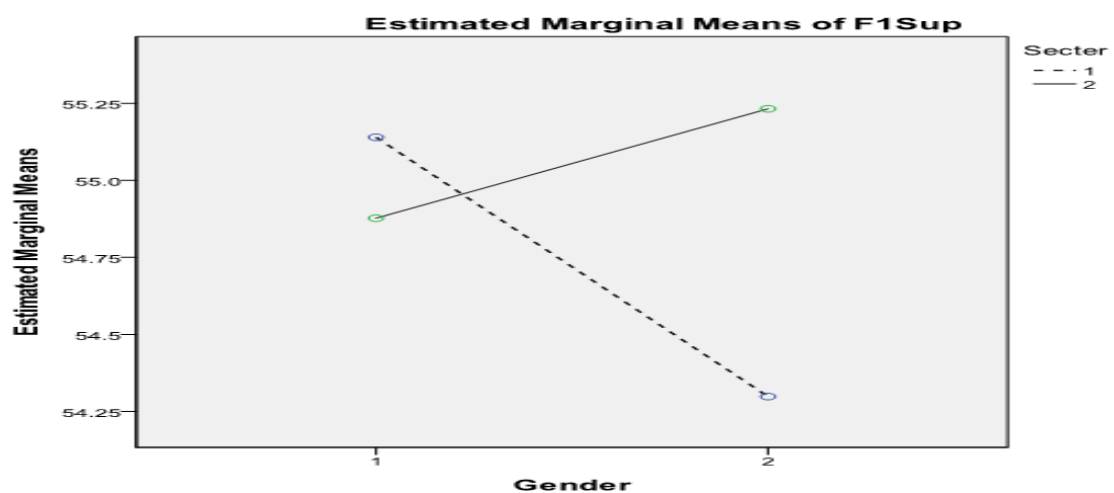
Figure 43. Interactive effect of gender and sector on task level support

Figure 43 shows that in private sector male professionals perceive low level of task level support from their organization. Whereas female perceived high level of task level support hence female perceived very low support at task level in public sector in comparison to their male colleagues.
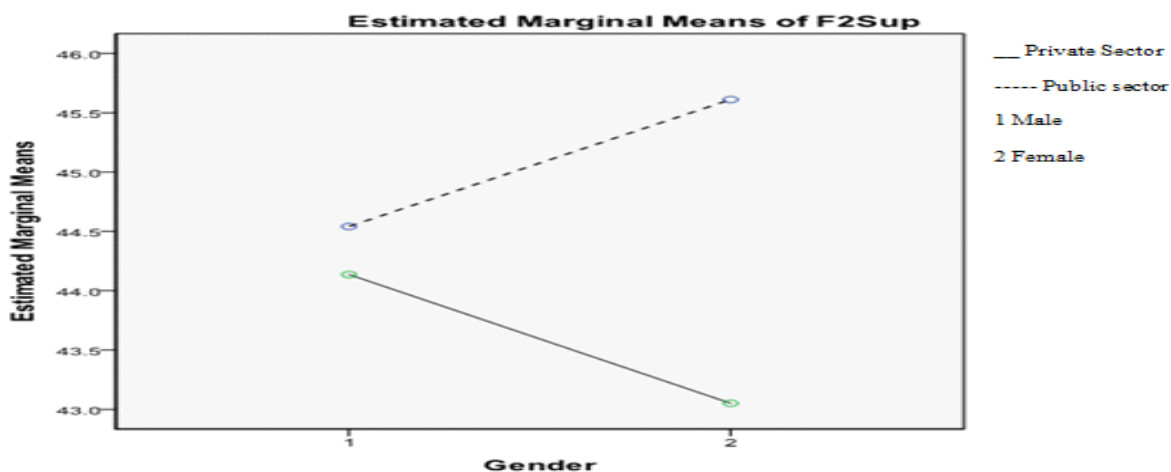
Figure 44 Interactive effect of gender and sector on work group level support

Figure 44 shows that in private sector male professionals perceive high level of work group level support from their organization. Whereas female perceived low level of work group level support hence female perceived very high support at work group level in public sector in comparison to their male colleagues.
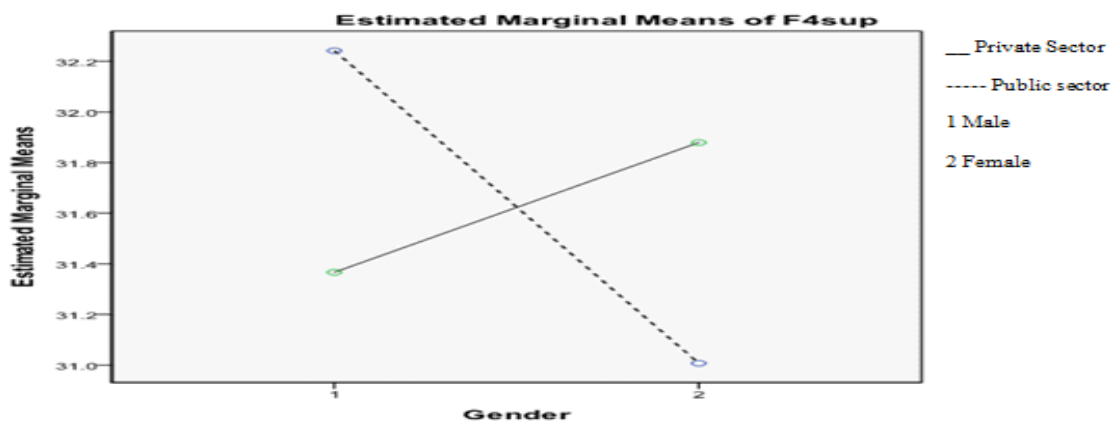
Figure 45. Interactive effect of gender and sector on Organizational level support

Figure 45 shows that in private sector male professionals perceive low level of Organizational level support from their organization. Whereas female perceived high level of Organizational support hence female perceived very low support at Organizational level support in public sector in comparison to their male colleagues.

Gender & Experience
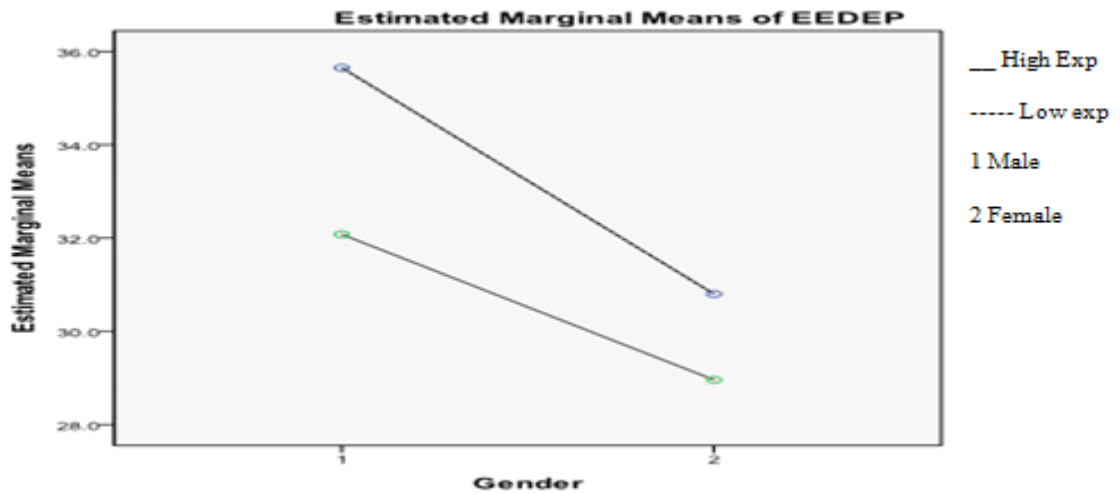
Figure 46. Interactive effect of gender and working experience on exhaustion

Figure 46 shows that male with high level of professionals 'experience, have high level of emotional exhaustion in comparison to low experience male professionals although female professional have low tendency towards exhaustion but with increased experience exhaustion level found to be comparatively higher among female professionals.
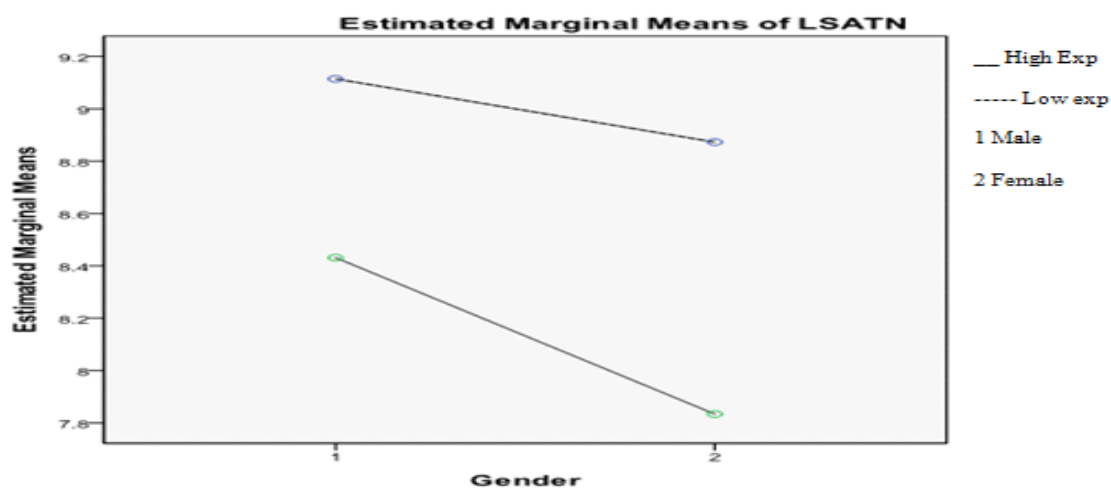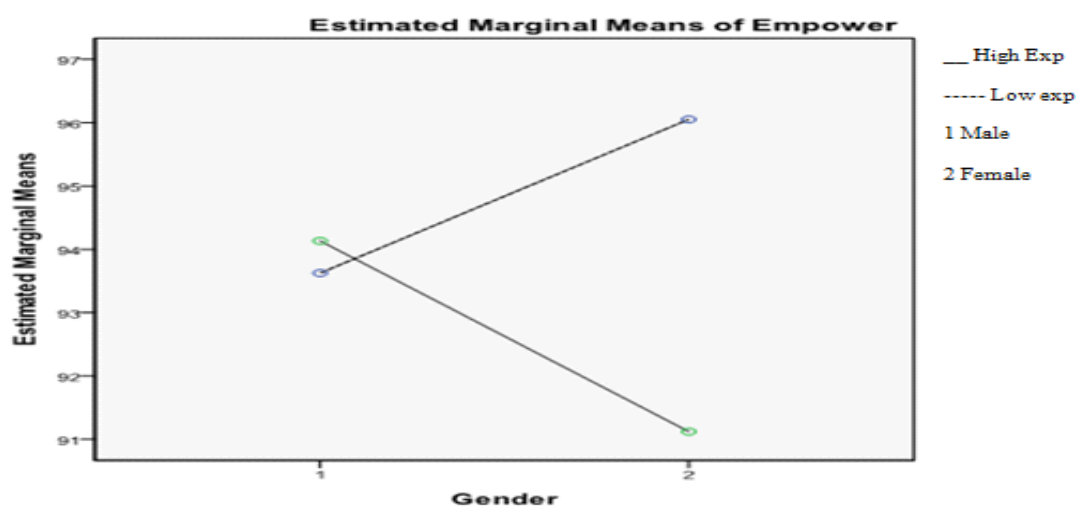
Figure 47. Interactive effect of gender and working experience on lack of sense of accomplishment

Figure 47 shows that male with high level of professionals 'experience, have high level of lack of sense of accomplishment. In comparison to low experienced male professionals, although female professional has low tendency towards exhaustion but with increased experience lack of sense of accomplishment. Level found to be comparatively higher among female professionals.

Figure 48. Interactive effect of gender and working experience on empowerment attributions

Figure 48 shows that male with low level of professionals slightly experience, have high level of empowerment. In comparison to high experienced male professionals although female professional with low level of professional experience showed low level of empowerment and with high level working experience showed higher level of empowerment.
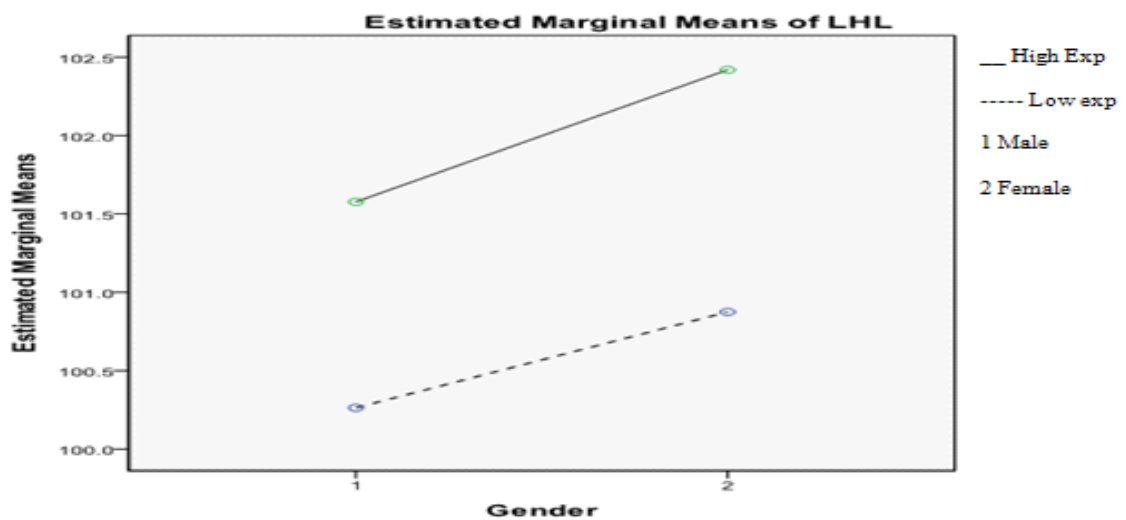

Figure 49. Interactive effect of gender and working experience on learned helplessness

Figure 49 shows that both male and female expressed high level of learned helplessness with higher level of experience but female is higher on both experience categories in experiencing learned helplessness.
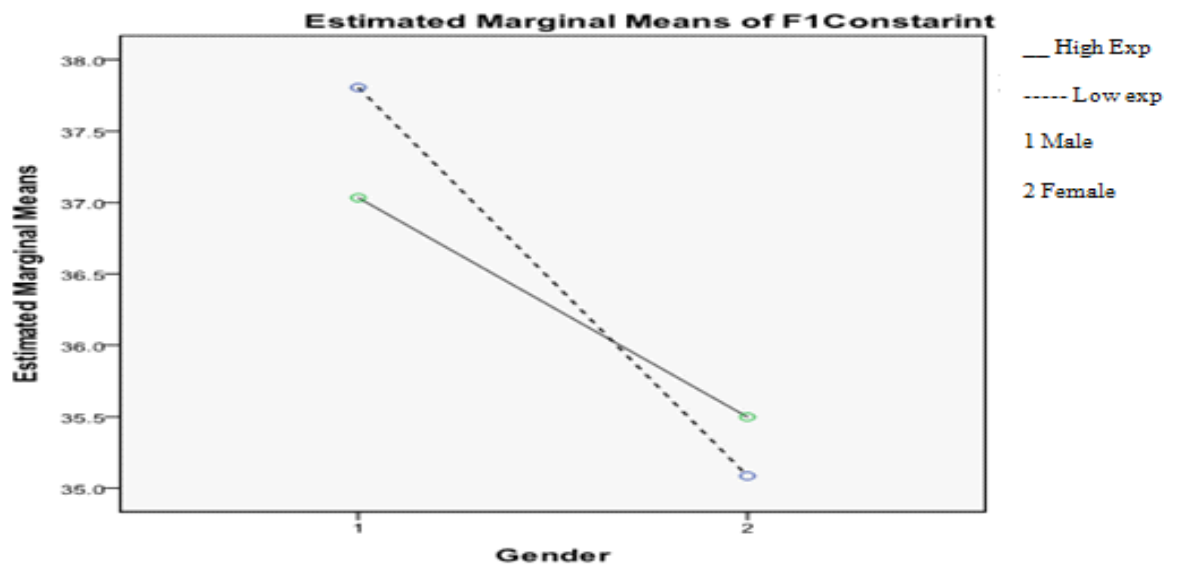
Figure 50. Interactive effect of gender and working experience on perceived task level demand.

Figure 50 shows that male with high level of experience perceived high task level demands but female have inverse relationship, female with high level work experience showed low level of task demands.

Figure 51. Interactive effect of gender and working experience on work group support

Figure 51 shows that male with high level of experience perceived low work group level support whereas female with high experience perceived high level of work group level support on the other hand male with low experience perceived higher work group level support hence female with low experience showed lower level of perceived task level support.
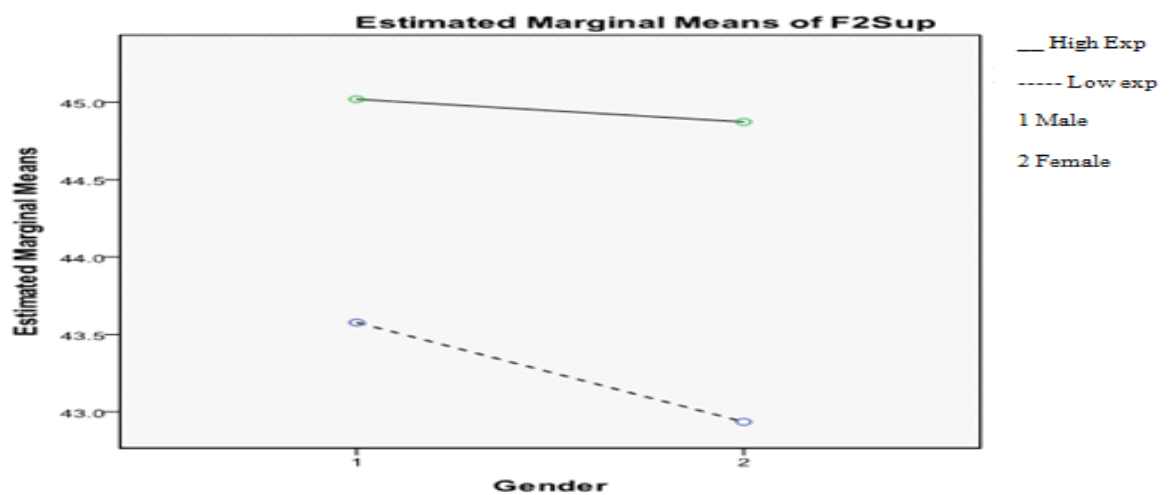

Figure 52. Interactive effect of gender and working experience on task level support

Figure 52 shows that both male and female perceived high task level supports of with higher level of experience but female are slightly lower on both experience categories in experiencing task level support.
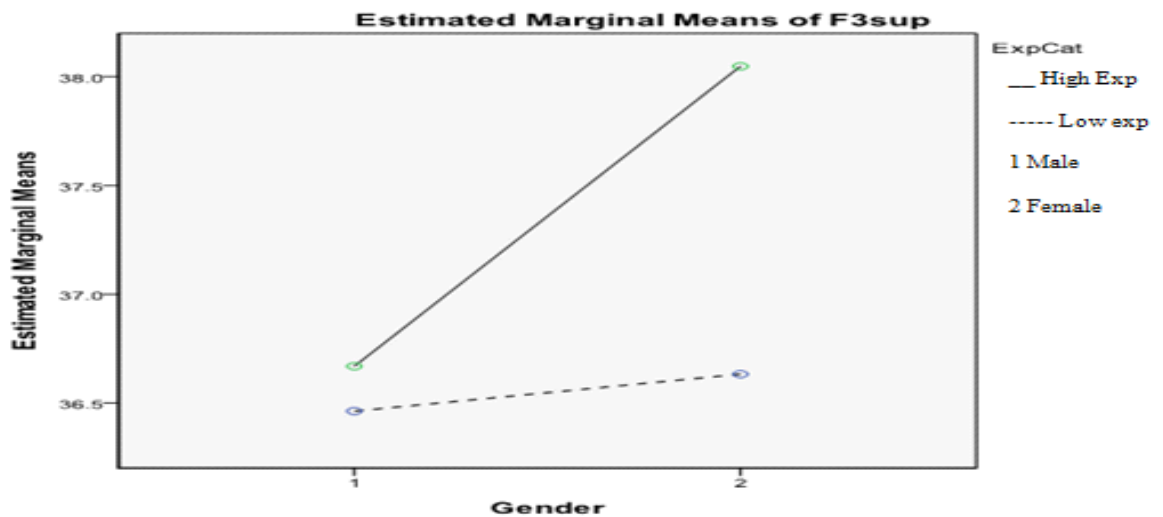
Figure 53. Interactive effect of gender and working experience on organizational level support

Figure 53 shows that both male and female perceived high organizational level support of with higher level of experience but female are slightly lower on both experience categories in experiencing organizational level support.
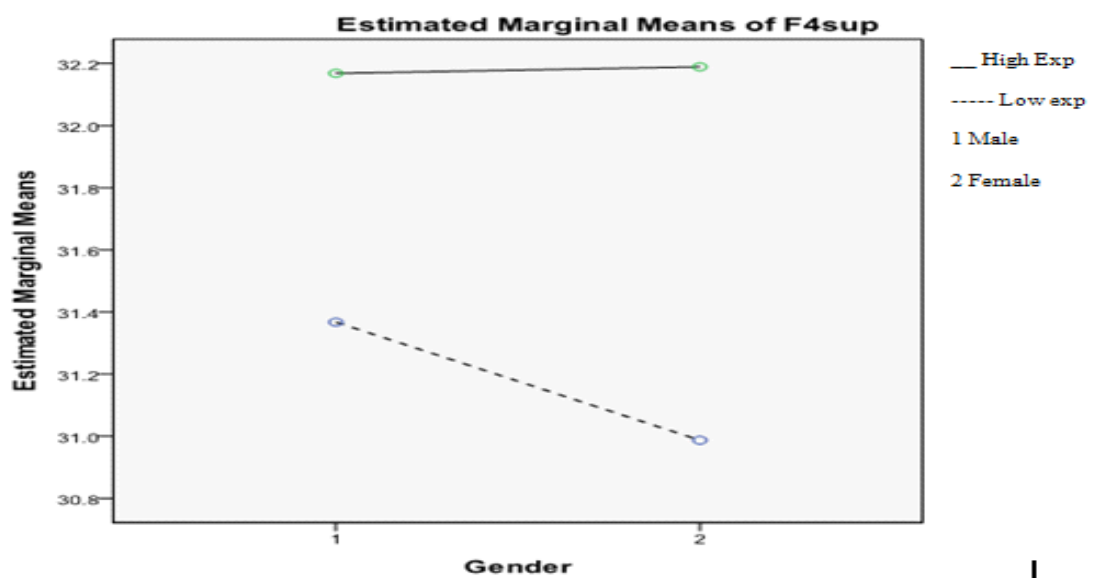

Figure 54. Interactive effect of gender and working experience on organizational level support

Figure 54 shows that both male and female perceived low organizational level support with higher level of experience but female are higher on both experience categories in perceiving organization level support.
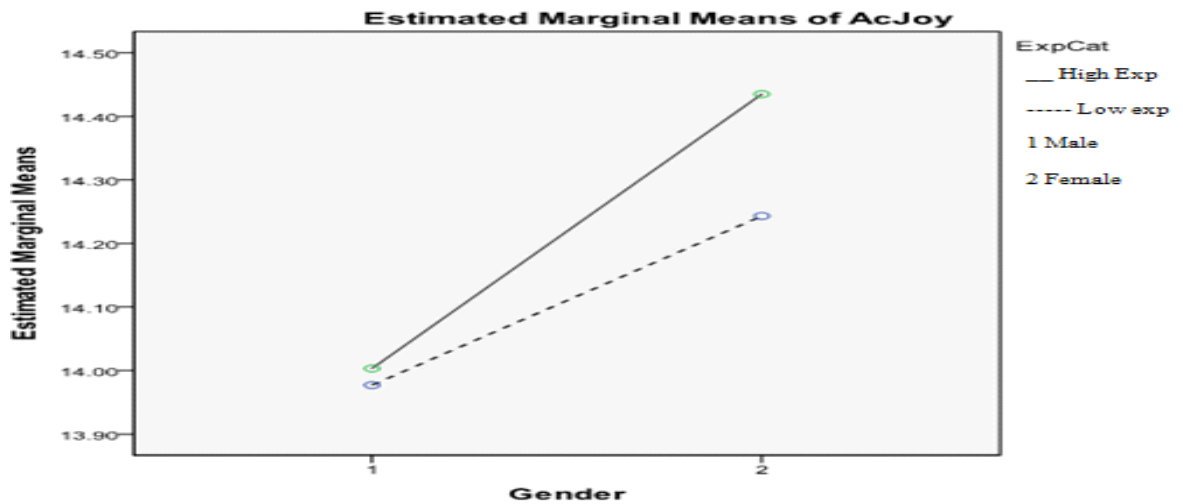

Figure 55. Interactive effect of gender and working experience on affective commitment joy

Figure 55 shows that both male and female scored low on affective commitment joy with increased experience however female are higher on both experience categories in scoring high on affective commitment joy.
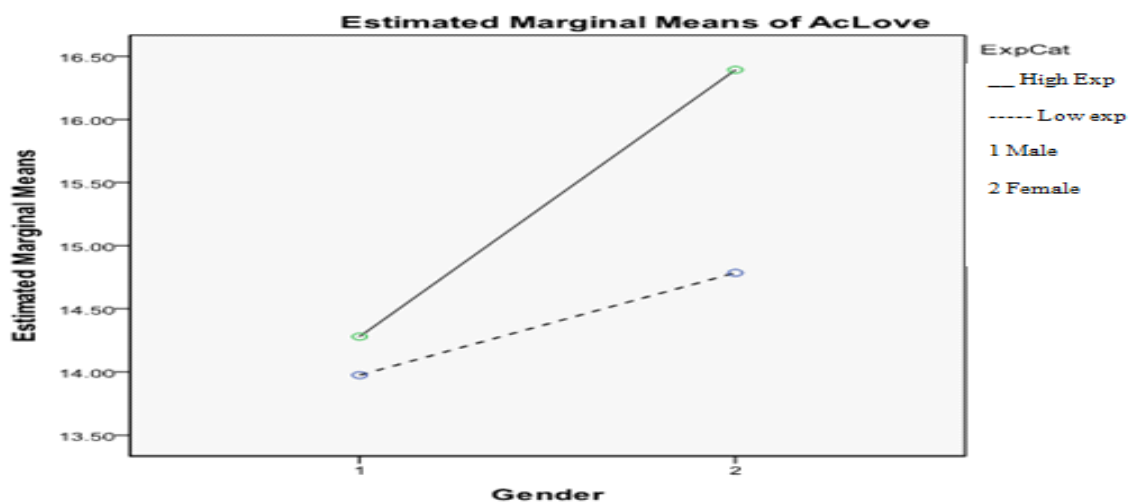

Figure 56. Interactive effect of gender and working experience on affective commitment love

Figure 56 shows that both male and female scored low on affective commitment love with increased experience however female are higher on both experience categories in scoring high on affective commitment love.
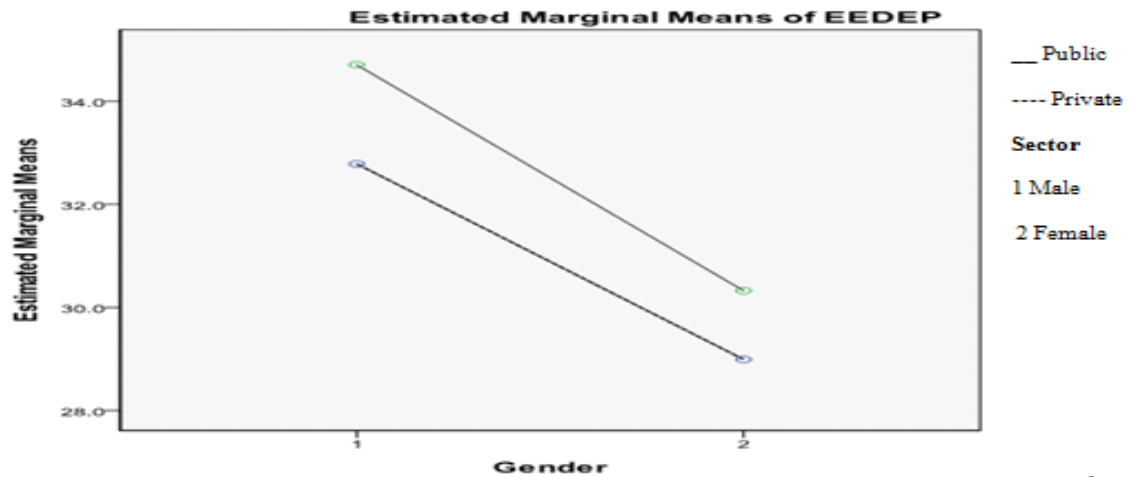

Figure 57. Interactive effect of gender and sector on exhaustion.

Figure 57 shows that exhaustion level is high in private sector professional in comparison with public sector but male are on higher level in both sectors than their female colleagues.

Occupation and Experience
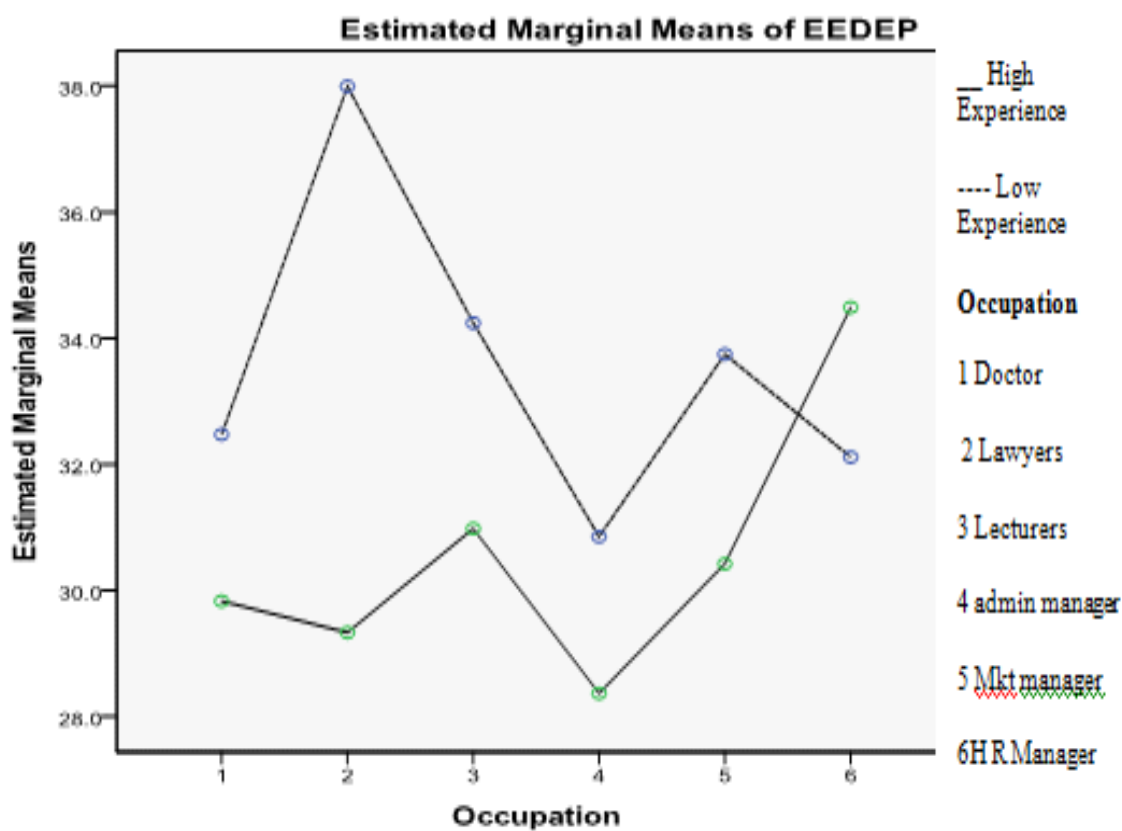
Figure 58. Interactive effect of level of experience and occupation on Exhaustion

Figure 58 shows that lack of sense of accomplishment variant between gender as per occupation, female doctors, lawyers and admin manager experience higher level of lack of sense of accomplishment in comparison to their male colleagues, whereas male lecturers, marketing manager and HR managers experience higher level of lack of sense of accomplishment in comparison to their female colleagues.

Figure 59. Interactive effect of level of experience and occupation on lack of self-accomplishment

Figure 59 shows that lack of sense of accomplishment variant between gender as per occupation, female doctors, lawyers and admin manager experience higher level of lack of sense of accomplishment in comparison to their male colleagues, whereas male lecturers, marketing manager and HR managers experience higher level of lack of sense of accomplishment in comparison to their female colleagues.
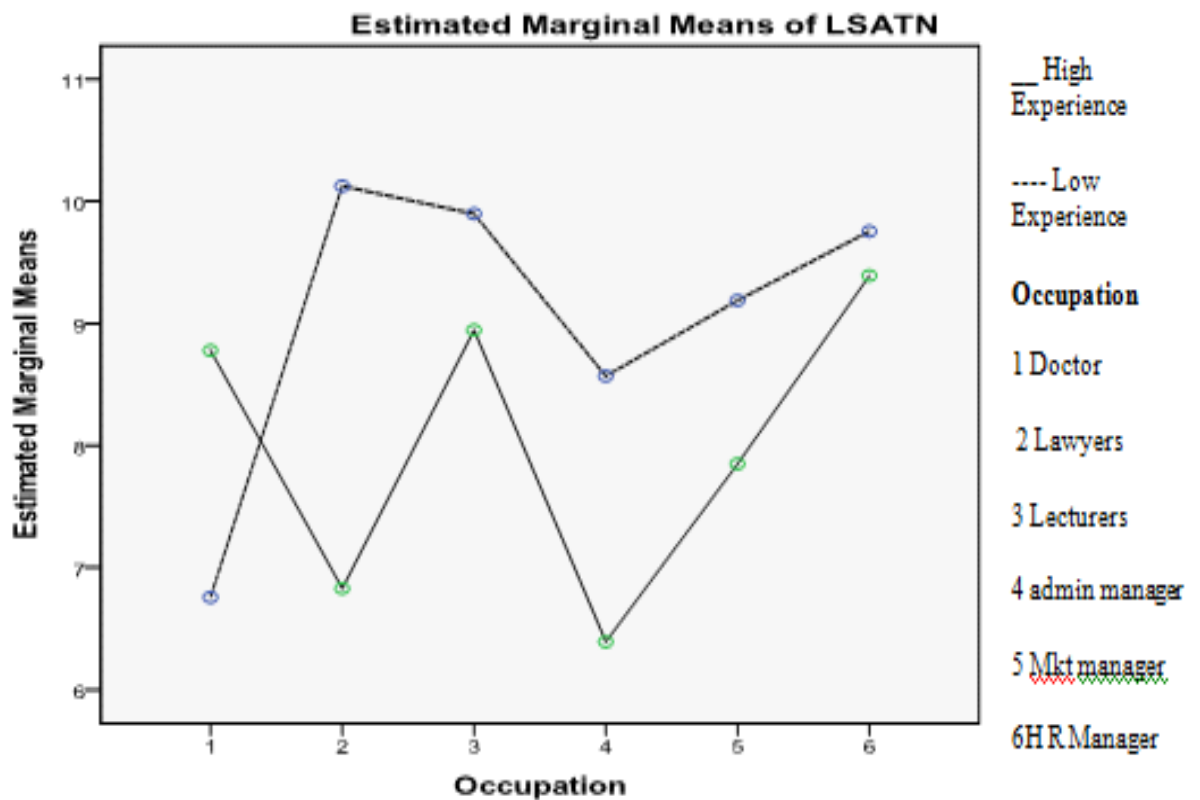
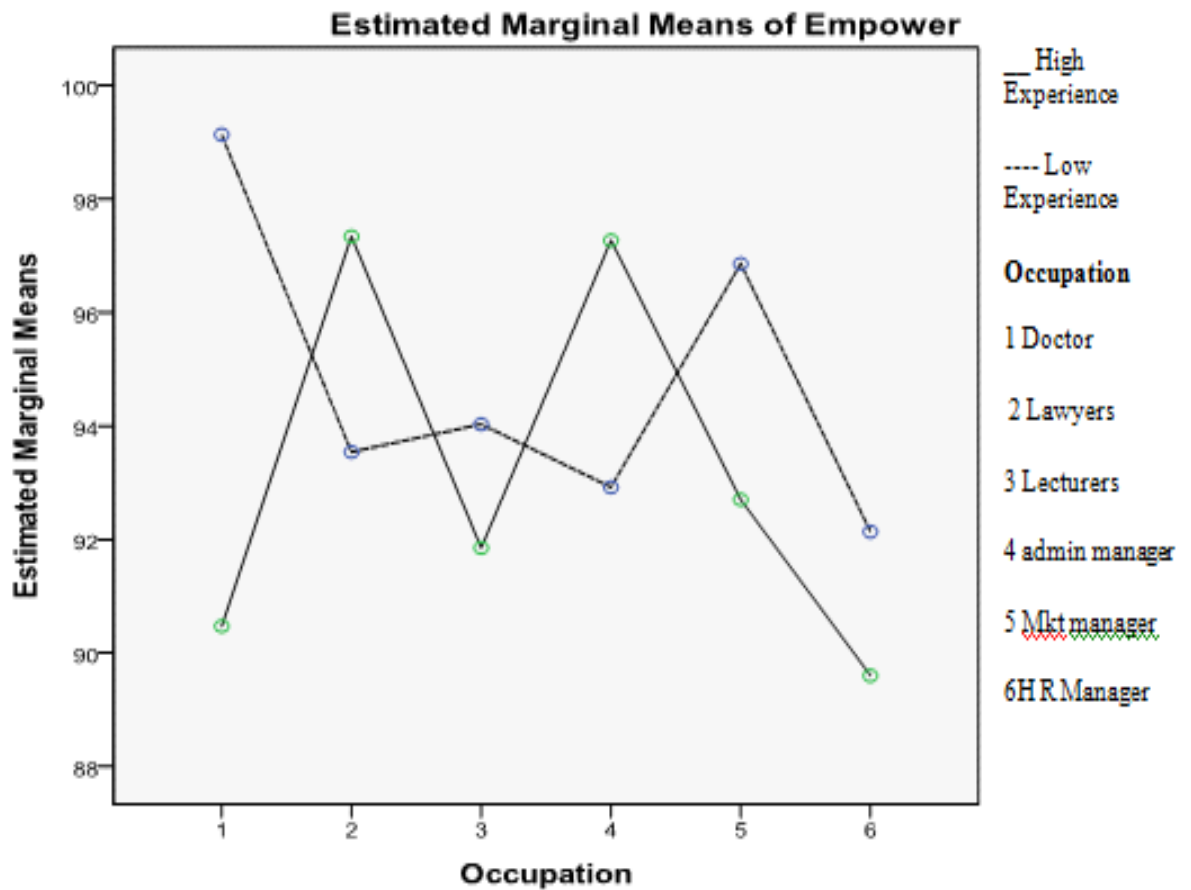*Figure 60.* Interactive effect of level of experience and occupation on empowerment

Figure 60 shows that empowerment variant between gender as per occupation, female doctors, lawyers and lecturers and marketing manager experience higher level of empowerment in comparison to their male colleagues, whereas male admin manager and HR managers experience higher level of empowerment in comparison to their female colleagues.
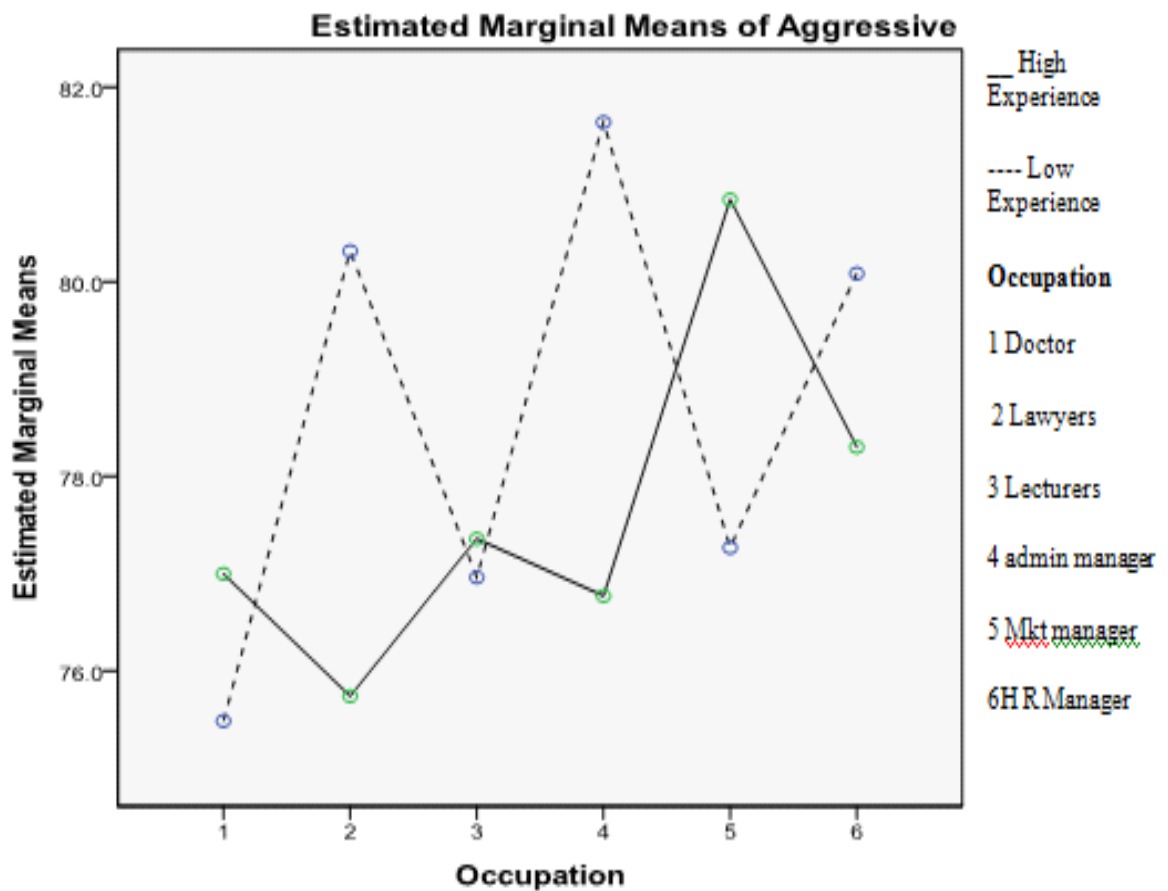
Figure 61. Interactive effect of level of experience and occupation on Aggressive attribution

Figure 61 shows that aggressive attribution variant between gender as per occupation, female doctors, lawyers and lecturers and marketing manager experience lower level of aggressive attribution in comparison to their male colleagues, whereas female admin manager experience higher level of aggressive attribution in comparison to their male colleagues.
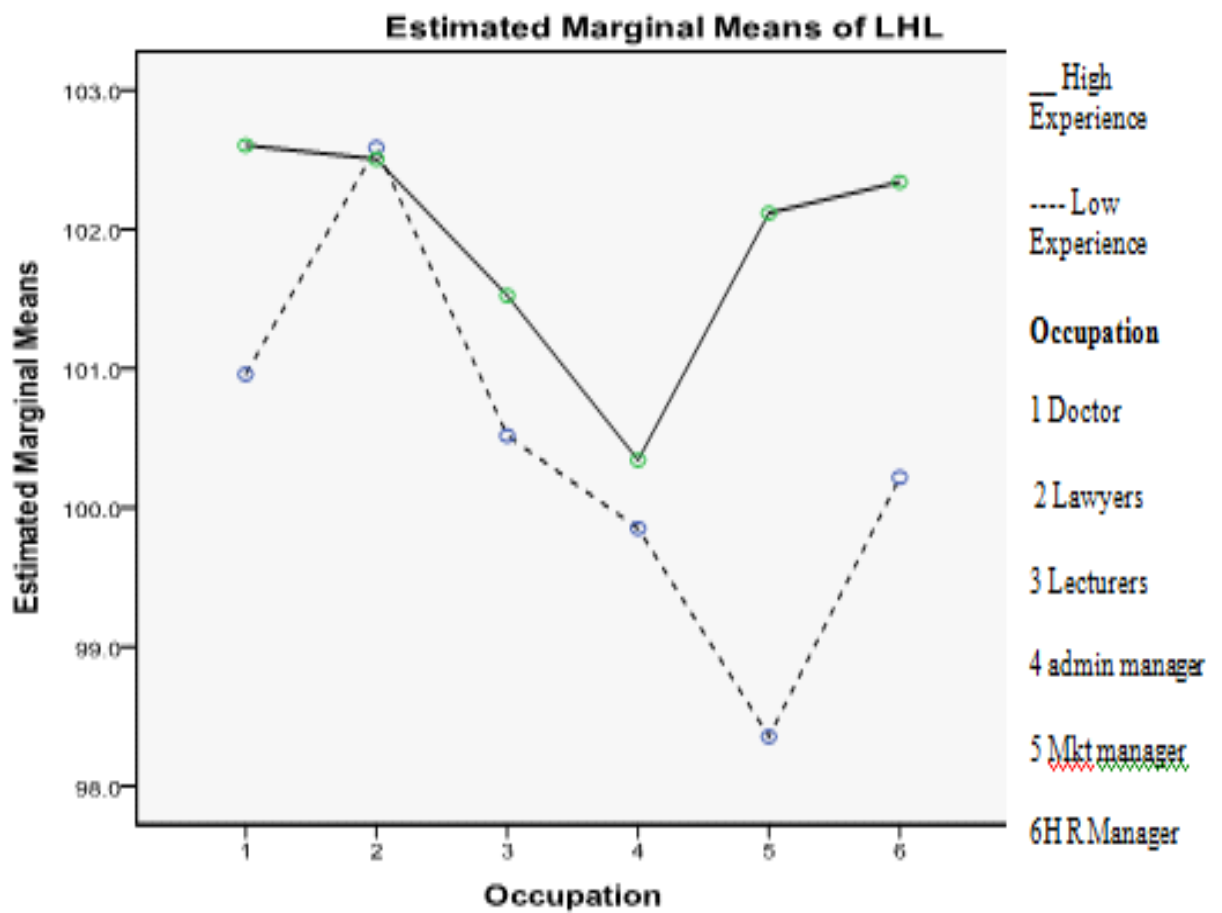
Figure 62. Interactive effect of level of experience and occupation on Learned helplessness

Figure 62 shows that learned helplessness variant between gender as per occupation, female lawyers, lecturers and marketing manager experience lower level learned helplessness in comparison to their male colleagues, whereas female doctors, admin manager and HR managers experience higher level of learned helplessness in comparison to their male colleagues.

Figure 63. Interactive effect of level of experience and occupation on Task level constraint

Figure 63 shows that perceived Task level demand variant between genders as per occupation, all female professionals lower level of Task level demand in comparison to their male colleagues. Although there is low or no gender difference between perceived task level demand among doctors and HR managers. perceived
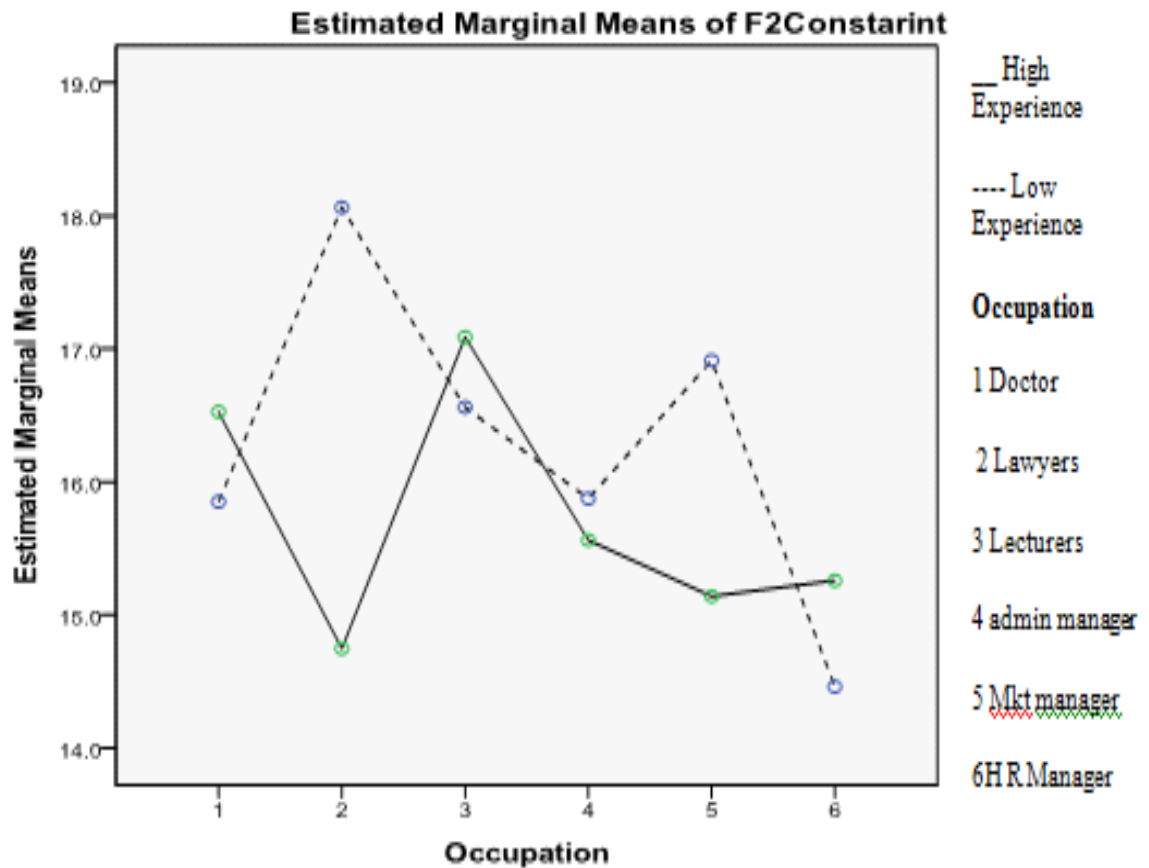
Figure 64. Interactive effect of level of experience and occupation on social and societal constraint

Figure 64 shows that Social& Societal demands variant between gender as per occupation, female lawyers and lecturers, admin manager and HR managers experience lower level Social & Societal demands in comparison to their male colleagues, whereas female doctors, marketing manager perceived higher level of Social & Societal demands in comparison to their male colleagues.
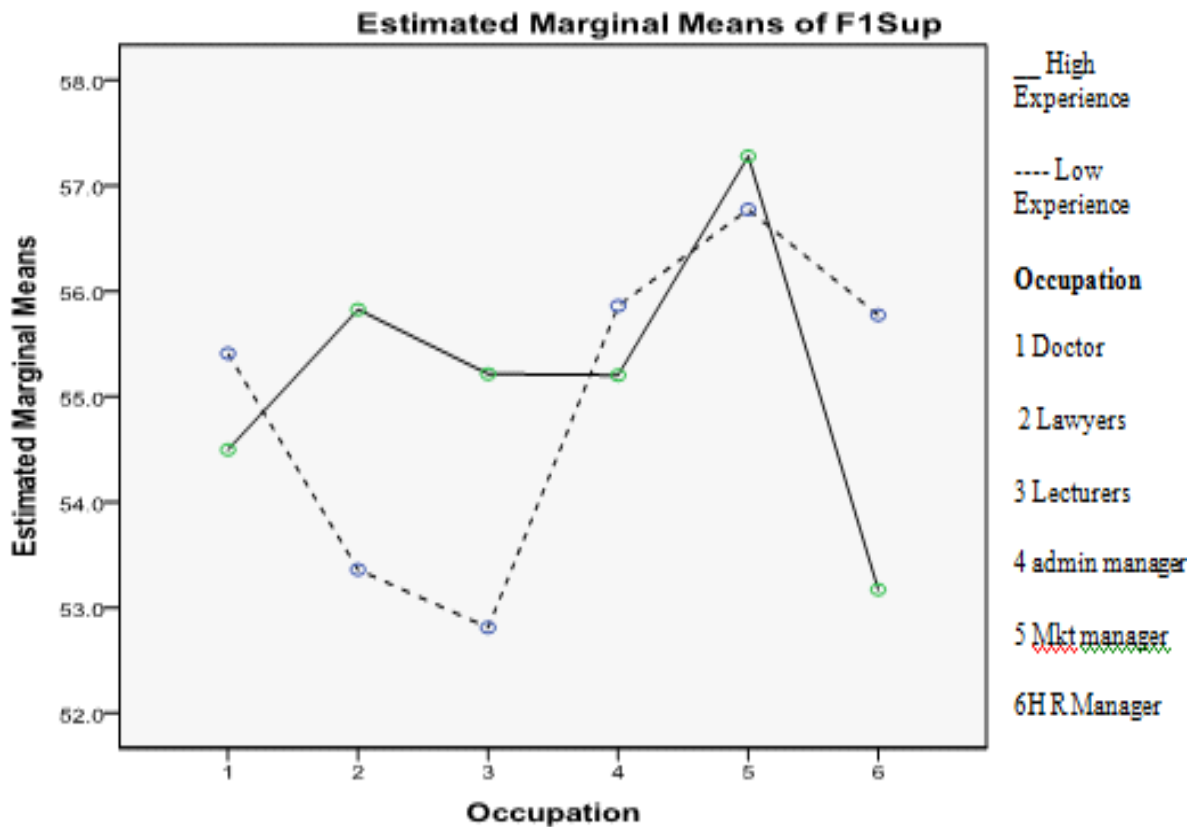
Figure 65. Interactive effect of level of experience and occupation on work group level support

Figure 65 shows that perceived task level support variant between gender as per occupation, female doctors, lawyers, lecturers and admin manager perceived lower level of task support in comparison to their male colleagues, whereas female in profession as marketing manager and HR managers perceived higher level of perceived task level support in comparison to their male colleagues.
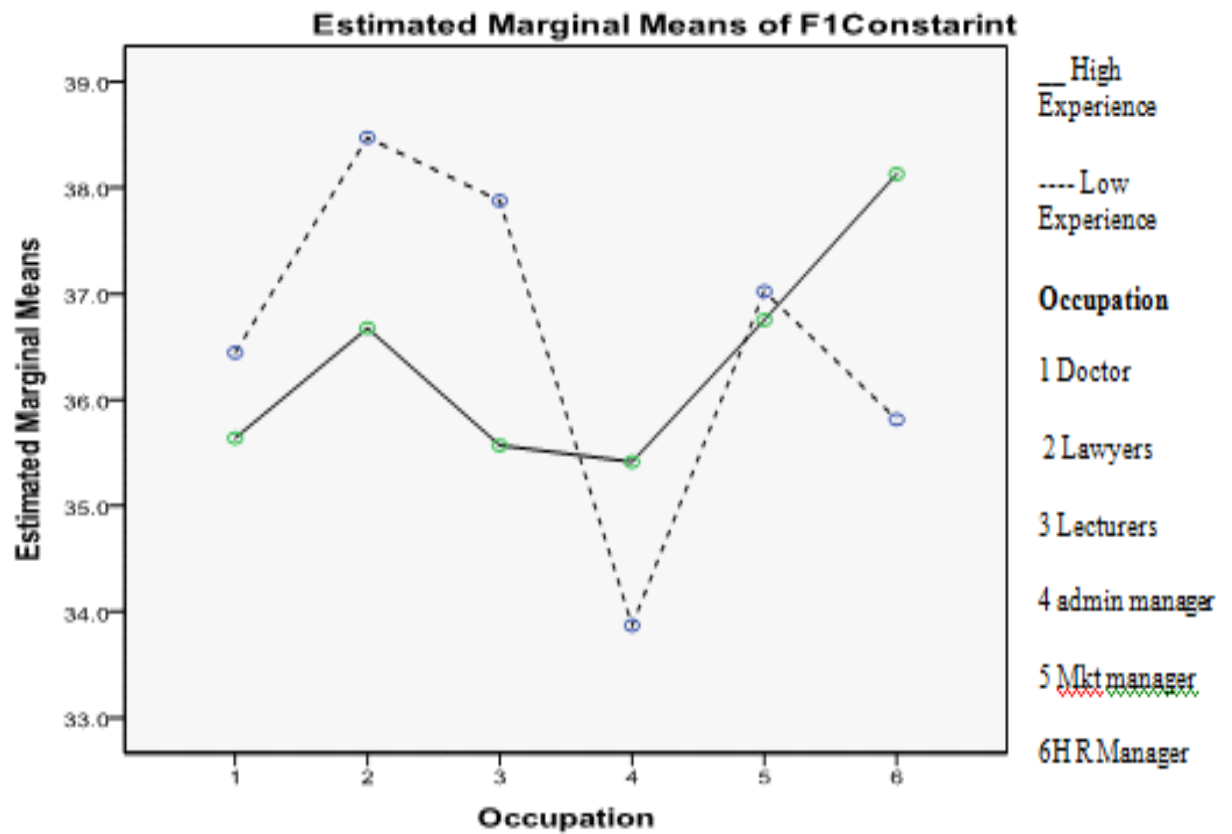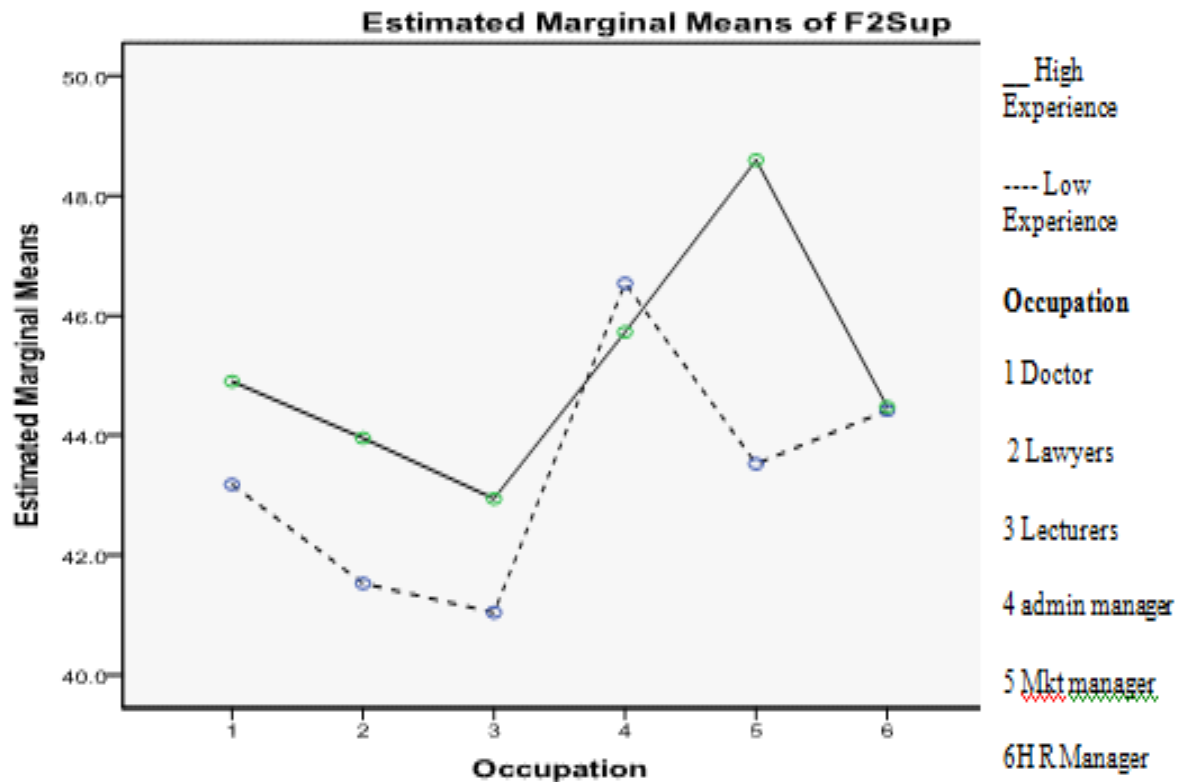
Figure 66. Interactive effect of level of experience and occupation on Task level support

Figure 66 shows that perceived task level support variant between gender as per occupation, female doctors, lawyers, lecturers and admin manager perceived lower level of task support in comparison to their male colleagues, whereas female in profession as marketing manager and HR managers perceived higher level of perceived task level support in comparison to their male colleagues.
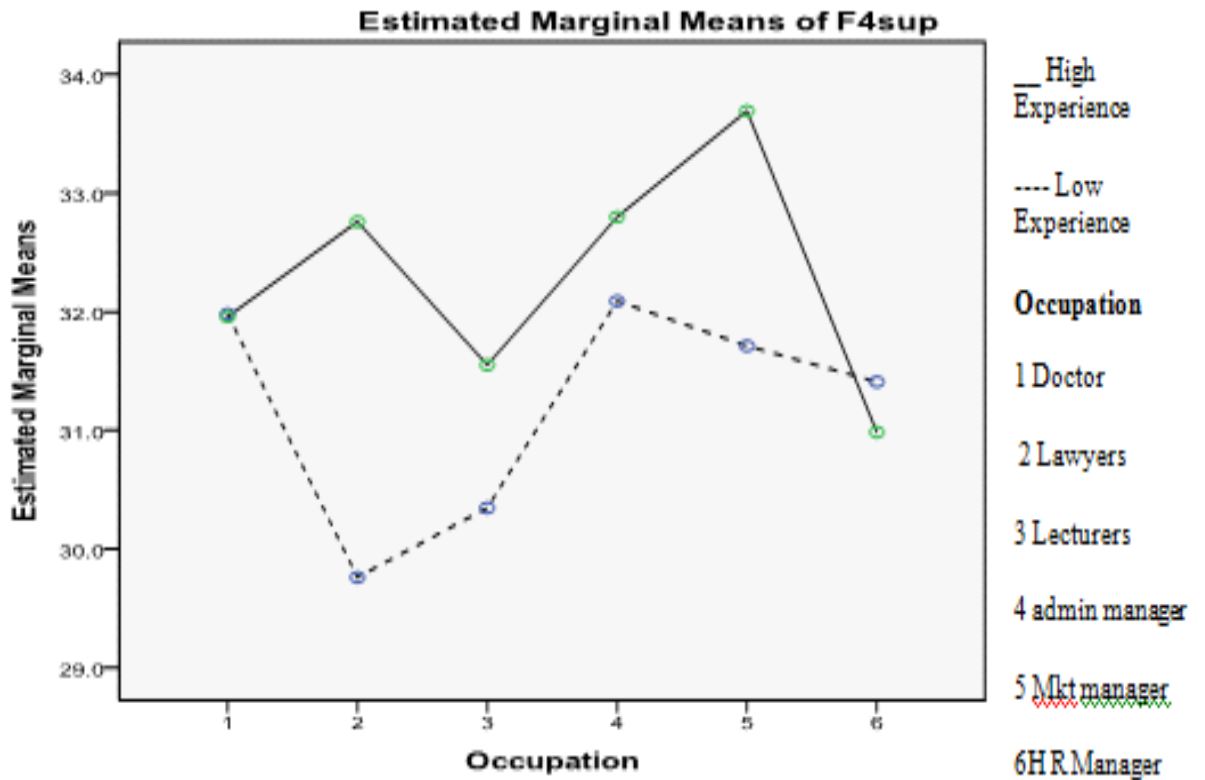
Figure 67 .Interactive effect of level of experience and occupation on Organization level support

Figure 67 shows that perceived organizational level support variant between gender as per occupation, female doctors, lawyers, and admin manager perceived lower level of organizational support in comparison to their male colleagues, whereas female in profession as HR managers perceived higher level of perceived organizational level support in comparison to their male colleagues.

Estimated Marginal Means of F5sup
Estimated Marginal Means
9.5000
9.0000
8.5000
8.0000
7.5000
1
2
3
4
5
6
Occupation
__ High Experience
---- Low Experience
Occupation
1 Doctor
2 Lawyers
3 Lecturers
4 admin manager
5 Mkt manager
6H R Manager
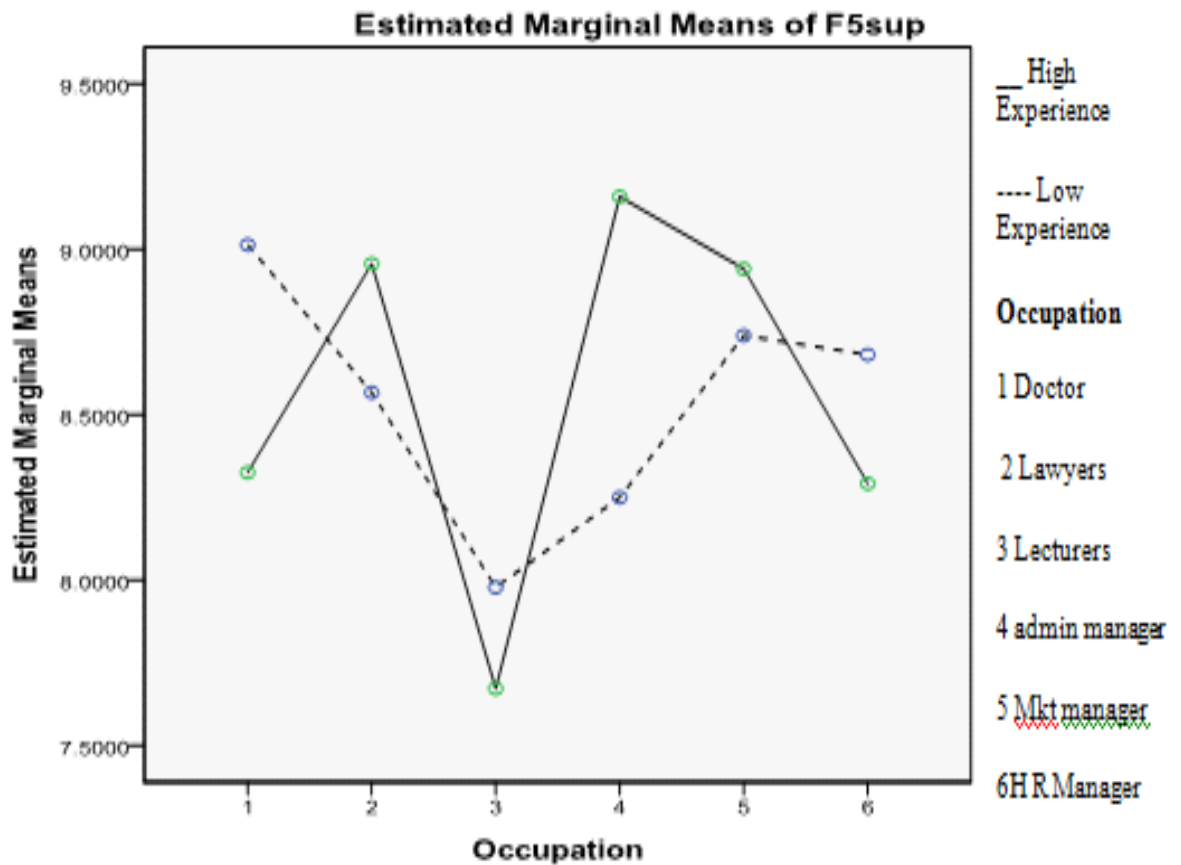
Figure 68. Interactive effect of level of experience and occupation on Govt. level support

Figure 68 shows that perceived government level support variant between gender as per occupation, female lawyers, lecturers, admin managers marketing managers perceived higher level of government support in comparison to their male colleagues. Although there is slight gender difference on perception of government level support among doctors and lectures
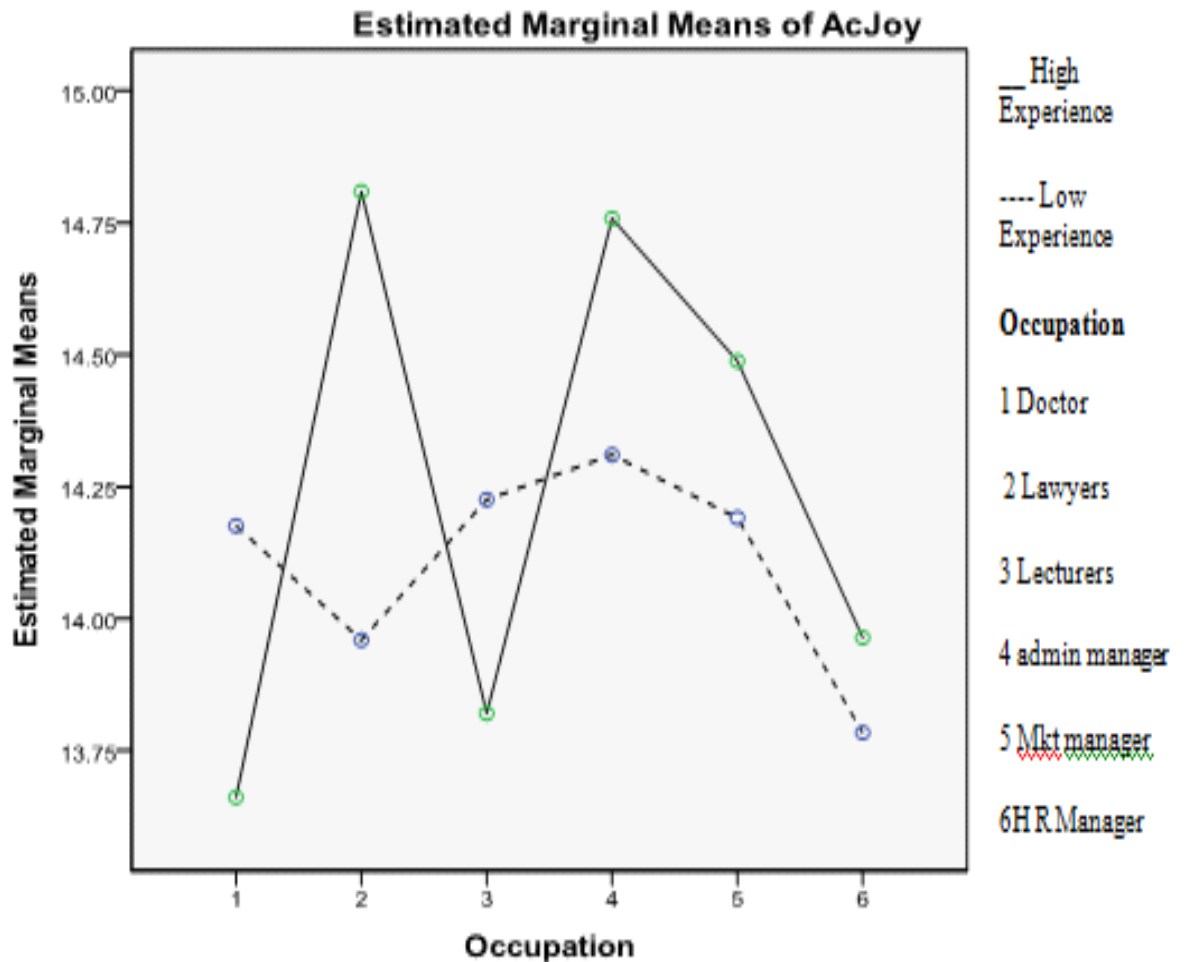
Figure 69. Interactive effect of level of experience and occupation on Affective commitment joy

Figure 69 shows that affective commitment love variant between gender as per occupation, female lawyers, lecturers, admin managers HR managers perceived higher level of affective commitment love towards their organizations in comparison to their male colleagues. Only female in profession of marketing have low score than their male colleagues on affective commitment love.

Occupation and Sector
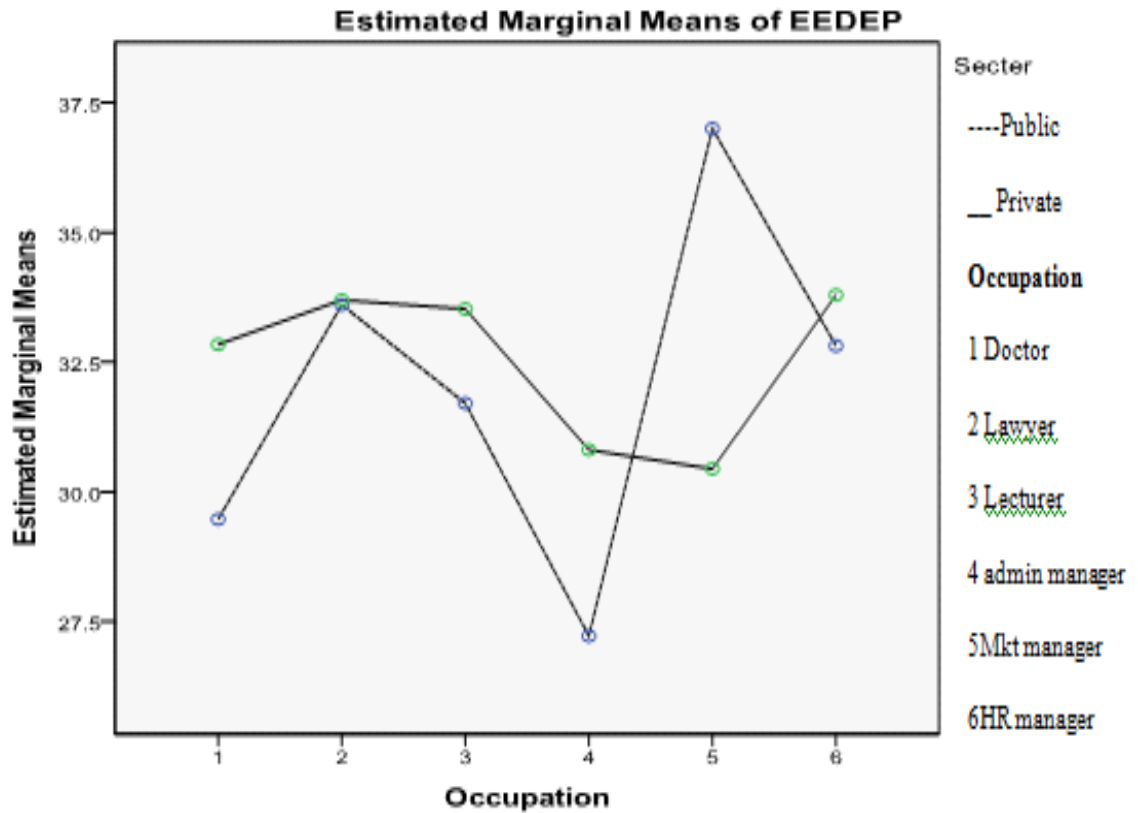
Figure 70. Interactive effect of sector and occupation on exhaustion

Figure 70 illustrates that Marketing Managers working in public sector have high rate of Exhaustion as compared to the professionals of private sectors. The lowest mean value for Exhaustion has been reported for Admin Managers working in public sector. HR Managers of private sectors have slight higher value. Rests of all professionals working in public and private sectors hold mid graph mean values.
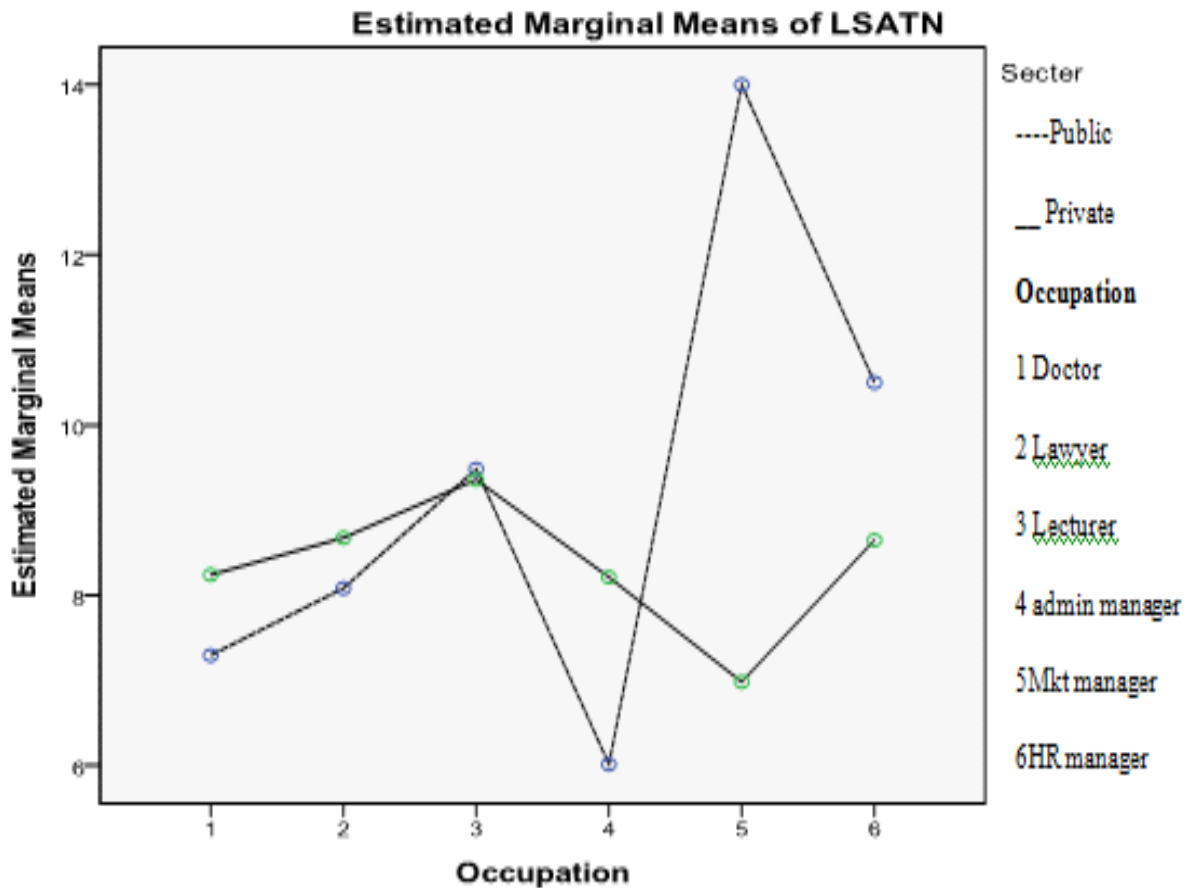
Figure 71. Interactive effect of sector and occupation on work reduced sense of accomplishment

Figure71 shows that lack of Sense of Accomplishment has distinctly higher position on graph for Marketing Managers and lowest for Admin Managers working in public sector. Lecturers working in public and private sector possess same slight higher values Rest of all the professionals hold lower values for selected variable for both public and private sectors.
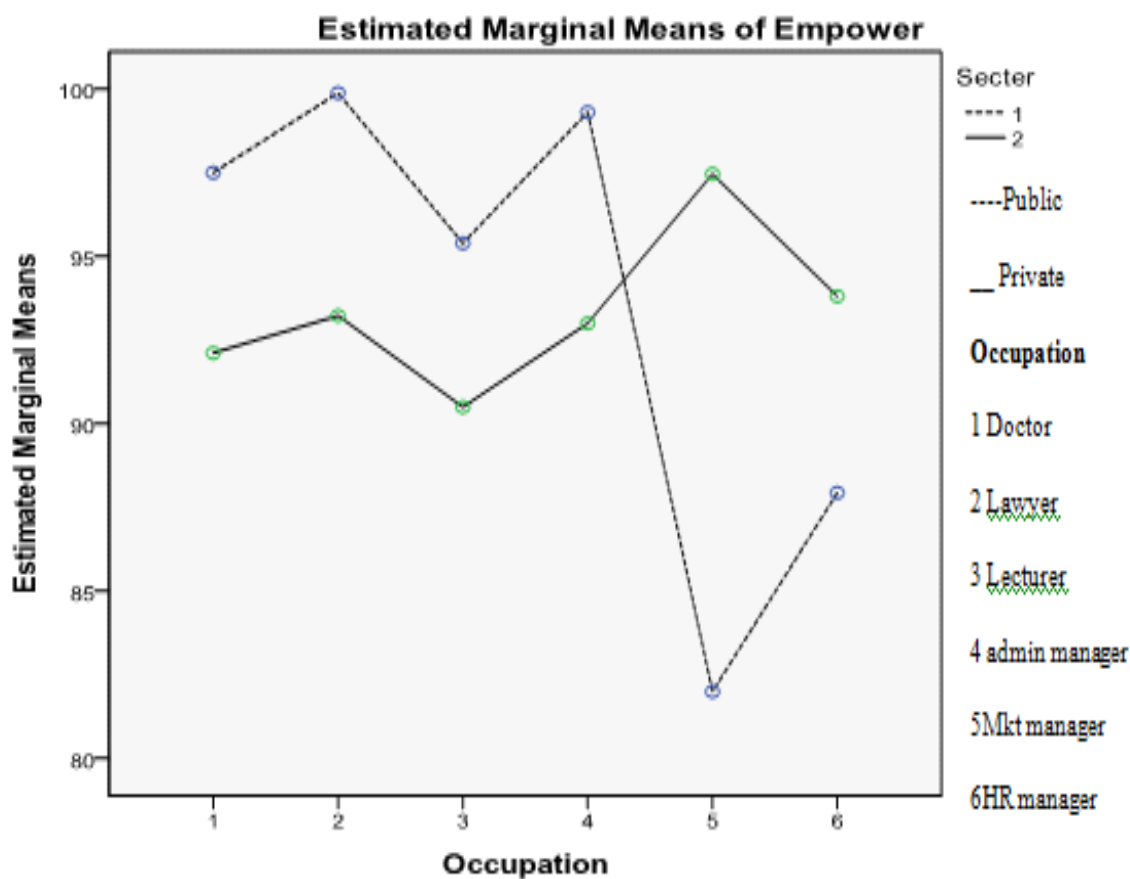
Figure 72. Interactive effect of sector and occupation on empowered attribution style

     In case of Empowerment Doctors, Lawyers, Lecturers and Admin Managers working in public sector have higher mean values while Marketing Managers and HR Managers have lower mean values. Professional working in private sector occupy mid graph values except for Marketing Managers and HR Mangers who hold Higher and slightly higher mean values for Empowerment respectively.
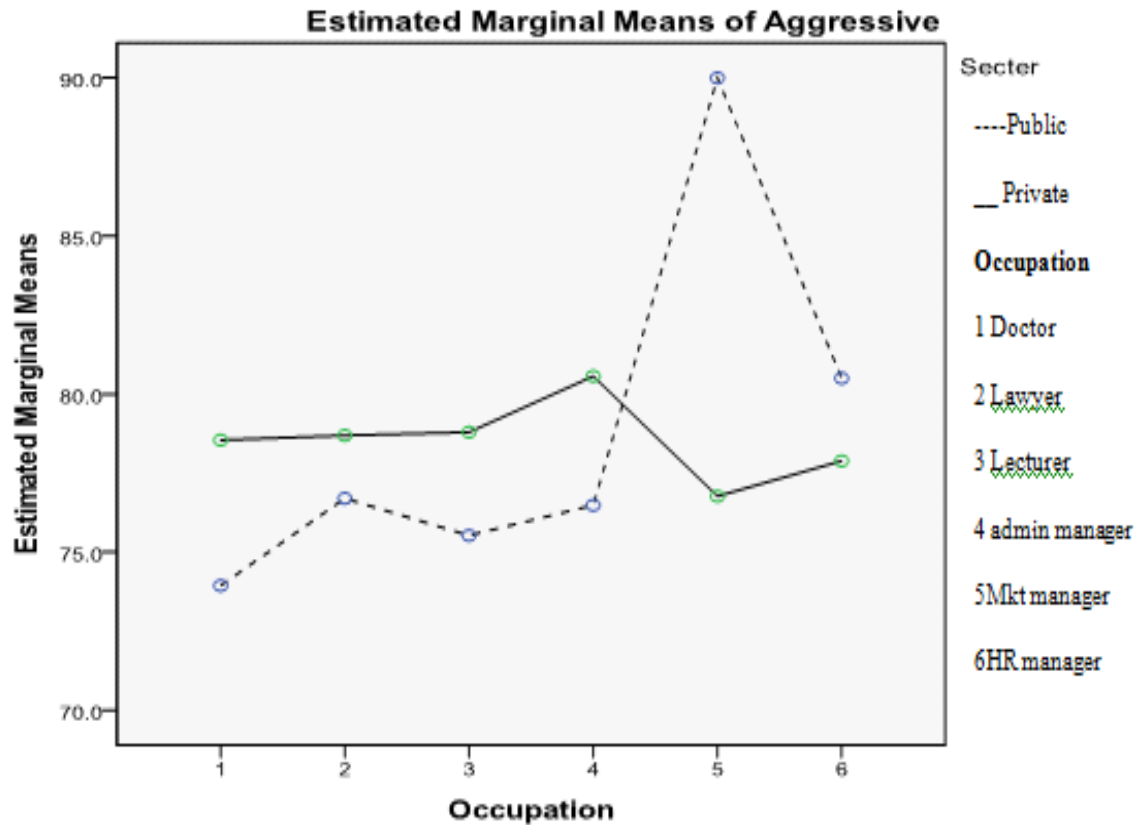
Figure 73. Interactive effect of sector and occupation on aggressive attribution

Figure 73 shows clearly depicts that Marketing Managers working in public sector have highest value for Aggression as compared to the other professionals. HR Managers working in public sector show slight higher values. The rest three professionals of public sector have lower values. Within private sector except Admin Managers all others have mid graph values and former one has slight higher value.
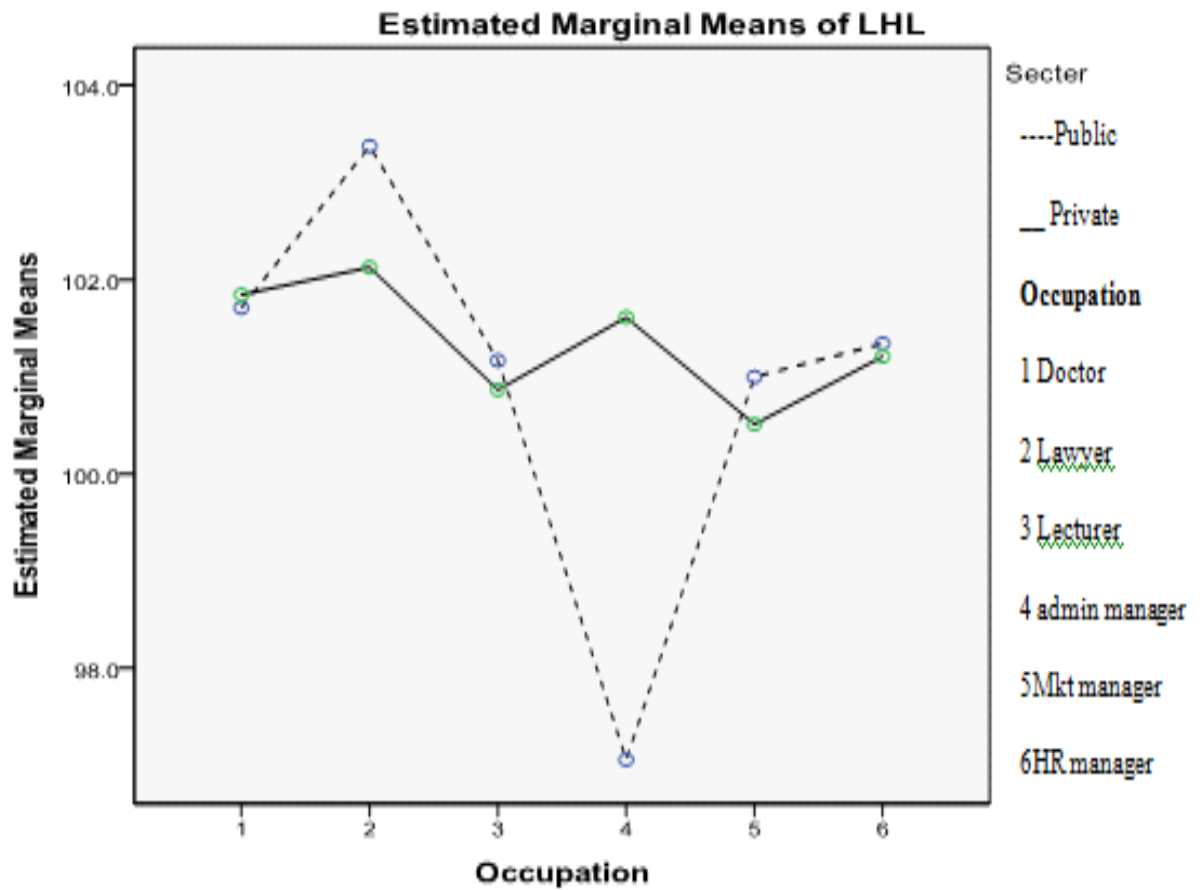
Figure 74. Interactive effect of sector and occupation on learned helplessness

Figure 74 shows that Learned Helplessness has shown dominant value for Lawyers working in public sector. At the same time Admin Managers of public sector have the lowest mean value for the variable among all. Doctors, Lawyers, Admin Managers and HR Managers of private sector have high mean values while Lecturers and Marketing Managers possess mid graph values.
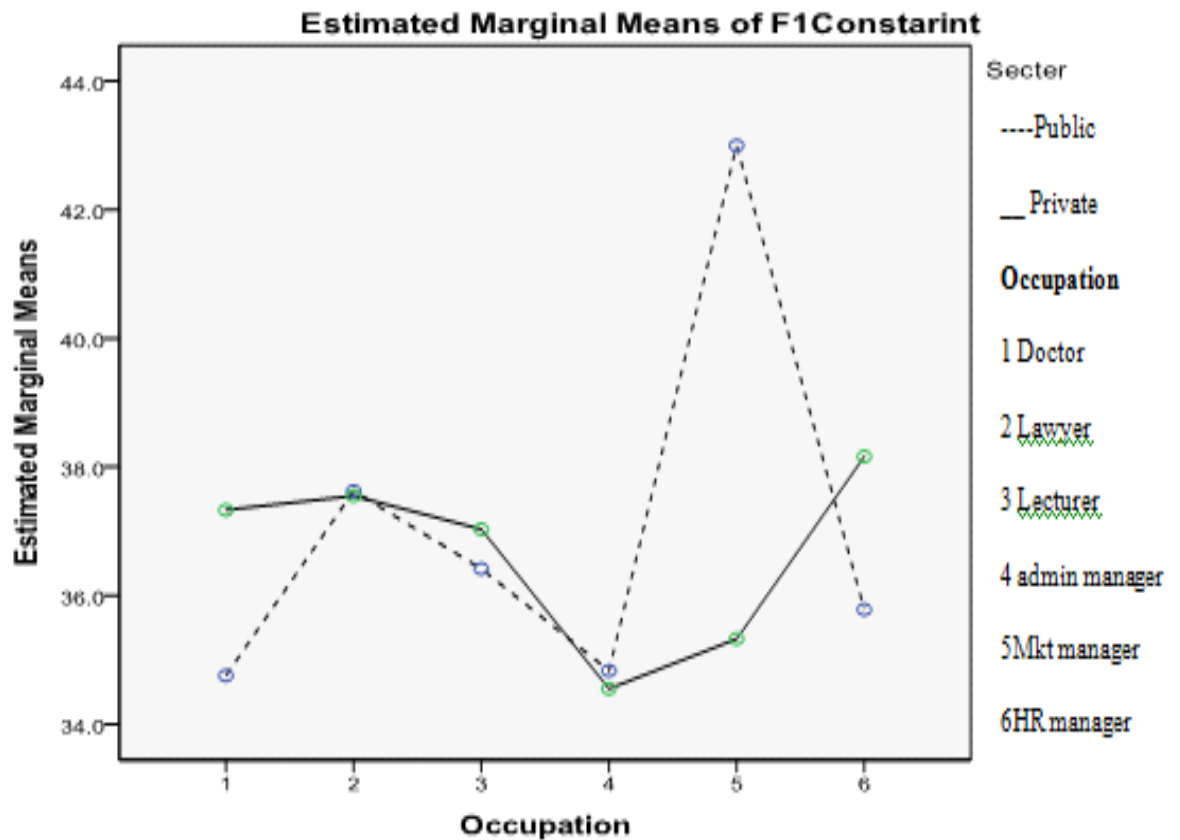
Figure 75. Interactive effect of sector and occupation on aggressive attribution

Figure 75 shows that Marketing Managers working in public sector possess distinctly higher position on graph when considering Task Level Demands. Within public sector Doctors, Admin Managers and HR Managers hold lowest mean values while lawyers and Lecturers slight lower mean values. In private sector Admin Managers and Marketing managers hold lowest values on graph while all other professionals hold slight lower values for selective variable.
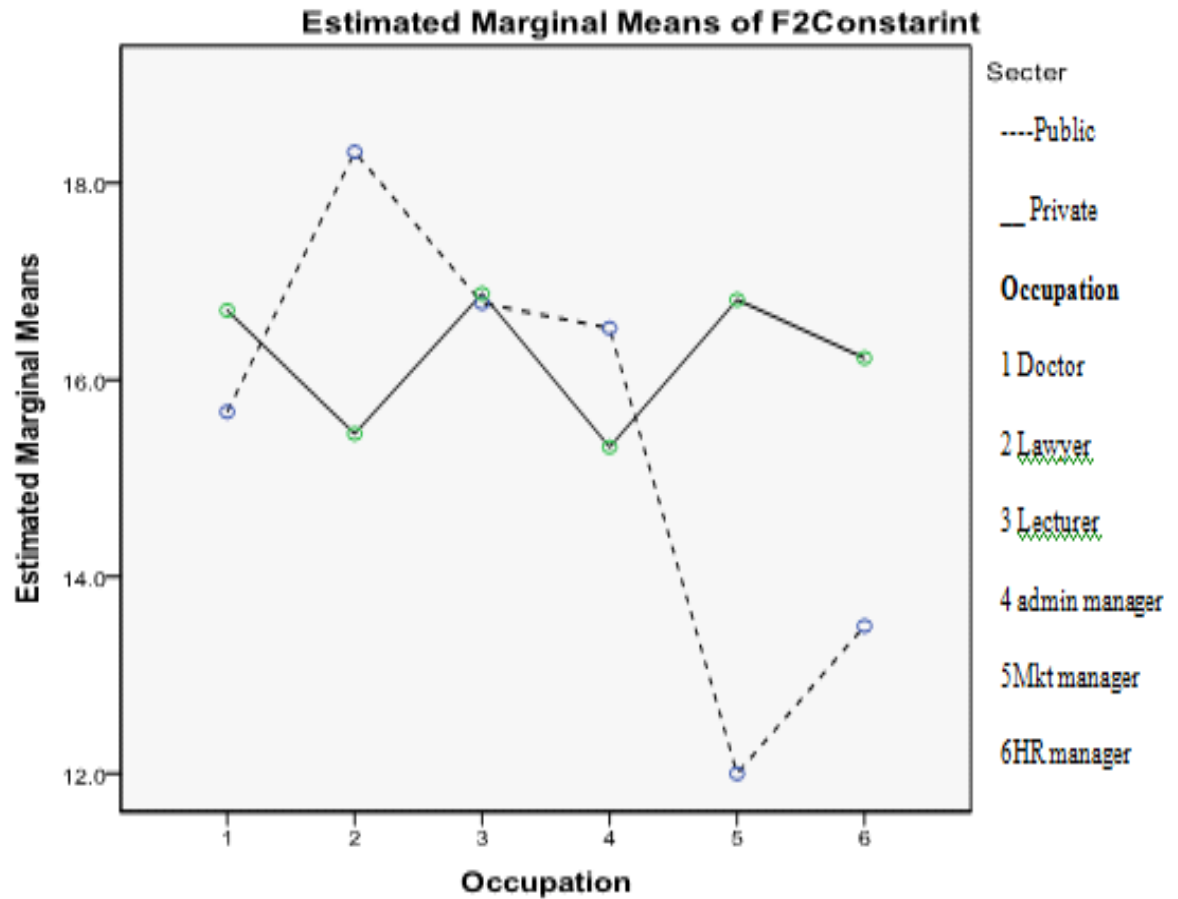
Figure 76. Interactive effect of sector and occupation on social and societal demands

Figure 76 shows that Social and Societal Demands show great variability with public and private sector professionals. The highest value has been occupied by lawyers of public sector whereas lowest value has been destined to Marketing Managers. Lawyers and Admin Managers working in private sector have mid graph values while other professionals of private sector hold slight higher values.
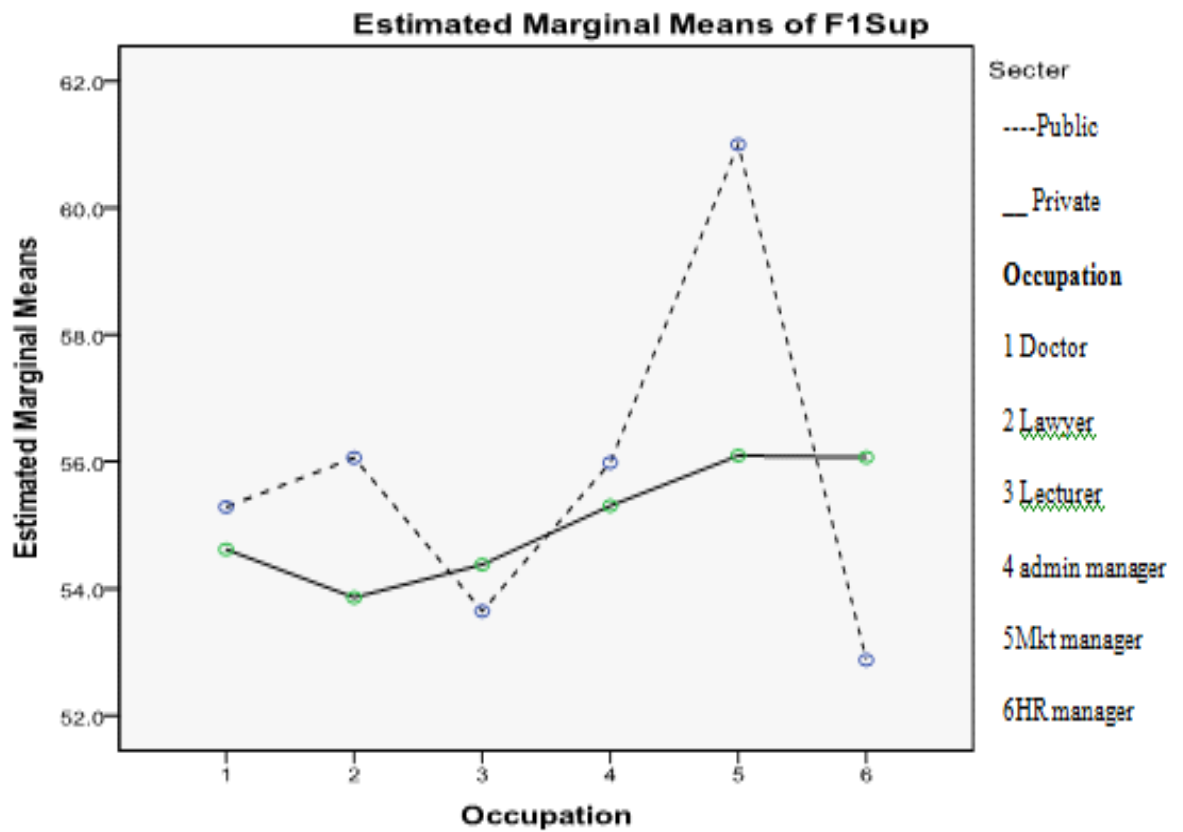
Figure 77. Interactive effect of sector and occupation on work group level support

Marketing Managers of public sector have the highest mean value for Work Group Level Support and in this case HR Managers hold the lowest position on graph. In public sector all other professionals hold slight lower mean values for the variable. All professionals of private sector have been found to possess lower values except for marketing managers and HR Managers.
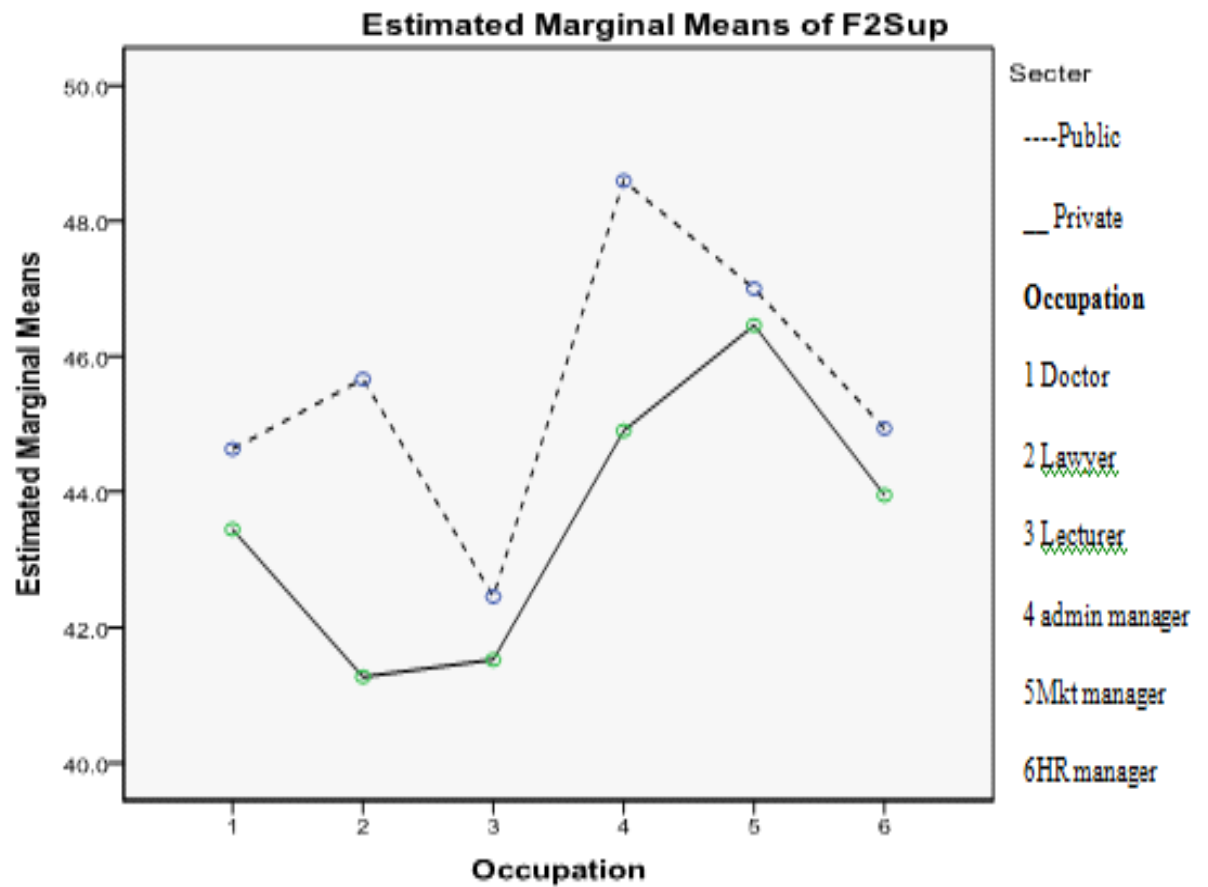
Figure 78. Interactive effect of sector and occupation on policies and procedural support

Figure 78 show that for Policies and Procedural Demand, public sector professionals working as Admin Managers hold the highest value on graph. The lowest values have been occupied by Lawyers and Lecturers of private sector. All other professionals of public and private sector possess mid graph values except for lower position of Lecturers in public sector.
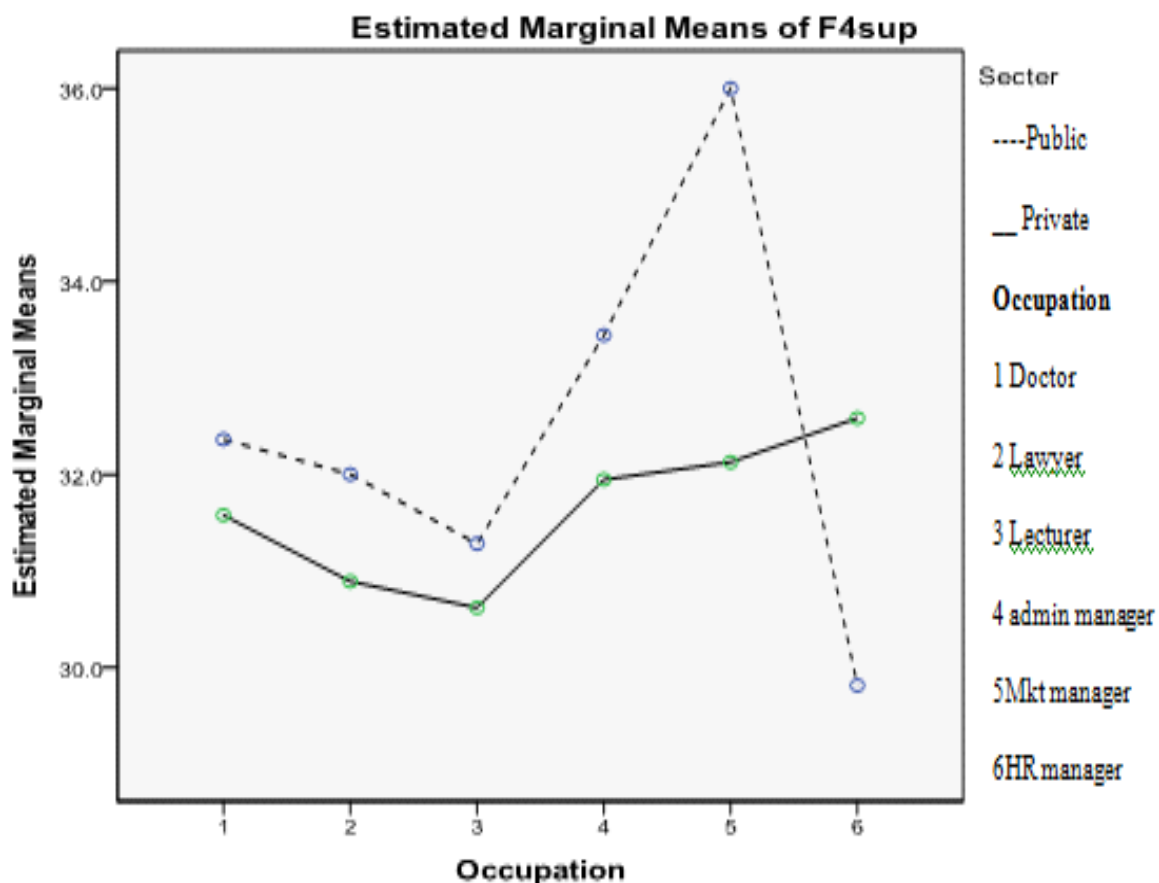
Figure 79. Interactive effect of sector and occupation on organizational level support

Figure 79 shows that for Organizational Level Support Marketing Managers in public sector hold the highest values among all. The lowest is also occupied by HR Managers of public sector. Doctors, Lawyers and Lecturers of private sector hold slight lower values while all other professionals possess mid graph values for the selected variable.
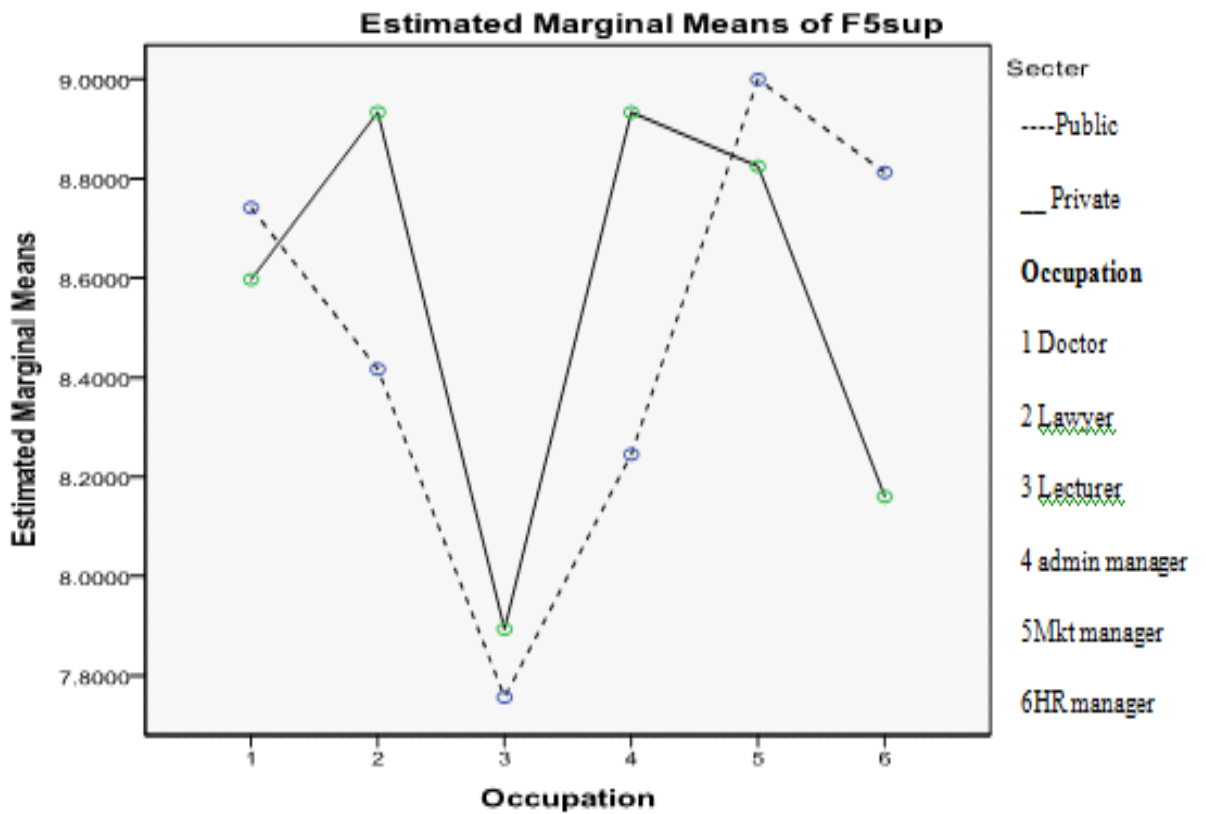
Figure 80. Interactive effect of sector and occupation on government level support

Figure 80 shows that great variability has been observed for all professionals of public and private sector regarding Government Level Support. The highest mean values have been destined to Doctors and Marketing Managers of both the sectors. For private sector high values are for Lawyers, Admin Managers. The lowest value among all is for Lecturers of both sectors.
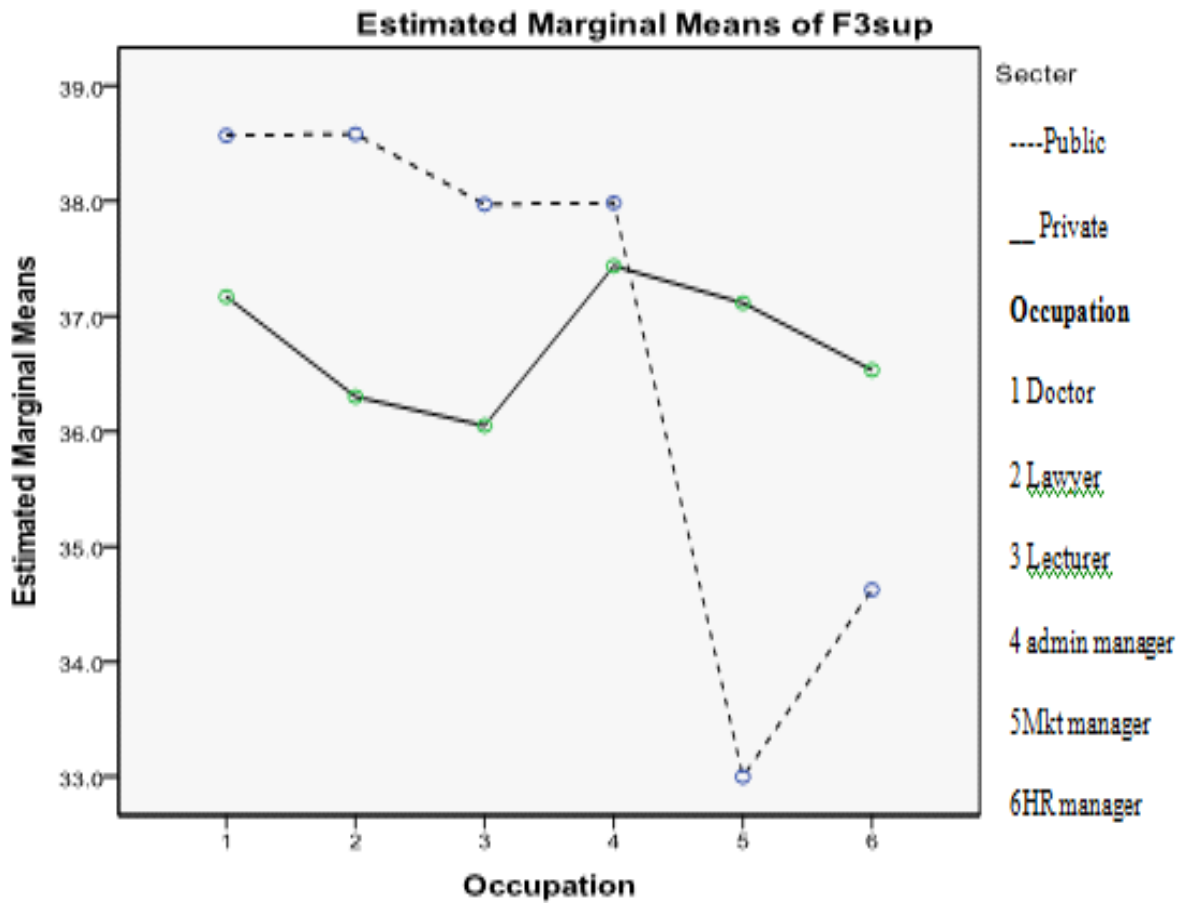
Figure 81. Interactive effect of sector and occupation on task level support

Figure 81 shows that in public sector higher values for Task Level Support has been destined to Doctors, Lawyers, Lecturers and Admin Managers while lowest value is for Marketing managers. All professionals of private sector hold slight higher values except for Lawyers and Lecturers who have mid graph values.
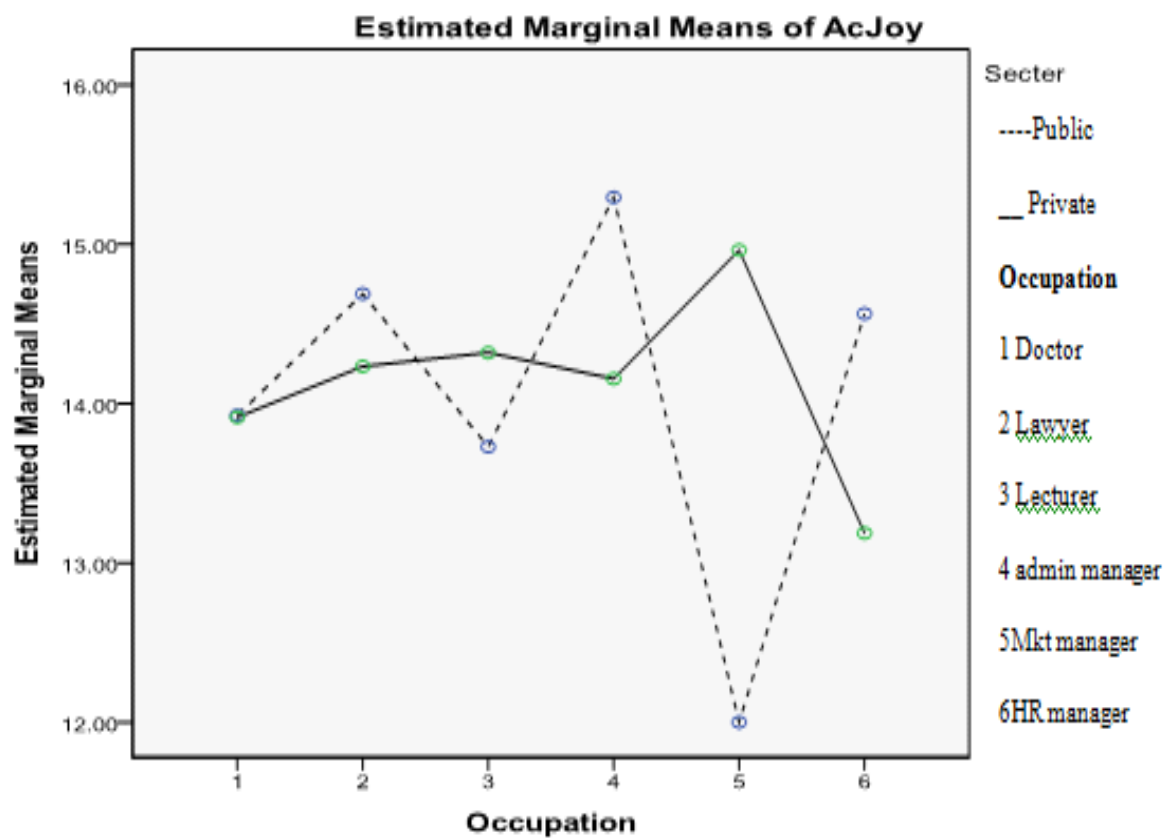
Figure 82. Interactive effect of sector and occupation on affective commitment joy

Affective Commitment of Joy has varied mean values for public and private sectors. The lowest value is destined for Marketing Managers of public sector, while other professionals of public sector have mid graph values. Similar is the case with professionals of private sector except for marketing managers who have higher value.

Gender Occupation and Sector
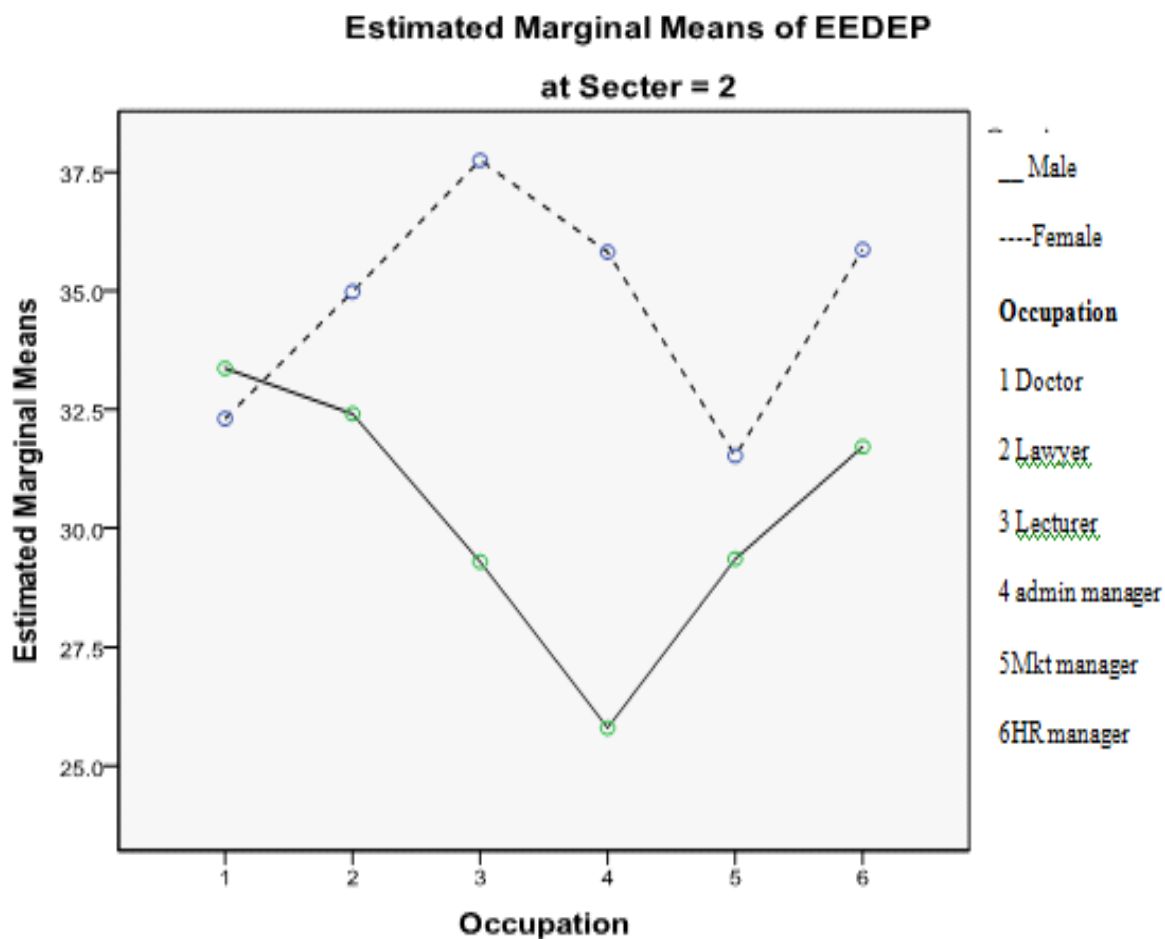
Figure 83. Interactive effect of gender, occupation and private sector on exhaustion.

Figure 83 in private sector exhaustion variant between gender as per occupation, female doctors, lawyers and admin manager experience higher level of lack of sense of accomplishment in comparison to their male colleagues, whereas male lecturers, marketing manager and HR managers experience higher level of exhaustion in comparison to their female colleagues.
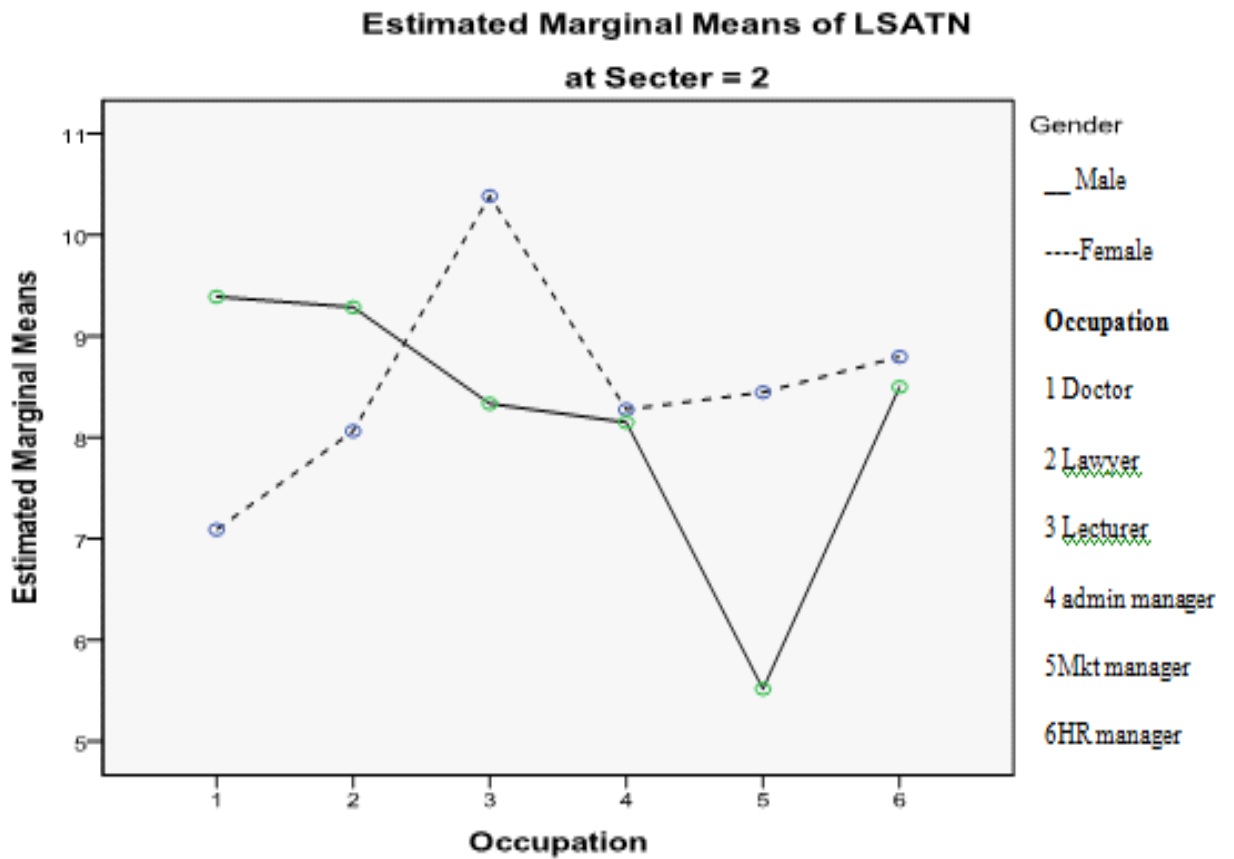
Figure 84. Interactive effect of gender and occupation in private sector on lack of self-accomplishment.

Figure 84 shows that lack of sense of accomplishment variant between gender as per occupation, female doctors, lawyers and admin manager experience higher level of lack of sense of accomplishment in comparison to their male colleagues, whereas male lecturers, marketing manager and HR managers experience higher level of lack of sense of accomplishment in comparison to their female colleagues.
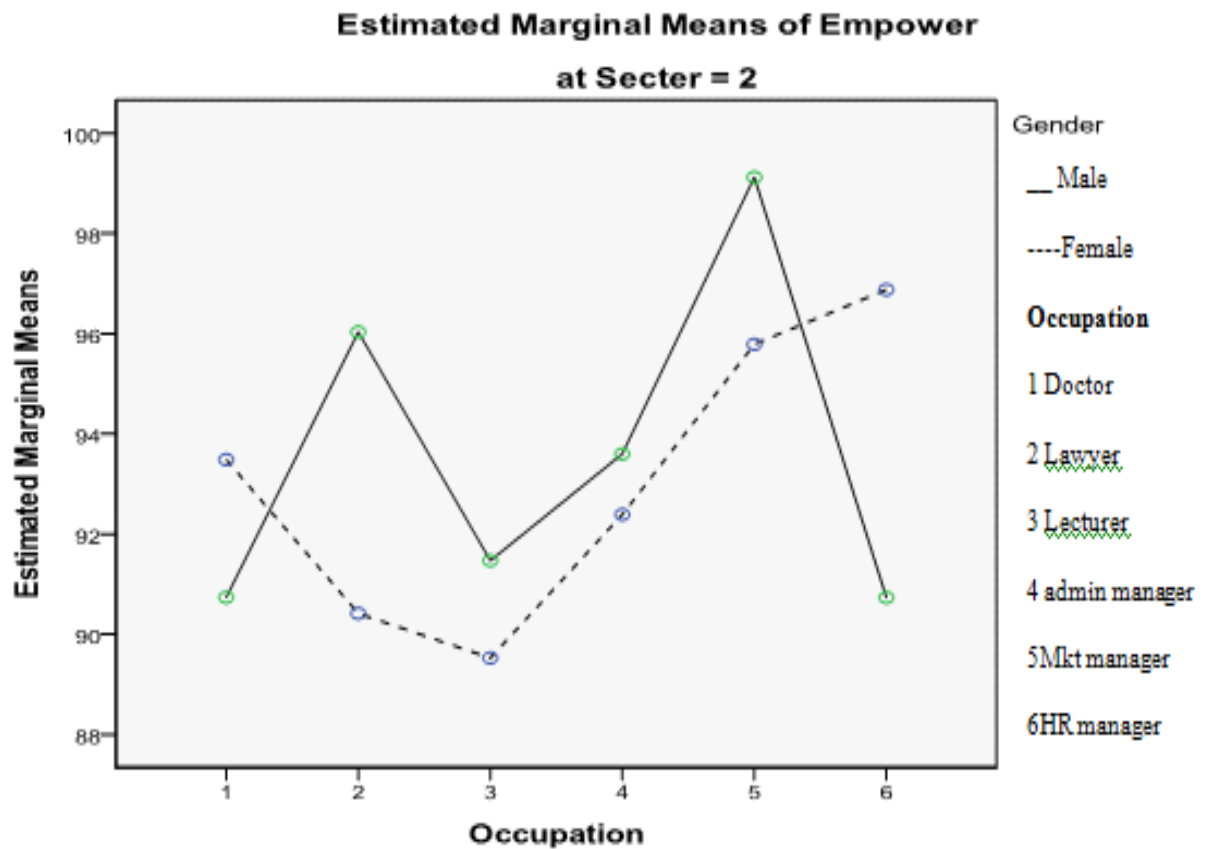
Figure 85. Interactive effect of gender and occupation in private sector on empowerment.

Figure 85 shows that empowerment variant between gender as per occupation, female doctors, lawyers and lecturers and marketing manager experience higher level of empowerment in comparison to their male colleagues, whereas male admin manager experience and HR managers experience higher level of empowerment in comparison to their female colleagues.
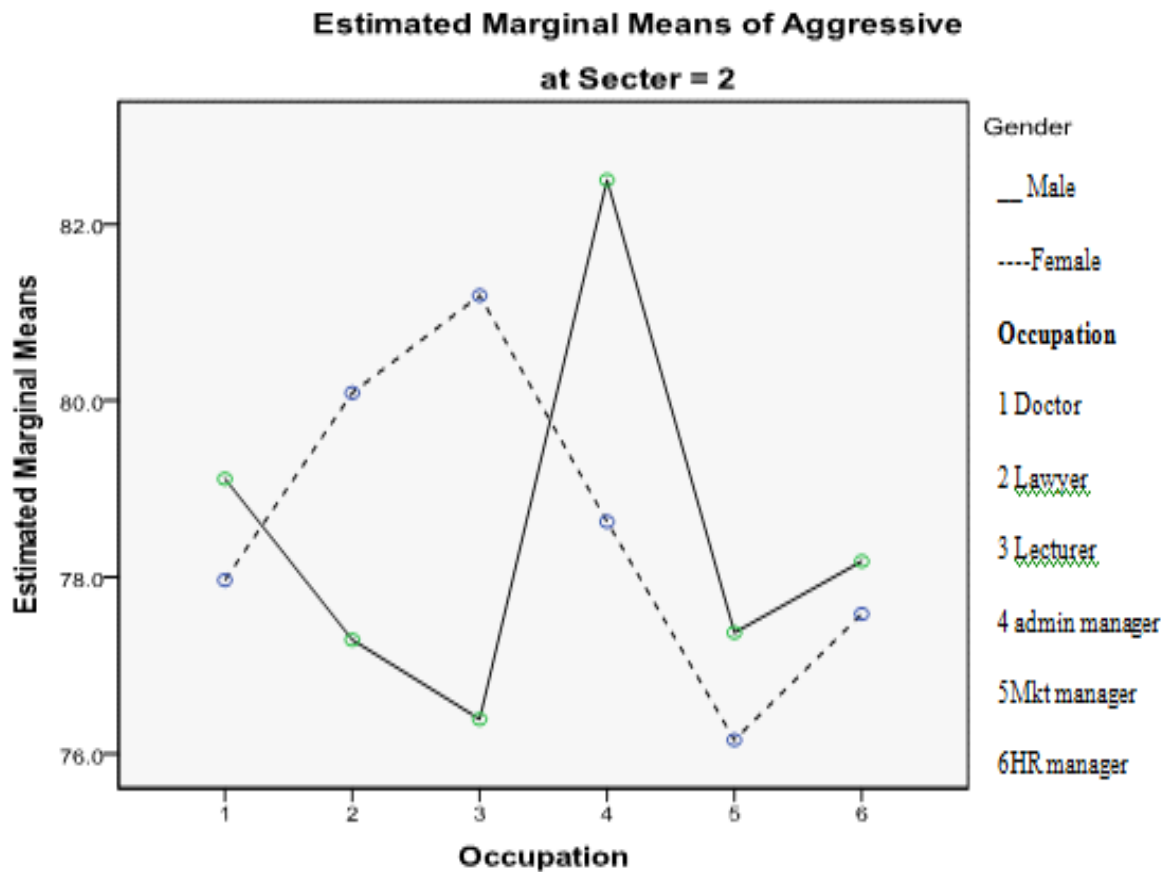
Figure 86 Interactive effect of gender and occupation in private sector on aggressive attribution.

Figure 86 shows that aggressive attribution variant between gender as per occupation, female doctors, lawyers and lecturers and marketing manager experience lower level of aggressive attribution in comparison to their male colleagues, whereas female admin manager experience higher level of aggressive attribution in comparison to their male colleagues.
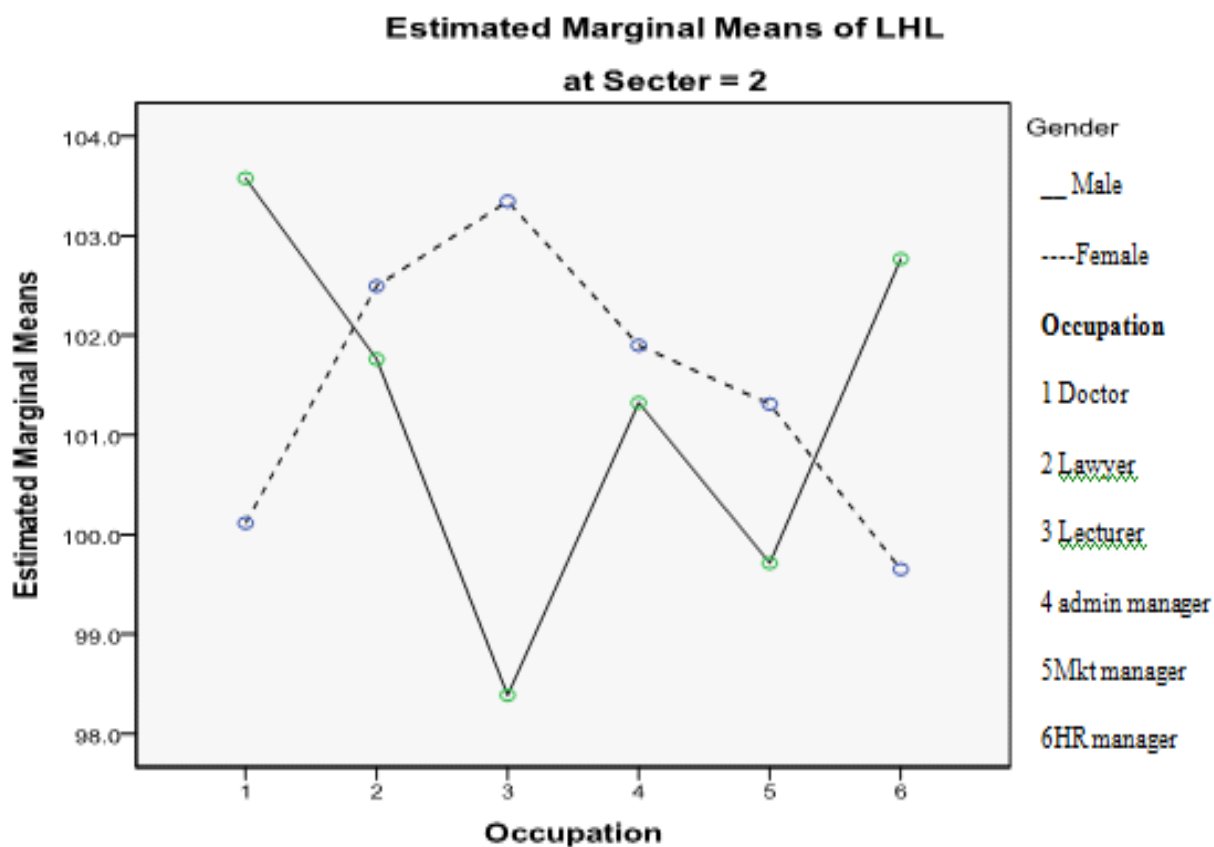
Figure 87. Interactive effect of gender and occupation in private sector on learned helplessness.

Figure 87 shows that learned helplessness variant between gender as per occupation, female lawyers and lecturers and marketing manager experience lower level learned helplessness in comparison to their male colleagues, whereas female doctors, admin manager and HR managers experience higher level of learned helplessness in comparison to their male colleagues.
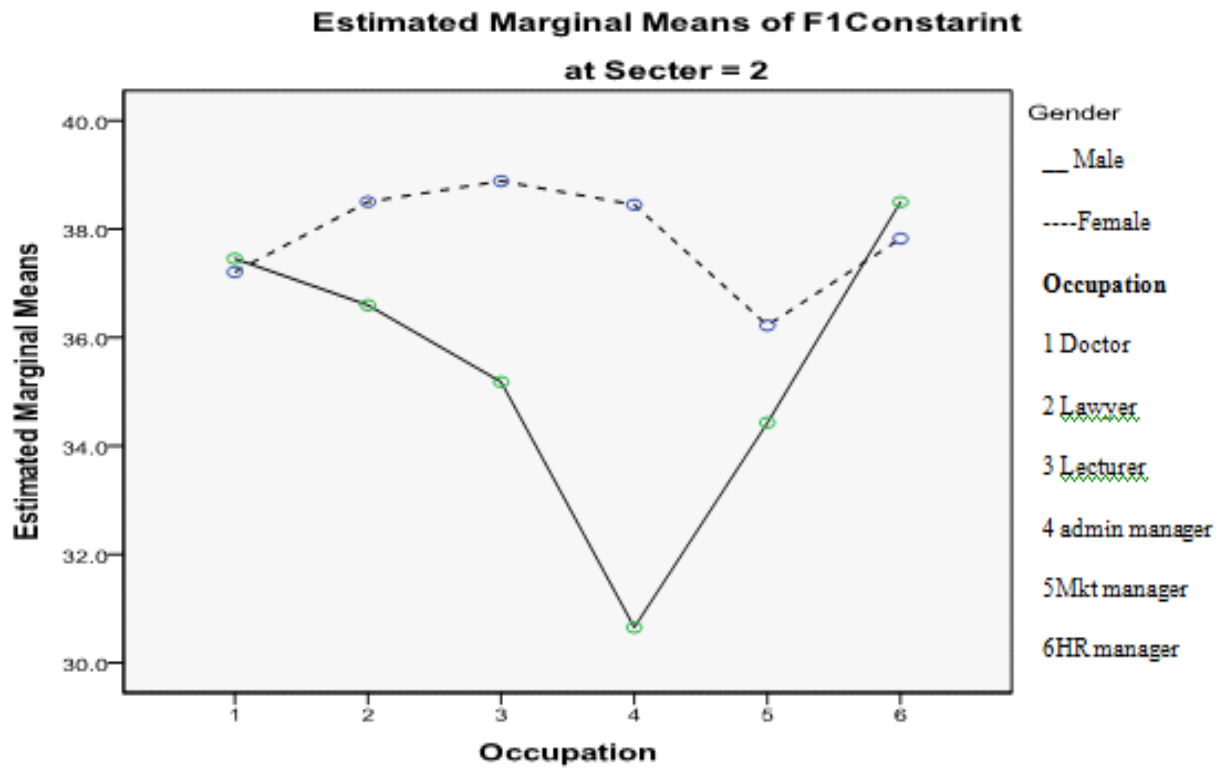
Figure 88. Interactive effect of gender and occupation in private sector on Task level demand.

Figure 88 shows that perceived Task level demand variant between gender as per occupation, all female professionals perceived lower level of Task level demand in comparison to their male colleagues.
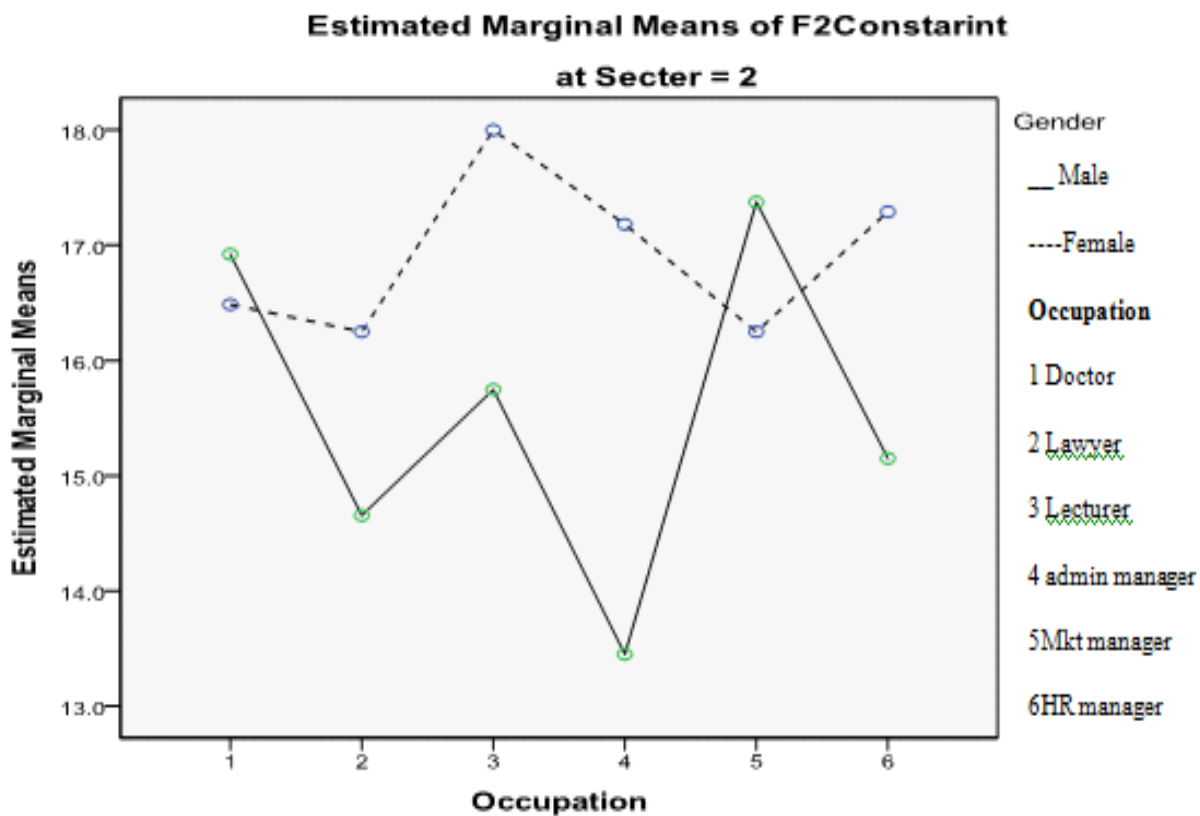
Figure 89. Interactive effect of gender and occupation in private sector on Social & Societal demands.

Figure 89 shows that Social& Societal demands variant between gender as per occupation, female lawyers and lecturers, admin manager and HR managers experience lower level Social & Societal demands in comparison to their male colleagues, whereas female doctors, marketing manager perceived higher level of Social & Societal demands in comparison to their male colleagues.
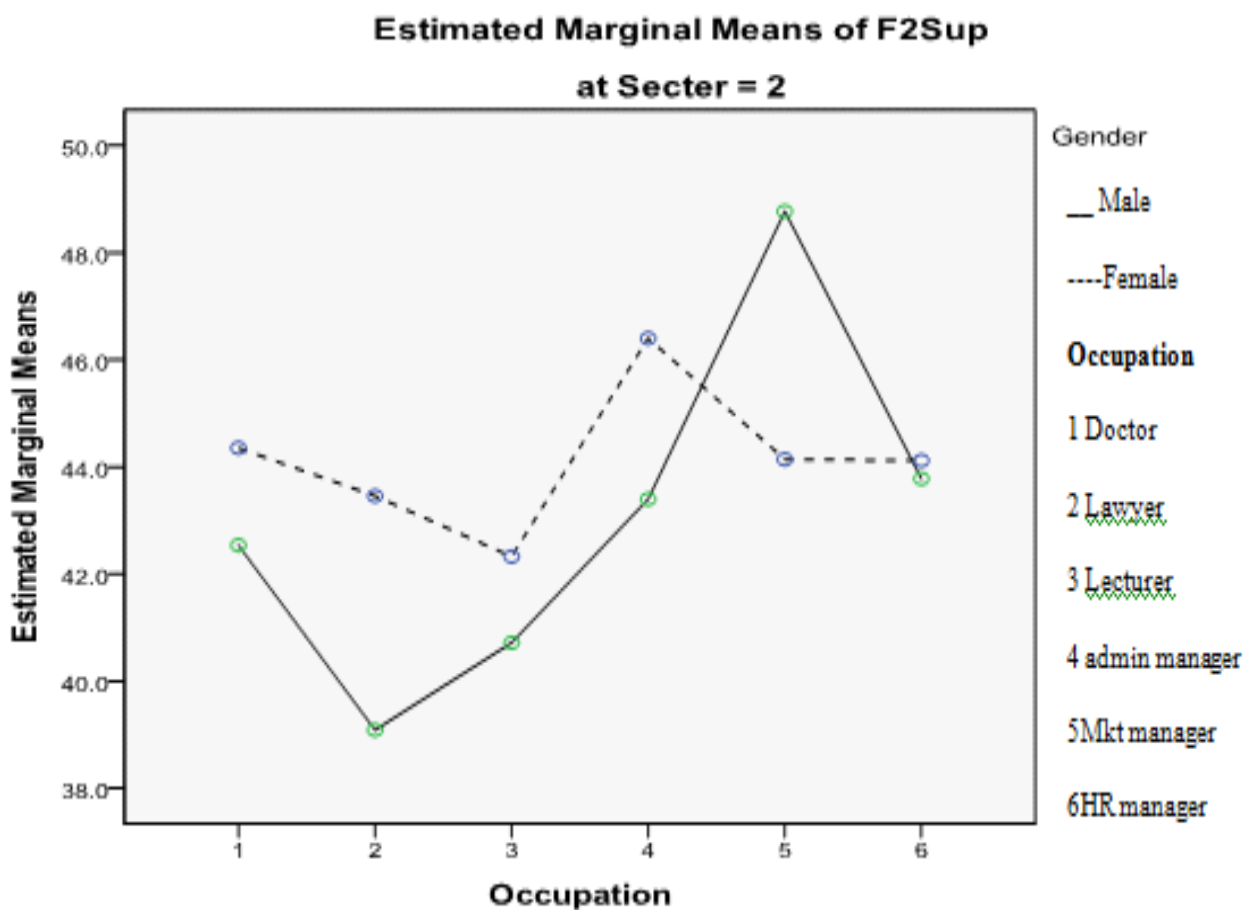
Figure 90. Interactive effect of gender and occupation in private sector on perceived task level support.

Figure 90 shows that perceived task level support variant between gender as per occupation, female doctors, lawyers, lecturers and admin manager perceived lower level of task support in comparison to their male colleagues, whereas female in profession as marketing manager and HR managers perceived higher level of perceived task level support in comparison to their male colleagues.

Estimated Marginal Means of F4sup

at Secter = 2
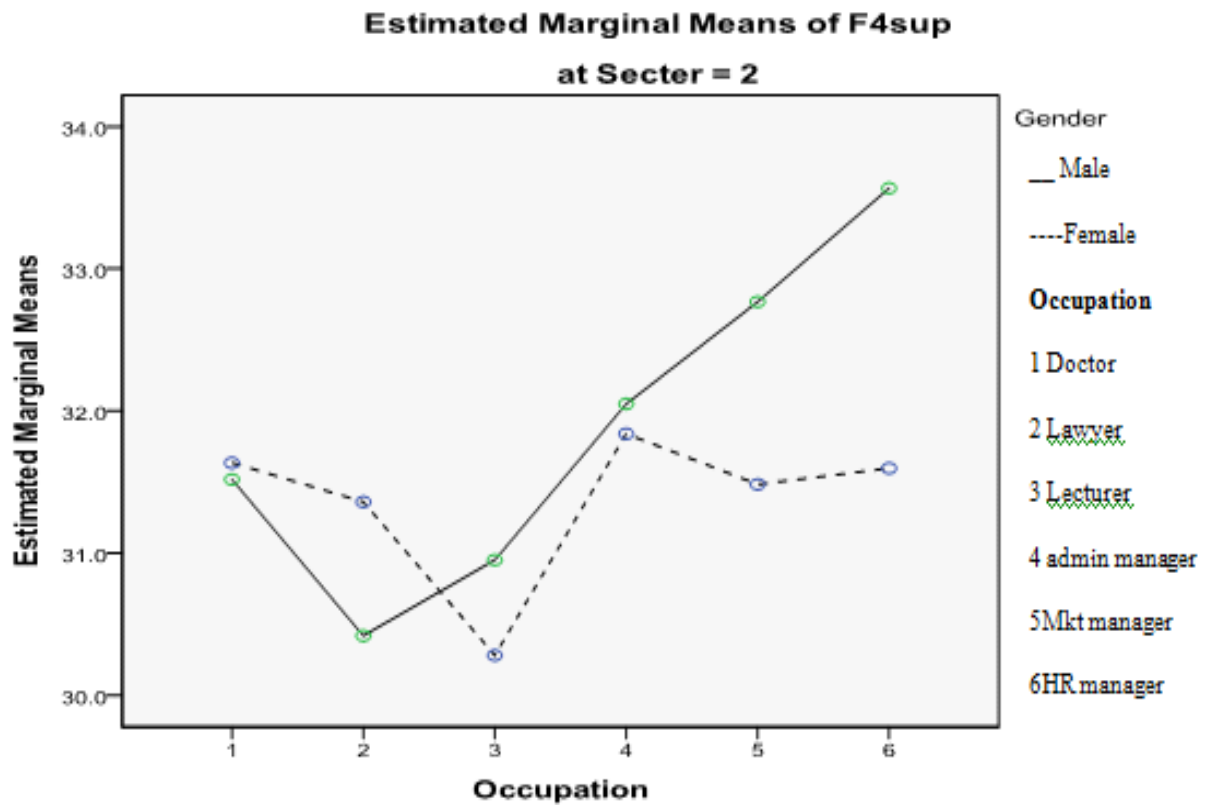
Figure 91. Interactive effect of gender and occupation in private sector on perceived organizational level support.

Figure 91 shows that perceived organizational level support variant between gender as per occupation, female doctors, lawyers, and admin manager perceived lower level of organizational support in comparison to their male colleagues, whereas female in profession as HR managers perceived higher level of perceived organizational level support in comparison to their male colleagues.
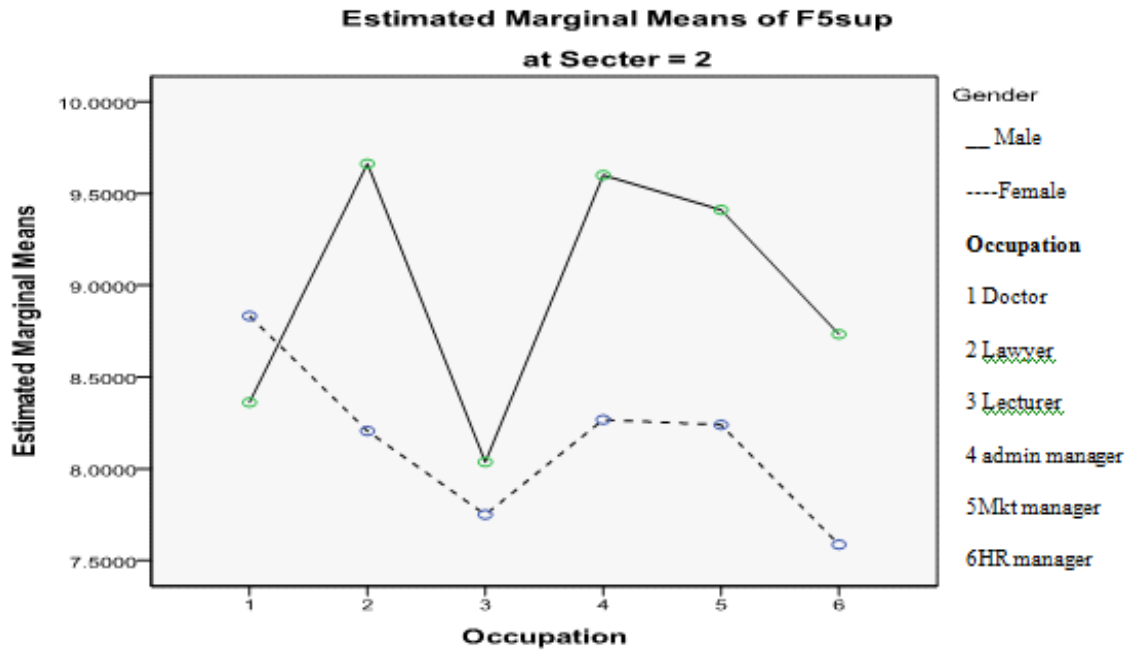
Figure 92. Interactive effect of gender and occupation in private sector on perceived government level support.

Figure 92 shows that perceived government level support variant between gender as per occupation, female lawyers, lecturers, admin managers marketing managers perceived higher level of government support in comparison to their male colleagues.

Estimated Marginal Means of AcLove

at Secter = 2
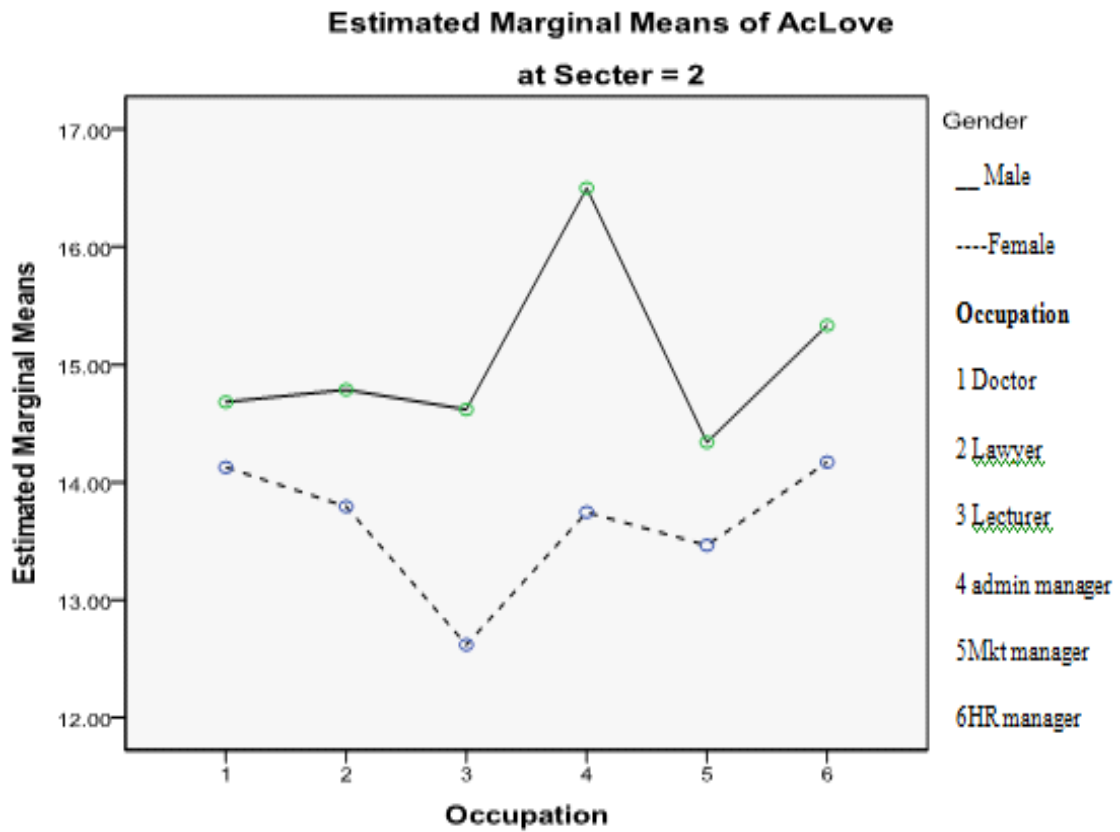
Figure 93. Interactive effect of gender and occupation in private sector on affective commitment love.

Figure 93 shows that affective commitment love variant between gender as per occupation, female lawyers, lecturers, admin managers HR managers perceived higher level of affective commitment love towards their organizations in comparison to their male colleagues. Only female in profession of marketing have low score than their male colleagues on affective commitment love.

Gender, Experience and Marital status

Figure 94. Interactive effect of gender and occupation in unmarried employee on exhaustion

Figure 94 The comparison of unmarried male and female members for Exhaustion having experience up to five years and above this tells us that males have got higher values in both the cases. Female members have got lower mean values for Exhaustion whether their experience is up to five years or more than five years.
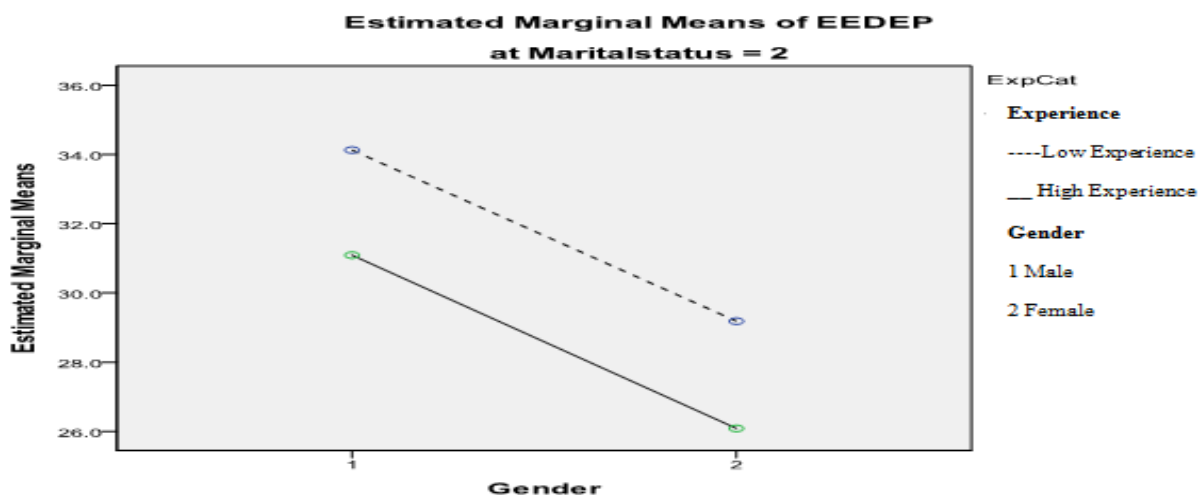
Figure 95. Interactive effect of gender and occupation in married employee on exhaustion

Figure 98 shows that married males and females regarding Exhaustion prevails that the individuals with less than five years of experience hold higher mean values as compared to individuals with work experience of more than five years. However, in this case male members step ahead when compared to females The highest value has been obtained for married males having work experience up to five years and lowest for married females with experience more than five years.
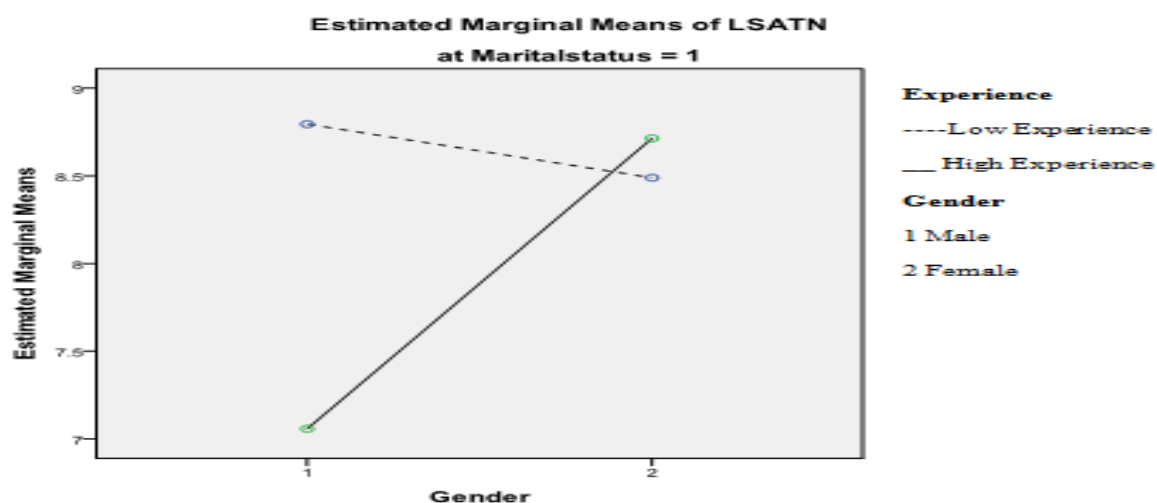
Figure 96. Interactive effect of gender and occupation in unmarried employee on reduced sense of accomplishment

Estimated mean values for Lack of sense of Accomplishment while considering unmarried individuals is recorded to be higher in males with work experience up to five years and in females with work experience more than five years. The female members having up to five years' work experience show higher values for this variable to some extent. The lowest mean value has been observed for males with work experience more than five years.

Estimated Marginal Means of LSATN
at Maritalstatus = 2
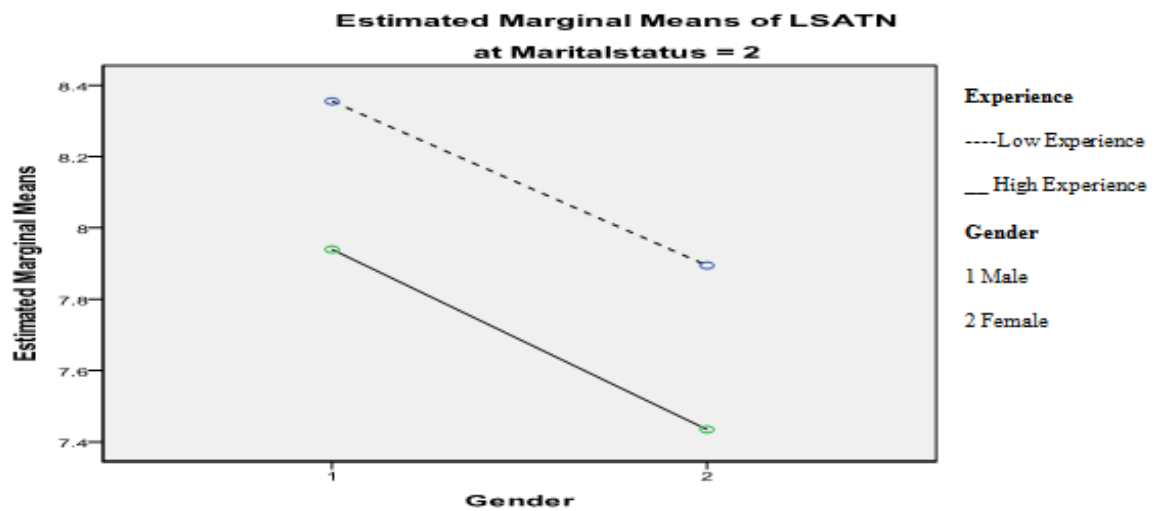
Figure 97. Interactive effect of gender and occupation in married employee on reduced sense of accomplishment

Figure 97 shows that taking account of the married male and female individuals regarding Lack of Sense of Accomplishment, the fact is quite clear that the individuals having work experience up to five years surpass the individuals having work experience of more than five years. The highest value is occupied by males with up to five years of work experience and lowest value for females with more than five years of work experience.

Estimated Marginal Means of Empower
at Maritalstatus = 1
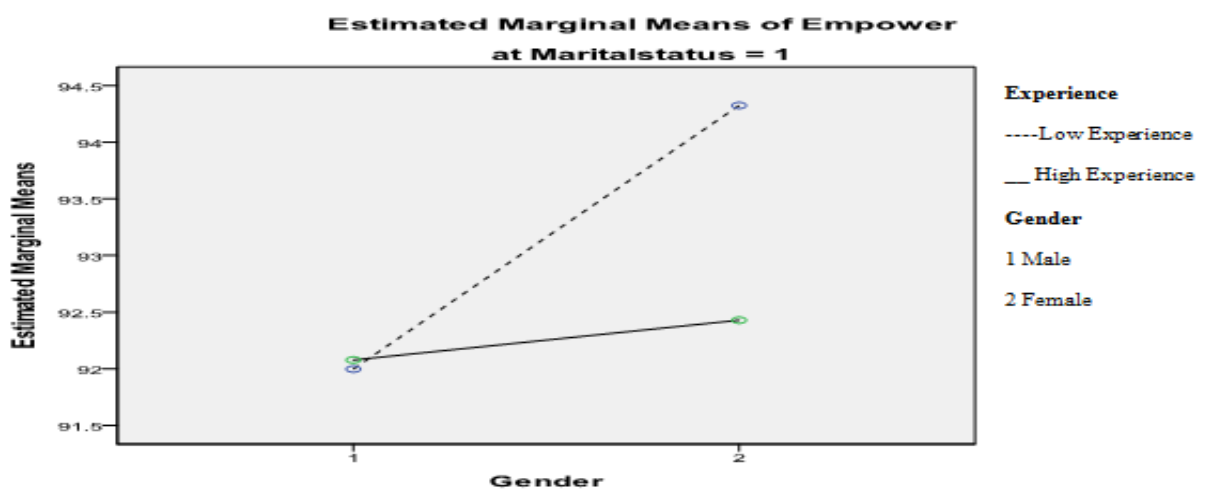
Figure 98. Interactive effect of gender and occupation in unmarried employee on empowered

In unmarried male members the factor of Empowerment has similar values either having up to five years of work experience or more than five years. They occupy the lower mean values on graph. As compared to male members' females with less than five years of work experience have got highest mean value. While females with work experience of more than five years also show lower mean value.

Figure 99. Interactive effect of gender and occupation in married employee on empowered attribution

Figure 99 shows that considering the married male and female individuals while comparing the factor of Empowerment among them describes that females with work experience of less than five years occupy the highest value and females with more than five years of work experience hold the lowest mean value. Alternatively, the male members with work experience of more than five years hold high place as compared to the males with work experience more than five years.
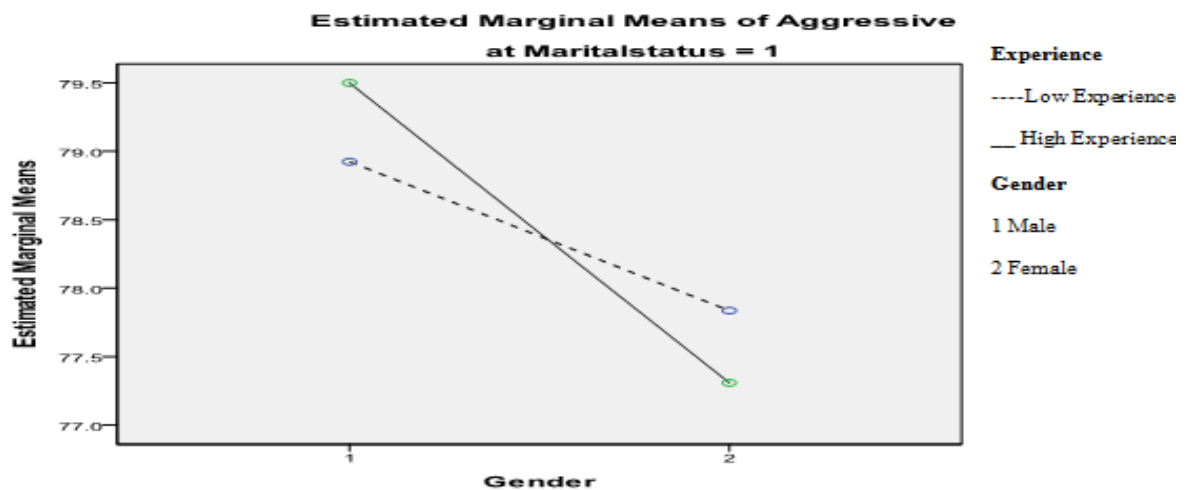
Figure 100. Interactive effect of gender and occupation in unmarried employee on aggressive attribution

In case of Aggression the unmarried male members with more than five years of work experience shoe the highest mean value. While the position of Male members with work experience up to five years is also considered to be high on graph. However, the female members with work experience more than five years show lowest mean value for Aggression among all individuals. The mean value for females with up to five years of work experience is no doubt higher as compared to other group females but lower than male members.
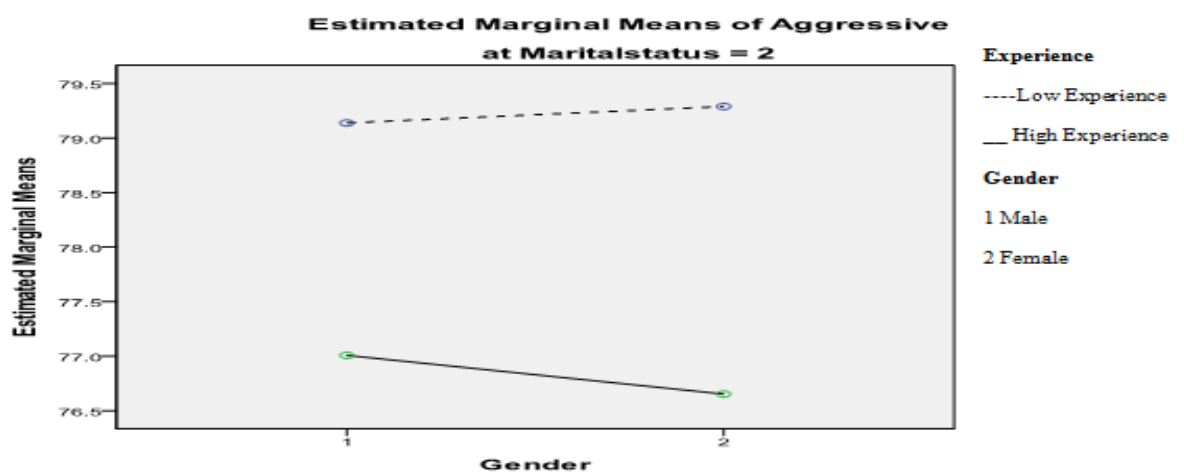
Figure 101. Interactive effect of gender and occupation in married employee on empowered

Great variability has been observed among married male and female individuals regarding their work experience while considering the factor of Aggression. The highest mean value is occupied by female members with work experience up to five years. Almost same is the case with the male individuals of up to five years' experience. Male members with experience more than five years hold lower value for Aggression and female of this group a slight lower value as compared males.
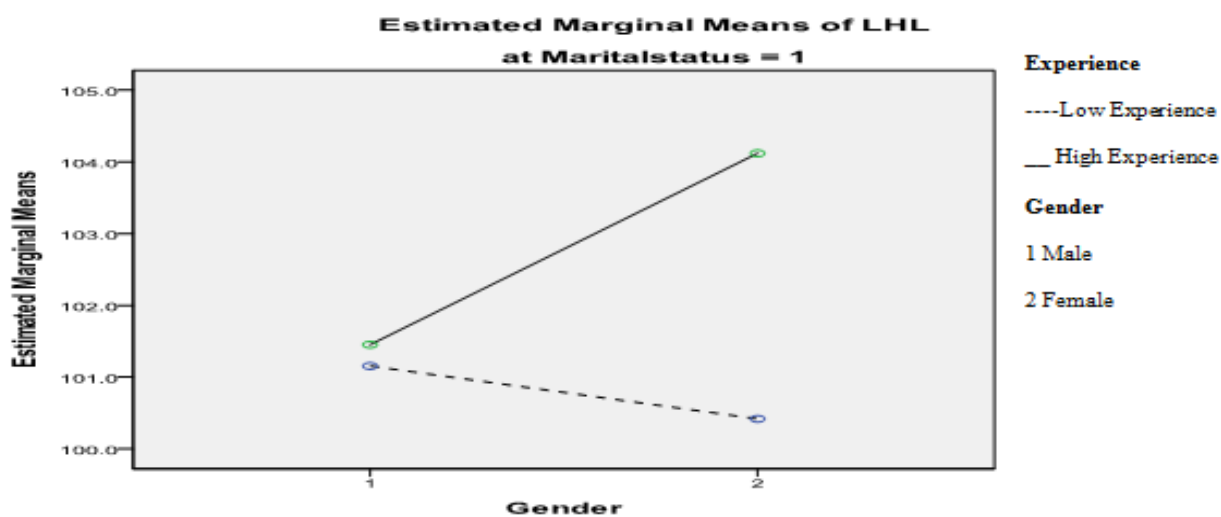
Figure 102. Interactive effect of gender and occupation in unmarried employee on LHL

The graph for Learned Helplessness among unmarried male and female individuals is an evidence of the fact that females with work experience of more than five years surpass the other individuals. The lowest value is attained by females with work experience up to five years. The values for male individuals with work experience up to five years and more than five years is lower and similar to one another.
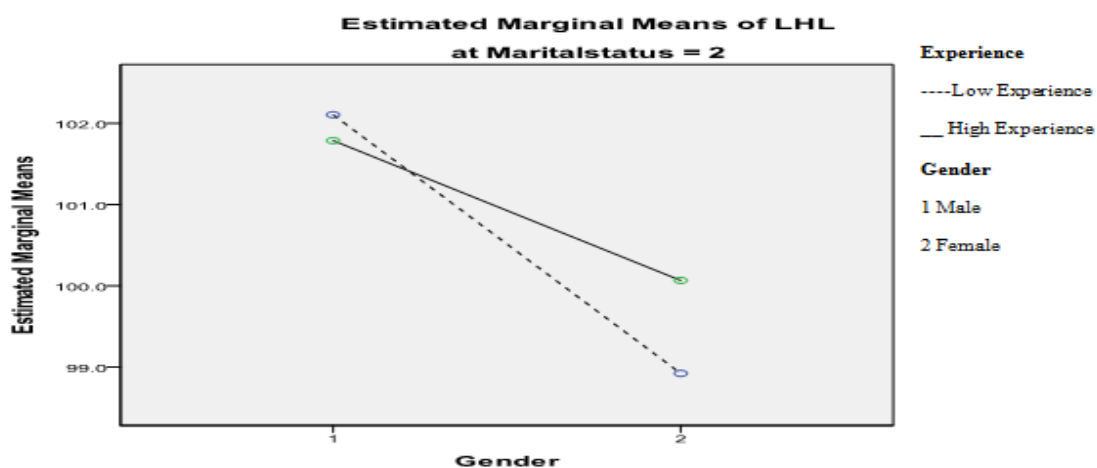
Figure 103. Interactive effect of gender and occupation in married employee on Learned helplessness

The graphical illustration for married male and female individual's states that males with work experience up to five years possess highest mean value for Learned Helplessness as compared to the females with same experience who hold the lowest position. Similarly, in case of individuals with work experience more than five years' male members hold high value.

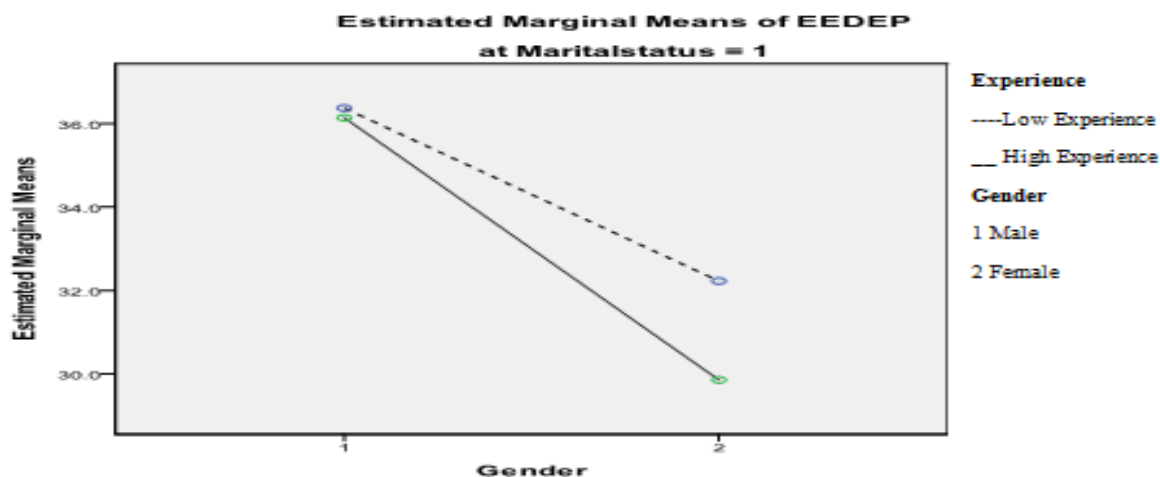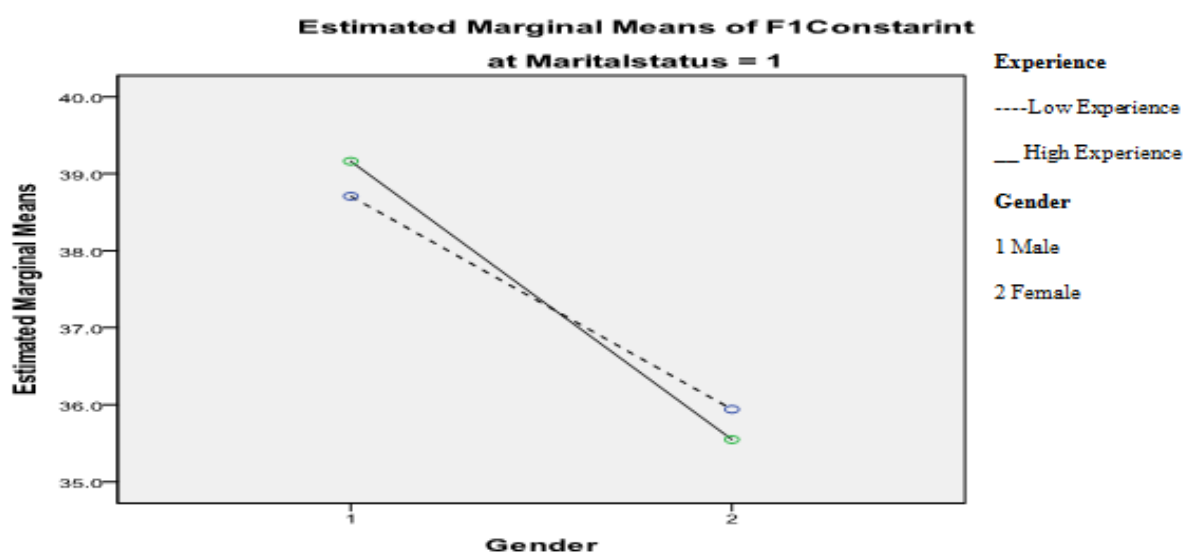*Figure 104*. Interactive effect of gender and occupation in unmarried employee on Task level demands

The comparison of unmarried male and female individuals for Task Level Demands shows that males occupy higher mean values as compared to females whether they have work experience of up to five years or more than five years. Female individuals hold lower positions on graph.
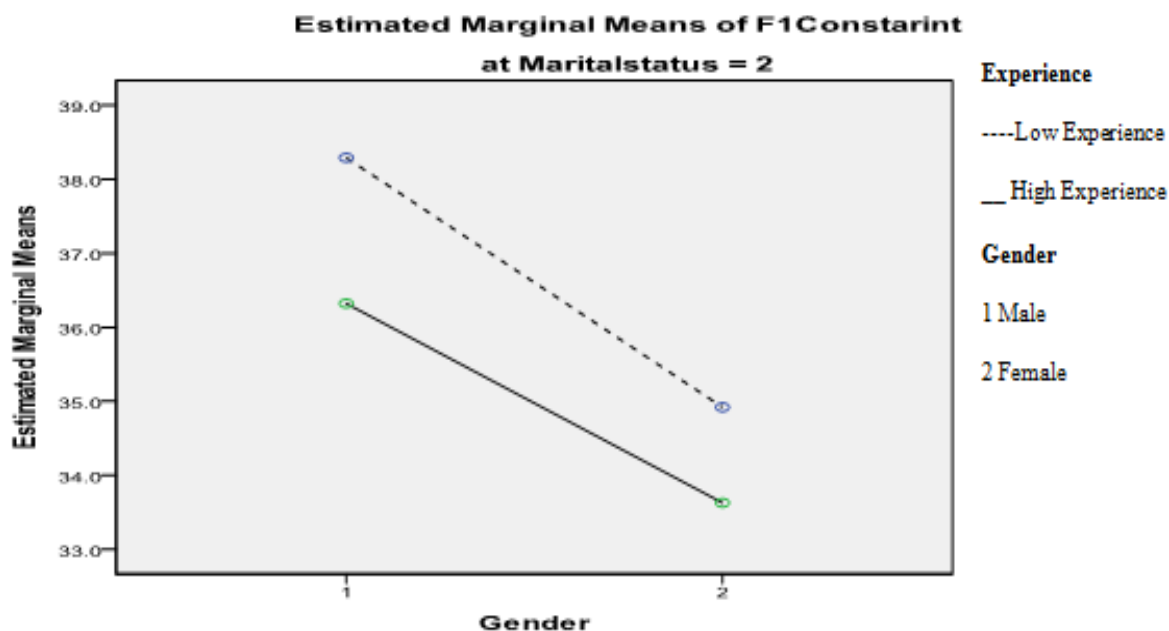
Figure 105. Interactive effect of gender and occupation married employee on task level demands

Task Level Demand for married male and female individuals clarifies that male members with work experience less than five years surpass the other individuals. In this case the lowest value has been obtained by females with work experience of more than five years.
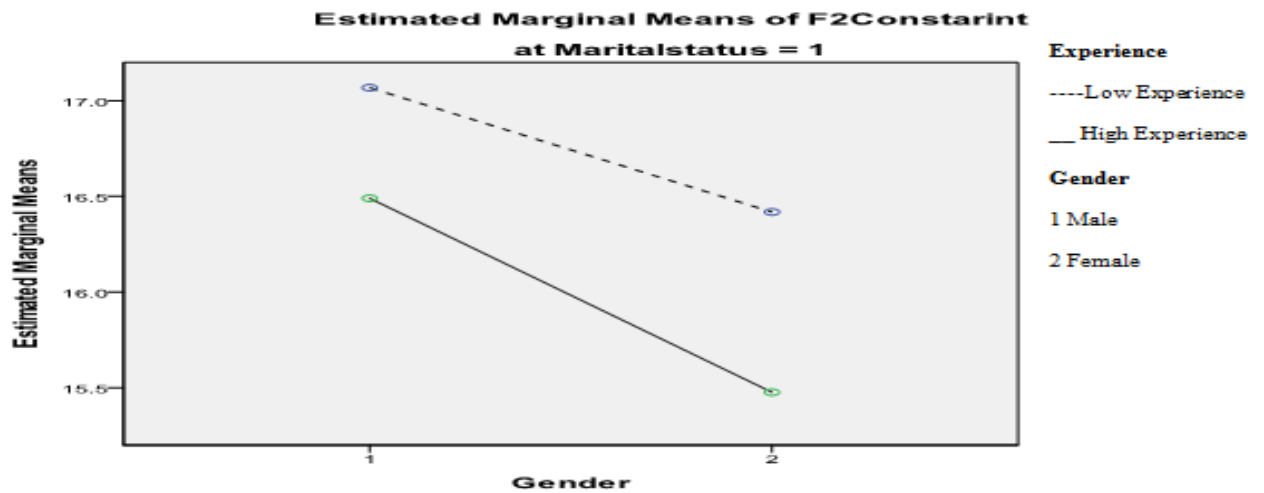
Figure106. interactive effect of gender and occupation married employee on Social & Societal level demands

While comparing Social and Societal Demands for unmarried male and female members show that male members with work experience up to five years occupy the highest position on graph. Likewise, the lowest value has been obtained by female members with work experience more than five years. The other two groups of the individuals hold almost similar values at the mid of the graph.
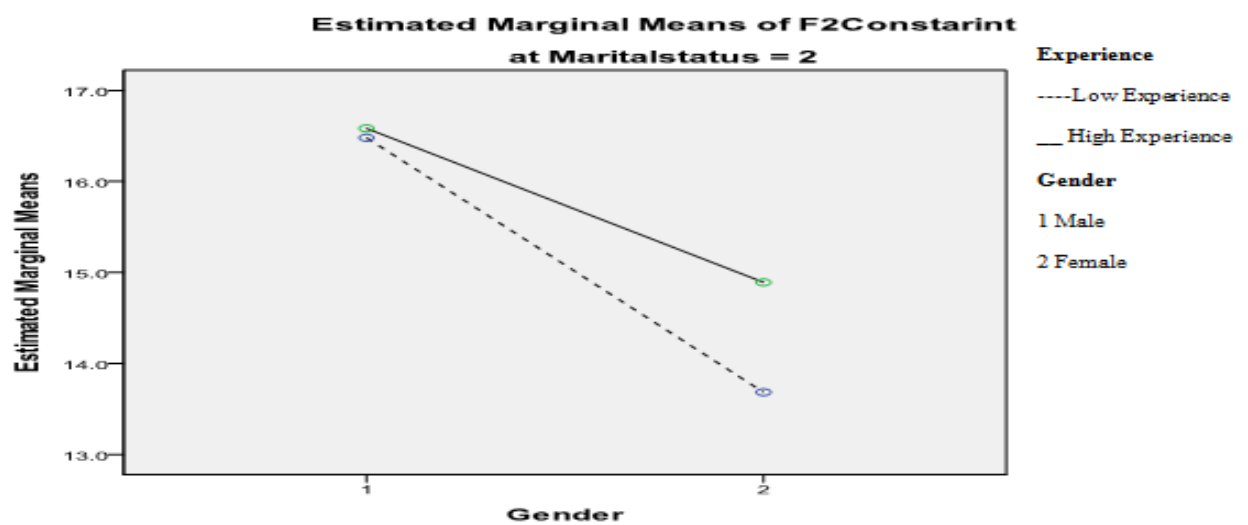
Figure 107. Interactive effect of gender and occupation married employee on task social & societal demands

In case of married male and female individuals the mean values of males for Social and Societal Demands are highest and almost same for both the male groups (work experience up to five years and more than five years). Likewise, the females of both the concerned groups possess the lowest mean values on the graph.
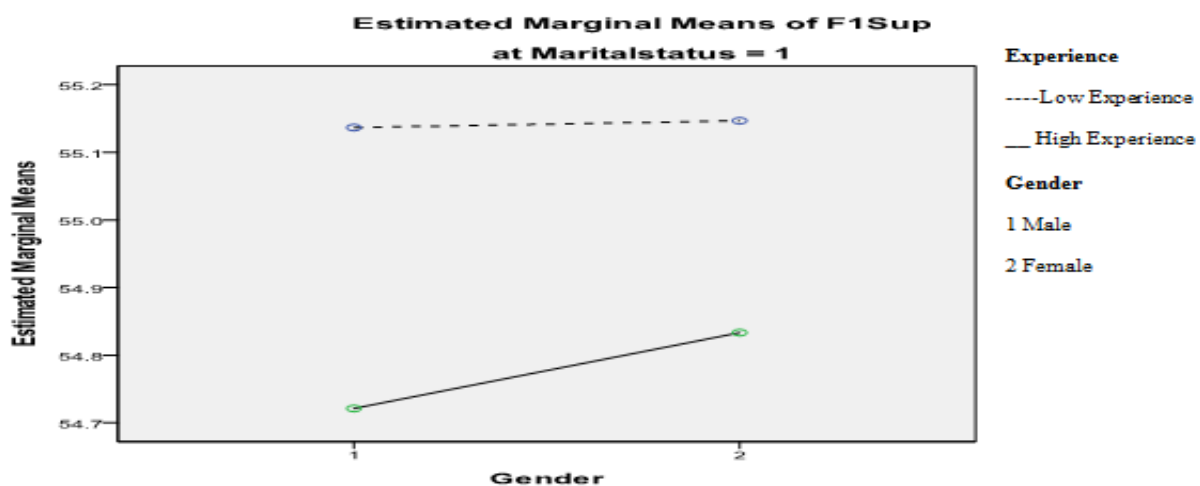
*Figure 108.*Interactive effect of gender and occupation unmarried employee on Work group level support

The variability seen in the abovementioned graph regarding Work Group Level Support among male and female individuals is due to the difference in their work experience. The unmarried males and females with work experience up to five years occupy the higher mean values. The male members with experience more than five years hold the lowest value while females with more than five years of work experience show bit higher mean value.
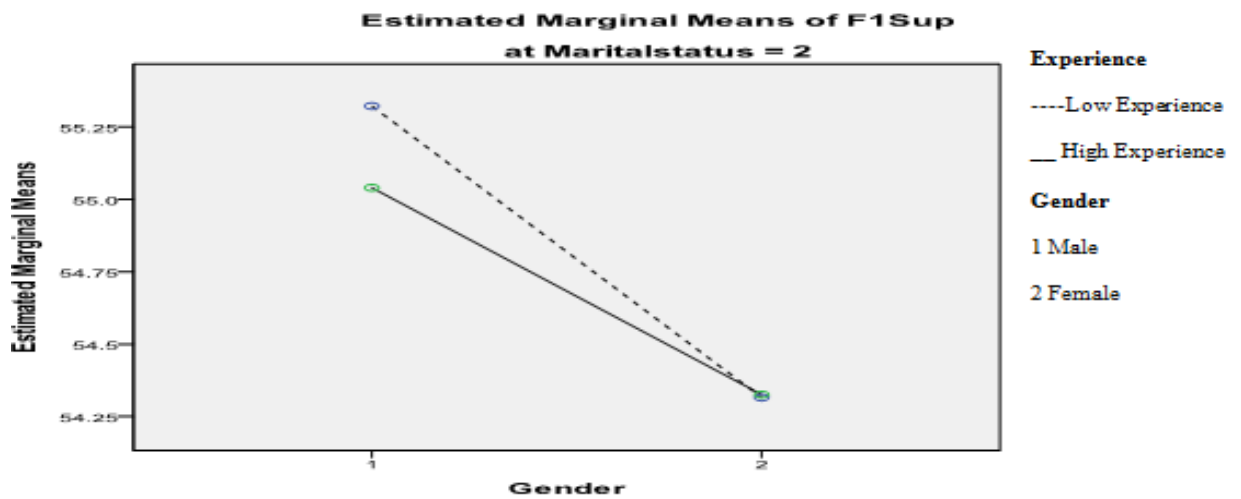
Figure 109. Interactive effect of gender and occupation married employee on work group level support

In contrast to the unmarried individuals, among married individuals the variability in the graph of Work Group Level Support is due to the gender difference. The male members in this case take up the higher positions either having work experience up to five years or more than five years. The females with both up to five years or above experience hold similar lower mean.
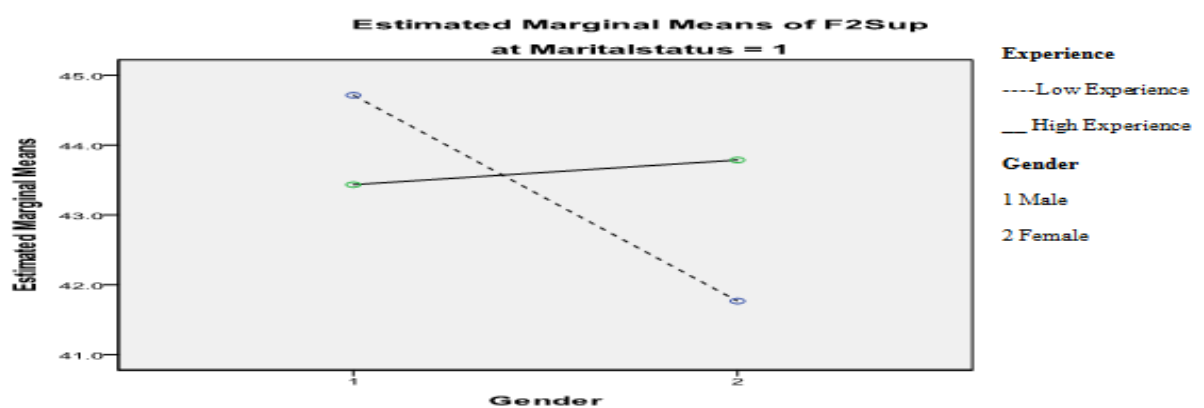
Figure 110. Interactive effect of gender and occupation unmarried employee on policies & Procedural support

The graphical distribution of Policies and Procedural Support among male and female unmarried individuals has clear distinction for males having up to five years of experience while lowest value is destined for the females having work experience of up to five years. The members with work experience of more than five years hold the mid graph values with slight difference.
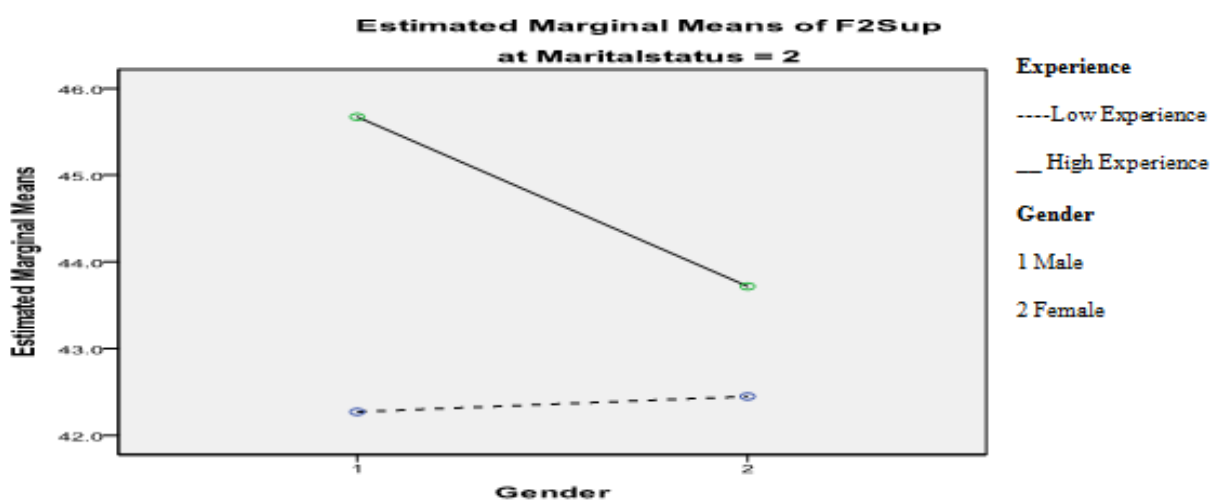
Figure 111. Interactive effect of gender and occupation married employee on policies & Procedural support

In case of married male and female individuals, the male members with work experience of more than five years have the highest mean value for Policies and Procedural Support. The female members occupy the mid graph value. While lowest mean value has been observed for male and female individuals with up to five years of work experience
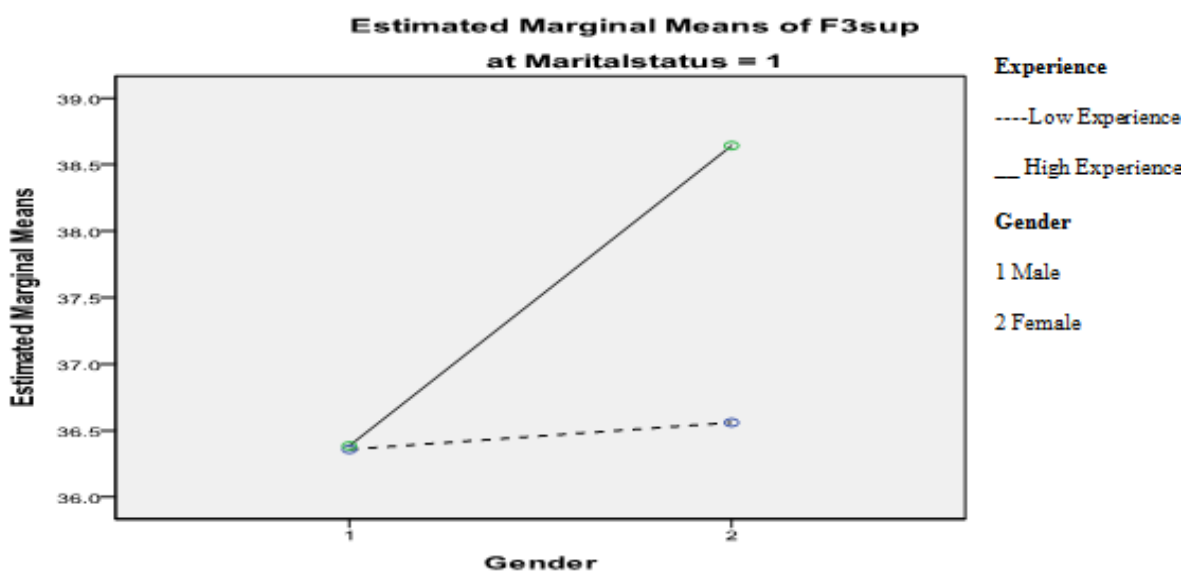
Figure 112. Interactive effect of gender and occupation unmarried employee on task level support

In case of Task Level Support for unmarried male and female members, female individuals surpass the male individuals. The female individuals with more than five years of work experience have stricken the graph with highest mean value. However, the value is lower for females with up to five years of work experience. The male members occupy same lower mean value for up to five-year work experience and more.
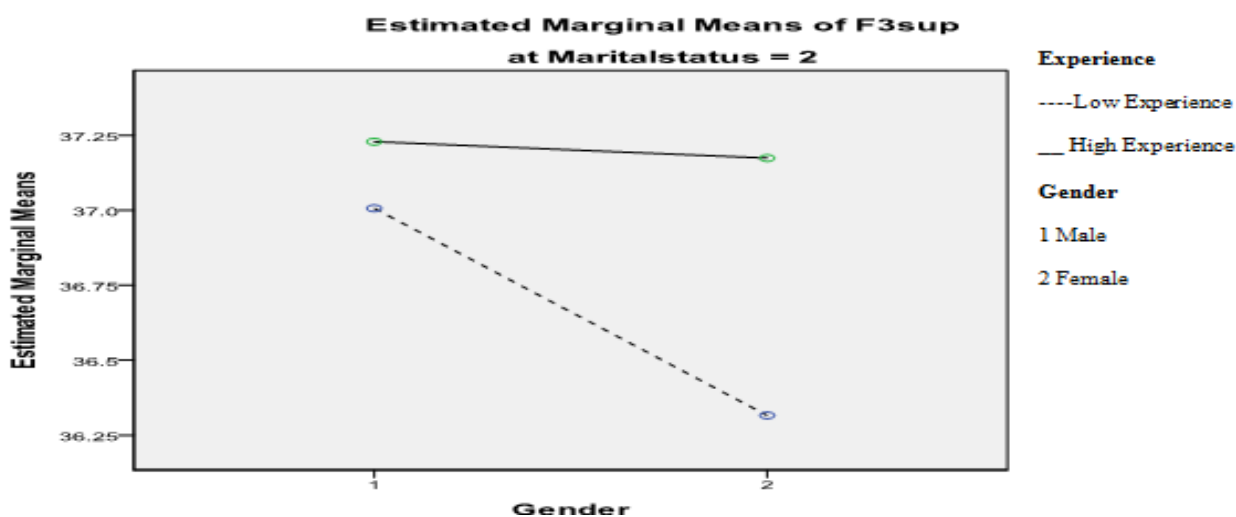
Figure 113. Interactive effect of gender and occupation married employee on task level support

In case of married individuals, for Task Level Support male members with work experience of more than five years occupy the highest point. The female members of this group hold higher value to some extent. The lowest mean value has been seen for females with work experience up to five years. The male members with up to five years of work experience hold somehow moderate mean value for selected variable.
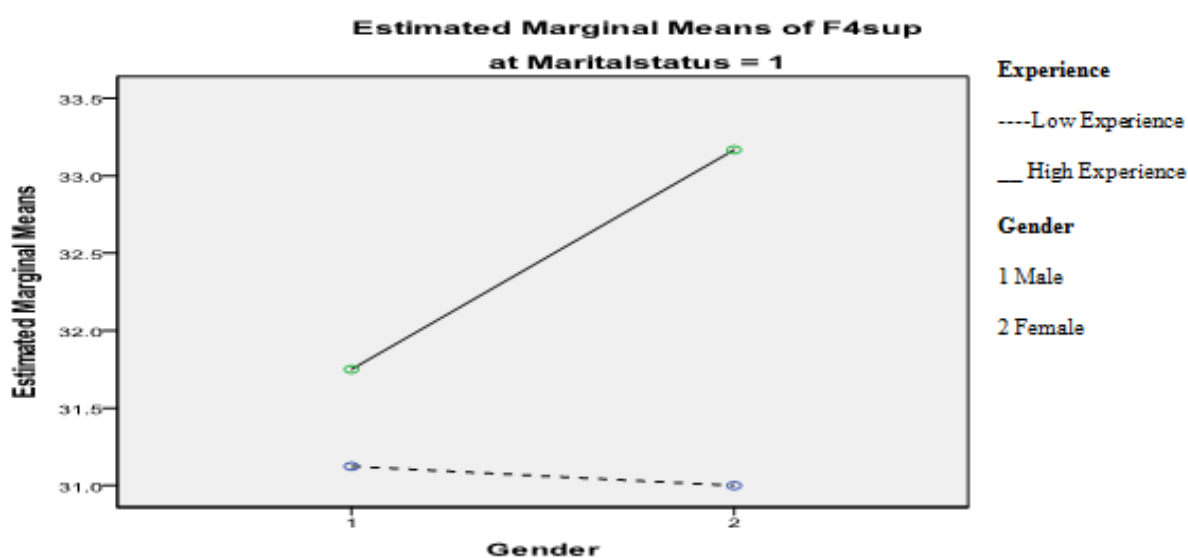
Figure 114. Interactive effect of gender and occupation unmarried employee on Organizational level support

The Organizational Level Support among unmarried individuals if found to be higher within female members having work experience of more than five years. At the same time the mean value is found to be lowest within female members of having work experience up to five years. In case of unmarried males, the mean value for the above-mentioned variable is quite lower regarding both the cases.
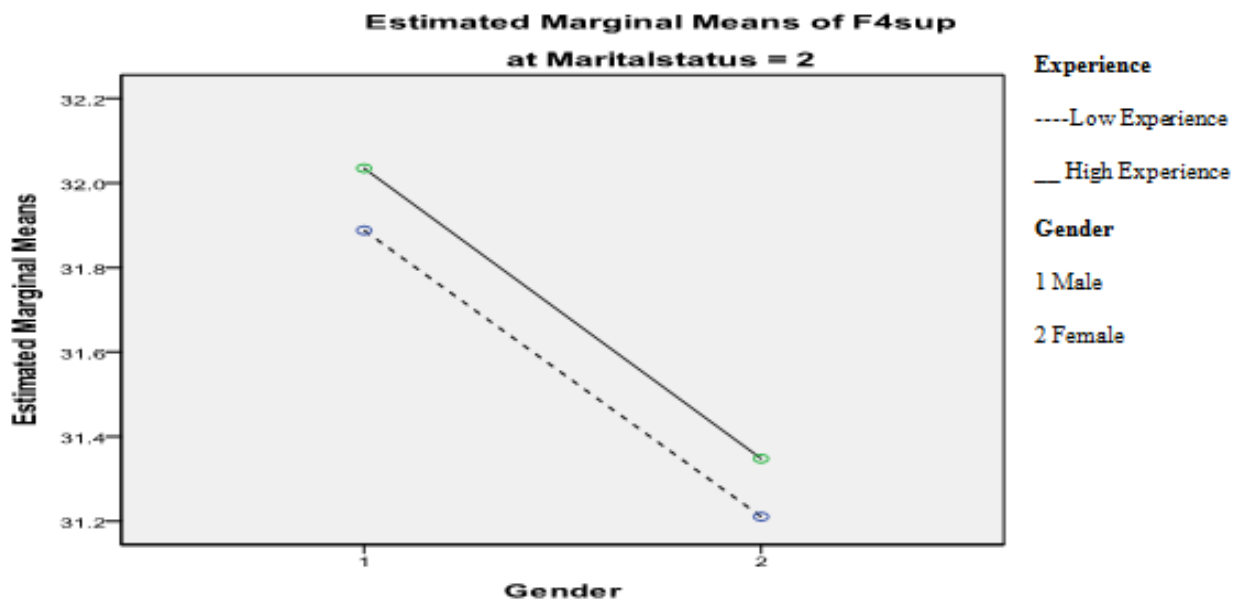
Figure 115. Interactive effect of gender and occupation married employee on Organizational level support

If we take account of the married individuals concerning Organizational Level Support male members succeed the female members either with experience up to five years or above five years. However, the highest value has been obtained by male members having experience above than five years and lowest for females with experience up to five years.
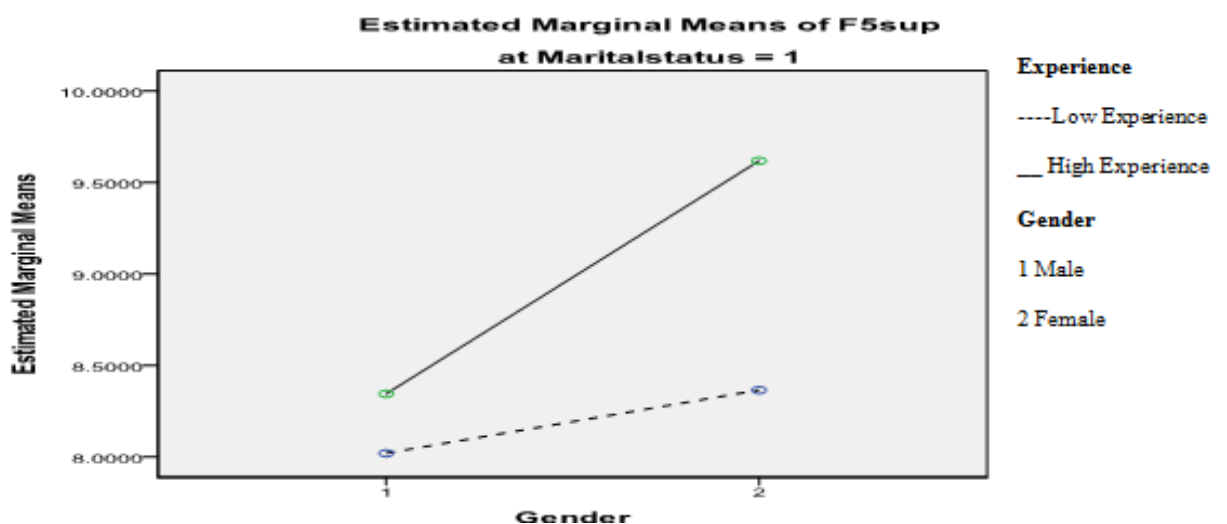
Figure 116.Interactive effect of gender and occupation unmarried employee on Governmental level support

Government Level Support for unmarried female members having work experience of more than five years is reported to be higher as compared to all other tested individuals. In this case male members have shown lower values with both the cases. The lowest mean value among individuals has been reported for males with work experience up to five years.
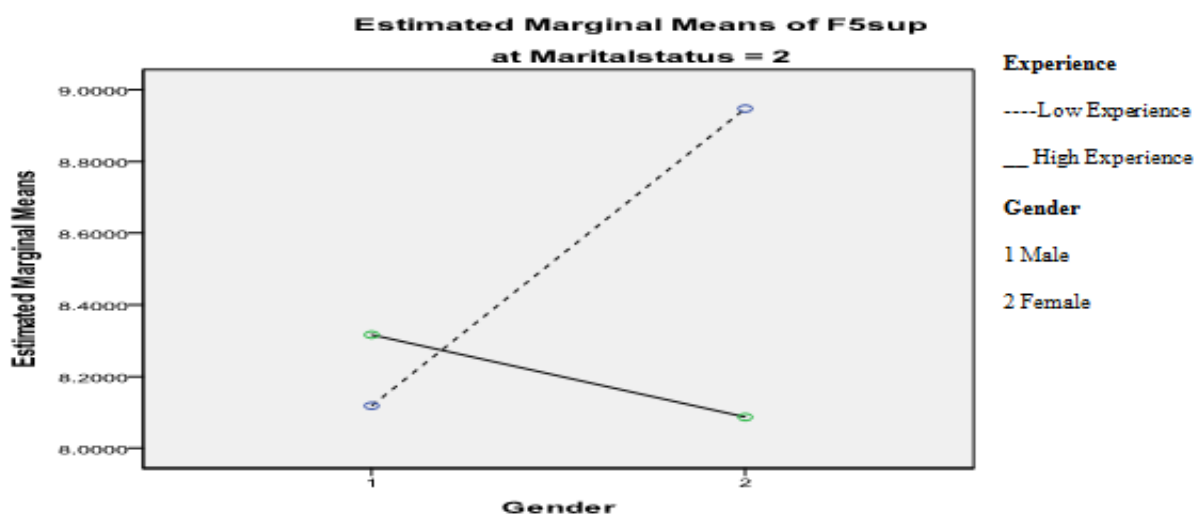
Figure 117.Interactive effect of gender and occupation married employee on government level support

In married individuals Government Level Support has got far higher value for female individuals with work experience up to five years and lowest for female individuals with work experience more than five years. The male members with the concerned variable have got lower values with both up to five years of work experience and even more.
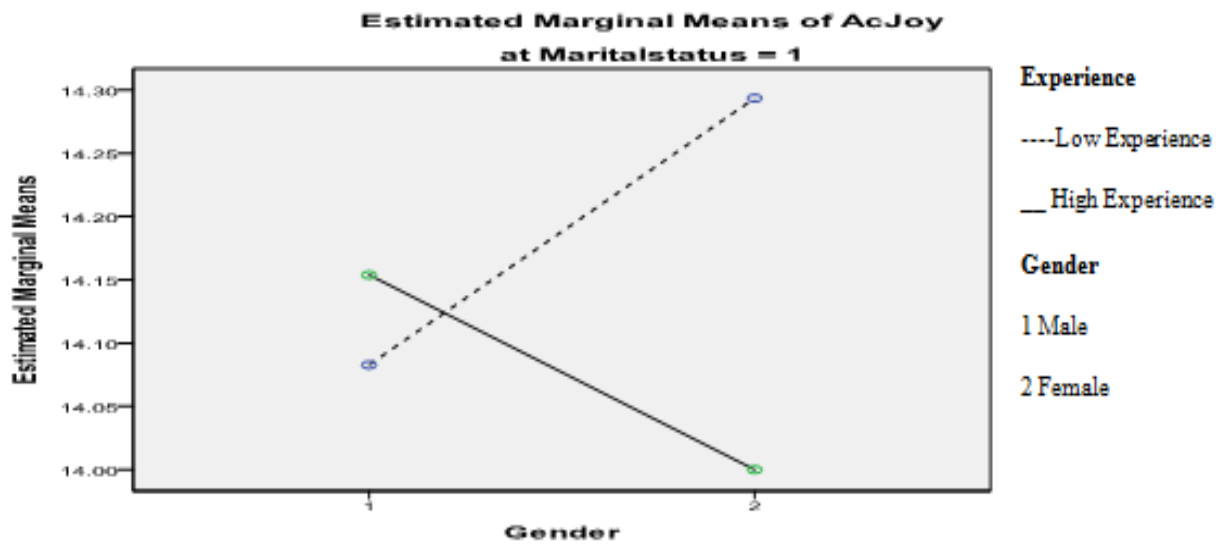
*Figure 118.*Interactive effect of gender and occupation unmarried employee on Affective commitment joy

Affective Commitment of Joy in case of unmarried individuals is reported to be higher within females with work experience up to five years as compared to the male members. Alternatively, the male members have got higher value when it came to the work experience with more than five years as compared to the female of this group.
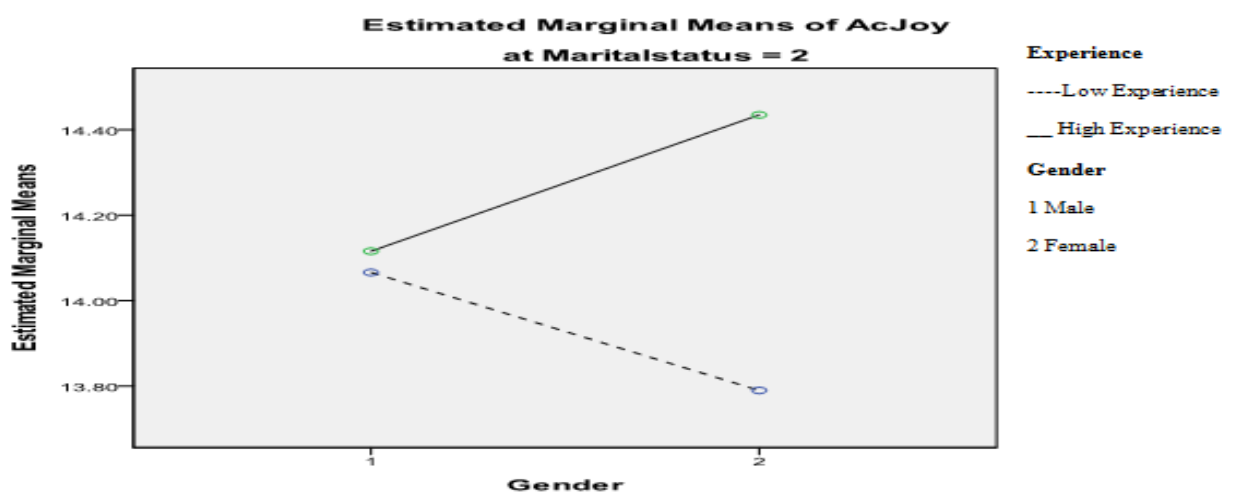
Figure 119. interactive effect of gender and occupation married employee on Affective commitment joy

Among married individuals Affective Commitment of joy has got higher value for females with work experience more than five years as compared to the females with up to five-year work experience who have got the lowest value. Male members for both the groups share nearby values with one another and higher than the latter group of females but lower than the former described female group.
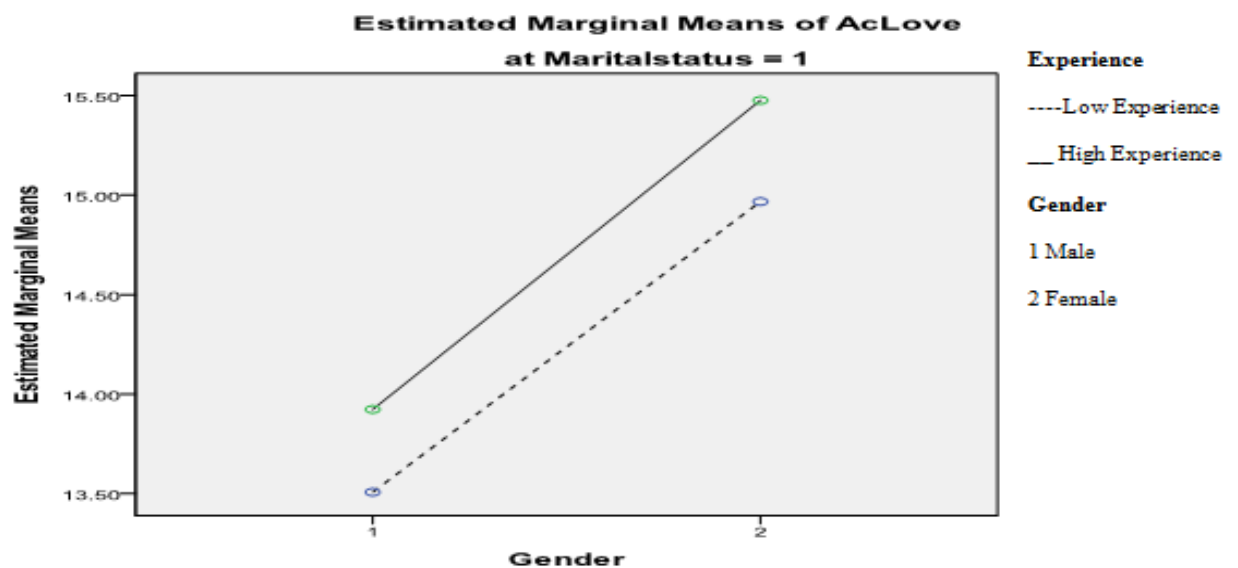
Figure 120. interactive effect of gender and occupation unmarried employee on Affective commitment love

Distinct higher mean value has been obtained for female individuals with work experience more than five years while the females with up to five years of work experience also hold higher value but lower than the other group of females regarding Affective Commitment of Love. Male members with up to five years of work experience and more have got lower mean values for the selected variable.
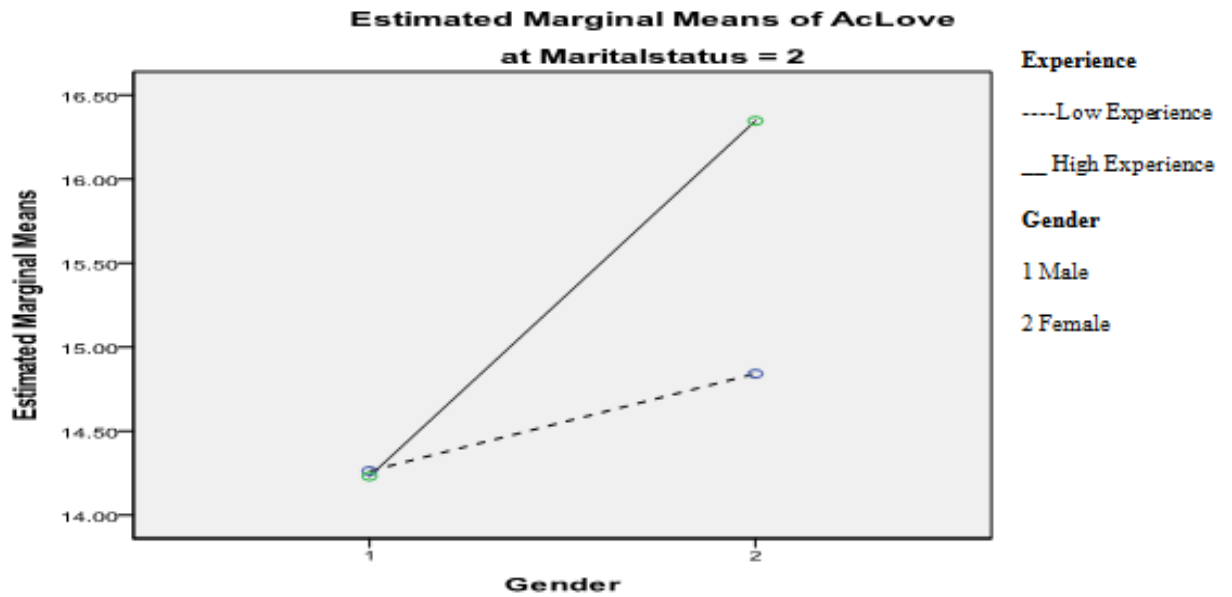
Estimated Marginal Means of AcLove at Maritalstatus = 2

Figure 121.iteractive effect of gender and occupation married employee on Affective commitment love

Among married individuals Affective Commitment of Love is still higher for females with work experience of more than five years and lower for females with work experience of up to five years. The male members share same value either with up to five years of work experience or more but lower than females' individuals.

Gender, Occupation and Marital status
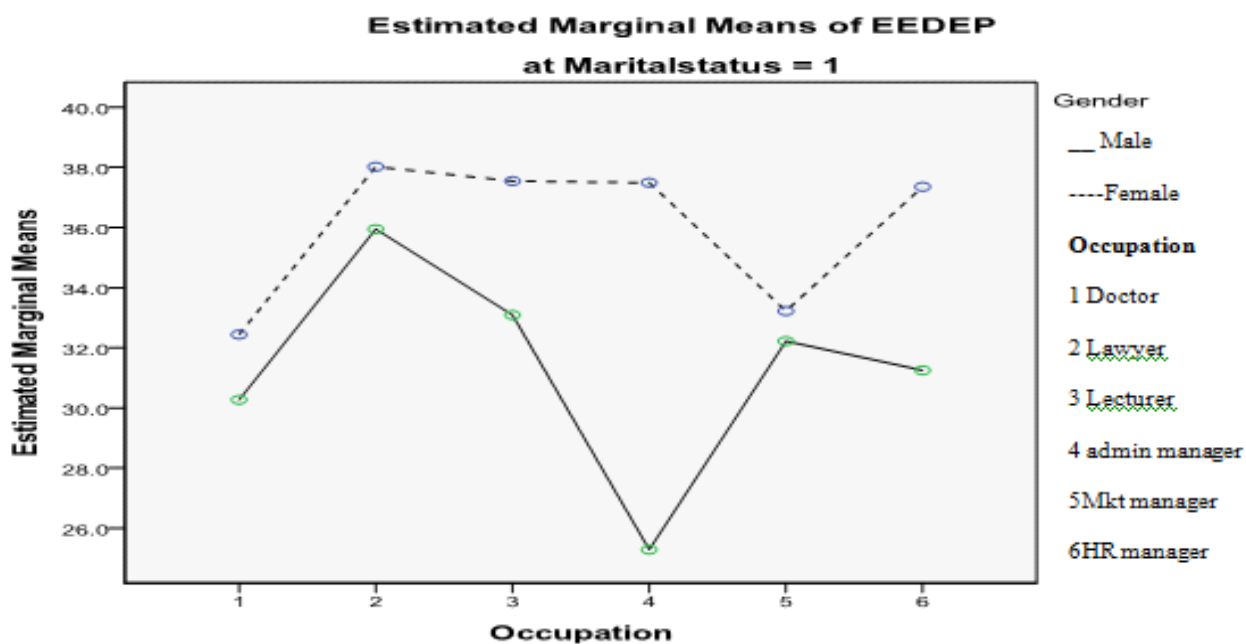
Figure 122.Iteractive effect of gender and occupation unmarried employee on exhaustion

Among unmarried individuals' male members involved in the occupation of Law possess highest mean value for Exhaustion. The lowest value in the abovementioned case has been obtained for Doctors and Marketing Managers. Likewise, within female unmarried individuals the highest mean value for Exhaustion has been obtained for Lawyers and lowest for Admin Managers.

Estimated Marginal Means of EEDEP at Maritalstatus = 2
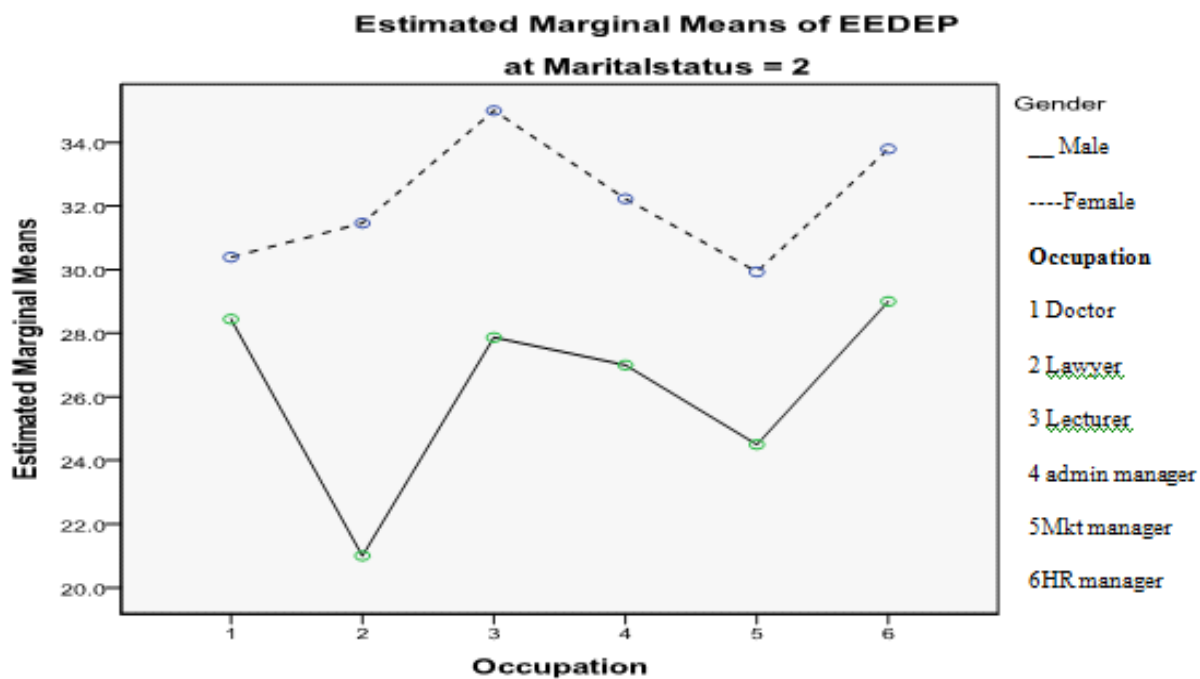
Figure 123. Interactive effect of gender and occupation married employee on exhaustion

When we consider the male married individuals remarkable peak value of Exhaustion has been obtained for Lecturers. In this case the lowest mean value has been reported for Doctors and Marketing Managers. While female married individuals have shown remarkable lowest peak for Exhaustion with professionals practicing law. The highest peak for married females considering exhaustion has been observed for doctors and HR Managers.
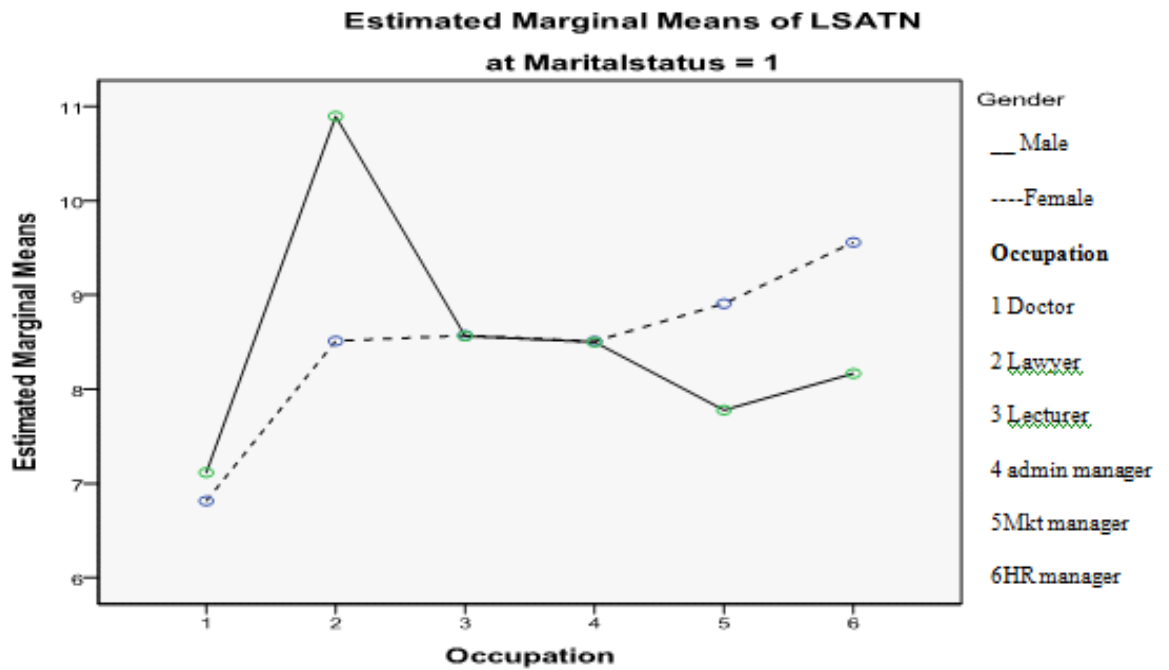
Figure 124. Interactive effect of gender and occupation unmarried employee on reduced sense of accomplishment

The highest peak value for Lack of Sense of Accomplishment has been observed among the unmarried female individuals especially Lawyers and lowest value for unmarried male individuals predominantly Doctors. The interested thing illustrated by graph is the unmarried male and female individuals working as Lecturers and Admin Managers share same mean values for Lack of Sense of Accomplishment.
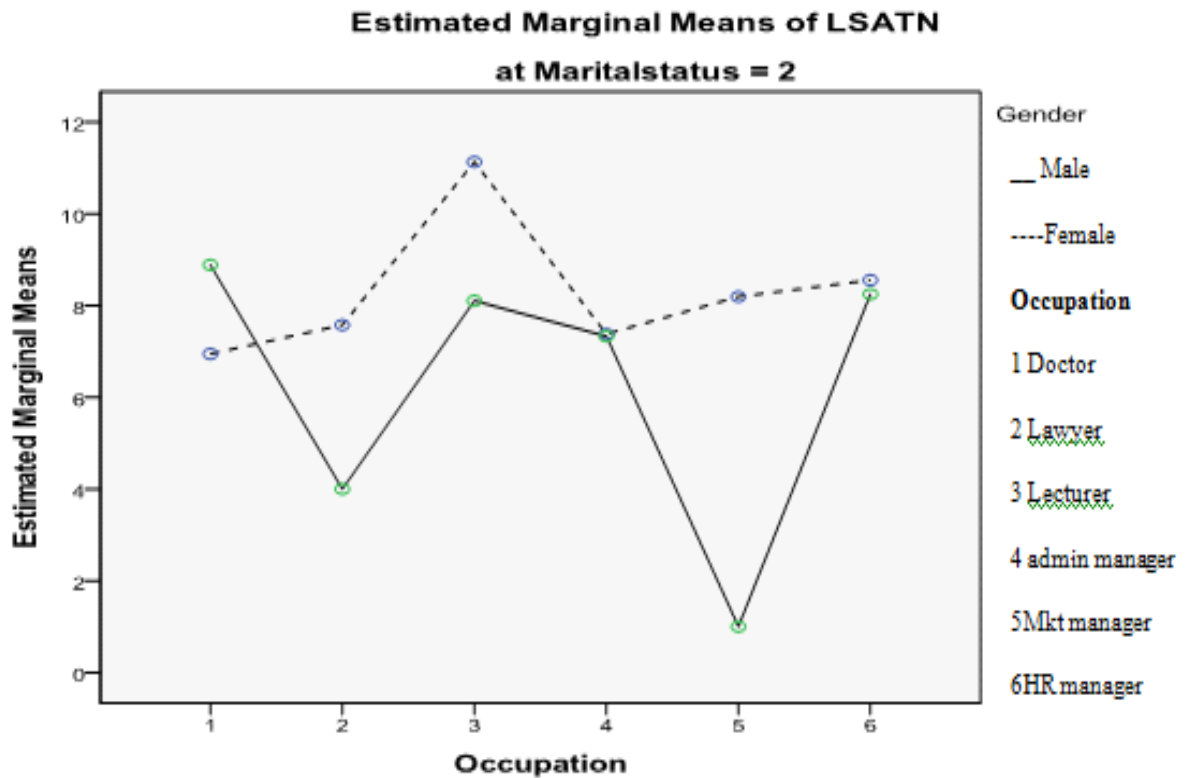
Figure 125.Iteractive effect of gender and occupation married employee on reduced sense of accomplishment

In case of married individuals, the male members have exceeded the mean values on graph as compared to the female members. Among males Lecturers have shown the highest mean value while Doctors and Admin Managers occupy lower mean values. Among female individuals Doctors have got the high mean value and Marketing Managers with the lowest mean value.
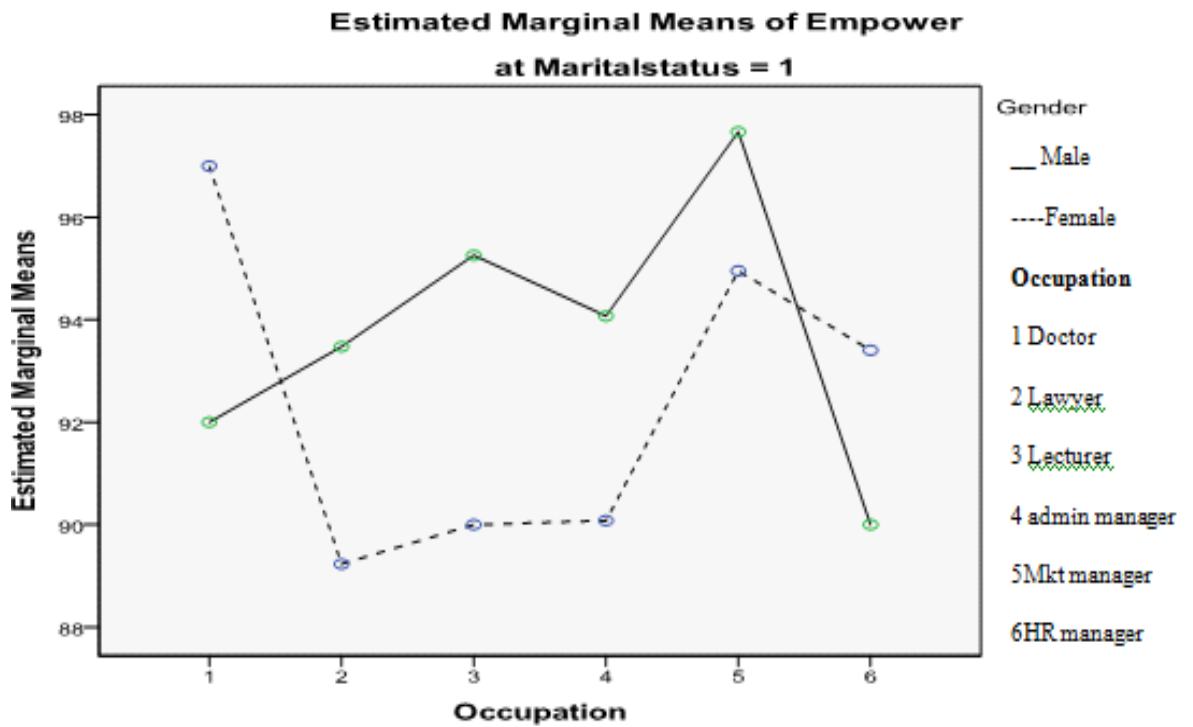
Figure 126. Interactive effect of gender and occupation unmarried employee on empowered attributions

The graph is a clear evidence of the dominant male unmarried Doctors and male Marketing Managers in case of Empowerment. The lowest mean values for this variable have been depicted by unmarried male Lawyers, Lecturers and Admin Managers. In case of males the lowest mean value has been obtained by HR Managers.
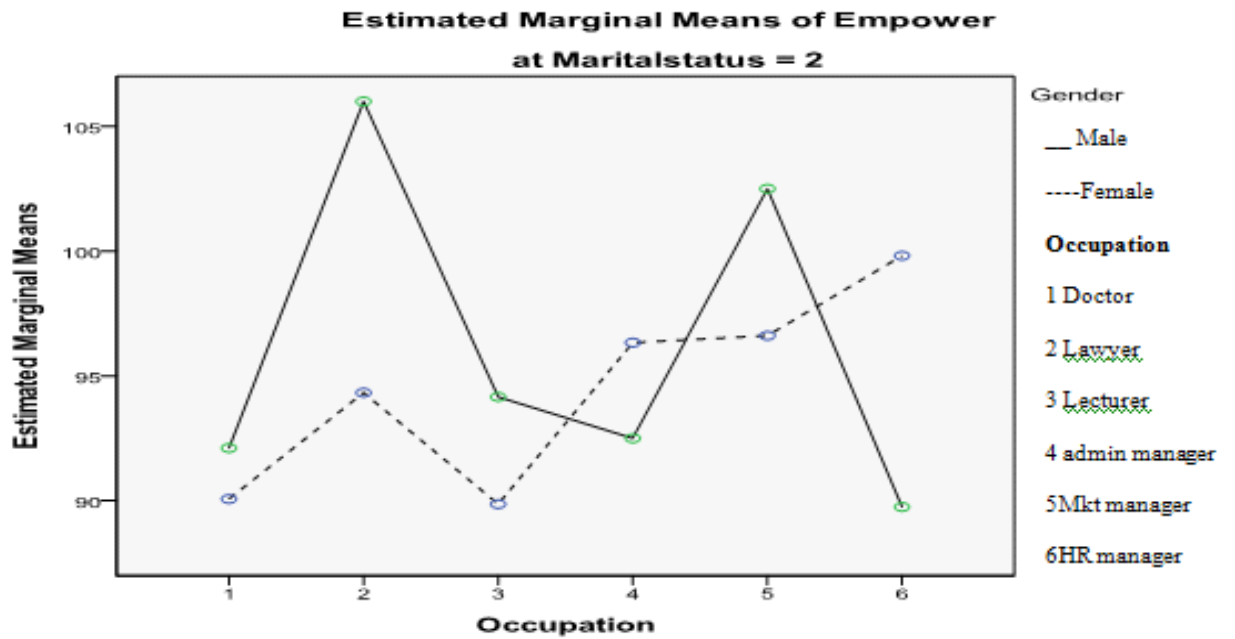
Figure 127. Interactive effect of gender and occupation married employee on empowered attributions

The married female members indulged in the occupation of Law has shown sharp peak with highest mean value. The lowest mean values have been attained by Doctors and HR Managers. In case of male married members, the highest mean value is occupied by HR Managers. The lowest among all has been shown by male Doctors.
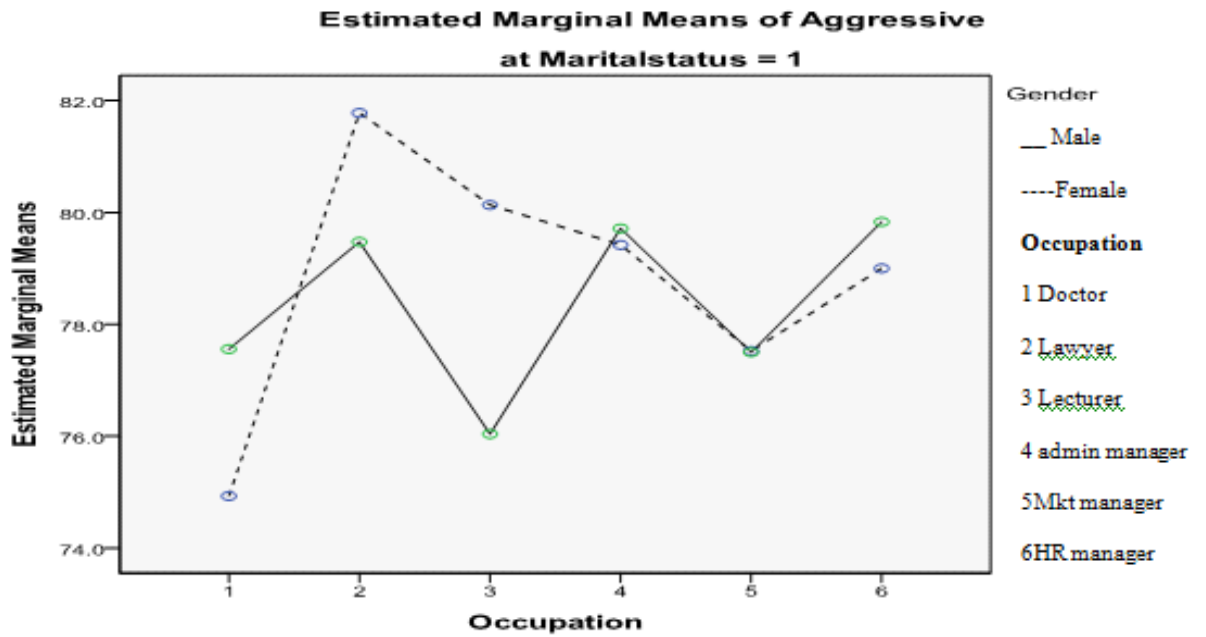
Figure 128. Interactive effect of gender and occupation unmarried employee on aggressive attributions

Among unmarried female and male members of all selected occupations the male Lawyer members have shown the highest mean value for Aggressive Attribute Styles. The lowest among all has been reported to be among male Doctors. If we take account of the female members the lowest value has been observed for Lecturers and Higher values for Lawyers, Admin Managers and HR Managers as well.
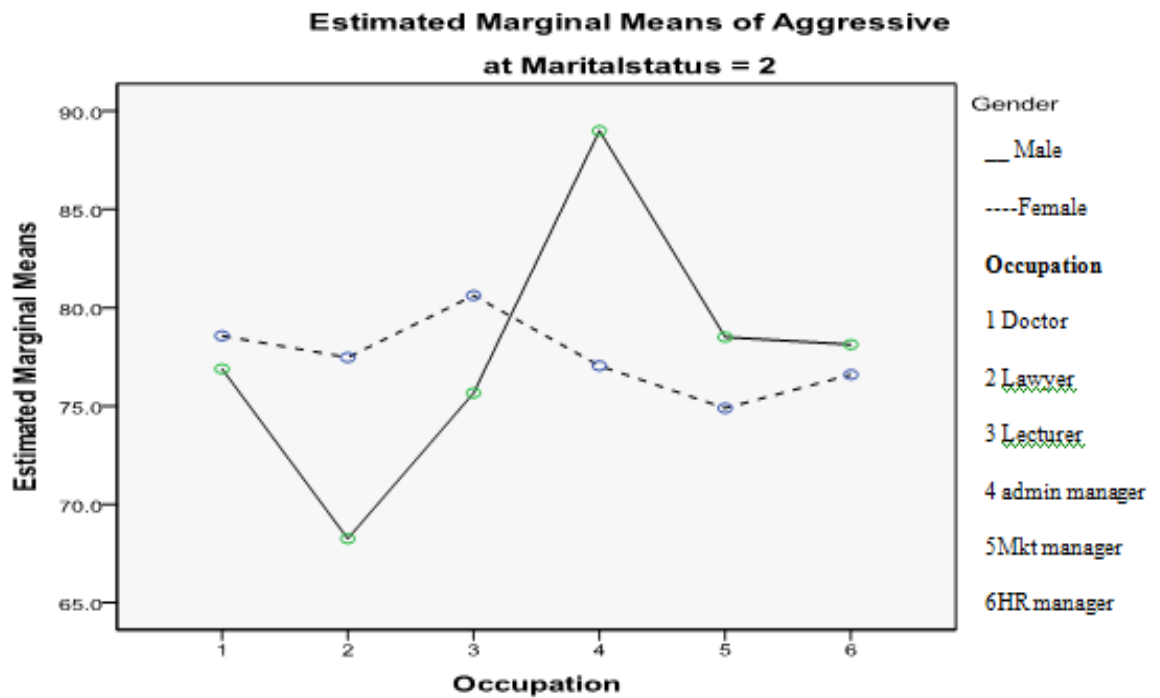
Figure 129. Interactive effect of gender and occupation, married employee on aggressive attributions

The Aggressive Attribute Styles has reported to be higher in female Admin Managers and the lowest peak is observed to be of Lawyers. Among married males the graph is seen to be stable to some extent except for Lecturers for which slight higher peak has been reported. The female members however have shown versatility as compared to the male members.
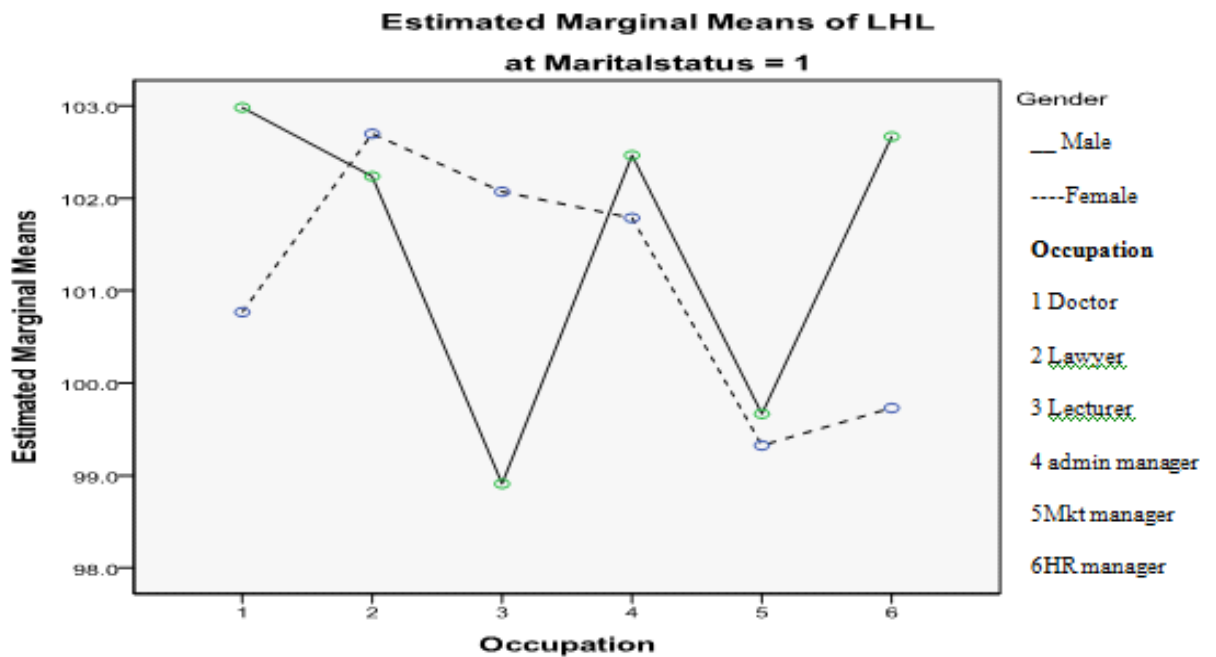
Figure 130. Interactive effect of gender and occupation, b b unmarried employee on learned helplessness

Learned Helplessness has shown wide variety for each male as well as male members serving in all occupations. The highest peak has been obtained for unmarried female Doctors, although female Lawyers, Admin Managers and HR Managers have also shown higher values. Among this group the lowest mean value obtained is for Lecturers. The peak for male members is notably for Lawyers and lowest for HR Managers.
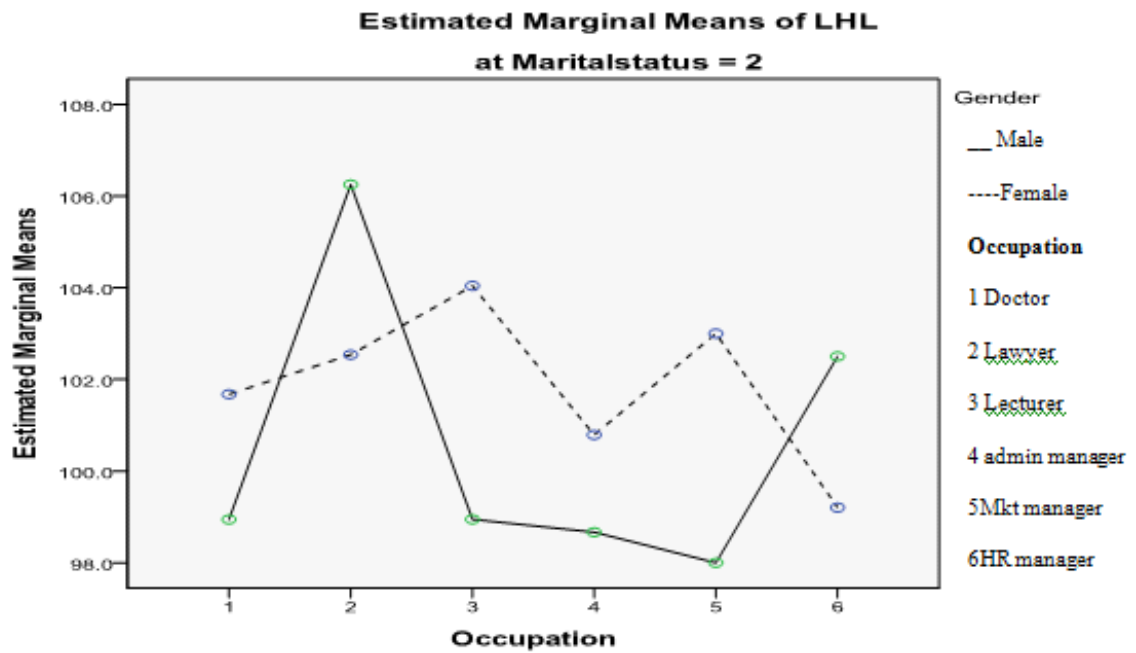
Figure 131.Interactive effect of gender and occupation, married employee on learned

helplessness

The married female individuals have dominant mean value for Learned Helplessness serving as Lawyers. The lowest value is destined for female Marketing Managers. Whereas female Lecturers and Admin Managers. In case of male married members' high mean values have been occupied for Lecturers and Marketing Managers.
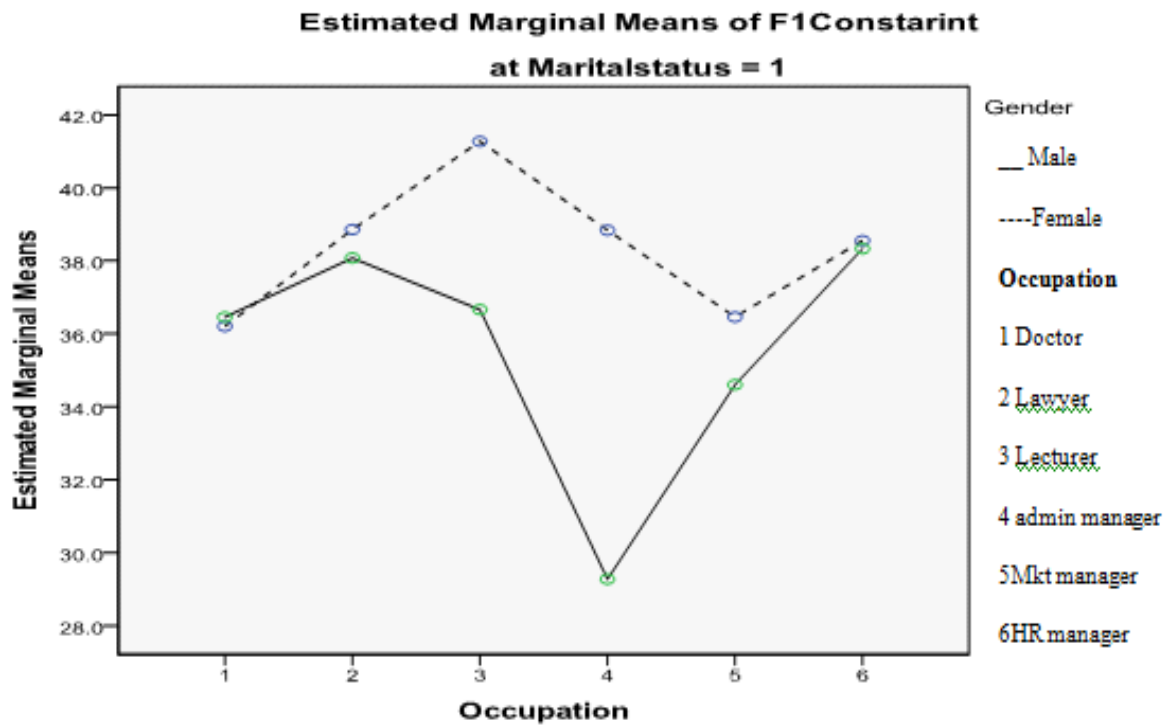
Figure 132.Interactive effect of gender and occupation, unmarried employee on task level constraint

The graph for Task Level Demands is very interestingly deemed towards unmarried male members with Lecturers having a dominant peak. In this case the lowest peak has been obtained for Doctors and Marketing Managers. In case of female members, the lowest mean value has been observed for Admin Managers and high in this case for HR Managers and Lawyers as well.
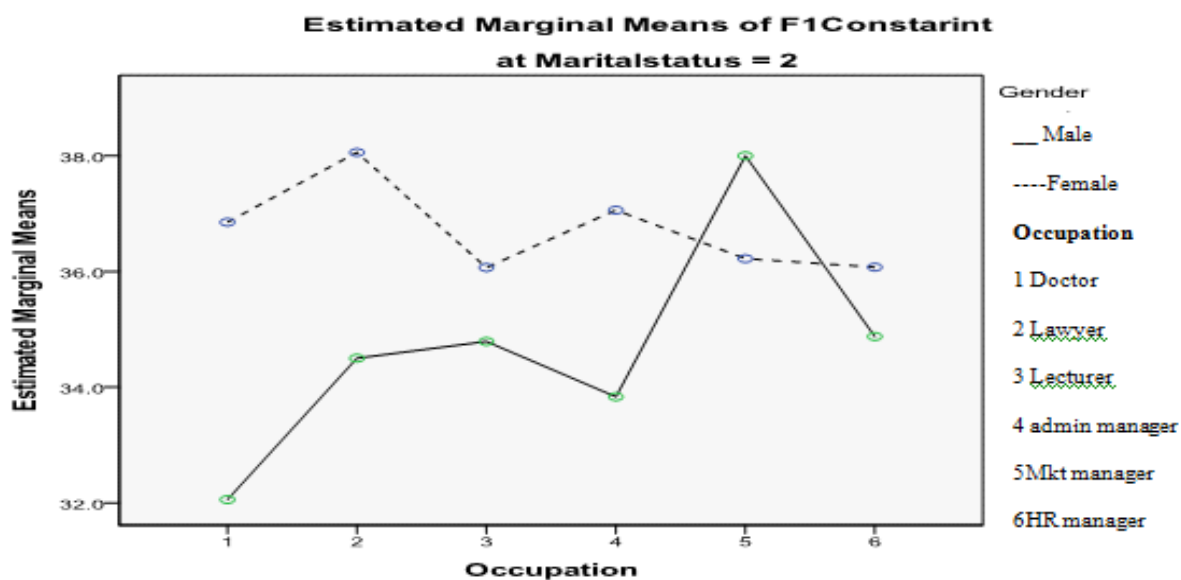
Figure 133. Interactive effect of gender and occupation, married employee on task level constraint

As compared to the unmarried members the married female members dominated the graph considering Task Level Demands. The sharp peak in case of female members has been obtained for Marketing Managers and lowest for Doctors. Whereas in case of male members the dominant professionals have been found to be Doctors and Lecturers, HR Managers and Marketing Managers occupying the lower mean values.
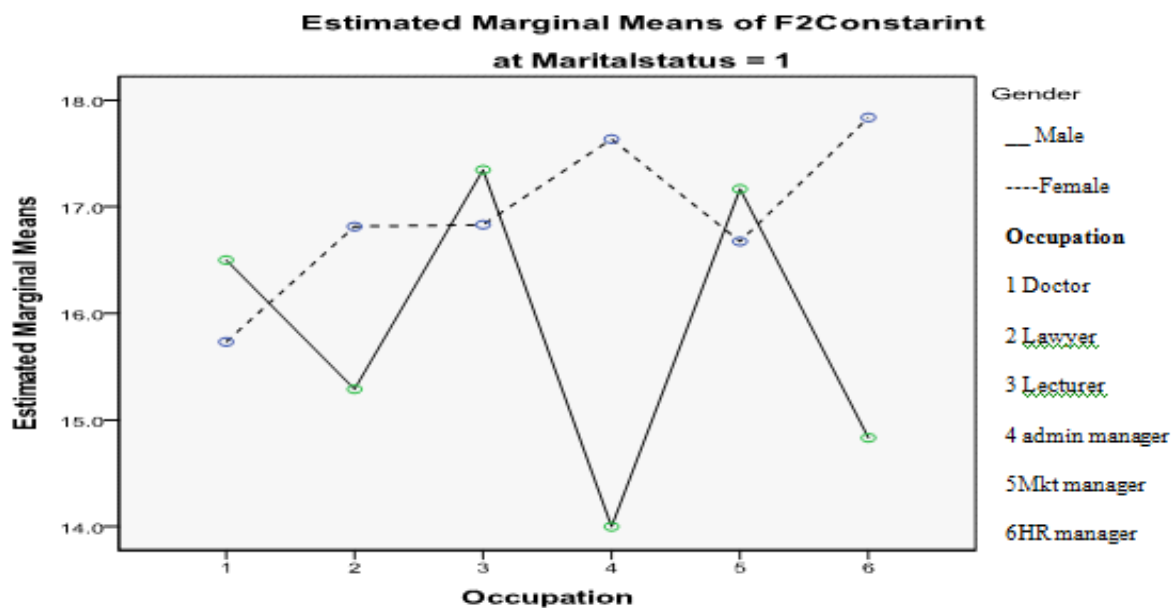
*Figure 134.*Interactive effect of gender and occupation unmarried, employee on Social & Societal demands

Taking the account of Social and Societal Demands unmarried male members have reported to possess high mean value for HR Managers and Admin Managers as well. male doctors have the lower mean value for this variable. In case of female unmarried members, the peak is obtained for Lecturers and Marketing Managers simultaneously whereas the lowest peak among all members has been observed for female Admin Managers.
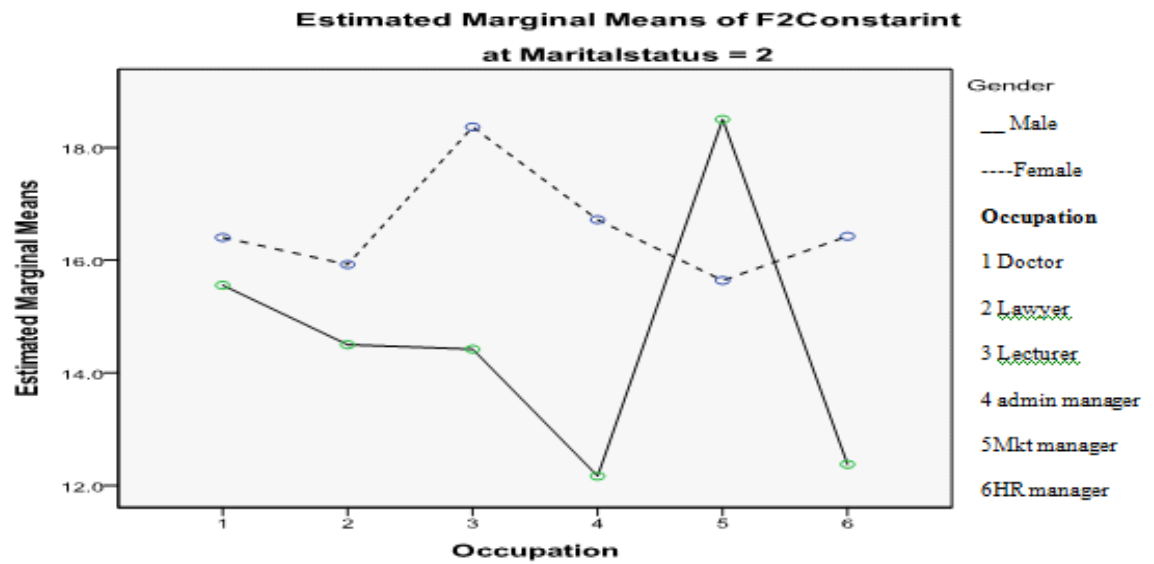
*Figure 135.*Interactive effect of gender and occupation, married employee on Social & Societal demands

In case of married female and male individuals, considering Social and Societal Demands, female Lecturers and male Marketing Managers have reported to be the dominant professionals. For males the lower values have been destined for Lawyers and Marketing Managers. For female members the lower mean values have been observed for Admin Managers and HR Managers.
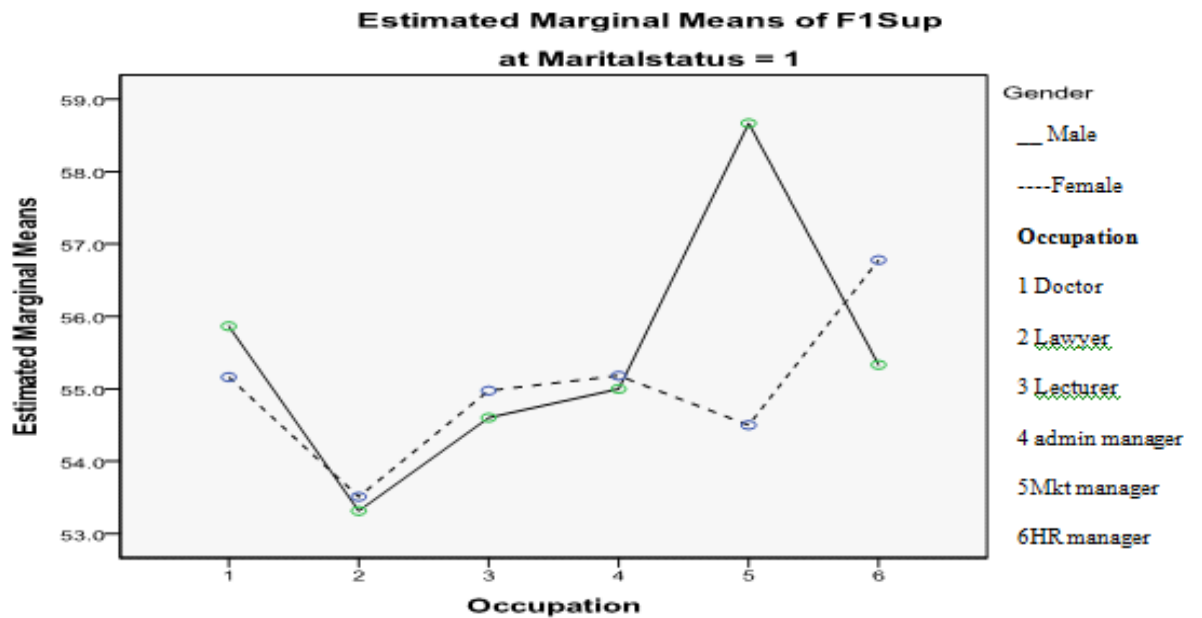
*Figure 136.*Interactive effect of gender and occupation, unmarried employee on work group level support

The estimation of Work Group Level Support among male and female unmarried members shows that female Marketing Managers hold high mean value within the selected occupations. For males the lower mean values have been observed for Lawyers and Marketing Managers and high for HR Managers. It is quite evident that female doctors hold high value as compared to male individuals.

Estimated Marginal Means of F1Sup
at Maritalstatus = 2
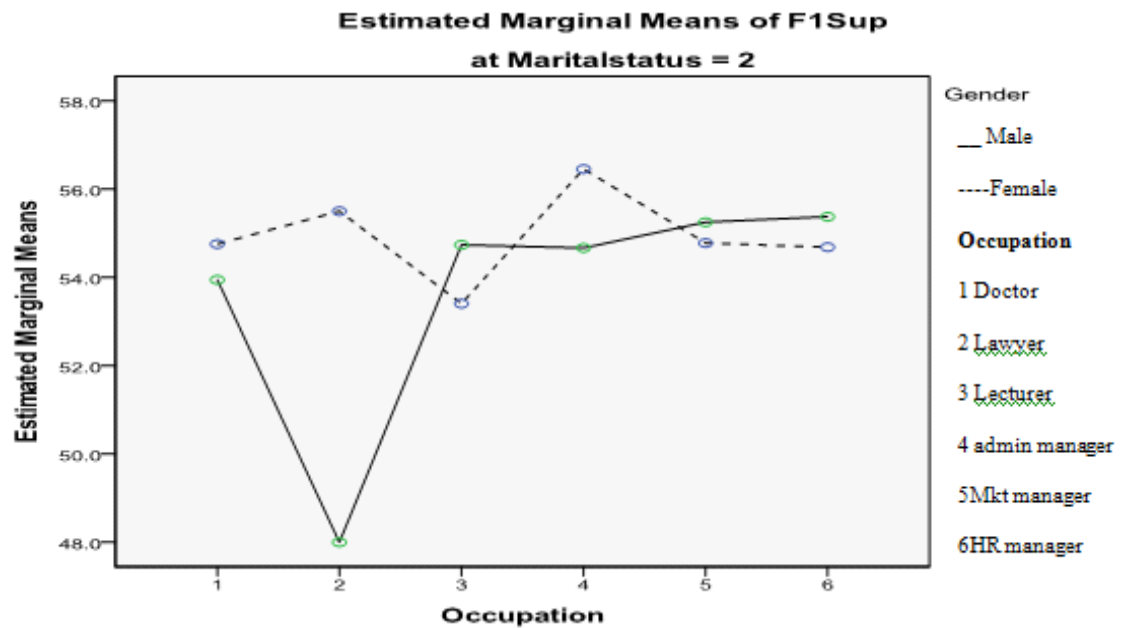
Figure 137. Interactive effect of gender and occupation married employee on work group level support

For married male and female members the measured results for Work Group Level Support show that among all highest mean value has been recorded for male Admin Managers and lowest for female Lawyers. Rest all the occupations hold almost similar mean values with bit differences. The mean value for Male Lecturer is estimated to be lower.
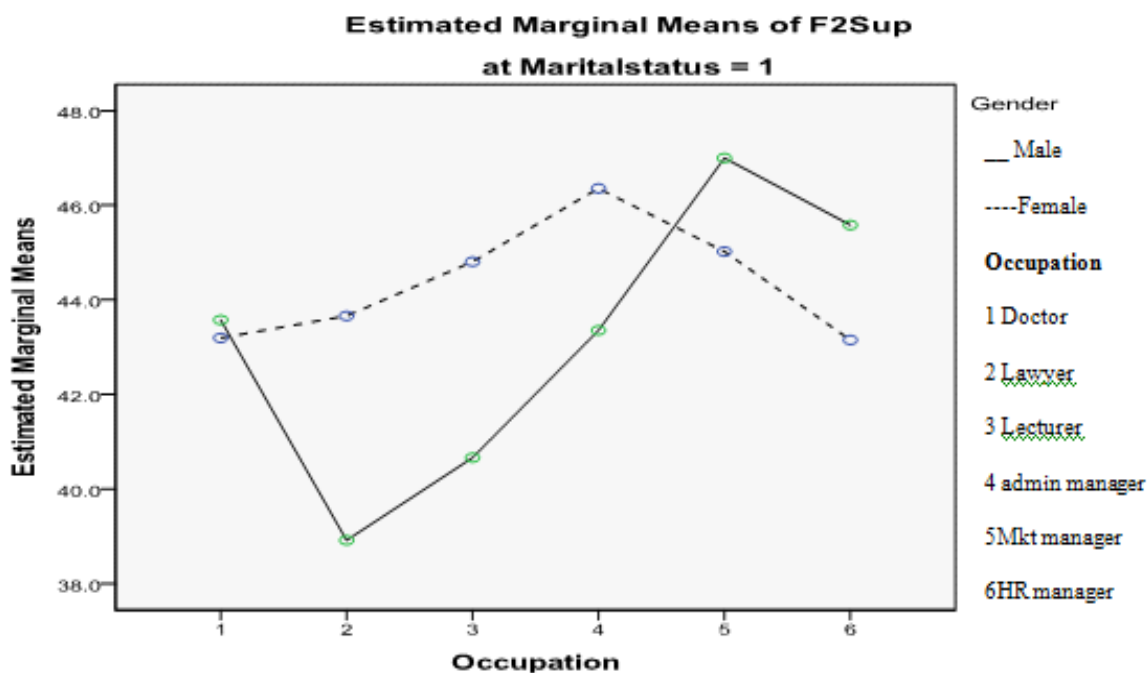
Figure 138. Interactive effect of gender and occupation unmarried employee on work policies & procedural support

Policies and Procedural Support as estimated for unmarried male and female members show distinct position for female Marketing Managers. The lowest mean value has been observed for female members serving as Lawyers. Among male members' high mean value estimated for the concerned variable comes out to be of Admin Managers and lower for Doctors and HR Managers as well.
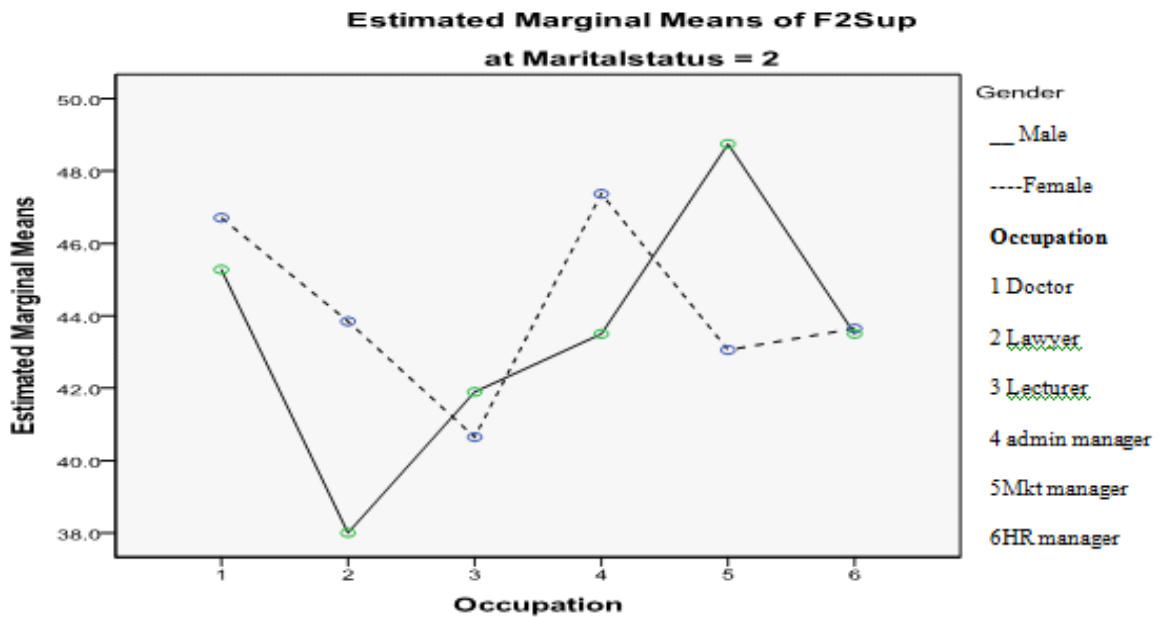
Figure 139. Interactive effect of gender and occupation married employee on work policies & procedural support

The graph illustration for Policies and Procedural Support regarding married male and female individuals is versatile in itself. Taking account of the male members, Doctors and Admin Managers hold the high mean values while Lecturers occupy the lower value. In case of female members' highest peak is for Marketing Manager and lowest for Lawyers. Female Doctors however possess high value too.
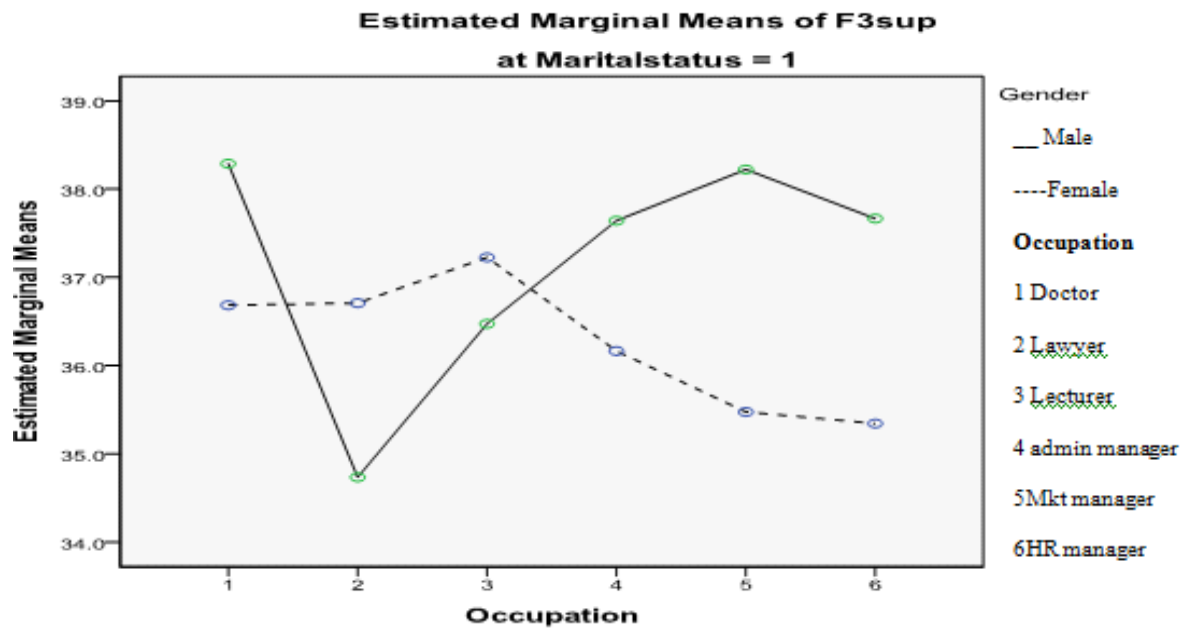
Figure 140. Interactive effect of gender and occupation unmarried employee on work task level support

Female unmarried members have leaded the graphical illustration of Task Level Support. Female Doctors have reported the highest mean value among all other occupations. The lowest has been observed for female Lawyers. Among male members the distinct peak has been observed for Lecturers and lowest value for HR Managers.

Estimated Marginal Means of F3sup at Maritalstatus = 2
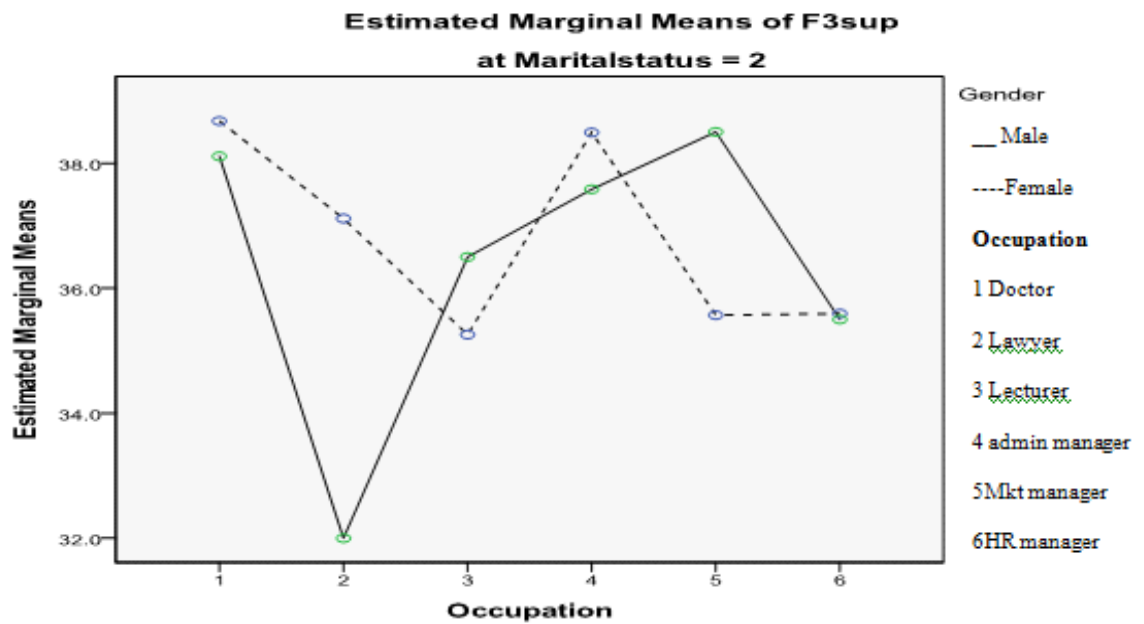
*Figure 141.*Interactive effect of gender and occupation married employee on work task level support

For married male and female individuals' comparison of Task Level Support shows that male Doctors and Admin Managers possess the higher values and within this group Lecturers, Marketing Managers and HR Managers occupy the lower mean values. Among female individuals Lawyers have been estimated with the lowest mean values and similar to male members Doctors and Admin Managers occupy the higher mean values for selected variable.

Estimated Marginal Means of F4sup

at Maritalstatus = 1
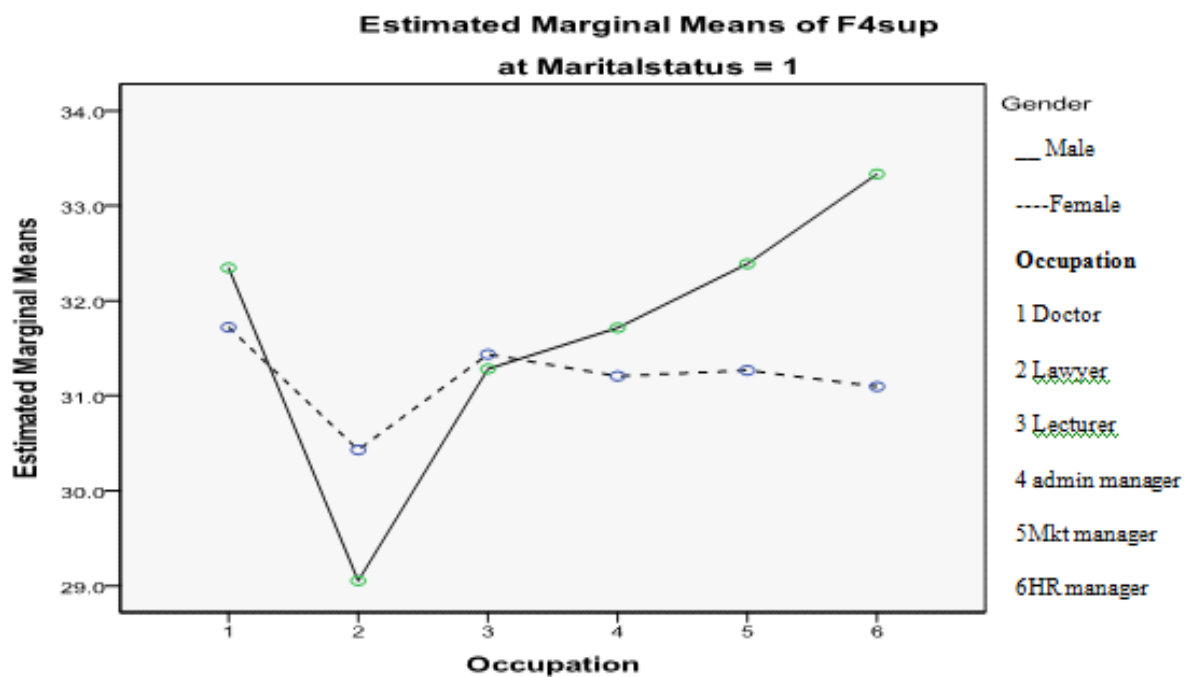
Figure 142. Interactive effect of gender and occupation unmarried employee on work organizational level support

Mean value estimation for Organizational Level Support clearly depicts the fact that unmarried female HR Managers are quite dominant in this respect. The lowest value has been shown by unmarried female Lawyers. The value for selected variable within unmarried male members is seemed to be stable except the variant Law professionals.
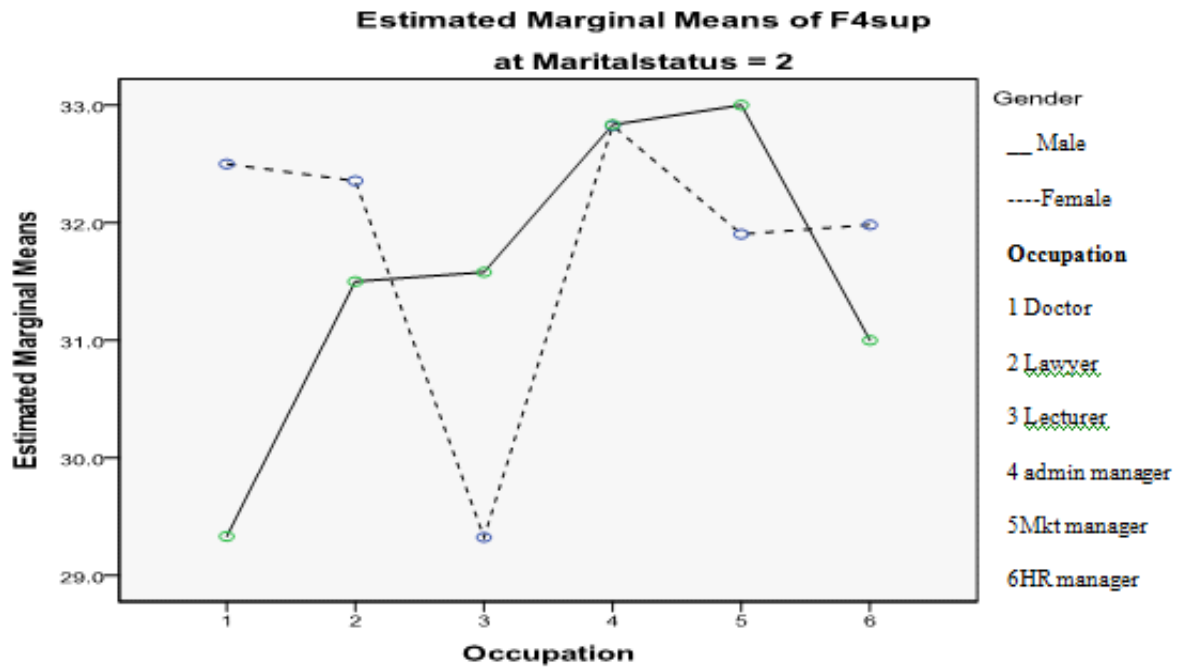
Figure 143. Interactive effect of gender and occupation married employee on work organizational level support

Graphical illustration of Organizational Level Support for married males and females shows highest mean value for male and female Admin Managers, female Marketing Managers and to some extent male Doctors and Lawyers. The lowest mean value has been estimated for male Lecturers and female Doctors.
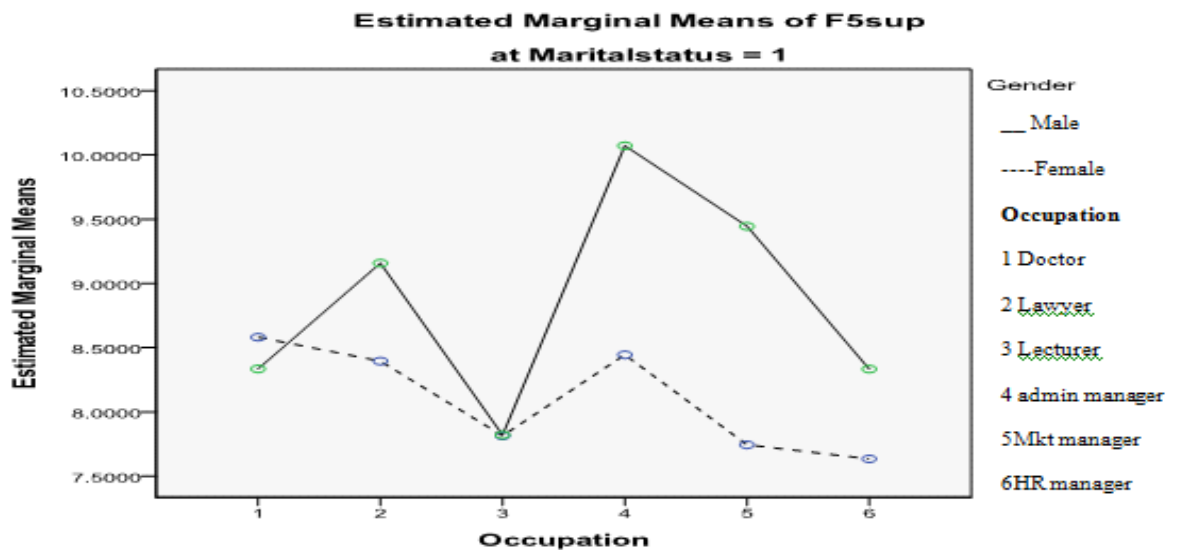
Figure144. Interactive effect of gender and occupation unmarried employee on work government level support

Government level Support for male and female unmarried individuals shows that highest mean estimated mean value has been obtained for female Admin Managers and to some extent Marketing Managers. Male members in this regard hold lower positions on graph. Male and female Lecturers share same mean values for the selected variable. Among male members' slight peak can be seen for Admin Managers.
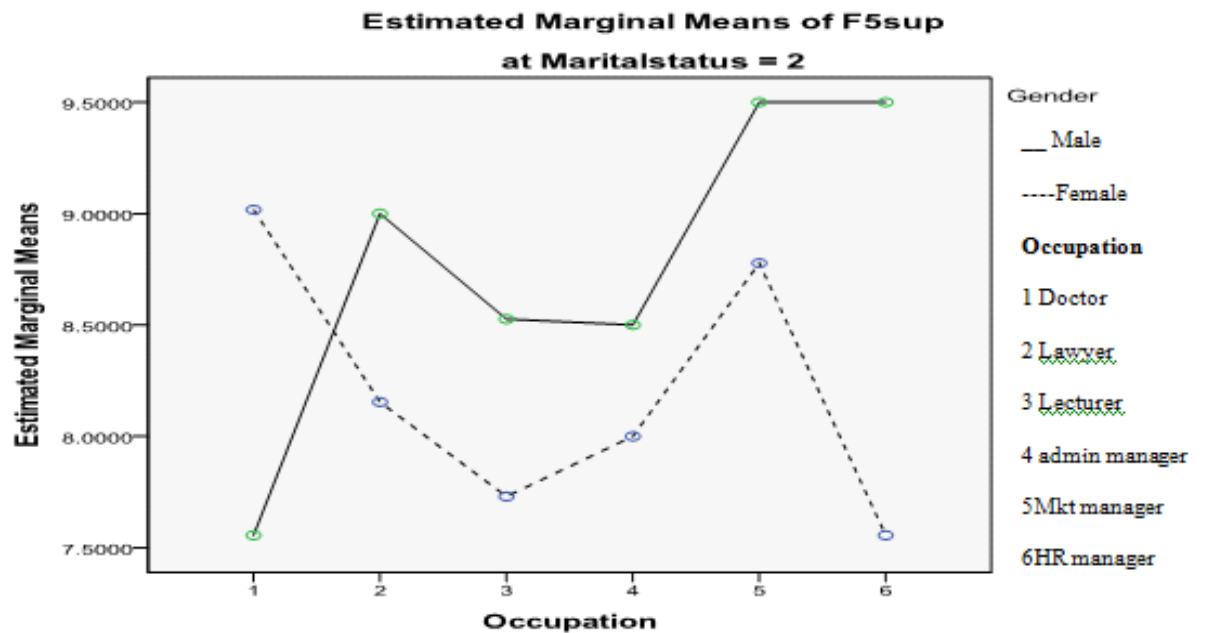
Figure145. Interactive effect of gender and occupation married employee on work government level support

As compared to the unmarried male and female Individuals married individuals have shown remarkable peaks as plotted on the graph. The highest and distinct peak is obtained by female HR Managers and lowest peak is seen for female Doctors. While considering male members Doctors have stricken high values and HR Managers the lowest mean value.
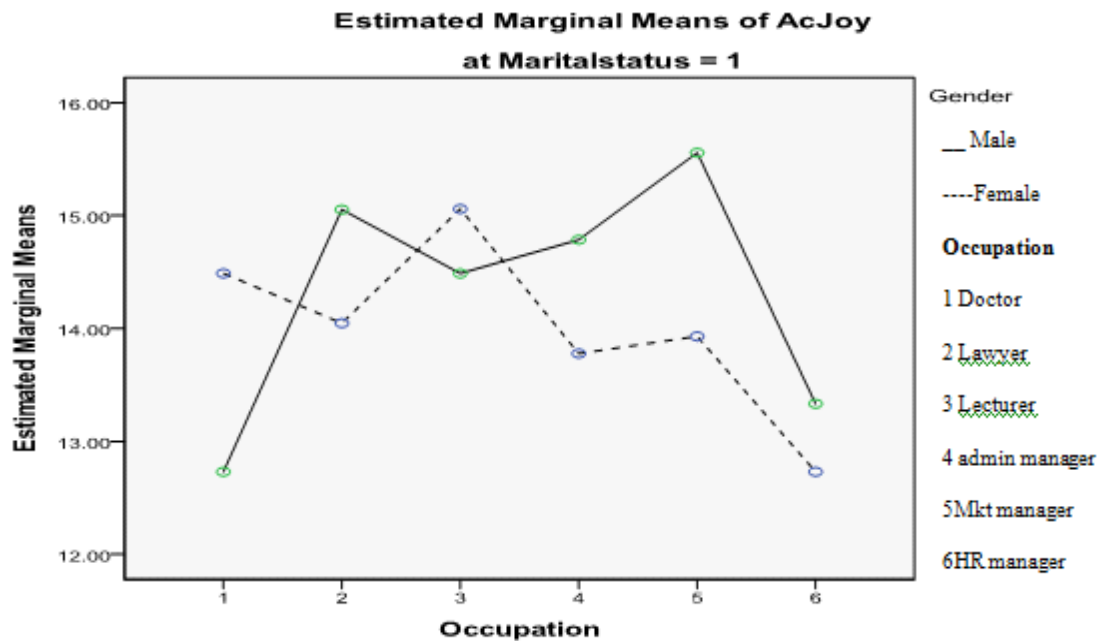
Figure 146. Interactive effect of gender and occupation unmarried employee on work Affective commitment joy

The graph gives the estimated mean values for unmarried male and female members regarding Affective Commitment of Joy. The highest value for female members is estimated Marketing Managers and lowest for Doctors and HR Managers as well. In case of male members, the higher peak is obtained for Lecturer while lowest for HR Managers.
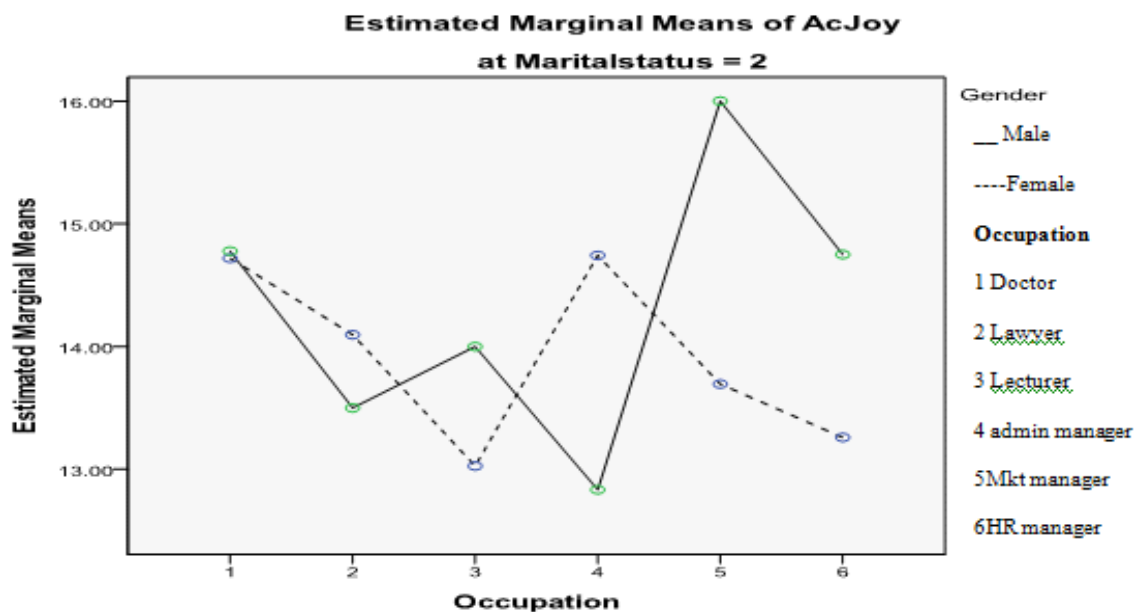
Figur147 Interactive effect of gender and occupation married employee on work affective commitment joy

Affective Commitment of Joy for male and female married members is very distinct for female Marketing Managers possessing the highest mean value among all occupations. The lowest value in this case is considered to be of female Admin Managers. In case of male members rather high mean value is destined to Doctors and Admin Managers and lower for Lecturers and HR Managers.

Age, Experience and Gender
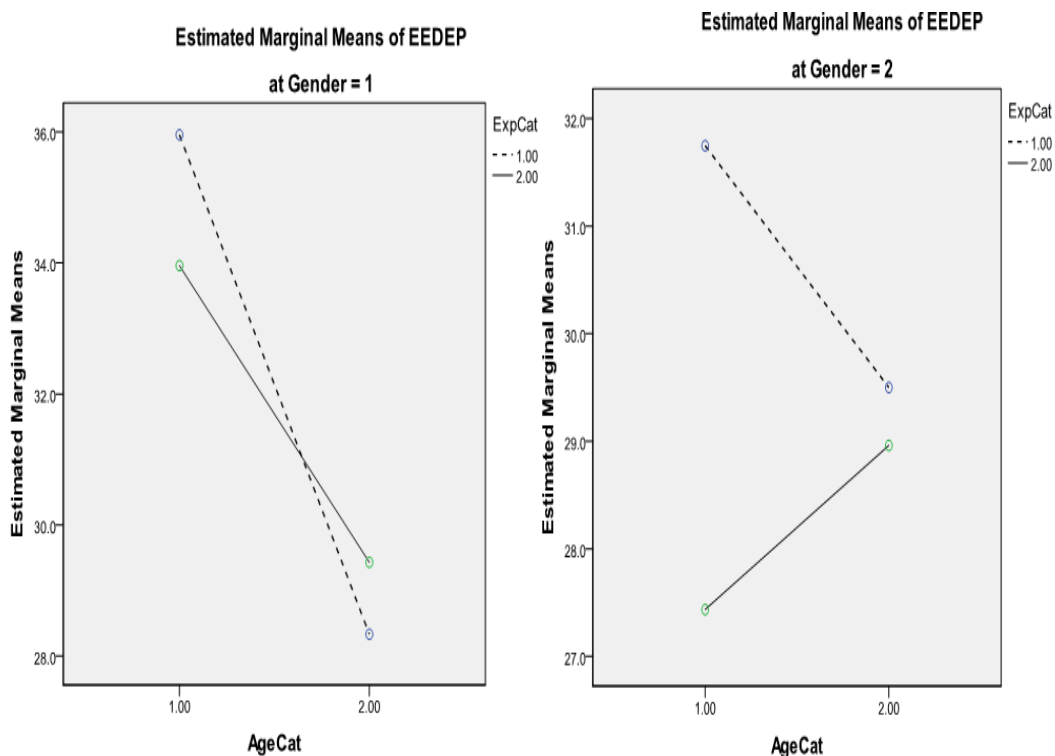
Figure 148.Interactive effect of age and experience on male employee on occupational exhaustion

Figure 149.Interactive effect of age and experience on female employee on occupational exhaustion

Figure 148shows that male professionals are at high level of occupational exhaustion when they are at younger age although high experienced are slightly lower than less experienced and at mature age both with high and low experience are at low level of occupational exhaustion with mature age.

Figure 149 shows that female are different from male with reference to level occupational exhaustion, younger female are low at level of emotional exhaustion if they are with high experience, whereas younger female with low experience are high at level of occupational exhaustion, inversely female with mature age and with high

experience are at higher level on occupational exhaustion, although their level is low than mature but with low experienced ladies but it is substantially high than younger but experienced female, hence ladies with low experience but mature age ladies are at lower level of occupational exhaustion in comparison to younger females with low experience.
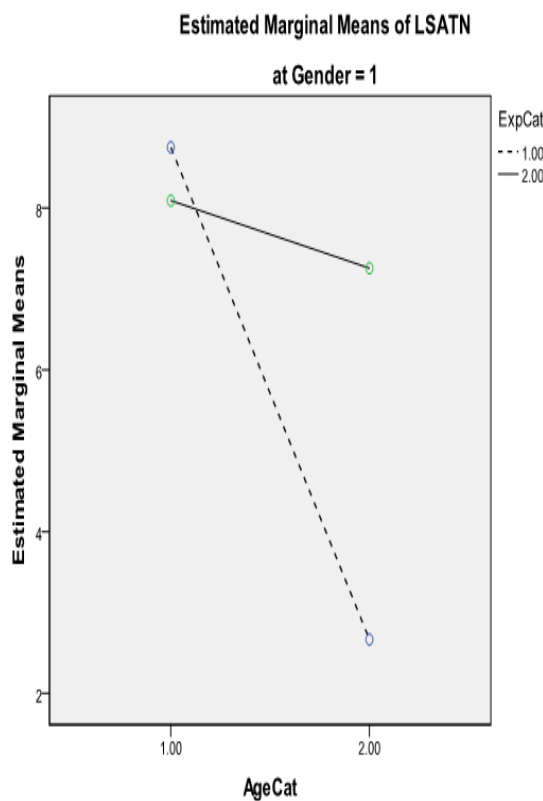
*Figure 150.*Interactive effect of age and experience on male employee on reduced sense of accomplishment.
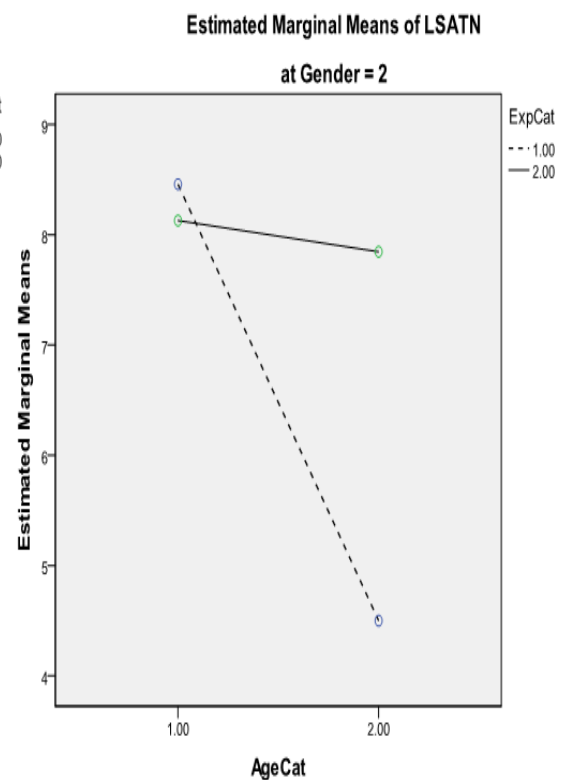
Figure 151. Interactive effect of age and experience on female employee on reduced sense of accomplishment.

Figures 150 and 151 show that gender is not playing different role in interactive role of age and experience on reduced sense of accomplishment. At younger age both male and female experience high level of reduced sense of accomplishment, whereas this magnitude of relationship reduced considerably when

mature male and female with low experience interact with it. Interestingly there is a slight reduction in case of high experienced professionals both either male or female.
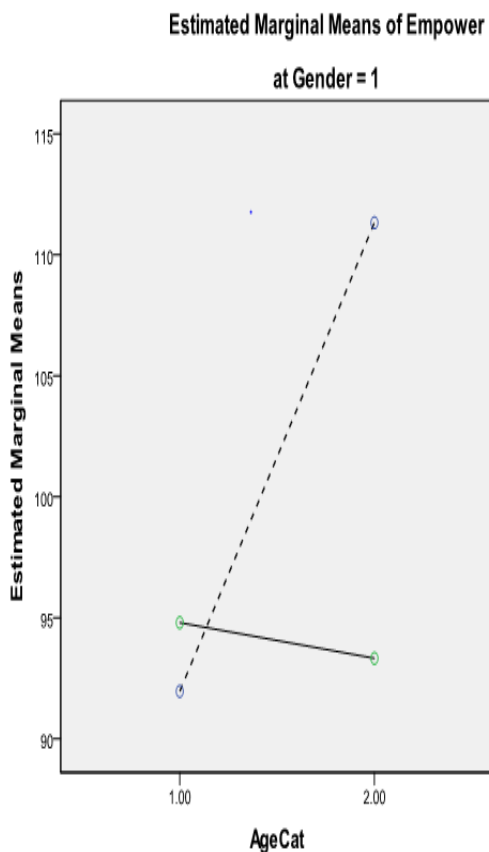
Figure152. Interactive effect of age and experience on male employee on empowerment.
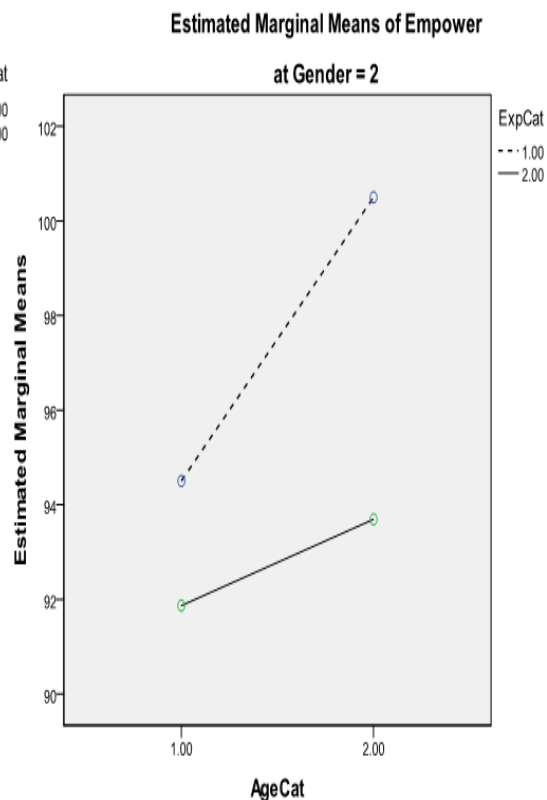
Figure 153 Interactive effect of age and experience on female employee on empowerment

Figure 152 shows that male professionals are at slightly high level of empowerment when they are at younger age although high experienced are slightly lower than less experienced and at mature age both with high and low experience are at low level of occupational exhaustion with mature age.

Figure 153 shows that female are different from male with reference to level occupational exhaustion, younger female are low at level of emotional exhaustion if

they are with high experience, whereas younger female with low experience are high at level of occupational exhaustion, inversely female with mature age and with high experience are at higher level on occupational exhaustion, although their level is low than mature but with low experienced ladies but it is substantially high than younger but experienced female, hence ladies with low.
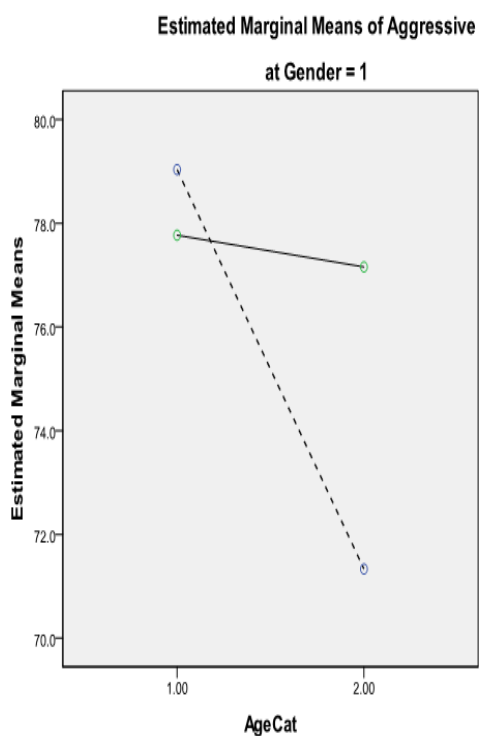
Figure 154: Interactive effect of age and experience on Aggressive attribution of male employee.
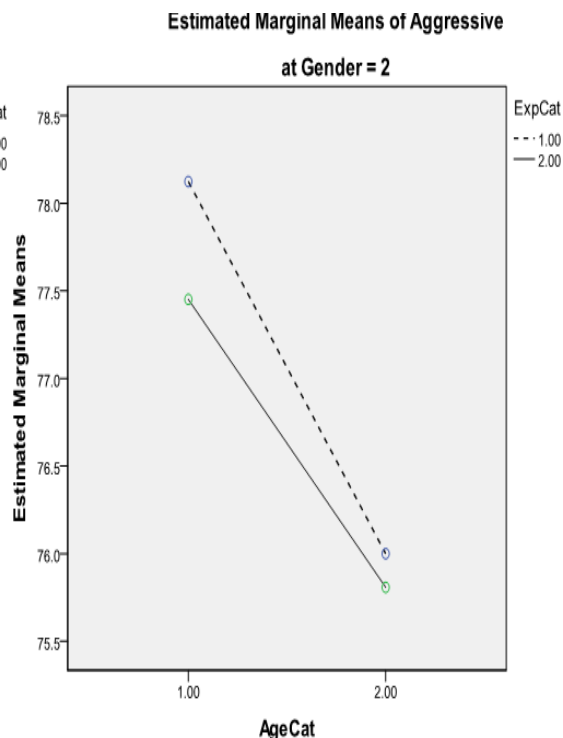
Figure 155: Interactive effect of age and experience on Aggressive attribution of female employee

The given demographic analysis show that Aggressive Attribution Style both for males and females is higher among individuals with age up to 35 years and having work experience of less than five years. Higher values have been shown by the individuals of age up to35 years. The discussed variable is much lower among males

with age more than 35 years. On the other hand, it is higher among individuals (males and females) with age up to 35 years.
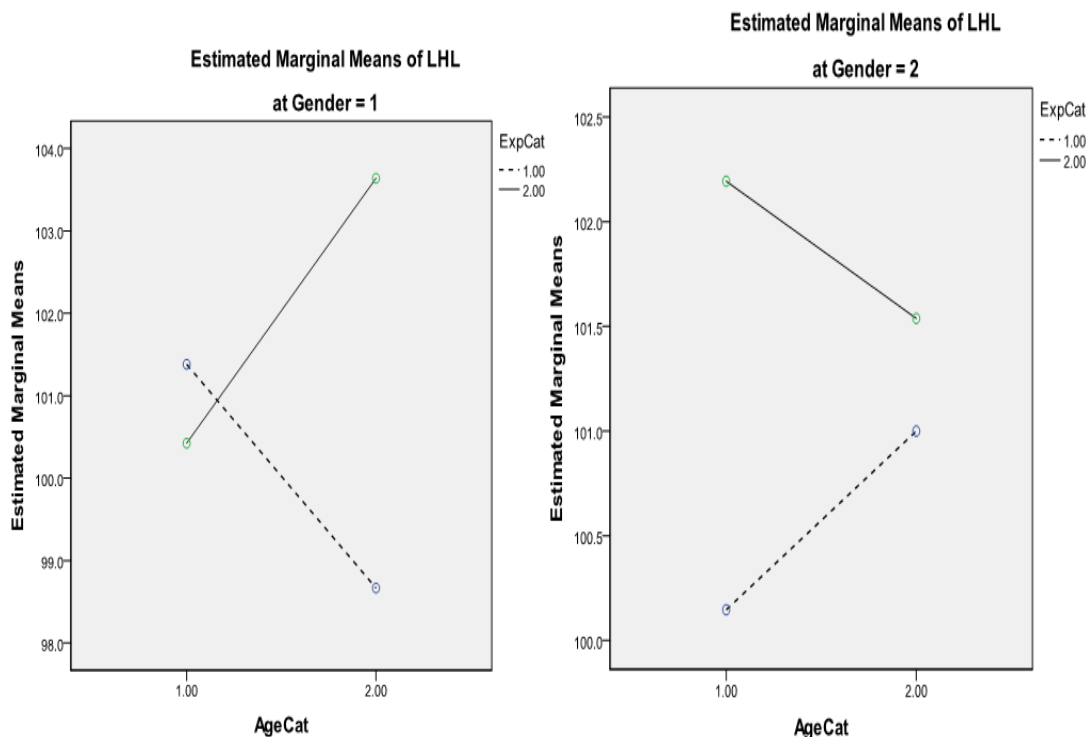
Figure 156. Interactive effect of age and experience on learned helplessness of male employee

Figure 157. Interactive effect of age and experience on learned helplessness of female employee

In case of Learned Helplessness random values have been shown. Highest value in case of males has been observed among individuals with age range more than 35 along with work experience of more than five years. In case of female individuals, highest value has been shown by individuals with work experience though more than five years but age up to 35 years. Likewise, lower values have been observed for males with age more than 35 years and work experience less than five years. Considering females' lower values have been observed for individuals with age up to 35 years and work experience less than five years.
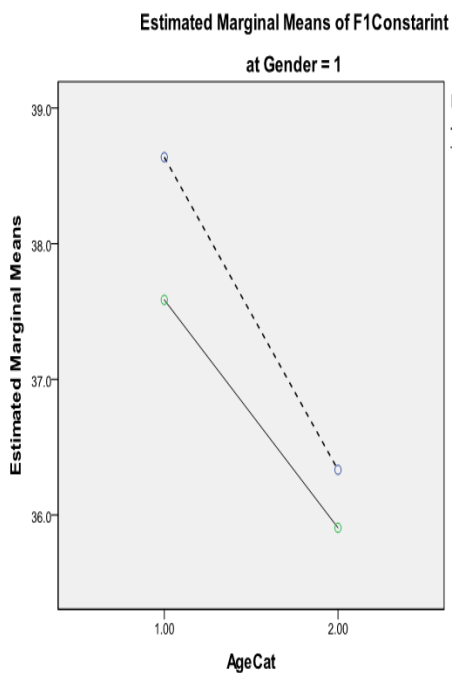
Figure158. Interactive effect of age and experience on Task level constraint of male employee
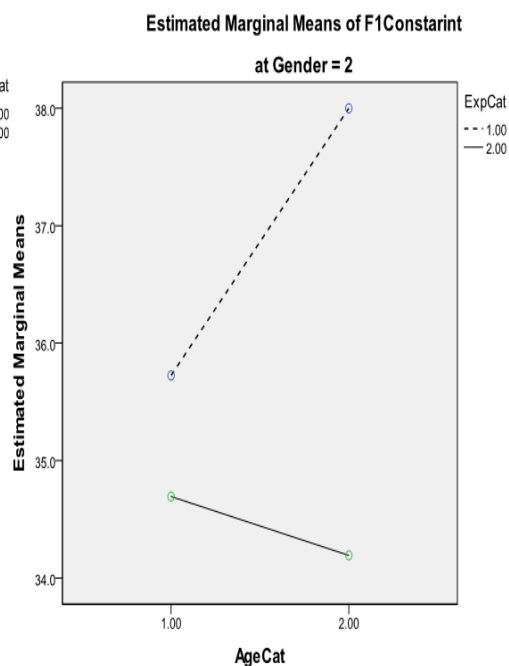
Figure 159. Interactive effect of age and experience on Task level constraint of female employee

For Task Level Demands remarkable higher and lower values have been depicted by the females with age more than 35 years with work experience of less than five years and more than five years respectively. In case of males highest values have been shown by males with age up to 35 but work experience less than five years. However, lower values of Learned Helplessness have been observed for males with age more than 35 years either having work experience of five years or more.
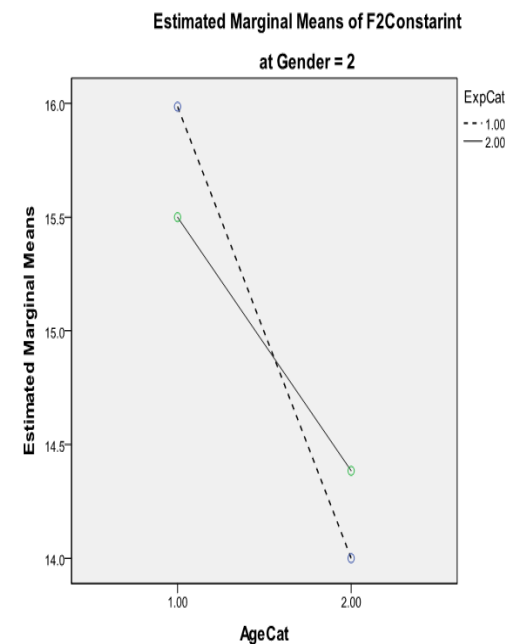
Figure 160. Interactive effect of age and experience on Social and Societal constraint male employee
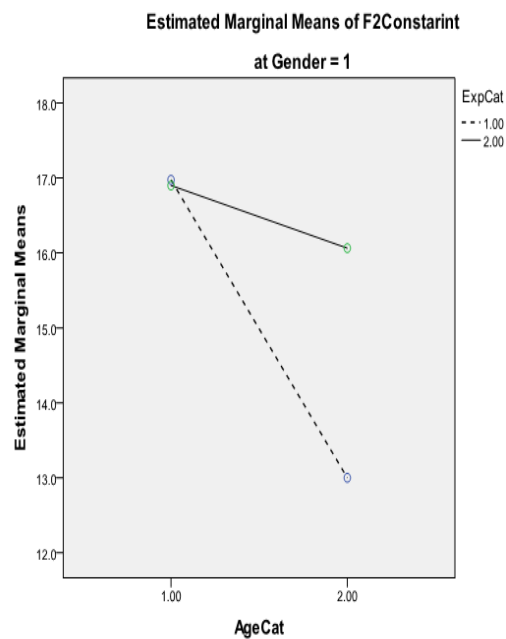
Figure 161. Interactive effect of age and experience on Social and Societal constraint of female employee

If we consider social and societal demands estimated means for females who are 35 years old or more, and have work experience less than five years have shown extraordinary higher values and females that are 35 years or more of age and have work experience of less than five years have depicted extraordinary low values. The means in case of males with age up to 35 years has almost similar higher values for both individuals with work experience of five years and more.
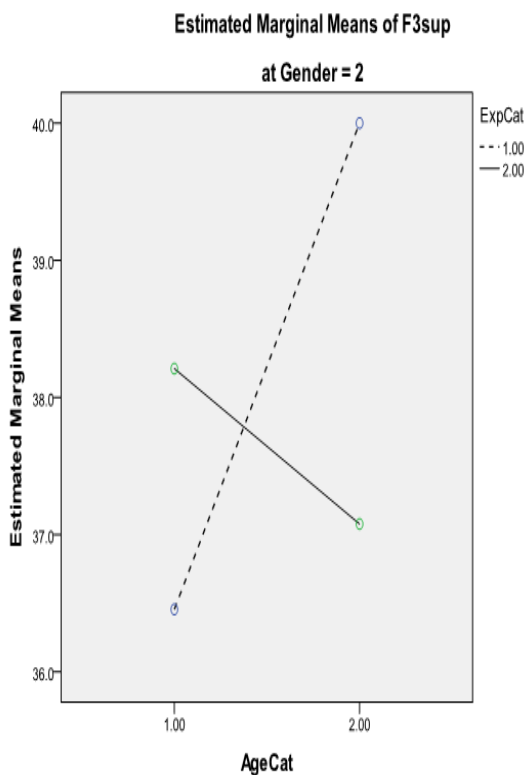
Figure 162. Interactive effect of age and experience on male employee on policy and procedural support
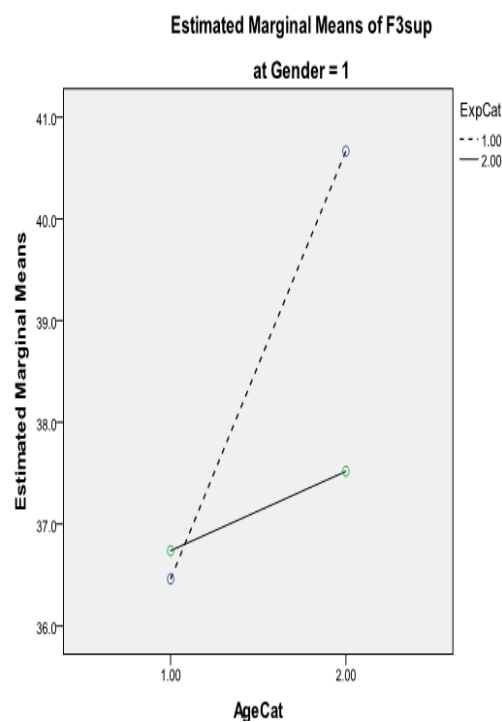
Figure163. Interactive effect of age and experience on female employee on policy and procedural support

Figure 162 shows that the demographic analysis for policy and procedural support among male and female individuals of work experience less than five years and age more than 35 Years have been shown remarkable higher values. Likewise, the lower values for male and female individuals with age up to 35 years and work experience less than five years have been recorded.

Figure 163 shows the females, with work experience more than five years' individuals with age up to five years and more have recorded relatively lower mean values. In case of males with work experience of more than five years' individuals

with age up to 35 years have shown higher values as compared to individuals with age more than 35 years.
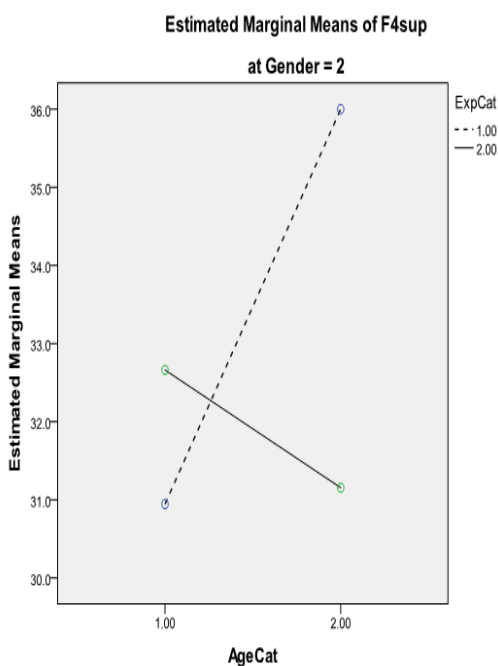
Figure 164. Interactive effect of age and experience on male employee on organizational support
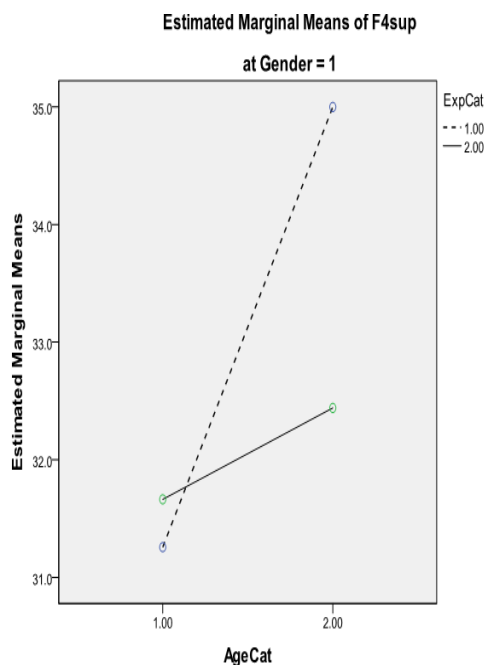
*Figure 165.*interactive effect of age and experience on female employee on organizational support

Figure 164 & 165 show that male professionals are at slightly high level of empowerment when they are at Mean values for organizational Level Support have been recorded to be highest among individuals (males and females) of age more than 35 years although with work experience of less than five years. Individuals with work experience of less than five years with age up to and more than 35 years have shown lowest values. Female individuals of age up to 35 years with work experience more than five years have shown high mean values as compared to individuals with age more than 35 years.
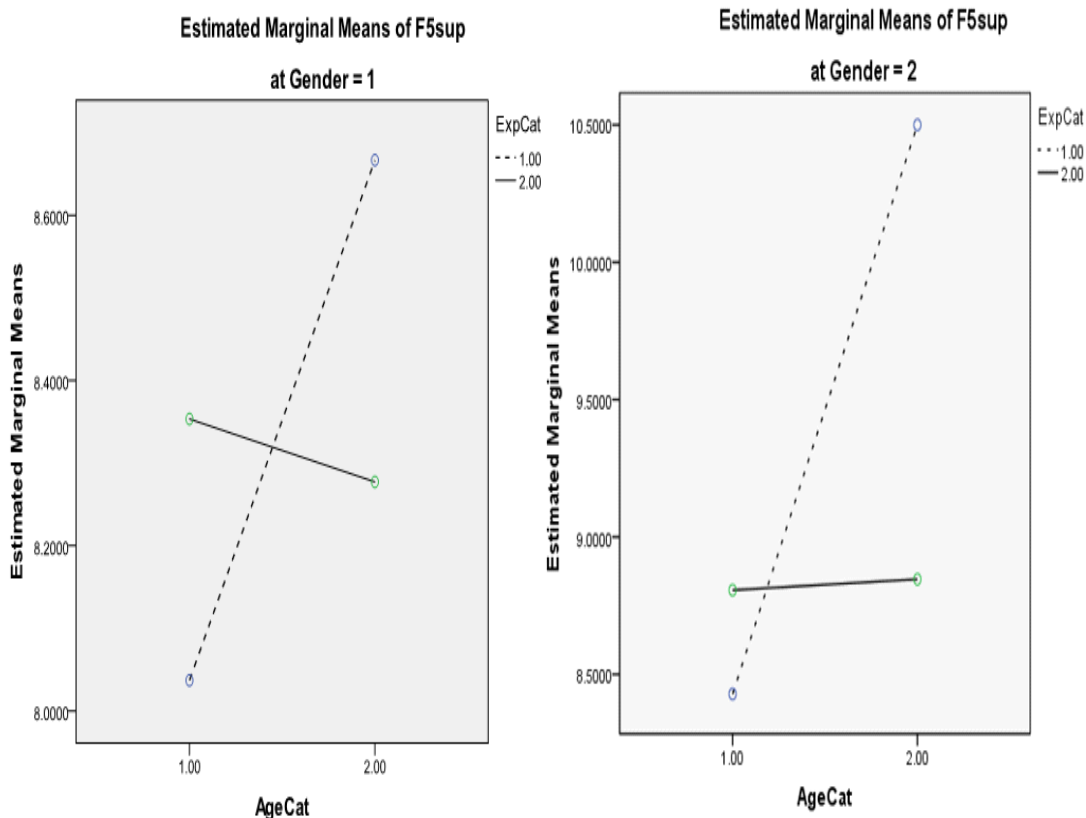
Figure166. Interactive effect of age and experience on male employee on Govt. support

Figure 167. Interactive effect of age and experience on female employee on Govt. support

Figure166 shows Moderate values have been recorded for male individuals (age up to and more than 35 years) with work experience of more than five years. In case of females (age up to and more than 35 years) with work experience of more than five years relatively lower values have been recorded.

Estimated mean values in Figure167 shows for Government Level Support have been seen to be dominated by male and female individuals of work experience less than five years and age more than 35 years. The other group (individuals with age

up to 35 years but work experience less than five years) has been recorded to be the lowest on graph.
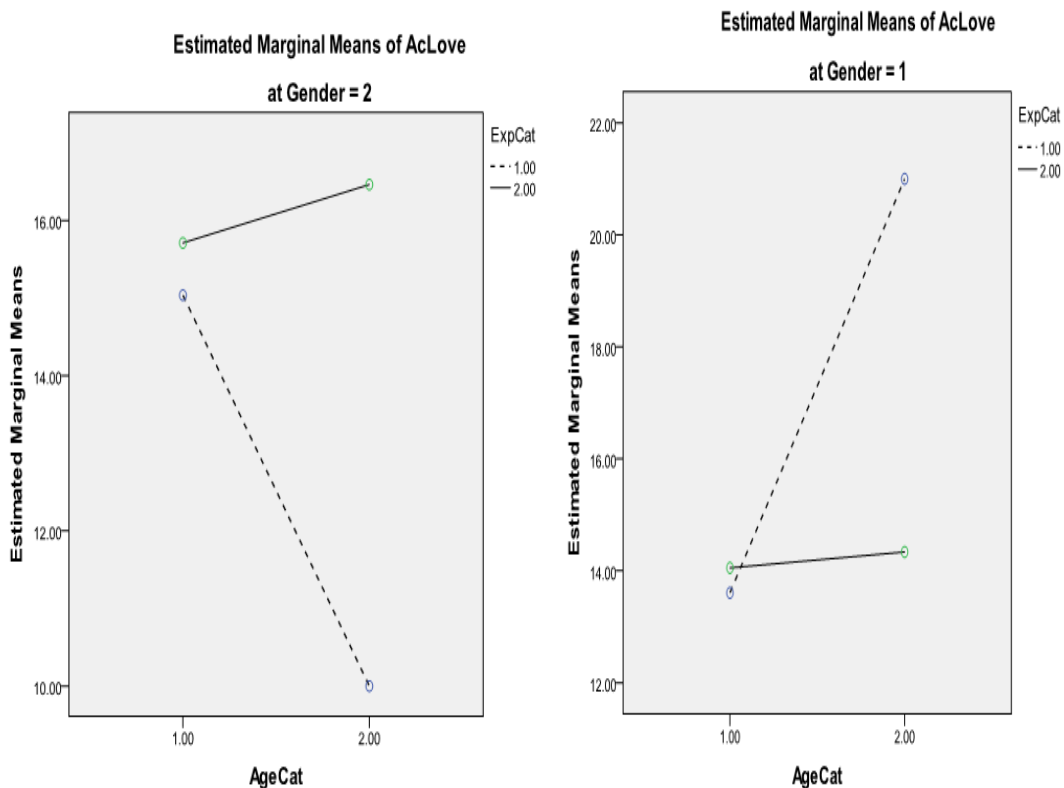
Figure 168. Interactive effect of age and experience on male employee on Affective Commitment love

Figure 169. Interactive effect of age and experience on female employee on Affective Commitment love

Figure 168 shows that male professionals are at slightly high level of empowerment when they are at younger age although high experienced are slightly lower than less experienced and at mature age both with high and low experience are at low level of occupational exhaustion with mature age.

Figure 169 shows that female are different from male with reference to level occupational exhaustion, younger female are low at level of emotional exhaustion if they are with high experience, whereas younger female with low experience are high at level of occupational exhaustion, inversely female with mature age and with high experience are at higher level on occupational exhaustion, although their level is low than mature but with low experienced ladies but it is substantially high than younger but experienced female, hence ladies with low.
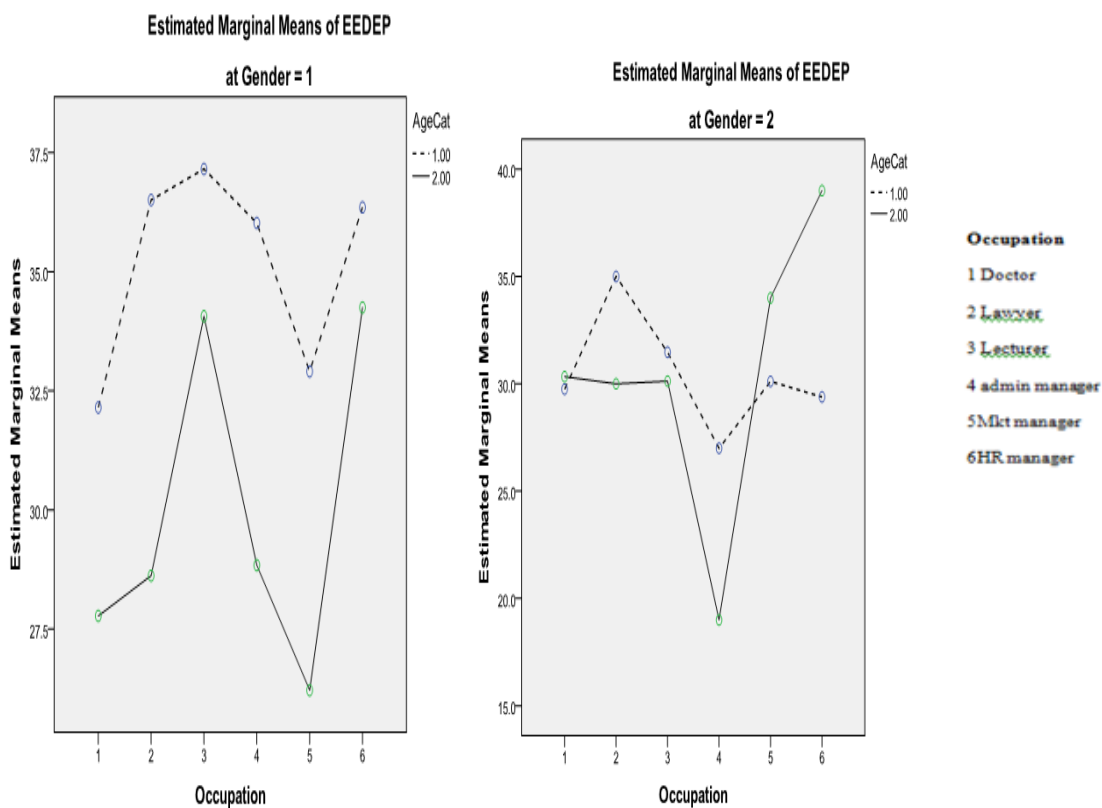
Figure 170. Interactive effect of age and occupation on male employee on exhaustion

*Figure 171.*Interactive effect of age and occupation on female employee on exhaustion

Figure170 shows that younger male professionals are high on exhaustion, although within the professions it varies but flow of pattern remain same.

Figure 171 shows that such female professionals, those are younger are more tiled towards exhaustion hence female with older age are low at exhaustion level, unlikely female professionals of human resource management showed inverse relationship, the ladies with older age are higher on exhaustion.
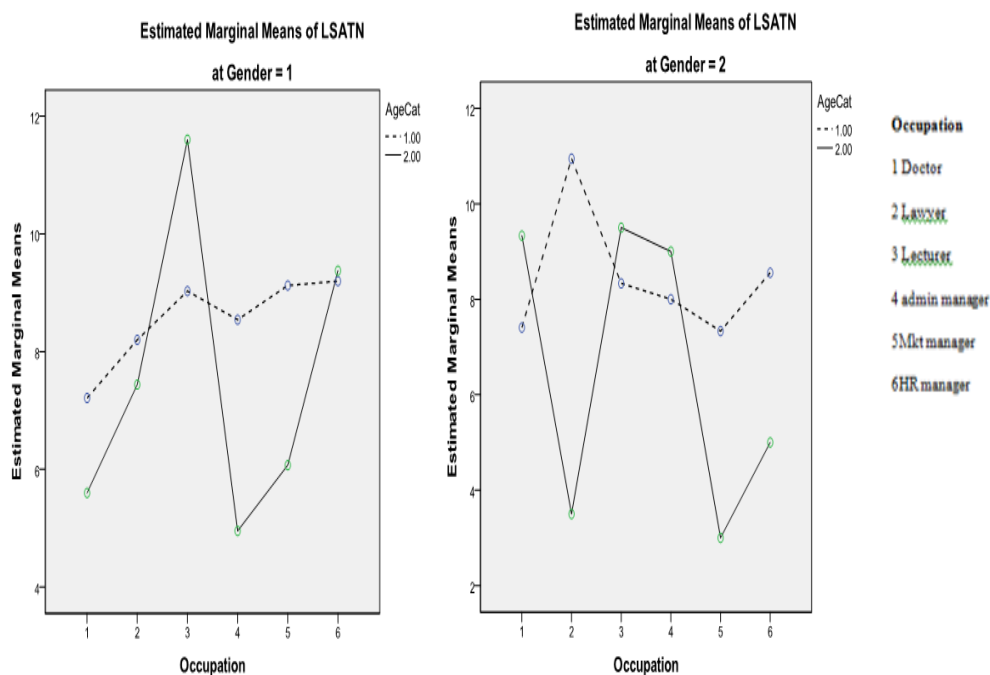
Figure 172. Interactive effect of age and occupation on male employee on lack of accomplishment

Figure 173 Interactive effect of age and occupation on female employee on lack of accomplishment

Figure 172 shows that male professionals other than lecturer and admin managers are higher on lack of sense of accomplishment, although rest of two are higher at lack of sense of accomplishment with having older age. Moreover,

tremendous reduction in level of lacking sense of accomplishment had happening with increased age among lawyers and marketing managers in male professionals.

Figure 173 shows that older female professionals having low level of reduced sense of accomplishment whereas younger professionals have higher level of reduced sense of accomplishment but only female lecturers are at higher level of reduced sense of accomplishment when they are older in age.
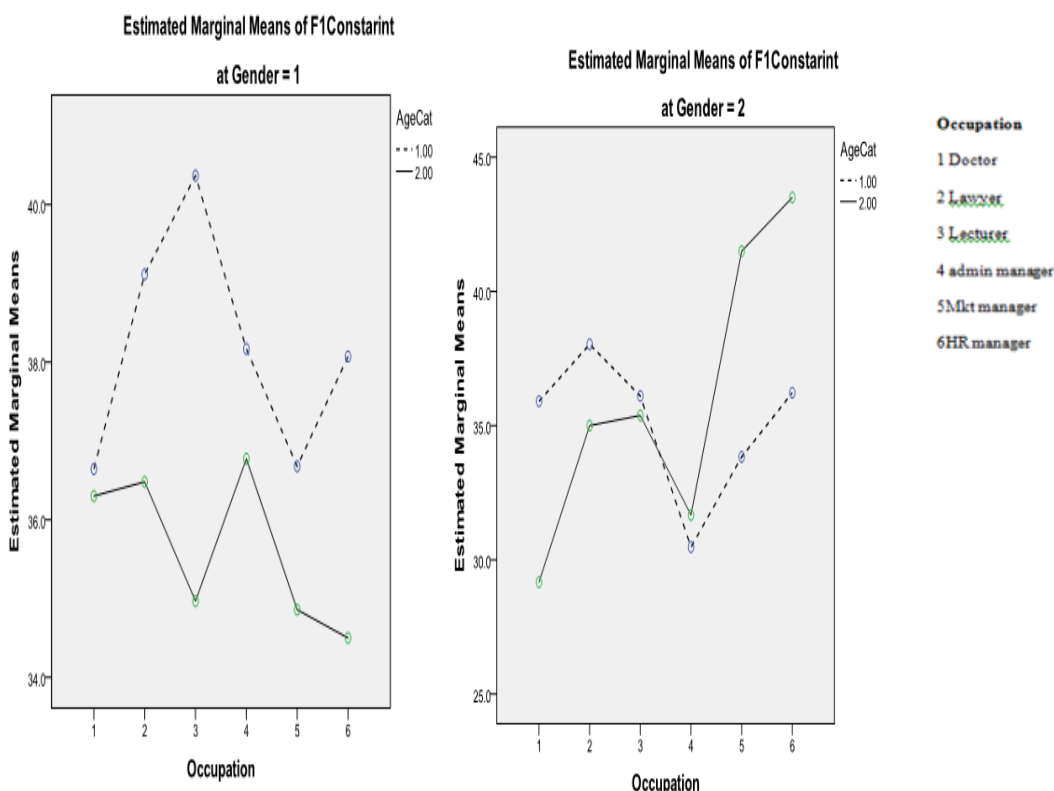
Figure 174. Interactive effect of age and occupation on male employee on Task level constraints

Figure 175. Interactive effect of age and occupation on female employee on Task level constraints

Figure 174 shows that male professionals perceive high level of task level demands at younger age but older age professionals perceive low level of task level

demands flow pattern is same among all professions although magnitude varies among different male professionals.

Figure 175 shows that female professionals; doctors and lawyers perceive high task related demands at younger age whereas female marketing managers and human resource manager perceive high task level demand at older age. Although there is not a higher difference in perception of task related demands among female admin managers.
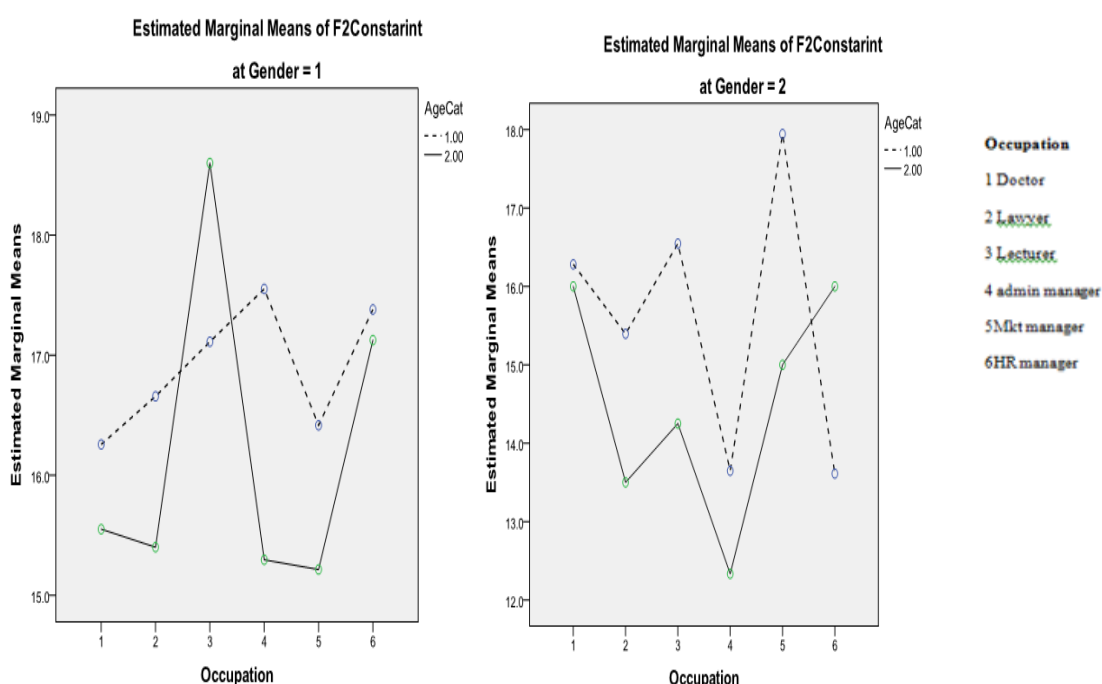
Figure 176. Interactive effect of age and occupation on male employee on social constraints

*Figure*177. Interactive effect of age and occupation on female employee on social constraints

Figure 176 shows that male professionals perceive high level of social and societal demands those who are younger hence older professionals perceive noticeable

low level of social and societal demands but unlikely lecturer at older age perceive very high level of social and societal demands.

Figure 177 shows that female professionals perceive high level of social and societal demands those who are younger hence older professionals perceive low level of social and societal demands but unlikely female human resource manager at older age perceive high level of social and societal demands.
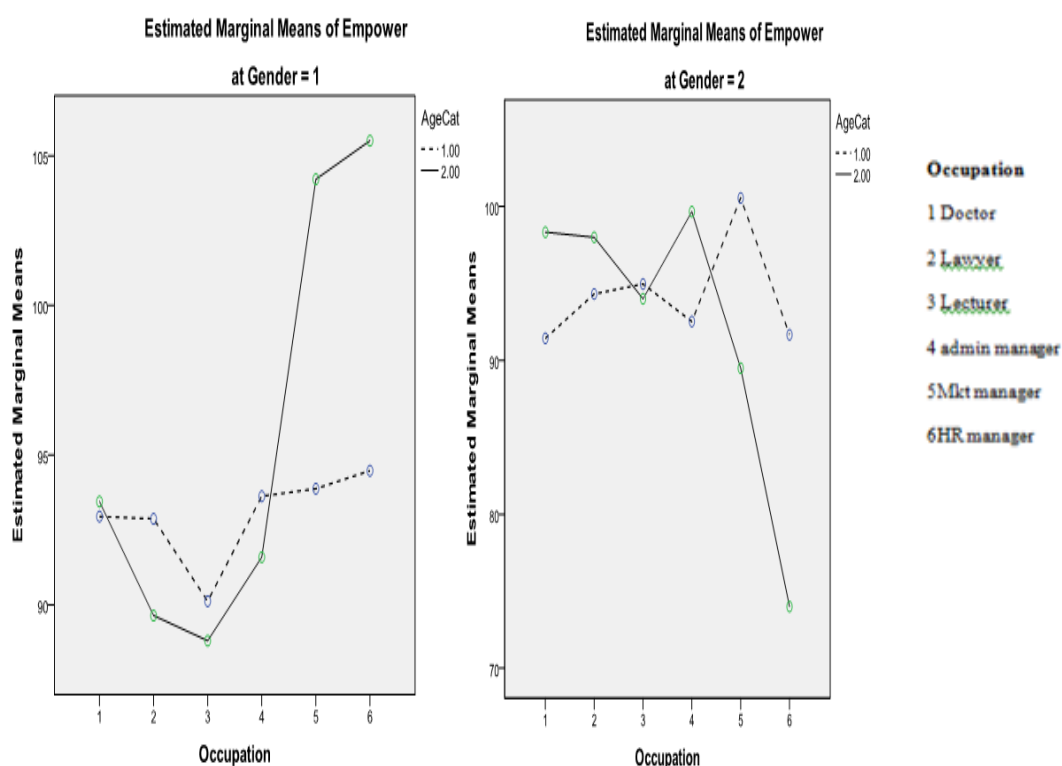
Figure 178. Interactive effect of age and occupation on male employee on social constraints

Figure 179. Interactive effect of age and occupation on female employee on social constraints

Figure 178 shows that male professionals are at slightly high level of empowerment when they are at younger age although high experienced are slightly lower at mature age.

Figure 179 shows that female are different from male with reference to level empowerment, younger female are low at level of empowerment, whereas older female are high at level of empowerment, only older female of human resource inversely female with mature age and with high experience are at higher level on occupational exhaustion, although their level is low than mature but with low experienced ladies but it is substantially high than younger but experienced female, hence ladies with low.
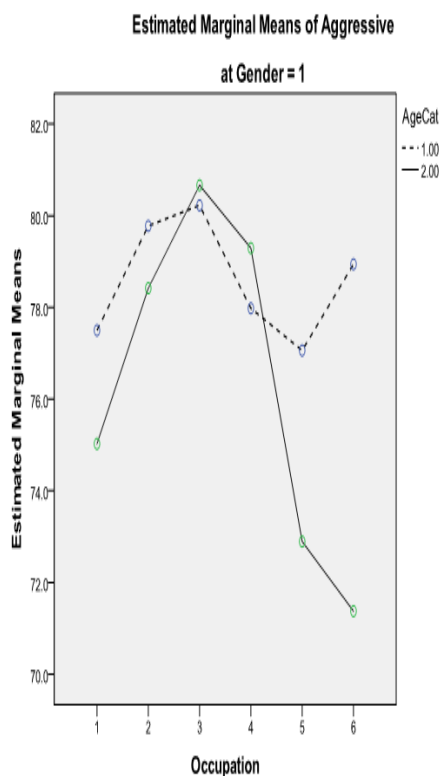
Figure180. Interactive effect of age and occupation on male employee on Aggressive Attribution
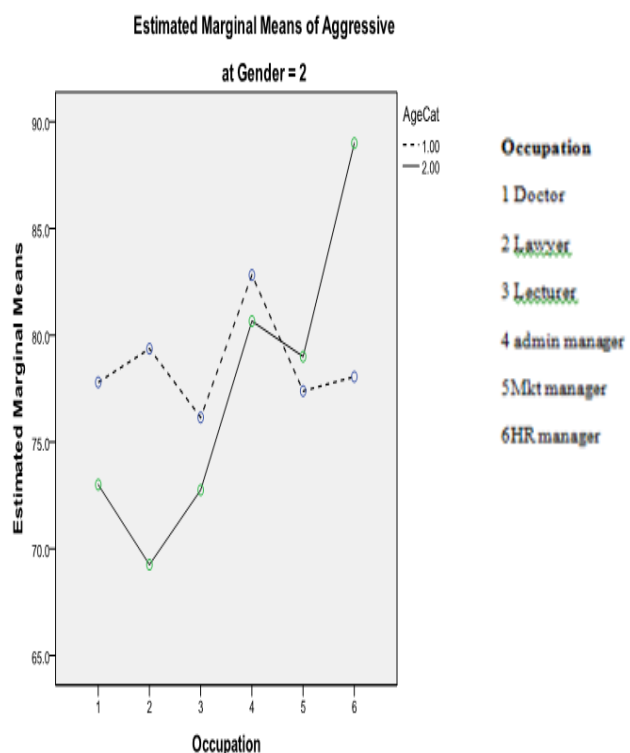
Figure 181. Interactive effect of age and occupation on female employee on Aggressive attribution

Figure 180 shows that younger male professionals are at slightly higher level of aggressive attributions in comparison to older male of same professions, contrary

to others only older male human resource manager are high level on aggressive attribution.

Figure 181 shows that female are different from male with reference to level aggressive attribution, younger female are high at aggressive attribution other than female professionals of doctor and human resource manager who were low on aggressive attribution with older age.
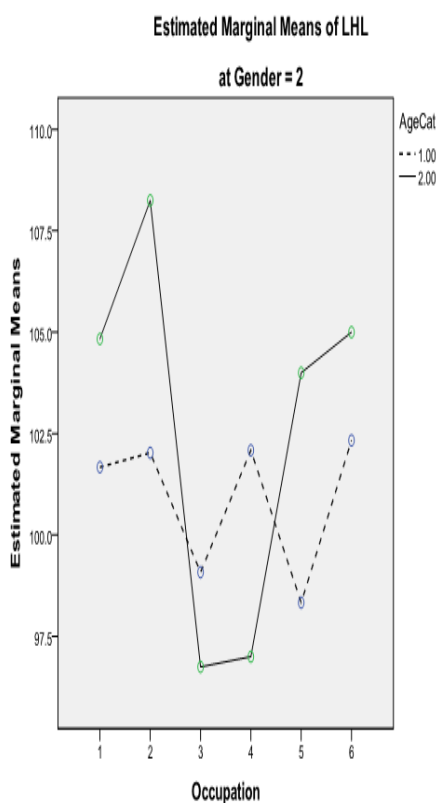
Figure 182. Interactive effect of age and occupation on female employee on learned helplessness
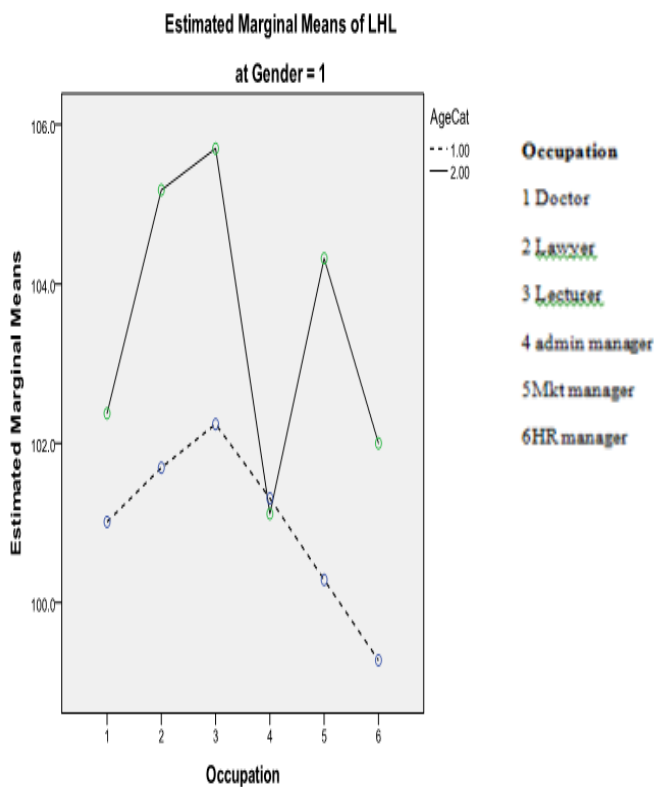
Figure 183. Interactive effect of age and occupation on male employee on learned   helplessness

Figure 182 shows that older male professionals are at slightly high level of learned helplessness in comparison to their younger male colleagues. Although older lecturer and admin managers are lower on learned helplessness at mature age.

Figure 183 shows that older female professionals are at higher level of learned helplessness than their younger female colleagues only female admin manager have no difference at level of learned helplessness with reference to difference in age group.
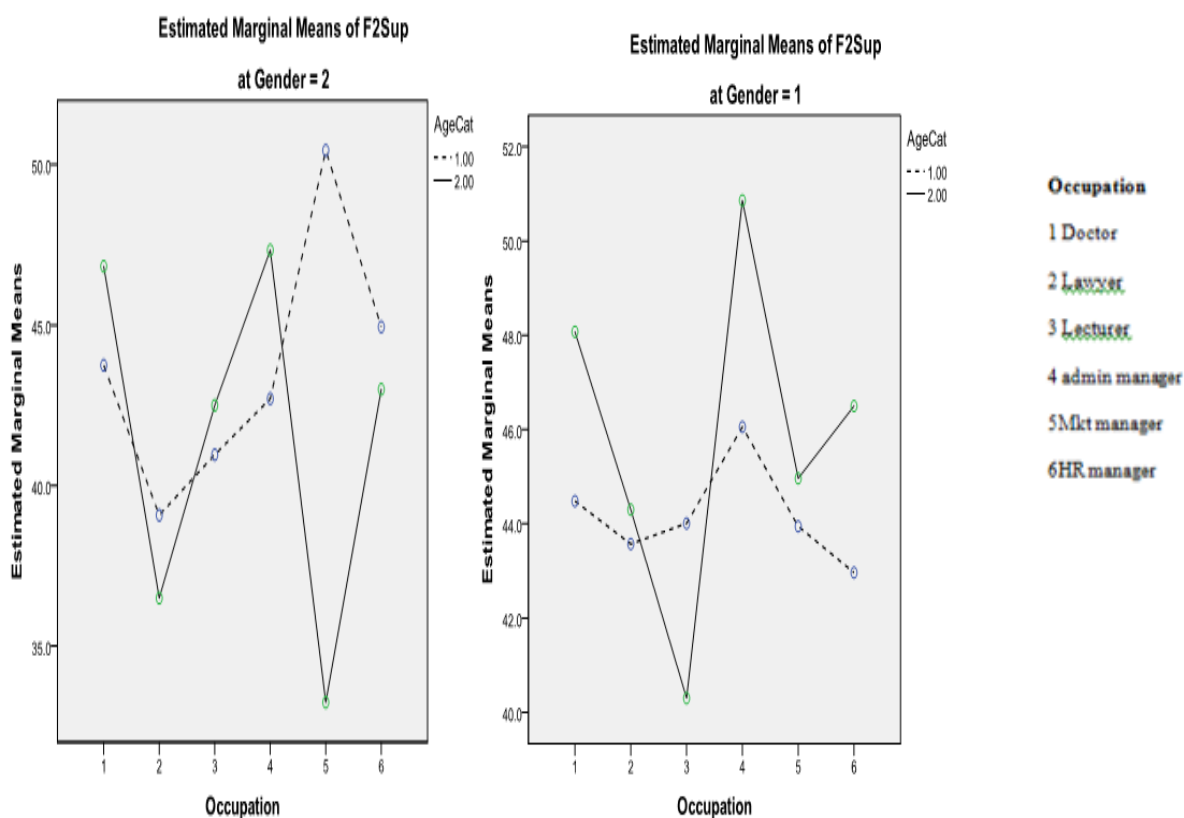
*Figure*184. Interactive effect of age and occupation on female employee on task level support

*Figure*185. Interactive effect of age and occupation on male employee on task level support

Figure 184 shows that older male professionals; lawyers, marketing managers and human resource managers are at lower level of perceived task level support in comparison to younger male employees of same occupations.

Figure 185 shows that female is different from male with reference to perceived task level support, younger female are low mean scores on task level support in comparison to older female professionals only lecturers means scores show a different picture, older lecturers perceived low.
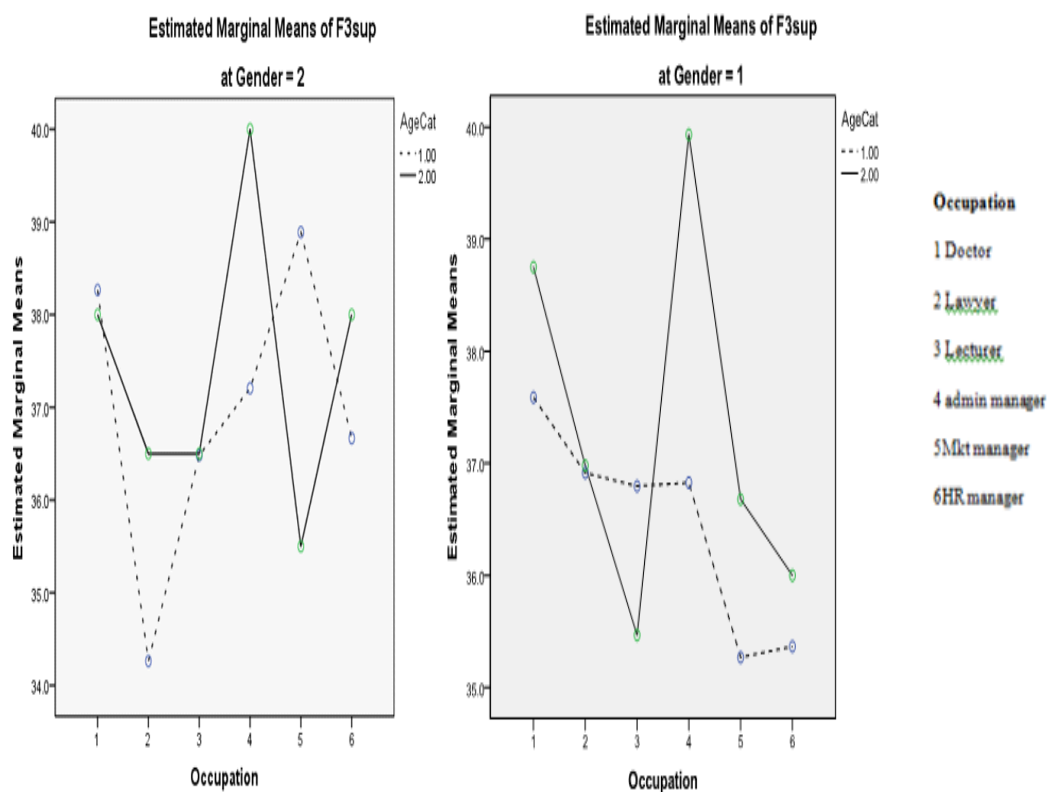
Figure 186. Interactive effect of age and occupation on female employee on policy and support

Figure 187. Interactive effect of age and occupation on male employee on policy support

Figure 186 shows that older male professionals; lawyers, admin managers, and human resource managers consider polices as support for them in comparison to their younger male professionals hence older manager marketing do not consider policy as support, whereas age could not create any difference among male professionals of doctors and lecturers.

Figure 187 shows that older female professionals; doctors, admin managers, marketing managers and human resource managers perceive policy as a support for them where as older female lecturer do not consider it as high support hence age could not variant for female lawyers.
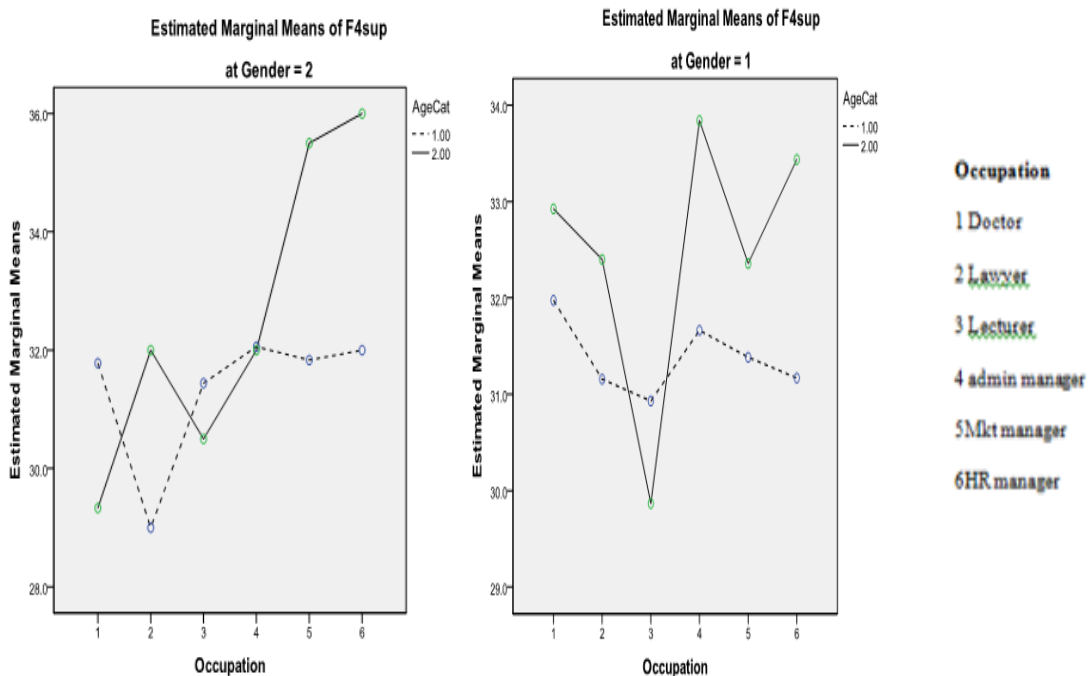
Figure188. Interactive effects of age and occupation on female employee on org support

Figure 189 Interactive effects of age and occupation on male employee on org support

Figure 188 shows that older male professionals; lawyers, marketing manager, and human resources manager perceive high organizational support in contrast to their younger male colleagues other than older doctors and lecturers mean scores are lower on organizational support in comparison to their younger colleagues whereas age showed no effects on admin managers regarding organizational support.

Figure 189 shows that older female professionals perceived high organizational support in comparison to their younger female colleagues only older female lecturers not perceived high organizational support.
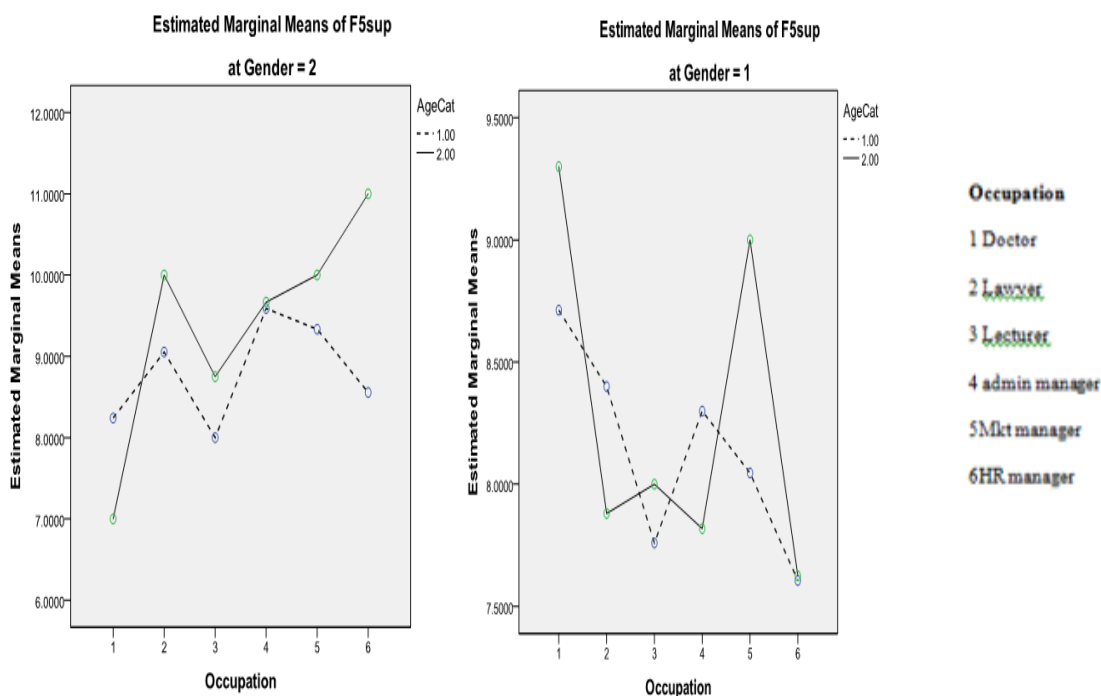
Figure 190. Interactive effect of age and occupation on female employee on Govt. support

Figure 191 Interactive effects of age and occupation on male employee on Govt. support

Figure 193 shows that older male professionals other than doctors perceive high government support than their younger male colleagues hence age creates no difference at government level support perception among admin managers.

Figure 194 shows that older female professionals; doctors, lecturer and marketing mangers perceived high government level support than their younger female colleagues hence age does not variant among female human resource managers.
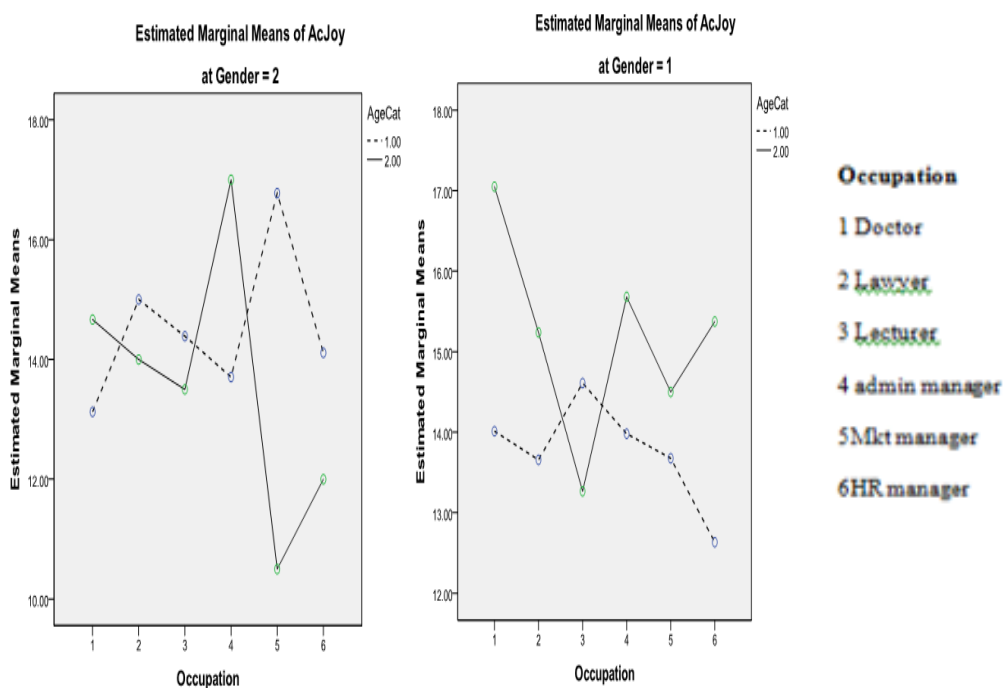
Figure 192 Interactive effect of age and occupation on female employee on AC Joy

Figure 193. Interactive effect of age and occupation on male employee on AC Joy

Figure 192 shows that younger male professionals; lawyers, lecturers, marketing manager and human resource manager showed high mean scores on

affective commitment joy in comparison to their older colleagues. Only younger admin manager scores lower on affective commitment joy.

Figure 193 shows that younger female professionals attained lower mean scores on affective commitment joy than their older female professional colleagues. Only older female lecturers scored low on affective commitment joy than their younger colleagues.
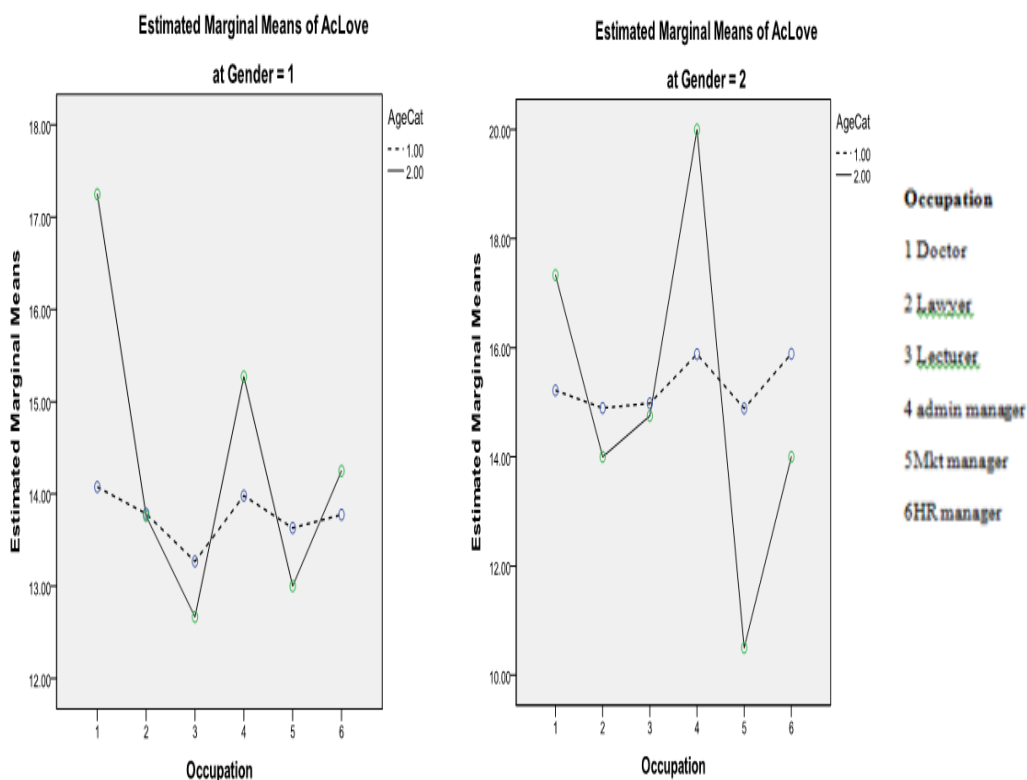
Figure 194. Interactive effect of age and occupation on male employee on AC love

Figure 195. Interactive effect of age and occupation on female employee on AC love

Figure 19 shows that older male professionals; doctors, admin managers and human resource managers score higher mean on affective commitment love than their

younger colleagues, other than older male lecturer and manager marketing those mean scores are lower than their younger male colleagues. Although age cannot variant among male lawyers on affective commitment love.

Figure 195 shows that female is different from male with reference to level affective commitment love. Younger female professionals mean score is higher on affective commitment love than their older female professionals. Other than older female doctors and admin managers, who have scored higher on affective commitment love than their younger colleague.

Discussion

Overall impact of demographic variables can be discussed with reference to most consistent demographics, it can be observed that occupation, gender, experience and age have been found significantly playing their role in changing the impact and magnitude of outcome variables.

An interesting finding has been observed with reference to learned helplessness, it has eight significant effects which are times higher than any of the other attributes. As per findings learned helplessness have the most significant univariate effects, which is not consistent across dependent measures, it gives the confidence that findings about learned helplessness are valid and not due to chance. Another support for this finding have been observed when study sample was assessed across study variables, almost all professionals have been indicated higher on learned helplessness in comparison to remaining attributes. helplessness is a learned response, which manifests itself as resignation, withdrawal and passivity as a reaction to adverse conditions, as per one of the main objective of present research, to explore indigenous realities of developing country like Pakistan which are influencing working conditions and professionals' performance. The societal constraints as aforementioned are

unavoidable and unbeatable, which are faced by everyone at everywhere. These are also inducing helplessness among individuals, professionals and in the society as a whole. So these findings have theoretical interpretation too.

Gender has also been observed as one of the most influential demographic, regarding male members their mean scored were higher on reduced sense of accomplishment, lower at perceived work group level support and higher at aggressive attribution although age and experience influenced these patterns. Whereas female mean score has been observed higher on exhaustion, learned helplessness and lower at perceived supports, along with age, working experience, sector and marital status played very important role in the direction, nature and magnitude of variable relationship.

Discussion Main Study

The main study comprised of six steps, each step was planned and administered in such a manner that it would be helpful for the next steps and would duly contribute in attaining study objectives.

Data cleaning and missing values Analysis. The first step was planned to ensure the authenticity of inferences because all analysis, results, and inferences are dependent upon valid data collection and accurate responses. A thorough procedure of data screening and missing response handling was adopted. Although many of the questionnaires have been discarded at this stage and remaining data was systematically ensured for further procedure. Therefore, analysis and inference will be valid and reliable. After this, the data was ready for advance analysis.

Identification of Relationships among Study Variables. Identification of relationship among study variable is the basic need of any research, it was

administered at two levels. Descriptive statistics were calculated to find out the mean, standard deviation, alpha reliabilities, skewness and kurtosis, these initial indications ensured that mean and standard deviation scores of all scales and their sub-scales are within normal ranges as per the literature guidelines. No unique finding was observed at this stage. It reflects that exploratory as well as confirmatory factor analysis at previous stages were not only helpful in exploring true dimensionality of scales but also enable data for normal distribution trends. Furthermore, alpha reliabilities of all scales and subscales were of high level which confirms the reliabilities of scales. Another assumption required for normally distributed data is normal ranges of skewness and kurtosis values, this step also depicted that these two values of each scale and subscale are also within normal ranges.

Secondly mean scores of subscales were confirmed within the sample of different professions, although maximum subscales were found having approximately equal mean scores on scales and subscales other than learned helplessness which was on average higher among professionals. One of the justification could be given with reference to the theory of helplessness that it occurs among individuals when they found no or very low control on their environment, during qualitative part of present study human services professionals were approached (other than the sample of the pilot and main study) for the focus group discussion. It was revealed from their comments and discussions that professional life at Pakistan is being influenced by many of challenges including insecurities of job site as well as at living place, shortage of commodities at workplace and lacking basic utilities in daily life, injustices in all walks of life, corruption and uncertainty, which prevail in everyday

activities. All these factors are making them feel hopeless and helpless. So their high scores are quite obvious and expected.

Among study sample another dissimilar mean score has been observed with reference to lawyers although these were not highly different but slightly unlike in comparison with rest of professional. One of the justification could be quoted once again with reference to the qualitative phase of this study, lawyers shared the facts that they are lowly regarded in Pakistani society, law profession is not the first choice in general. Most of the cases which lawyers have to deal whcth are mishandled initially and afterwards lawyers have to play a role for solution for instance at the time of Nikah no legal formalities have been observed but at the matter of divorce lawyers have to settle down the dispute in light of constitutional guidelines, Jerga system is most common in tribal and northern areas and matters are being handled beyond constitution. In general, people are following different practices of religion, tradition, and culture, which are extremely deviating from the constitution of Pakistan. All these factors are making acceptability of law profession controversial. As per the norm of this profession, lawyers have to go through a lot of difficulties in the early years of their practice, they exist in this profession with low income and low hopes. All these factors are inconsistent with other professionals of human services (study population), so making lawyers mean scores different from other human services professional is logical.

Hierarchical relationship among predictors and outcomes. Respective hierarchical stepwise analysis has been carried out with job demands, job resources, personal resources and personality dimensions with occupational exhaustion. It was revealed after these hierarchical models that major contributor of occupational

exhaustion was determined job demands, more specifically talking about Pakistani Human services sample, indigenous job demands; including immediate social environment at job place and broader societal environment including country law and order conditions, unsatisfactory level of available basic needs of life, and security threats are big contributors of occupational exhaustion. Second major contribution to facets of burnout was found to be job resources which were responsible for causing occupational exhaustion in an inverse relationship. Personal and personality factors were found to be at the lowest level in influencing state.

Under resourced employees were found to be susceptible to a reduced sense of accomplishment, the job place resources include; task level supports and workgroup level supports. Afterwards, both types of job demands were found to cause a reduced sense of accomplishment at the workplace. Personal resources and personality dimensions were found yet as the lowest contributor in this relationship.

Model Testing. The research model was proposed as per guidelines of job demands and resource model. As per research gaps in the indigenous literature, factors were incorporated in the model. Measurement model reflects that job demands and resources have been indicated as strong predictors of job burnout. As per recommendation of literature (Golembiewski & Munzenrider, 1981) effects on facets of burnout should be measured rather considering overall score of burnout, following literature recommendation, both of the facets of burnout were analyzed separately. Accordingly, a more elaborated picture of relationship has been found. As anticipated, newly explored indigenous factors are playing a very prominent role in this regard. Model fit indices ensured the statistical strength of the model, which ensures generalizability and applicability of research finding on research population.

Role of personal variables as mediator. Mediational analysis has been carried out with help of AMOS 21, It may be inferred that job demands are directly causing effects upon facets of burnout, very few paths were found significant in measurement model which have support in literature as well. Although a good number of serial as well as parallel mediations were confirmed among job resources and facets of burnout.

An inspiring finding in this regard is the fact that both of job traditions either health promoting or health impairing are closely related to job resources. The correlation values are substantially high for said variables, it may be inferred that bridging elements either health promoting or health impairing are more dependent upon job resources rather their association with job demands.

Role of Personality Dimensions as Moderator. Multi-group modeling analysis was administered to compare the measurement model against constraint model to judge moderating effects of different personality dimensions, the path by path analysis revealed the role of personality dimensions either as a suppressor or as enhancer of relationship magnitude on different paths of the measurement model.

The role of all temperaments and characters has not been attempted yet in any of the study as per knowledge of the researcher, most of these dimensions have been assessed in clinical settings, some researches, out of Pakistan, have been conducted with some of its dimensions. Current study has presented a broader picture of moderating effects of personality dimensions over a complex model. Research findings have put forth many of future directions. Temperaments and characters have influenced differently on job demands, job resources, and attribution style. Although much of the literature support is not available in this regard, so these findings

elaborate many facts based on present research and about human services professionals.

Role of demographics. The beauty of research sample rest with its demographic details, these aspects are actually explaining the reason for diversity within the sample of the study. The current research sample was diverse and heterogeneous within the definition of human services professionals. One of the core objective of present research is its indigenous concern, demographics are highly embedded in regional, geographical and cultural influence. Keeping in view the high importance of sample demographics, the last step of the main study was planned to explore the impacts of demographics upon understudy variables. Out of many demographics of the study sample, only occupation, gender, experience and age were found significant when demographics were explored with MANOVA followed by ANOVA analysis techniques.

Broadly discussing the role of occupations, it reveals that lawyers and lecturers were seemed to be on the higher side of experiencing high job demands and lower level of perceived support in the research sample. Perhaps doctors were also found to be experiencing high demands but their attribution styles and perception about support have also been observed at a higher level. Although the impact of age, gender, sector, and work experience varies among levels and directions of relationship. Among most professionals, age and experience played positive role and professionals tend to perceive a higher level of support, develop positive attributions, enjoy their work and love their profession.

The statistical power of analysis. Statistical power stands for the probability of the test to detect true relationship among study variable when it exists actually.

As a researcher, it is desired to show inferences with statistical support in social sciences, but at the same time, study inferences are at risk of low statistical power when many analyses are being carried out to test hypotheses. Power is a function of the size of the effect and the size of the sample used in the statistical test. Each of analysis has its own risk on validity and power of the test. Present research is a bunch of qualitative and quantitative analysis. Qualitative phase was carefully planned to avoid threats to authentication of information. The quantitative part was also cautiously proceeded considering foreseen hazards to reliability and statistical power. As abovementioned each and every step of the main study was carried out with cautionary measures to establish legitimacy and consistency of results. Starting from data cleaning and screening, ensuring normality assumptions, mixing of stepwise and hierarchical regression to avoid exaggerated results, bootstrap sampling with mediational analysis and finally calculating effect size (which is moderately high) for multi-group modeling are the efforts made by the researcher to keep a high statistical power of analysis. Enabling replication of research findings to human services professional in Pakistan.

Chapter VIII

DISCUSSION

The first purpose of present research was to identify the construct of burnout in Pakistani society with reference to human services professional. Factor structure of Maslach burnout inventory (H-SSS) was attempted to confirm among study sample. The factor structure could not fit among three distinct factors that showed poor fit indices. In order to explore the factual factor structure among Pakistani human services professional, exploratory factor analysis was conducted which resulted in the emergence of two factors rather than three distinct aspects. Thus, items that were clustered on each of the factor were analyzed so the nature of the factors can be determined. All the items with reduced sense of accomplishment were loaded in one factor. This finding confirms the view of researches which posited that reduced sense of accomplishment is a factor of burnout. However, the finding refutes research literature which did not support the existence of reduced sense of accomplishment as core factor of burnout. Hence, reduced sense of accomplishment has been identified as one of the core components of burnout construct assessed with Maslach Burnout Inventory.

The second factor was the combination of items of emotional exhaustion and depersonalization sub-scales, this finding is also meaningful. Maslach and Leiter (1988) argued that emotional exhaustion is a basic element in the burnout process. They posited that burnout model is the way which leads stressors from jobs to emotional exhaustion of professions which requires close relations with clients and theses professionals consisted upon human service workers. According to them emotional exhaustion brings about depersonalization which is a coping response, used

when the other methods of coping don't ease the strain. Leiter (1993) made an improved version according to a structural equation modeling of the burnout process. Lee and Ashforth (1993) perceived that emotional exhaustion and depersonalization have high correlation which is slightly low linked with reduced personal accomplishment e.g., role stressors. Therefore, a stronger connection between exhaustion and depersonalization exists compared to their relation with personal accomplishment (Lee & Ashforth, 1993).

He theorized that depersonalization is a direct function of emotional exhaustion. According to him reduced personal accomplishment can develop independently of either emotional exhaustion or depersonalization. Lee and Ashforth (1996) established that depersonalization and emotional exhaustion are strongly correlated with organizational commitment and intentions of turnover. Thus, previous literature supported the high association between emotional exhaustion and depersonalization. Similarly, integrating these two in a unidimensional scale had also received support from literature. Walkey and Taylor (1991), Holland, Michael and Kim (1994) and Shirom (2003) proposed a two-factor construct comprising of depersonalization and emotional exhaustion. They said that decreased personal accomplishment might be the result of burnout rather than a separate component of this syndrome. There is also some support for this two-dimensional conceptualization, though it is generally accepted that depersonalization and emotional exhaustion make up the fundamental dimensions of the burnout construct and closely associated (Demerouti, Bakker, Nachreiner & Schaufeli, 2001). So their items loading on one factors seems quite justifying.

In some past studies where the original MBI was used to assess burnout outside the human services, the depersonalization and emotional exhaustion dimensions were integrated as one factor (Leiter & Schaufeli, 1996). Hence, the two-factor model is substitute to the three-factor model according to which exhaustion and cynicism constitute the first factor while professional efficacy constitutes the second factor. Steyn 2015 showed the emergence of two factor solution for MBI Human services survey. The outcome of the study negated the existence of three distinct burnout factors when applying the MBI Human services survey to a sample of client service employees. While the measures of decreased sense of personal accomplishment and emotional exhaustion were well identified factors in this sample, the results did not support the meaningfulness of the depersonalization in the client service context. The literature indicated that the emergence of two factor solution, especially loading of depersonalization items with emotional exhaustion happened when either sample is non-human services or with reference to recent literature support when services are of client serving nature. An exhausted review of literature on the nature of human services professionals, showed that although core concept is common among different definition of human services professionals but context, operationalization and practices vary from one culture to another.

The argument on the definition of Human services professional revealed that social services, for example cops, lawyers, health care, social work and psychotherapy have interpersonal aspects of their jobs. A more elaborated definition of human services professional is given by Hasenfeld. "People in social service organizations try to secure and improve the wellbeing of society by defining, reshaping, defining or altering their own attributes". Hasenfeld made a difference among the normal-

functioning and mal-functioning customers (for instance, students vs. patients). He made three categories of service works: (i) "people processing" (e.g. inspection office, taxation office); (ii) "people sustaining" (e.g. social security service) and; (iii) "people changing" (e.g., schools/collages, hospitals/clinics, prison/rehabilitation centers). According to this, "people changing" work has the most workload.

The elaborative description of human services professional by Hasenfeld widened the scope of human services professionals as well as minimized the contradiction that client serving professionals are out of the circle of human services. But these are actually embedded among human services professionals. The research tradition of burnout and extensive qualitative and quantitative work by Maslach and her colleagues is quite adequate to meet the measurement needs of all human services categories given by Hasenfeld. Although, several studies for the validation purpose of burnout construct have been conducted on single profession as per researchers' knowledge. Thus, one of the main reasons for the emergence of two-factor rather than three-factor is heterogeneity of occupation instead of non-human services professions. This is because within human services profession, range and nature of work vary substantially and these variations definitely influence the factor structure of any measured construct. Evidently, it is homogeneity of professional sample that caused restructuring of burnout construct. It could be inferred that heterogeneity of sample impacts factor structure of burnout, no matter if these professions are sharing common tenants with each other like professions under broader term human services professions.

Another justification for two factors emergence regarding present study could be the privatization nature of human services professions. As aforementioned that in

client service profession, factor of depersonalization diminished into emotional exhaustion. At present, good services providing hospitals are private, high results producing colleges are private, legal advisors are running their private chambers along with it promotional managers, providing high quality services to their clients in private national or multinational companies. Thus, overall human services professions have become client services professionals where they amend their emotions and the construct of emotional labor seems evident among them. Nevertheless, the nature and facets of emotional labor is a long debate which is out of scope of current research. But a brief exploration of emotional labor showed that it has two main factors namely, surface acting and deep acting. Mills explained that, all the white-collar jobs such as managerial or teaching, sales or office work– have some sort of subjectivity in them as these jobs are focused more on how to handle symbols and people instead of manipulating (1951: 65). White collar employees are comparatively prone to deep acting than to surface acting. More or less white-collar employees are similar to our study sample. Huang (2011) showed that deep acting (one of the core components of emotional labor) and genuine emotion expression showed a negative relationship with depersonalization, but a positive relationship with exhaustion. From the results, the study concluded that the existence of deep acting or genuine emotion diminishes depersonalization. Another research finding explained it with cultural perspective. A comparative study (Allen, Diefendorff, & Ma, 2014) between individualistic and collectivist culture brought about very interesting findings. Deep acting could function differently across different cultures. In collectivistic cultures where harmony and group supporting behaviors are highly desired as well as where emotion regulation in response to contextual demands is valued, deep acting may primarily

exhibit positive effects. In other words, the beneficial effects of deep acting will be presented (employees will experience more positive emotions). As employees are high on deep acting, it will lead to negative depersonalization but it will be directly proportional to emotional exhaustion. The results of the study confirmed the present study hypotheses.

It could be considered as one of the justifications of two factors of burnout construct in Pakistani culture being collectivist. Professional in the country are groomed and encouraged to be opened in emotion expression (either positive or negative) which leads them to deep acting and refrain them from depersonalization. But to some extent, if they experience depersonalization, they reflect it with the feelings of exhaustion rather than distinctive dimension of feelings. Probably, for the reason, items of depersonalization are merged with exhaustion factor.

The findings with reference to nature of study sample and related literature review, it could be inferred that construct of burnout is context dependent. Its factor structure is highly sensitive to sample characteristics such as homogeneity, heterogeneity, client services type as well as type of culture. These shades of dimensionality of burnout is not only a reflection of sample characteristics but many factors that are hidden at work and are embedded in type of job, hierarchy of profession, nature of work and cultural realities. Prevalence of burnout two facets in study variables shows that exhaustion is highly reported among all professional (M=33.5) ranging from (LL= 3.0) and (UL= 78), which is higher than what is reported in literature of other study findings. Whereas reduced sense of accomplishment has been reported by study sample to be very low relatively to exhaustion (M=8.3) ranging from (LL=0) to (UL= 32). The results showed that

Pakistani human service professionals' exhaustion is high albeit the reduced sense of accomplishment is not as high. One of the explanation could be the fact that Pakistanis are considered emotional nation. They are aggressive and express their emotions loudly. Perhaps these factors lead them at face of adverse emotionally drained conditions. Research sample could not score higher on reduced sense of accomplishment, although research sample fit in definition of human services professionals but these professions are of high prestige in the society. Mostly these professionals are from strong academic background and satisfied being employed on such jobs, so it may be the reason that being highly qualified and serving in good professions, these professionals may have high sense of accomplishment. The correlation of both facets of burnout with other variables in the study will be described in their respective discussion sections.

Job Demand and Resource Model

One of the objectives of this study was to examine the job demand and resource model among Pakistani human services professionals. Job demands and resources (JD-R) model has contextual importance (Demerouti & Bakker, 2011). Evidence from previous studies revealed that job demands and resources vary from one job, organization, country and culture to another. On the basis of these contextual findings of the JD-R model, researchers in present study intended to study the indigenous job demands and resources of human services professionals in Pakistan. Qualitative techniques were used to obtained facts from professionals while maintaining all protocols with a view to ensure authenticity, replicability, generalizability and appropriateness of the inferred themes and concepts. A scale was

developed to meet the research need and it was titled as job demand and resource indigenous scale.

Job demands. Job demands with reference to Pakistani human services professionals were classified into two categories namely task level demands as well as social and societal level demands. These have been identified by our professionals and had been confirmed to be considered together as a factor with data analysis techniques of EFA and CFA.

Task level demands. The included sub-scales comprised of; work overload, competency, emotional demands, time pressure. These findings are not unique in-terms of the identified factors in literature but their combination is really unique. It is guided by the literature that Job demands have high positive relationship with exhaustion (Bakker et al., 2003). Although demands have positive connection with reduced sense of accomplishment but the magnitude is low in comparison to exhaustion. Current research findings have supported the literature guidelines and we found that task level demands have positive relationship with higher exhaustion compared to reduced sense of accomplishment. Hence, hypotheses H1a, H1b and H1c are fully supported.

Moreover, task level demands have been explored for their relationship with mediating variables namely, affective commitment joy, affective commitment love, learned helplessness, aggressive attribution and empowered attributions. Essential literature indicated a negative relationship between affective commitment and job demands. A distinctive finding with regard to this study will be focusing facets of affective commitment in job demand and resource model. It showed that though task level demands have negative relationship with the affective commitment joy and love,

however the magnitude of the negative relationship is substantially high for affective commitment love compared to affective commitment joy.

Affective commitment joy defined as   employee enjoys his/her work and has the willingness to persistently continue with the job. On the other hand, affective commitment love means described as employee does not only enjoy his/her work but he/she indulges too much into it that he feels a deep association and beyond continuing with it, he/she consequently develops a desire of affiliation towards the organization. Thus, from the finding of this study, it could be inferred that high task level demands may prove hurdle in the development of affective commitment both joy and love. But high threat is towards the development of affective commitment love which is of high value for the organization.

Social and societal level demands. Category of job demands emerged with sub-scales namely, need of autonomy, job insecurity, law & order and work-family interference. Although most of the sub-scales in this domain were confirming their existence in-terms of job demand literature, but the need of law & order is really a distinctive feature that was never pointed out by any of occupational research. At least, within the framework of job demand and resource model, country's poor law and order proved a hazard for the accomplishment of job performance or may be a cause of job burnout. Although job insecurity has been discussed and proved a very important tenet of job setting but regarding current research, job insecurity has been identified at two levels namely, organizational level and state level. It may be regarded as contribution in this regard, professionals realized that they feel job insecurity not only at organizational level but also suffer from uncertainty about their jobs at state level. They are unaware of the future of their profession in the country,

professional growth, salary incentives and lack of professional development at state level make them to feel insecure, so migrating to other countries is common practice among such professionals. These insecurities caused negative job performance related outcomes. Work-family interference is a commonly searched job demand, professionals reported that long shift work, time pressures, emergency calls and work over load occupied their time, usually they face shortage of time to fulfill their family responsibilities and paying quality time to their family affairs. Prolonged work-family interference leads them consequently to negative job performance out comes like burnout. Although other sub-scales are in-line with literature guidance, but overall combination gives a total impact of our indigenous social and societal jobs demands which are beyond the immediate social environment of the organization to broader ecological circle.

As stated earlier, job demands are positive predictors of exhaustion in comparison to their positive predictive relationship with reduced sense of accomplishment. Present study reveals a higher magnitude, positive relationship of social and societal job demands with exhaustion than task level demands. This is not only in comparison to exhaustion but comparatively higher predictor of reduced sense of accomplishment. Thus, hypotheses H1d, H1e, H1f are supported connoting that social and societal demands have positive relationship with exhaustion, reduced sense of accomplishment and burnout. This category of job demands has been hypothesized (e.g., positive and negative relationship) with other study variables that play the role of mediators. These hypotheses will be discussed in respective sections. A stepwise regression analysis showed the highest contribution in variance, explained is caused

by job demands when in first step all of the variables were inserted and in second step both demands were incorporated.

Job resources. Job resources were also investigated in this study with reference to human services professionals of our society. Seven main kinds of job resources were identified. As stated earlier, job resources are also not unique to 'Job, Demands and Resources' literature but these are too blended with indigenous shades. Each of the job demands and resources have been discussed in detailed with reference to their unique indigenous contribution along with similarities and differences with job demands and resources existing research literature.

Work group level resources. The first category of job resources is determined that integrated three of the sub-scales namely, role clarity, diversity and Job/work satisfaction. Empirical literature showed that these kinds of resources are negative predictor of exhaustion, reduced sense of accomplishment and burnout. The findings of present study are similar with literature though this study could claim value addition with the investigation of refined slicing of resources. Supervisor support and co-workers support was merged together in this category. In literature, we could find both of the supports and their negative relationship with facets of burnout. Similarly, present search confirmed the findings of literature.

Work group level job resources are negative predictors of exhaustion and reduced sense of accomplishment but they seemed to have greater impact on reduced sense of accomplishment. Specifically, discussion on the impact of task level job resources in study sample indicated that they have insignificant relationship with exhaustion but strong negative relationship with reduced sense of accomplishment and burnout. Low or no relationship of exhaustion with social support has been

documented in some previous research studies (Maslach & Leiter, 2008). Hence, hypotheses H2a and H2e are supported while H2f is not supported in this present study which are articulated on different aspects of this relationship.

Policy & Procedural Resources. It is determined as second domain of job resources with sub-scales namely, work place justice, professional growth and job security. Hence, the identified sub-scales in this domain are not unusual but these are accumulated in a different category which is uncommon in research tradition of job demands and resources. As asserted by professionals in qualitative phase of this study, policies that will ensure work place justices, opportunities for professional growth and surety of job permanency are not in practice, and these have adverse impacts on job performance. Sub-scale of this domain could be identical with existing literature but this specifically reflect third world and under developed countries where job experience, domain expertise and competencies might not assure the job security and growth. This domain has also been hypothesized as having negative predictive relationship with burnout, exhaustion and reduced sense of accomplishment. Perhaps, hypotheses H2b and H2g are supported in-terms of its negative relationship with burnout and reduced sense of accomplishment, whereas H3b which is about negative relationship between policy and procedural support with exhaustion is not supported.

Work level job resources. Items were integrated into it as third category of job resources. It emerged three of the sub-scales namely, role clarity, diversity and job/work satisfaction. Research literature recognized that these kinds of resources are negative predictors of exhaustion, burnout and reduced sense of accomplishment. This study does not give very unique results in this regard, but it could claim value addition

with the investigation of refined carving the resources with emphasis on task level contributing factors.

Work level jobs and resources are found to be negative predictors of exhaustion and reduced sense of accomplishment but they seemed to have high effect on reduced sense of accomplishment. Specifically, discussion on the impact of work level job resources in study sample showed insignificant relationship with exhaustion but a strong negative relationship with reduced sense of accomplishment and burnout. Thus, hypotheses H2d, H2i, H3d, H4g, H5g, H6g and H9g are supported which are being hypothesized on the relationship of work level support being negatively related to exhaustion, reduced sense of accomplishment and burnout. Moreover, it also confirmed the positive relationship between empowerment and affective commitment (joy & love).

Organizational level support. It has emerged as the forth resource in this present research finding. It is consisted upon compensation and client feedback. Perhaps, these sub-scales are common and have been evaluated as source of motivation for employees to perform effectively and support healthy job outcomes. These findings of this study identified these as one of the core components of human services professionals. The results confirmed their supporting role in our research sample. Hence, hypotheses H2c, H2h, H3c, H4d, H5f, H6f and H9f are supported in-terms of hypothesized relationship. Organizational level support has negative correlation with exhaustion, reduced sense of accomplishment, learned helplessness and aggressive attribution but has positive association with affective commitment joy. With reference to classified sub-scale in this category, literature review also supported

the findings. Compensation and client feedback assist the employees to improve their performance, enjoy their works and abstain from negative job-related outcomes.

Government level support. The fifth category that has emerged as a resource is titled as Government level support at job place. The items that emerged at this level are related to good governance, role of state, effects of corruption and reference culture (where completion of task require person to approach high officials). It also involves professional growth in a country that is apprehended with government support. This factor is exclusive to our findings because literature of job demands and resources have no similarity with this factor. Although these factors influence other countries and states, but in the last two decades, Pakistan has particularly witnessed some political disturbances riots, protests, militant government, musical chair of sovereignty between two political parties, state defaulters and many more social and political evils. These contributed to the under development of professional sectors, especially human services professionals such as doctors, lawyers and lecturers who have been victims of the maltreatment. Mostly, professionals are of the opinion that their professions are relegated and they are behind in technology and new developments. Following trends of relationship, a number of hypotheses were developed to ascertain the relationship of government level support with study variables and significant findings have emerged. Hypothesis H2e, H2j, H3e, H4f, H5h, H6h, H9h and H9p were tested on the study sample. Evidence from the study showed that government level support has negative association with exhaustion, reduced sense of accomplishment, burnout and learned helplessness. However, there was no evidence of any negative relation of government level support with aggressive attributions. Instead, it has a positive relation to the empowered attribution styles and

affected commitment love albeit, it cannot be supported as positively related to affective commitment joy.

Research finding are quite logical and directional towards existing facts. Government level support is a safe guard against exhaustion, reduced sense of accomplishment, burnout and learned helplessness. It also facilitates employees' empowerment and influences their commitment love towards their professions. But it is not a significant contributor for aggressive attributions and affected commitment joy. It is evident that both of the aforementioned are influenced by organizational level or immediate social level support, actually these are state based or trait based attributes. Affective commitment joy is a state based attributes, an employee could enjoy his/her work in response to immediate facilitation that is mostly dependent on organizational level. Conversely, aggressive attributions are also of short termed which are caused by immediate environment, hence negating these two relationships with government level support is pretty obvious. Model testing indices are quite satisfactory to conclude that in a recursive model, indigenous job demands and resources are found as basic predictors of the facets of burnout. Findings justified the need of development of an indigenous scale of job demands and resources, model testing of indigenous job demands and resources presents the holistic picture of local facts and contributing to existing knowledge.

Affective Commitment as Mediator

As posited in 'Job Demands and Resources Model', there are two traditions; the first one is motivational tradition, which is supported by resources and well-being related variables. Affective commitment is one of the work motivating personal

resources. It has been selected by the researcher to investigate its' positive role in the promotion of job performance in-terms of negating burnout effects. Although, previously it has been explored in Pakistani sample, but it has never been examined with reference to Job demand and resource model. One of the contributions of present research, is the emergence of affective commitment into two factors on study sample. Although emerging two factor of affective commitment construct is not unique finding in literature. As Bagozzi and Bergami (2000) said that the emotive aspect of an individual must also be studied along with the cognitive factor of the subject's social identity with his/her institute. In their research, affective commitment consisted upon both of these factors of organizational identification.

Affective commitment is defined as the attachment with and involvement at employee's organization with positive feelings of identification. (Meyer & Allen, 1984). Building on Shaver (1987) and Bergami and Bagozzi (2000) examined two components of affective commitment – *love* (AC-Love) and *joy* (AC-Joy).

Affective Commitment Love. It refers to emotional attraction or affection towards the organization as a social category.

Affective Commitment Joy. It refers to happiness arising from the organization as a social category.

In the first phase of present research, construct of affective commitment was found to be multidimensional as per findings of CFA on suggestive structure of the scale. EFA supported factor loading on two distinctive factors. This is followed by confirmation by another independent CFA and fit indices indicated very good model fit with two factors. Consequently, the present study considers two factors of affective commitment scale. Hypotheses are based on the nature of each factor.

Primarily, affective commitment was chosen as mediator between jobs, resources and demands in relation with the facets of burnout. The relationship of affective commitment was hypothesized with each predictor as well as with each outcome along with other mediators in research model. Serial and parallel mediation were determined regarding theoretical approach or as per research trends. The present study determines positive and negative relationship of affective commitment (joy& Love) with all other study variables regarding the direction of literature and identified gaps. Thus, hypotheses H8, H9a to H9p are developed. All the research hypotheses were supported except the hypothesized positive relationship of government level support with affective commitment joy and love reasons have been discussed in government level support section.

Job resources were hypothesized to have positive relationship with both dimensions of affective commitment (joy & Love). With work group level support both of the dimensions confirmed significant positive relationship but affective commitment love has greater positive relationship with work group level support. The is justified too because when employee receives support from his/her supervisor and colleagues, it inclines his positive and enjoyed attitude towards the organization and heightened his affection towards the professions.

Policies and procedural support also confirmed the positive relationship on both facets of affective commitment but affective commitment joy was found higher on positive relationship magnitude compared with its counterpart dimension. One of the possible reasons is that as individual receives work place justice, job security and professional growth, he/she develop positive attitude towards workplace on both level. At immediate level, employee experiences prestige, worth and equal treatment

that enhance his state and trait satisfaction. State satisfaction encourages affective commitment joy while trait satisfaction enhances affective commitment love which inspires him/her to stay in the profession for long time. Consequently, if a professional encounters such situation where he perceives frequent organizational justice, he will develop affective commitment joy. Hence, the times he feels secure with reference to his career cherish his affective commitment love, the desire of employee to be part of organization for long or forever. The opportunities he comes across for professional growth afford him/her with pleasure for time being and obligation forever.

Work level support is also confirmed to have high positive relationship with both type of affective commitment, though affective commitment joy seems higher in magnitude. Evidently, an employee that receives work/task level support will enjoy it and experiences work place well-being. This will work at two levels namely, with immediate effects, it will give employee sense of achievement and pleasure that leads to cherish feeling at work place. Ultimately, this pleasure enhances his loyalty towards the profession.

Government level support is also hypothesized to have positive relationship with affective commitment (love & joy). The findings of this research contribute to future guidelines for researchers as it showed that affective commitment love has positive relationship with government level support, while government level support has negative relation with affective commitment joy. A plausible justification is that when every support is ensured by the government law and policies, it will give the feelings of saturation to the employees. Consequently, it provides less challenge to their competencies for existence and further achievements. Employees will less

motivated for performance at organization and rely more on government facilitation. An interesting report published in "TIMES" also emphasized similar fact.

Some economists from the Federal Reserve Bank conducted a research and developed their research team comprised upon researchers from the University of Warwick, England and the Hamilton College, New York. The objective of the research was to examine the life satisfaction level of about 2.3 million Americans on state by state basis and they extended their research with the comparison with state suicide rates. Findings were very interesting the state highest on life satisfaction also stood on top on the suicide rate. For example, Utah, ranked the highest for life satisfaction, but has the ninth highest suicide rate in the U.S. The second happiest state is Hawaii which was also found to be fifth for suicides. Contrary, New York was stood lowest on suicides as well ranked 45th position in life satisfaction. Subsequently, there are some relationship with high level of facilities and dissatisfaction at joy level.

Job demands are also examined in relation to affective commitment (love & Joy). Task level demands which prove resistance for performing good at work place has negative relationship with both affective commitment (love & joy), albeit the magnitude vary between two but direction of relationship is same for both. If task related job demands increase, these will have inverse relation with affective commitment love rather than joy. This could be interpreted that if employee faces task level high resistance, he/she will be motivated to leave the organization or profession rather than staying there and continues to complain against constraints. Consequently, high task level demand is less threatening for affective commitment joy.

Social and societal job demands have been recognized as one of the additional research findings in-terms of job demand and resource tradition where first time broader societal perspective has been incorporated in JD_R model as per feedback of study sample. Both affective commitment joy and love have negative relationship with social and societal level demands whereas affective commitment joy has high negative relationship with social and societal level demands relative to affective commitment love. A noteworthy justification could be the existence of extraneous/contextual variables that are out of control of employee, so considering them out of range he/she does not want to leave the job. These include family and broader social perspectives like natural disasters, energy crisis, economic conditions and other uncontrollable factors which inhibit the pleasure and joy at work place. Hence, the existence of high social and societal level demands makes the employee less joyful at his work but had no feelings to quit the profession.

Facets of burnout, which are the primary objective of current research are also hypothesized to have negative relation with affective commitment (joy & love). Affective commitment, such as love has high negative relationship with burnout, exhaustion and reduced sense of accomplishment. Although, affective commitment joy has negative relationship with burnout and its facets but the magnitude is not as high as that which affective commitment love has with these attributes. It revealed that high level of affective commitment love safeguard against burnout and its facets. Though affective commitment joy is also a significant contributor, but its effects would be more beneficial when coupled with affective commitment love.

Attribution Styles as Mediators

Parkes (1994) said that individual differences and coping could play fundamental role in the processes, when psychosocial work settings effect the mental and physical health results (and as a consequence the organizational health). For example, any theory will find it hard to explain the way how two individuals view the same job stressors differently unless the role of individual differences is accounted for (Spector, 2003). Parkes (1994) said that in order to apply effects of the personally and environmentally focused interventions, individual differences need to be researched more thoroughly. Harris, Briner and Daniels (2004) stated that it would be nonsensical to study stressful job characteristics as "out there" unless personal viewpoints of subjects are accounted for, as they are necessary to understand the roots of coping, strain and stress. Indeed, Briner (2004) proposed that stressors can't be considered unless the individual perceives them like that. This concept was restored in models like; the ERI model, 'Person-Environment Fit', the transactional models of Folkman and Lazarus (1980) and Cox (1987).

Although job demand and resource model have incorporated personal variables into it since a few years back, yet relationship are not explored of indigenous job demand and resource with personal variables. Attribution styles have been examined in present research with reference to three distinct attributions namely; learned helplessness, aggressive attribute and empowerment.

Learned helplessness is considered negative attributes and relates with negative job outcomes. Job resources which are considered as positive performance enhancers association have been judged with learned helplessness. Also, work group level support has negative relation with learned helplessness though this relation is not

significant. Moreover, policy and procedural support have negative but insignificant relationship with learned helplessness. Also, a negative and significant relationship has been found between learned helplessness and work level support. Furthermore, organizational level resources are negatively correlated with learned helplessness resulted substantial high magnitude. Lastly, the relationship between government support and learned helplessness is significantly negative.

Overall analysis of learned helplessness with job resources showed that such resources which are centered to employee have substantial impact, apart from group and collective effect.

Job demands' categories were also analyzed to determine the direction and strength of the relationship. Task level demands have positive and significant relationship with learned helplessness while social and societal demands have positive but weak relationship with learned helplessness. On the relationship trend with affective commitment joy and love, learned helplessness has negative significant relations with both of the facets of affective commitment though the strength of the relationship is high in affective commitment love.

Overall relationship pattern of learned helplessness leads to the conclusion that learned helplessness is being affected by such demand and resources which hit the employee individually. But those include the kind of facilitators or inhibitors which are for common cause, learned helplessness less prone to be affected by them.

Aggressive attribution is considered negative attribute and relates with negative job performance related outcomes. Job resources which are considered as positive performance enhancers association have been found with aggressive attributions. Work group level support has negative relation with aggressive

attribution but this relation is not significant. Moreover, policy and procedural support have negative and significant relationship with aggressive attribution. Also, an undesirable and noteworthy association can be observed between aggressive attribution and work level support. Furthermore, organizational level resources are negatively correlated with aggressive attribution with substantial high magnitude. Lastly, the relationship of government support with aggressive attribution is insignificantly negative.

Overall analysis of aggressive attribution with job resources showed that such resources which are centered to employees have substantial impact apart from group and of common interest.

Job demands' categories were also analyzed to determine the direction and strength of the relationship. Task level demands have positive and significant relationship with aggressive attribution while social and societal demands have positive but weak relationship with aggressive attribution. On the relationship trend with affective commitment joy and love, aggressive attribution has negative and significant relations with both of the facets of affective commitment and the strength of the relationship is high with affective commitment love.

Overall relationship pattern of aggressive attribution leads to the conclusion that aggressive attribution is affected by such demands and resources which hit the employee individually. Such kinds of facilitators or inhibitors which are for common cause, aggressive attribution are less prone to be affected by them.

Empowered attribution is considered positive attribute and relates with positive job performance outcomes. Job resources which are considered as positive performance enhancers association have been found with empowered attributions.

Work group level support has positive relation with empowered attribution but this relation is not significant, Moreover, policy and procedural support have positive and significant relationship with empowered attribution. Also a positive and significant relationship has been found between empowered attribution and work level support. Furthermore, organizational level resources are positively correlated with empowered attribution with substantial high magnitude. Lastly, the relationship of government support with empowered attribution is significantly positive.

Job demands' categories were also analyzed to determine the direction and strength of the relationship. Task level demands have positive significant relationship with empowered attribution, while social and societal demands have positive and strong relationship with empowered attribution. On the relationship trend with affective commitment joy and love, empowered attribution has positive and significant relations with both of the facets of affective commitment and the strength of the relationship is high with affective commitment love.

Overall relationship pattern of empowered attribution leads to the conclusion that empowered attribution is being affected by such demand and resources which are facilitators or inhibitors for common cause.

Serial and Parallel Mediations

Multi modeling technique was used in Amos 21 with direct effects of predictors, followed by a model that incorporated mediator variables. Rather than finding all the paths for mediation, the researcher developed hypotheses on the bases of previous research directions. It identified the gaps in literature along with simple mediation and trends emerged of serial and parallel mediations. Learned helplessness

and exhaustion serially mediated between work group level and reduced sense of accomplishment. The relationship is quite evident, at first learned helplessness will developed and gear the exhaustion, and both will influence reduced sense of accomplishment. In this way the relationship between work group level support and reduced sense of accomplishment. These two variables have significant negative relationship. But following the path of learned helplessness and exhaustion, this negative relationship will be sustained albeit, the magnitude will be reduced.

Another mediation is determined via exhaustion between organization level support and reduced sense of accomplishment. Whereas affective commitment love will partially mediate between organization level support and reduced sense of accomplishment. Moreover, aggressive attribution and empowered attribution have serial mediation relationship between Task level support and exhaustion.

Role of Personality Dimensions

This present study incorporated four temperaments and three character to determine their effects on paths of relationship between study variables. To the best of our knowledge, all personality dimensions; four temperaments and three characters have not been studied in job demand and resources model. Moreover, in Pakistan, this inventory has not been used to assess personality role. It will be a research contribution covering all dimensions of personality with their impact on each and every path of model.

Seven paths were constrained regarding theory guidelines as equal against seven dimensions of personality to determine the model invariance which was not achieved. Then along with regression widths means were also assumed equal, but

result suggested that model is not varied across the group. Afterwards, variances were also constraint but model did not vary for different personality dimension groups. Temperaments and characters were distributed in two independent models, and constraints were implied as aforementioned. But invariance among groups was not found to be significant. The default model proved to be best fit relative to any other proposed constraint model. Thus, default measurement model was picked for path by path analysis to examine each path of the measurement model for effects of different personality dimensions.

Conclusion

Evidently present research findings confirm as well as contribute in research tradition related to burnout, study measures and Job demand and Resource Model. Firstly, construct of burnout varies in its nature and number of facets depending upon context, population, society, culture and research sample. A value addition could be credited to present research for the inclusion of professional heterogeneity of sample that also seems to affect the dimensionality of burnout construct.

Secondly, job demands and resources model is contextual in nature, perhaps to meet contextual need, researchers select specific job demands and resources as per their research interest, so selection of scales and sub-scale of their choice remain limited to existing literature, such attempts arise scale reliability and validity issues. Development of Job demand and resource indigenous scale with maintaining all scale development protocol; comprised of qualitative aspects of facets, item generation, factor exploration, factor confirmation and establishment of factorial validation may be considered as a complement for present research.

Theory of attribution styles presents explanation of diverse behavior within different setting and leads towards reasons of specific attribution styles with expected outcome. Three of the attribution styles namely; learned helplessness, aggressive attribution and empowered attribution were incorporated as mediator within job demand and resource model. Model testing was conducted for, serial and parallel meditational paths in measurement model. Although partial mediation paths were confirmed, but no full mediation was confirmed on any of the hypothesized path.

Personality has always been a center of attention among researchers in social sciences. With reference to latest expansion of 'Job Demands and Resources' model, 'personality' has been added as a factor. But research literature showed insignificant or less explanation of variance about personality factors. The present research contributes to existing literature by exploring effects of personality dimensions, even on path by path analysis of measurement model. Temperaments and characters added in explaining the variance of research model but could not be proved to impact the entire model altogether, although path by path analysis explains the change in nature and magnitude of relationship because of personality dimensions.

In conclusion, this study is a holistic perspective of Pakistani human services professionals. It covers their job demands and resources, providing explanation of burnout construct, exploring role of personality dimensions and highlighted interplay between the research variables. These are considered within the mediating role of health promoting and impairing mediators related to human services professionals. Demographics were also examined as moderators.

Implications

The core and prominent contribution of present study is its indigenous implication. As per best knowledge of the researcher, it is the first attempt in Pakistan to explore the indigenous facts of job demands and resources of a wide range, about human services professionals. Considering the need of study, both qualitative and quantitative measures have been engaged. The first qualitative part was planned to bring to light the realities of Pakistani human services professionals with help of focus group discussion. Various important and valuable findings were collected by using this technique. These discussions were of two kinds, one of professional group specific and other common to study sample among all four group of professionals. These indications are at five levels; physical level, social group level, psychological level, organizational level and state level. Although as per research objective common demands and resources were focused and processed for conclusion but respective job demands and resources were also explored and incorporated which increase the worth of study because of the inclusion of respective as well as collective job demands and resources of study sample. Research design of present study may also be considered a contribution which will be providing guidelines for researcher to conduct studies with multiple phases and multiple techniques such as qualitative as well quantitative. These findings have theoretical as well practical importance. Theoretically these are highlighting a fifth category of job demands and resources which is state level demands and resources which have high importance in the developing countries. Secondly these finding provides bases for further development at professional level. At practical level, identified and explored demands and resources may be used for

policy making, hiring purpose, developing organizations and have highlighted effectiveness of these identified facts in daily life.

The second contribution of present study may be acknowledged is studying temperaments and characters in organizational setting, as per information of researcher, there is no study in Pakistan have been conducted in the area of organizational psychology which have studied temperament and character in occupational sample. Based on the fact that temperaments are controlling different mechanism and characters develop in different fashion and both have different impact on human behavior. So path by path analysis of research model shed light from different angles and explained role of personality dimensions.

Considering flexibility and captivating ability of Job demand and resources model, it is the favored model among occupational researchers, practitioners and psychologists. In present study maximum effectiveness of job demand and resource model have been utilized. For example, studying major contributors, predictive relationships, parallel and serial mediations, path by path analysis and multivariate analysis have been conducted, on diverse study sample. Aforementioned aspects enhance the richness of present study and level the ground of research opportunity for future researchers.

Present study attempted to address two parallel process of Job demands and resources model with incorporating positive and negative personal resources such as attribution styles and affective commitment. Current study may be regarded as first endeavor in Pakistan, to incorporate attribution styles in Job demand and resources model and overall paying equal attention to motivational as well as health impairment process. These two processes have been addressed with positive and negative personal

resources. The intension of researcher was to check the enhancing and hampering effects with reference to magnitude and direction of these personal resources. Such findings could be highly beneficial at work place to avoid unwanted attributes either at employee hiring stage or afterwards to plan working environment, it may be beneficial for organizational growth at part of organization and job satisfaction at employee end.

To summarize the implication of present study it may be concluded that developing countries have their own needs and supports, among them some are common with advanced countries and some are purely unique. It is recommended that actual need should be considered in developing and planning training sessions, interventions, policy making endeavor, incentive and reward system initiations. Professionals of developing countries are in need of support for basic necessities which influence their professional performance badly, this will prevail in other sphere of life as well.

Limitations

No research work can be flawless, present study also has limitations which are recommended to be improved in future endeavors, in a way these limitations are contribution for research to incorporate these indications and may impart knowledge into the field.

1.   Most of the respondent of the research were from private organizations, there was very little response from public sector (although sufficient sample was approached but response rate was very poor), hence mostly present research is explaining professional facts of private organization, as representative part of

public sector is missing, so results cannot be claimed to be generalized on both sectors.

2. Although researcher tried to select respondents from both gender but number of female respondents were very low, though the researcher had tried to approach female respondents but number was insufficient. only the sample of lecturers are mostly consisted upon female. From other groups a very few representation of female was found. It is recommended to give adequate representation to both gender in future researches.

3. Present study is cross sectional in nature, so predictive relationship may not be inferred, all of the questionnaires were self-reported measure and design of research was also allowing to get the information at same time. It could not be ensured that results are free from effects of mood and fatigue. So further longitudinal studies are recommended with multiple source of data collection and confirmation, moreover, at least three times data collection from the same sample may be helpful to predict causal nature of relationship.

4. A convenient sampling technique was used and data was collected only from four cities of Pakistan, although from all rank, experience, socioeconomic status respondents were included but it cannot be claimed as representative sample of human services professionals from all over Pakistan, so finding could not be generalized to all Pakistani human services professionals. Moreover, urban and rural areas were not focused. Although it was not the objective of research but specifically talking about indigenous job demands and resources these two extremes are times different in demands and resources. Although situation is adverse everywhere in Pakistan but definitely some locations are probably facing more critical situation. A location wise

comparison may give more clear picture of stressors and may highlight unique aspects of Pakistan regarding contextual realities. So it may be catered in future researches.

5.   All questionnaires were self-report measures, there was a big number of questions which were to be answered on Likert like scales, ranging from five to seven points. Although part one of the study was qualitative and one of the validity scale in Temperament and character inventory was available and some of the cases were dropped on validity scale but it was very difficult to convince the busy human services professionals to fill a long self-report questionnaire. Many of booklet could not be received back even after repeated reminders, many other were discarded on account of their incomplete status, many of them were rejected on the basis of validity scale as these were responded invalidly.

6.   The area of investigation for this dissertation is relatively very large compared to some of the sample sizes that are used to perform a statistical test. Because the sample size was not large enough. Therefore, there may be a chance that a variation in population might have been unnoticed in the statistical analysis because of the limited sample size.

7.   A number of comparisons of statistical tests were conducted in this dissertation in order to identify the differences in the population regarding the core causes of burnout. Because of the fact that there were a lot of comparisons done, the error rate in statistical evaluation may be inflated. Although caution measures had been taken in account with help of each analysis statistical assumption to ensure the suitability of data for each of the analysis and to ensure validity of results. Perhaps there is chance of increase in

error rate, so there is probability although at low level considering cautionary steps that some of the differences reported in the populace might be different then the real differences that exist in the population.

Recommendations

1. Considering the contextual dependence of burnout and job demand and resource model, it is highly recommended to have representative sample with respect to region, socio economical class and development level of area, even location either urban or rural are also very important features of study sample. Such studies should be conducted with pre-identified characteristics of the sample.

2. Longitudinal studies are recommended to enhance the predictability of the model. Such studies must not only explain the causal relationship among study variables but also have at least three-times interactions over a time-period in order to validate the observed factors.

3. Reviewing literature regarding dimensionality of burnout, it was figured out that emotional labor is an important factor, which highly influences the one of the facet of burnout, that is depersonalization. In present research, items of depersonalization merged with emotional exhaustion. It is recommended that factor of emotional labor should be studied with reference to construct of burnout, specifically from the perspective of a collectivist cultures. In order to find out relationship of depersonalization with emotional labor and to further address the burnout construct dimensionalities.

4. Two of the factors that have emerged in job demand and resource traditions; social/societal factors and Government level support. These factors are purely related to third world countries, it is recommended to see their relationship with other job related out comes other than burnout for example well-being, leadership and organizational culture.

5. In present study, socioeconomic status was not used for comparing demographic, because ranges of salaries of professionals have a lot of variation. It was also suspected that the professionals were not sharing their actual pay scale. This problem should be resolved with some other research design or a method to determining socio economic status, as one of the respondent inclusion criteria. it should be addressed in future researches.

6. A representative sample, from all provinces along with cities and towns may give a broader picture.

7. An in depth study of law professionals in Pakistan, regarding the job-demand and resources model is highly recommended. The reason being that the assessment of data shows independent standings and independent issues of law professionals in Pakistan due to cultural, religious and social reasons. There is no study catering this need at qualitative or quantitative level.

8. Present research had studied the variables in collectivist culture, therefore, further researches are required to focus the specific features of collectivist and individualistic cultures in the same study, so that it can be used to compare the causes of burnout with respect to cultural factors. Because the J-DR model is inherently based from an individualistic culture, the factors may not highly effective in a collectivist culture.

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Informed Consent Form

Researcher: I am PhD scholar at National institute of psychology Quaid-e-Azam University Islamabad.

Study Title: Role of Personality Dimensions in Burnout among Human services professionals: Examining Job demands and Resources Model

Purpose of the Research: This research is aiming at to identify indigenous job demands and resources of human service professionals (Doctors, Lawyers, Lecturers & services Manager), which are leading for job burnout along with moderating role of personality dimension. I do not foresee any risks or discomfort from your participation in the research. Your opinion will be a contribution to represent your professional group. You have to fill attach questionnaires; this process would take 15 to 20 minutes. All the information gathered by you will be only used for research purpose.

Voluntary Participation: Your participation in the study is completely voluntary and you may refuse to answer any question or choose to stop participating at any time.

Withdrawal from the Study: You can stop participating in the study at any time, for any reason, if you so decide. Should you decide to withdraw from the study; all data generated as a consequence of your participation will be destroyed.

Confidentiality: All information you supply during the research will be held in confidence and, unless you specifically indicate your consent, your name will not appear in any report or publication of the research. Your data will be safely stored and only the researcher will have access to this information. Confidentiality will be provided to the fullest extent possible by law.

Questions about the Research: If you have questions about the research in general or about your role in the study, please feel free to contact Um-e-Laila, PhD scholar at National institute of psychology Quaid-e-Azam University Islamabad. By e-mail (umme_l@nip.edu.pk). This research has been reviewed and approved for compliance with research ethics protocols.

Thanks

Consent

I am willing to participate in the study and I have no objection to above mentioned process of and publication of information obtained from me.

_____

_____

(Signature)   Name (Optional)

Demographic Information

Profession ------------------------   Province-----------------

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Age (in years) ------------------------   Gender: Male/ Female--------------

Job experience (in years) --------------------   Working at Public / Private sector---------

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Marital status Married / Unmarried--------------kids--------------------

Instructions:

National institute of Psychology Quaid-e-Azam University is a research institute, where research has been conducted on different topics, attached questionnaires are also part of a research which aims to identify indigenous job demands and resources of human service professionals (Doctors, Lawyers, Lecturers & services Manager), and those are leading for job burnout along with moderating role of personality dimension. You are requested

Job Demand and Resource Indigenous Scale

Instructions: Please read all statements carefully, keeping in view your professional responsibilities, encircle the option which best describes your job experience. to read all the statements carefully and reply them as per your true feelings and thoughts which you are experiencing during your professional activities.

	Item JDRIS	Never	Sometimes	Most of the time	Always
1	How much control do you have over the variety of methods you use in completing your work?	1	2	3	4
2	How much can you choose among a variety of tasks or projects to do?	1	2	3	4
3	How much control do you have over the scheduling and duration of your rest breaks?	1	2	3	4
4	Does your job give you the opportunity of independent thought and action?	1	2	3	4
5	Do you have influence in the planning of your work?	1	2	3	4
6	How much can you control the physical conditions of your work station (lighting, temperature)?	1	2	3	4
7	How much can you control the number of times you are interrupted while you work?	1	2	3	4
8	Do you receive feedback on the results of your work from your clients?	1	2	3	4
9	Do you have to contact with difficult clients in your work?	1	2	3	4
10	My job offers me opportunities for personal growth and development.	1	2	3	4
11	My job requires that I learn new things	1	2	3	4
12	My job requires a high level of skill.	1	2	3	4
13	My job involves a lot of repetitive work	1	2	3	4
14	Do you have to perform unrelated work at your job place other than core job?	1	2	3	4

15	My supervisor follows through on the decisions and promises he/she makes.	1	2	3	4
16	Do you recommend your family members to choose this profession?	1	2	3	4
17	Do most of your colleagues have tendency to migrate aboard for better opportunities?	1	2	3	4
18	Do you think most of your colleagues want to change their profession?	1	2	3	4
19	Are your being informed in time about rules and regulations introduced by your organization?	1	2	3	4
20	Is your being informed about policies introduced by Government about your profession?	1	2	3	4
21	Do you think, administrative problems are more exhausting than professional responsibilities?	1	2	3	4
22	Does administration pay their cooperative role in your job performance?	1	2	3	4
23	Does your profession give you opportunities to follow training courses?	1	2	3	4
24	Do you get respect for your profession in society?	1	2	3	4
25	Can you ask your senior for help when it is needed?	1	2	3	4
26	Does your supervisor appreciate your work?	1	2	3	4
27	Does your senior support you at critical job situations?	1	2	3	4
28	Do you receive sufficient information on the purpose of your work from your seniors?	1	2	3	4
29	Does your senior inform you about important issues within your profession?	1	2	3	4
30	My organization share new researched and development with me.	1	2	3	4
31	Can you discuss work related problems with your Senior?	1	2	3	4

32	It is difficult to manage work and family life balance?	1	2	3	4
33	Do your familial responsibilities negatively influence your professional life?	1	2	3	4
34	Do your professional responsibilities negatively influence your family life?	1	2	3	4
35	How often does it happen that…": "you do not fully enjoy the company of your spouse/family/friends because of your job responsibilities because you worry about your work?	1	2	3	4
36	How often is there a great deal to be done?	1	2	3	4
37	Do your clients are aware about their rights?	Not at all	To some extend	To great extend	Absolutely
38	Do you think security issues in country are influencing effectiveness of your professional role?	1	2	3	4
39	Are you satisfied with future of your profession in this country?	1	2	3	4
40	Political instability since last many years has badly affected the growth of my profession in the country.	1	2	3	4
41	Do you feel insecure about your job future because of uncertain country stability condition?	1	2	3	4
42	Can you ask your colleagues for help when it is needed?	Not at all	Sometimes	Most of the time	Completely
43	Can you depend on your colleagues when you come across difficulties in your work?	1	2	3	4
44	Do you have good terms with your colleagues?	1	2	3	4
45	Do your colleagues have cooperative attitude?	1	2	3	4
46	Do you receive cooperation from another department those are supposed to help you?	1	2	3	4
47	Do professional union play effective role for solution of work place problems?	1	2	3	4

48	Do you think your performance is result of team work?	1	2	3	4
49	Does your work put you in emotionally upsetting situations?	1	2	3	4
50	Do you feel restlessness in performing your job?	1	2	3	4
51	Do you think your job is a source of emotional imbalance for you?	1	2	3	4
52	Can you live comfortably on your pay?	1	2	3	4
53	Is your salary competitive with similar jobs you might find elsewhere?	1	2	3	4
54	Does your job offer you the opportunity to progress financially?	1	2	3	4
55	Do you understand your benefit plan?	1	2	3	4
56	Are you satisfied with your benefit package?	1	2	3	4
57	Do you think most of your job activities are unrelated to your actual job?	1	2	3	4
58	Are you aware of your role at work place?	1	2	3	4
59	Do you find confusion in your daily job activities?	1	2	3	4
60	Are you well awarded about your client's needs / requirements?	1	2	3	4
61	Do you know exactly for what you are responsible?	1	2	3	4
62	Do you know exactly how your direct supervisor evaluates your performance?	1	2	3	4
63	Is the decision-making process of your organization clear to you?	1	2	3	4
64	Are promotion parameters are well defined?	1	2	3	4
65	Are you satisfied with selection of your profession?	1	2	3	4
66	Do you think to change your profession?	Not at all	To some extend	To great extend	Absolutely
67	Do mostly professional in your profession are satisfied with their job?	1	2	3	4
68	Do you think biggest reason for aboard migration tendency is	1	2	3	4

	opportunity for better income level?				
69	Do you think biggest reason for aboard migration tendency is opportunity for better standard of life?	1	2	3	4
70	Do you think biggest reason for aboard migration tendency is opportunity for job security?	1	2	3	4
71	I feel my job is secure	1	2	3	4
72	Do you think there is any chance of losing your job and becoming unemployed in the next twelve months?	1	2	3	4
73	How satisfied are you with your present primary job in terms of job security?	1	2	3	4
74	Do you think your profession has support at government level?	1	2	3	4
75	Is it clear to you whom you should contact within the work domain for specific problems?	1	2	3	4
76	Does your profession provide facilities for your family?	1	2	3	4
77	Is your workplace equipped with new technology to meet current professional challenges?	1	2	3	4
78	Do you think unsatisfactory performance of your profession is because of old methods of work?	1	2	3	4
79	Do you have clear career path in your profession?	1	2	3	4
80	Are you satisfied with standard of professional education in your country with reference to your profession?	1	2	3	4
81	Do you have many job options in your profession?	1	2	3	4
82	Are you satisfied with selection of your profession?	1	2	3	4
83	Do your professional activities get influenced by political pressure?	1	2	3	4
84	Does your professional role get influenced by energy crisis in country?	1	2	3	4
85	Government has complete control upon corruption in my profession.	1	2	3	4
86	Government has provided workable	1	2	3	4

	framework to improve my professional competencies and career growth				
87	Government has introduced effective check and balance system about my profession for quality assurance of performance.	1	2	3	4
88	My work gives me sense of achievement.	Not at all	To some extend	To great extend	Completely
89	Management recognize my achievements / successes	1	2	3	4
90	My Family and social group appreciate my achievements	1	2	3	4
91	Is it hard for you to fulfill your job responsibilities within daily time schedule?	1	2	3	4
92	Do you work under time pressure?	1	2	3	4
93	How much workload do you have?	Not at all	To some extend	To great extend	Absolutely
94	Are you satisfied with reward system at your profession?	Not fair at all	To some extend	To great extend	Highly fair
95	Does your organization have reward system	1	2	3	4
96	How often do you feel that decisions are made in fairways at your job?	1	2	3	4
97	Is there a general sense among employees that things are handled in fairways at work?	1	2	3	4
98	How fairly are resources (e.g., salary, bonuses, etc.) allocated among employees where you work?	1	2	3	4
99	My supervisor's decisions are equally fair to everyone	1	2	3	4
100	Do the matters of increment and promotion settled with justice?	1	2	3	4
101	Are you paid fairly for the work you do?	1	2	3	4
102	Do your clients have high expectation about services which they receive from you?	Strongly Disagree	Disagree	agree	Strongly Agree
103	Do you think it is satisfying to provide services to an educated client?	1	2	3	4
104	Do you think your working hours should be reduced to a reasonable level?	1	2	3	4

105	Compensation of extra work hour should be in the shape of day off	1	2	3	4
106	Compensation of extra work hour should be compensated with extra payment	1	2	3	4
107	What do you think that in spite of opportunity why professionals prefer to stay at homeland is it because of patriotism?	1	2	3	4
108	What do you think that in spite of opportunity why professionals prefer to stay at homeland is it because of family bounding?	1	2	3	4
109	Do you think that your family provides best support even for your professional problems?	1	2	3	4
110	I can disagree with my supervisor without fear of getting in trouble.	1	2	3	4
111	I am comfortable sharing my opinions at work.	1	2	3	4
112	Senior management is genuinely interested in employee opinions and ideas.	1	2	3	4
113	People with different ideas are valued in this profession.	1	2	3	4
114	My ideas and opinions count at work.	1	2	3	4
115	Do you have too much work to do?	1	2	3	4
116	Do you think, job demands are higher than capacity of workers at work place?	1	2	3	4

Temperament & Character Inventory

In this booklet you will find statements people might use to describe their attitudes, opinions, interests, and other personal feelings. For each of the following questions, please circle the number that best describes the way you usually or generally act or feel. (Circle only one number for each question)

S#	Items	Definitely False	Mostly or Probably False	Neither true nor False, or about equally True or False	Mostly or probably True	Definitely TRUE
1.	I often try new things just for fun or thrills, even if most people think it is a waste of time.	1	2	3	4	5
2.	I usually am confident that everything will go well, even in situations that worry most people.	1	2	3	4	5
3.	I often feel that I am the victim of circumstances.	1	2	3	4	5
4.	I can usually accept other people as they are, even when they are very different from me.	1	2	3	4	5
5.	I like a challenge better than easy jobs.	1	2	3	4	5
6.	Often I feel that my life has little purpose or meaning.	1	2	3	4	5
7.	I like to help find a solution to problems so that everyone comes out ahead.	1	2	3	4	5
8.	I am usually eager to get going on any job I have to do.	1	2	3	4	5
9.	I often feel tense and worried in unfamiliar situations, even when others feel there is little to worry about.	1	2	3	4	5
10.	I often do things based on how I feel at the moment without thinking about how they were done in the past.	1	2	3	4	5

11.	I usually do things my own way -- rather than giving in to the wishes of other people.	1	2	3	4	5
12.	I often feel a strong sense of unity with all the things around me.	1	2	3	4	5
13.	I would do almost anything legal in order to become rich and famous, even if I would lose the trust of many old friends.	1	2	3	4	5
14.	I am much more reserved and controlled than most people.	1	2	3	4	5
15.	I like to discuss my experiences and feelings openly with friends instead of keeping them to myself.	1	2	3	4	5
16.	I have less energy and get tired more quickly than most people.	1	2	3	4	5
17.	I seldom feel free to choose what I want to do.	1	2	3	4	5
18.	I don't seem to understand most people very well.	1	2	3	4	5
19.	I often avoid meeting strangers because I lack confidence with people I do not know.	1	2	3	4	5
20.	I like to please other people as much as I can.	1	2	3	4	5
21.	I often wish that I was smarter than everyone else.	1	2	3	4	5
22.	No job is too hard for me to do my best.	1	2	3	4	5
23.	I often wait for someone else to provide a solution to my problems.	1	2	3	4	5
24.	I often spend money until I run out of cash or get into debt from using too much credit.	1	2	3	4	5
25.	Often I have unexpected flashes of insight or understanding while relaxing.	1	2	3	4	5
26.	I don't care very much whether other people like me or the way I do things.	1	2	3	4	5
27.	I usually try to get just what I want for myself because it is not possible to satisfy everyone	1	2	3	4	5

	anyway.					
28.	I have no patience with people who don't accept my views.	1	2	3	4	5
29.	I sometimes feel so connected to nature that everything seems to be part of one living process.	1	2	3	4	5
30.	When I have to meet a group of strangers, I am more shy than most people.	1	2	3	4	5
31.	I am more sentimental than most people.	1	2	3	4	5
32.	I think that most things that are called miracles are just chance.	1	2	3	4	5
33.	When someone hurts me in any way, I usually try to get even.	1	2	3	4	5
34.	My actions are determined largely by influences outside my control.	1	2	3	4	5
35.	Each day I try to take another step toward my goals.	1	2	3	4	5
36.	Please circle the number four, this is a validity item.	1	2	3	4	5
37.	I am a very ambitious person.	1	2	3	4	5
38.	I usually stay calm and secure in situations that most people would find physically dangerous.	1	2	3	4	5
39.	I do not think it is smart to help weak people who cannot help themselves.	1	2	3	4	5
40.	I cannot have any peace of mind if I treat other people unfairly, even if they are unfair to me.	1	2	3	4	5
41.	People will usually tell me how they feel.	1	2	3	4	5
42.	Sometimes I have felt like I was part of something with no limits or boundaries in time and space.	1	2	3	4	5
43.	I sometimes feel a spiritual connection to other people that I cannot explain in words.	1	2	3	4	5
44.	I like it when people can do whatever they want without strict rules and regulations.	1	2	3	4	5
45.	When I fail at something, I	1	2	3	4	5

	become even more determined to do a better job.					
46.	Usually I am more worried than most people that something might go wrong in the future.	1	2	3	4	5
47.	I usually think about all the facts in detail before I make a decision.	1	2	3	4	5
48.	I have many bad habits that I wish I could break.	1	2	3	4	5
49.	Other people control me too much.	1	2	3	4	5
50.	I like to be of service to others.	1	2	3	4	5
51.	I am usually able to get other people to believe me, even when I know that what I am saying is exaggerated or untrue.	1	2	3	4	5
52.	Sometimes I have felt my life was being directed by a spiritual force greater than any human being.	1	2	3	4	5
53.	I have a reputation as someone who is very practical and does not act on emotion.	1	2	3	4	5
54.	I am strongly moved by sentimental appeals (like when asked to help crippled children)	1	2	3	4	5
55.	I am usually so determined that I continued to work long after other people have given up.	1	2	3	4	5
56.	I have had moments of great joy in which I suddenly had a clear, deep feeling of oneness with all that exists.	1	2	3	4	5
57.	I know what I want to do in my life.	1	2	3	4	5
58.	I often cannot deal with problems because I just don't know what to do.	1	2	3	4	5
59.	I prefer spending money rather than saving it.	1	2	3	4	5
60.	I have often been called an "eager beaver" because of my enthusiasm for hard work.	1	2	3	4	5
61.	If I am embarrassed or	1	2	3	4	5

	humiliated, I get over it very quickly.					
62.	I like to strive for bigger and better things.	1	2	3	4	5
63.	I usually demand very good practical reasons before I am willing to change my old ways of doing things.	1	2	3	4	5
64.	I nearly always stay relaxed and carefree, even when nearly everyone else is fearful.	1	2	3	4	5
65.	I find sad songs and movies pretty boring.	1	2	3	4	5
66.	Circumstances often force me to do things against my will.	1	2	3	4	5
67.	I usually enjoy being mean to anyone who has been mean to me.	1	2	3	4	5
68.	I often become so fascinated with what I'm doing that I get lost in the moment	1	2	3	4	5
69.	I do not think I have a real sense of purpose for my life.	1	2	3	4	5
70.	I often feel tense and worried in unfamiliar situations, even when others feel there is no danger at all.	1	2	3	4	5
71.	I often follow my instincts, hunches, or intuition without thinking through all the details.	1	2	3	4	5
72.	I love to excel at everything I do.	1	2	3	4	5
73.	I often feel a strong spiritual or emotional connection with all the people around me.	1	2	3	4	5
74.	I usually try to imagine myself "in other people's shoes", so I can really understand them.	1	2	3	4	5
75.	Principles like fairness and honesty have little role in some aspects of my life.	1	2	3	4	5
76.	I am more hard-working than most people.	1	2	3	4	5
77.	Even when most people feel it is not important, I often insist on things being done in a strict and orderly way.	1	2	3	4	5

78.	I feel very confident and sure of myself in almost all social situations.	1	2	3	4	5
79.	My friends find it hard to know my feelings because I seldom tell them about my private thoughts.	1	2	3	4	5
80.	I am good at communicating my feelings to others.	1	2	3	4	5
81.	I am more energetic and tire less quickly than most people.	1	2	3	4	5
82.	I often stop what I am doing because I get worried, even when my friends tell me everything will go well.	1	2	3	4	5
83.	I often wish I was more powerful than everyone else.	1	2	3	4	5
84.	Members of a team rarely get their fair share.	1	2	3	4	5
85.	I don't go out of my way to please other people.	1	2	3	4	5
86.	I am not shy with strangers at all.	1	2	3	4	5
87.	I spend most of my time doing things that seem necessary but not really important to me.	1	2	3	4	5
88.	I don't think that religious or ethical principles about what is right and wrong should have much influence in business decisions.	1	2	3	4	5
89.	I often try to put aside my own judgments so that I can better understand what other people are experiencing.	1	2	3	4	5
90.	Many of my habits make it hard for me to accomplish worthwhile goals.	1	2	3	4	5
91.	I have made real personal sacrifices in order to make the world a better place – like trying to prevent war, poverty and injustice.	1	2	3	4	5
92.	It takes me a long time to warm up to other people.	1	2	3	4	5
93.	It gives me pleasure to see my enemies suffer.	1	2	3	4	5

94.	No matter how hard a job is, I like to get started quickly.	1	2	3	4	5
95.	It often seems to other people like I am in another world because I am so completely unaware of things going on around me.	1	2	3	4	5
96.	I usually like to stay cool and detached from other people.	1	2	3	4	5
97.	I am more likely to cry at a sad movie than most people.	1	2	3	4	5
98.	I recover more quickly than most people from minor illnesses or stress.	1	2	3	4	5
99.	I often feel like I am a part of the spiritual force on which all life depends.	1	2	3	4	5
100	I need much more practice in developing good habits before I will be able to trust myself in many tempting situations.	1	2	3	4	5
101	Please circle the number one; this is a validity item.	1	2	3	4	5
102	I like to make quick decisions so I can get on with what has to be done.	1	2	3	4	5
103	I am usually confident that I can easily do things that most people would consider dangerous (such as driving an automobile fast on a wet or icy road).	1	2	3	4	5
104	I like to explore new ways to do things.	1	2	3	4	5
105	I enjoy saving money more than spending it on entertainment or thrills.	1	2	3	4	5
106	I have had personal experiences in which I felt in contact with a divine and wonderful spiritual power.	1	2	3	4	5
107	I have so many faults that I don't like myself very much.	1	2	3	4	5
108	Most people seem more resourceful than I am.	1	2	3	4	5
109	I often break rules and regulations when I think I can get away with it.	1	2	3	4	5

110	Even when I am with friends, I prefer not to "open up" very much.	1	2	3	4	5
111	The harder a job is the more I like it.	1	2	3	4	5
112	Often when I look at an ordinary thing, something wonderful happens – I get the feeling that I am seeing it fresh for the first time.	1	2	3	4	5
113	I usually feel tense and worried when I have to do something new and unfamiliar.	1	2	3	4	5
114	I am eager to start work on any assigned duty.	1	2	3	4	5
115	My will power is too weak to overcome very strong temptations, even if I know I will suffer as a consequence.	1	2	3	4	5
116	If I am feeling upset, I usually feel better around friends than when left alone.	1	2	3	4	5
117	I often accomplish more than people expect of me.	1	2	3	4	5
118	Religious experiences have helped me understand the real purpose of my life.	1	2	3	4	5
119	I usually push myself harder than most people do because I want to do as well as I possibly can.	1	2	3	4	5
120	Please circle five, this is a validity item.	1	2	3	4	5
121	I usually feel much more confident and energetic than most people, even after minor illnesses or stress.	1	2	3	4	5
122	When nothing new is happening, I usually start looking for something that is thrilling or exciting.	1	2	3	4	5
123	I like to think about things for a long time before I make a decision.	1	2	3	4	5
124	People involved with me have to learn how to do things my way.	1	2	3	4	5
125	I make a warm personal	1	2	3	4	5

	connection with most people.					
126	I am often described as an overachiever.	1	2	3	4	5
127	I would rather read a book than talk about my feelings with another person.	1	2	3	4	5
128	I enjoy getting revenge on people who hurt me.	1	2	3	4	5
129	If something doesn't work as I expected, I am more likely to quit than to keep going for a long time.	1	2	3	4	5
130	It is easy for other people to get close to me emotionally.	1	2	3	4	5
131	I would probably stay relaxed and outgoing when meeting a group of strangers, even if I were told they are unfriendly.	1	2	3	4	5
132	Please circle then number two; this is a validity item.	1	2	3	4	5
133	I generally don't like people who have different ideas from mine.	1	2	3	4	5
134	I often drag my heels a while before starting any project.	1	2	3	4	5
135	I can usually do a good job of stretching the truth to tell a funnier story or to play a joke on someone.	1	2	3	4	5
136	It is extremely difficult for me to adjust to changes in my usual way of doing things because I get so tense, tired, or worried.	1	2	3	4	5
137	I am more of a perfectionist than most people.	1	2	3	4	5
138	Other people often think that I am too independent because I won't do what they want.	1	2	3	4	5
139	I am better at saving money than most people.	1	2	3	4	5
140	I often give up on a job if it takes much longer than I thought it would.	1	2	3	4	5

Maslach Burnout Inventory

Please rate each item in terms of how true it is of you. Please circle only one response for each question according to the given scale

Sr.#	Items	Never	A few times a year or less	once a month	A few times a month	Once a week	A few times a week	Every day
1	I feel emotionally exhausted.	0	1	2	3	4	5	6
2	I feel used up at the end of the day	0	1	2	3	4	5	6
3	I feel fatigued when I get up in the morning and have to face another day on the job.	0	1	2	3	4	5	6
4	I can easily understand how my recipients feel about things	0	1	2	3	4	5	6
5	I feel I treat some recipients as if they were impersonal "objects"	0	1	2	3	4	5	6
6	Working with people all day is really a tension for me	0	1	2	3	4	5	6
7	I deal very efficiently with the problems of my recipients	0	1	2	3	4	5	6
8	I feel burned out from my work	0	1	2	3	4	5	6
9	I feel I am positively	0	1	2	3	4	5	6

	influencing other people 's lives through my work							
10	I have become more insensitive towards people since I took this job	0	1	2	3	4	5	6
11	I worry that this job is hardening me emotionally	0	1	2	3	4	5	6
12	I feel very energetic	0	1	2	3	4	5	6
13	I feel frustrated by job	0	1	2	3	4	5	6
14	I feel I am working too hard on my job	0	1	2	3	4	5	6
15	I don't really care what happens to some recipients	0	1	2	3	4	5	6
16	Working directly with people puts too much stress on me	0	1	2	3	4	5	6
17	I can easily create a relaxed atmosphere with my recipients	0	1	2	3	4	5	6
18	I feel exhilarated after working closely with my recipients	0	1	2	3	4	5	6
19	I have accomplished many worthwhile things in this job	0	1	2	3	4	5	6
20	I feel like I am at the end of my rope	0	1	2	3	4	5	6
21	In my work I deal with emotional problems very calmly	0	1	2	3	4	5	6
22	I feel recipients blame me for some of their problems	0	1	2	3	4	5	6

Affective Commitment Scale

Instructions: Listed below is a series of statements that represent feelings that individuals might have about the company or organization for which they work. With respect to your own feelings about the particular organization for which you are now working, please indicate the degree of your agreement or disagreement with each statement by circling a number from 1 to 7 using the scale below.

Sr.#	Items	strongly disagree 1	disagree 2	slightly disagree 3	undecided 4	slightly agree 5	agree 6	strongly agree 7
1	I would be very happy to spend the rest of my career with this organization.	1	2	3	4	5	6	7
2	I really feel as if this organization's problems are my own.	1	2	3	4	5	6	7
3	I do not feel a strong sense of "belonging" to my organization.	1	2	3	4	5	6	7
4	I do not feel "emotionally attached" to this organization.	1	2	3	4	5	6	7
5	I do not feel like "part of the family" at my organization.	1	2	3	4	5	6	7
6	This organization has a great deal of personal meaning for me.	1	2	3	4	5	6	7

Organizational Attribution Style Questionnaire

Instructions:

The following items describe events that can happen at work. Read each event and imagine it happening to you. Next, indicate what the

cause or circumstance of that event might be by circling one of the numbers on the scale beside it.

1	You receive a poor performance evaluation from your boss.	Completely due to me	to some extend due to me	Neutral	much because of others/environment	Completely due to other people or circumstances
A	Performance evaluation caused by something about you versus other people or circumstances?	1	2	3	4	5
B	To what extent will the things that caused the poor evaluation be present in the future in similar situations?	Never Present	sometime present	Neutral	mostly present	Always Present
		1	2	3	4	5
C	To what extent do you believe that another individual had control over the causes of your poor performance evaluation?	Absolutely no control	some control	Neutral	much control	Total control
		1	2	3	4	5
D	To what extent do you believe that another individual might have intended for this to poor performance evaluation to occur?	Did not intend	some intension	Neutral	high intension	Totally intended
		1	2	3	4	5

E	To what extent do you believe this poor performance evaluation will affect other situations?	**Just this situation**	**some other as well**	**Neutral**	**most of the situation**	**All situations**
		1	2	3	4	5
2	You fail to receive a promotion that you wanted for a long time.	**Completely due to me**	**to some extend due to me**	**Neutral**	**much because of others/environment**	**Completely due to other people or circumstances**
A	To what extent is the failure to receive the promotion caused by something about you versus other people or circumstances?	1	2	3	4	5
B	To what extent will the things that caused the failure to receive the promotion be present in the future in similar situations?	**Never Present**	**sometime present**	**Neutral**	**mostly present**	**Always Present**
		1	2	3	4	5
C	To what extent do you believe that another individual had control over the causes of your failure to receive a promotion?	**Absolutely no control**	**some control**	**Neutral**	**much control**	**Total control**
		1	2	3	4	5
D	To what extent do you believe that another individual might have intended for your failure to receive a promotion?	**Did not intend**	**some intension**	**Neutral**	**high intension**	**Totally intended**
		1	2	3	4	5

E	To what extent do you believe this failure to receive a promotion will affect other situations?	**Just this situation**	**some other as well**	**Neutral**	**most of the situation**	**All situations**
		1	2	3	4	5
3	You receive almost no raise compared to others that you work with.	**Completely due to me**	**to some extend due to me**	**Neutral**	**much because of others/environment**	**Completely due to other people or circumstances**
A	To what extent is the poor raise caused by something about you versus other people or circumstances?	1	2	3	4	5
B	To what extent will the things that caused the poor raise be present in the future in similar situations?	**Never Present**	**sometime present**	**Neutral**	**mostly present**	**Always Present**
		1	2	3	4	5
C	To what extent do you believe that another individual had control over the causes of you receiving a poor raise?	**Absolutely no control**	**some control**	**Neutral**	**much control**	**Total control**
		1	2	3	4	5
D	To what extent do you believe that another individual might have intended for you to receive a poor raise.	**Did not intend**	**some intension**	**Neutral**	**high intension**	**Totally intended**

		1	2	3	4	5
E	To what extent do you believe this poor raise will affect other situations?	**Just this situation**	**some other as well**	**Neutral**	**most of the situation**	**All situations**
		1	2	3	4	5
4	A layoff was announced at your company and you are told that you will be one of those laid off.	**Completely due to me**	**to some extend due to me**	**Neutral**	**much because of others/environment**	**Completely due to other people or circumstances**
A	To what extent is your layoff caused by something about you versus other people or circumstances?	1	2	3	4	5
B	To what extent will the things that caused your layoff be present in the future in similar situations?	**Never Present**	**sometime present**	**Neutral**	**mostly present**	**Always Present**
		1	2	3	4	5
C	To what extent do you believe that another individual had control over the causes of your layoff?	**Absolutely no control**	**some control**	**Neutral**	**much control**	**Total control**
		1	2	3	4	5
D	To what extent do you believe that another individual might have intended for you to be laid off?	**Did not intend**	**some intension**	**Neutral**	**high intension**	**Totally intended**

		1	2	3	4	5
E	To what extent do you believe this layoff will affect other situations?	**Just this situation**	**some other as well**	**Neutral**	**most of the situation**	**All situations**
		1	2	3	4	5
5	You have a difficult time getting along with your coworkers.	**Completely due to me**	**to some extend due to me**	**Neutral**	**much because of others/environment**	**Completely due to other people or circumstances**
A	To what extent is this difficulty caused by something about you versus other people or circumstances?	1	2	3	4	5
B	To what extent will the things that caused this difficulty be present in the future in similar situations?	**Never Present**	**sometime present**	**Neutral**	**mostly present**	**Always Present**
		1	2	3	4	5
C	To what extent do you believe that another individual had control over the causes of your difficulty?	**Absolutely no control**	**some control**	**Neutral**	**much control**	**Total control**
		1	2	3	4	5

D	To what extent do you believe that another individual might have intended for you to have a difficult time getting along with your coworkers?	**Did not intend**	**some intension**	**Neutral**	**high intension**	**Totally intended**
		1	2	3	4	5
E	To what extent do you believe this difficulty will affect other situations?	**Just this situation**	**some other as well**	**Neutral**	**most of the situation**	**All situations**
		1	2	3	4	5
6	You are involved in a serious accident at work.	**Completely due to me**	**to some extend due to me**	**Neutral**	**much because of others/environment**	**Completely due to other people or circumstances**
A	To what extent was this accident caused by something about you versus other people or circumstances?	1	2	3	4	5
B	To what extent will the things that caused your accident be present in the future in similar situations?	**Never Present**	**sometime present**	**Neutral**	**mostly present**	**Always Present**
		1	2	3	4	5
C	To what extent do you believe that another individual had control over the causes of the accident?	**Absolutely no control**	**some control**	**Neutral**	**much control**	**Total control**
		1	2	3	4	5
D	To what extent do you believe that another individual might have intended for your accident to occur?	**Did not intend**	**some intension**	**Neutral**	**high intension**	**Totally intended**
		1	2	3	4	5

E	To what extent do you believe this accident will affect other situations?	Just this situation	some other as well	Neutral	most of the situation	All situations
		1	2	3	4	5
7	A resident complains about the poor service received from you to your boss.	Completely due to me	to some extend due to me	Neutral	much because of others/environment	Completely due to other people or circumstances
A	To what extent was the complaint caused by something about you versus other people or circumstances?	1	2	3	4	5
B	To what extent will the things that caused the complaint be present in the future in similar situations?	Never Present	sometime present	Neutral	mostly present	Always Present
		1	2	3	4	5
C	To what extent do you believe that another individual had control over causes of the complaint?	Absolutely no control	some control	Neutral	much control	Total control
		1	2	3	4	5
D	To what extent do you believe that another individual might have intended for the complaint to occur?	Did not intend	some intension	Neutral	high intension	Totally intended
		1	2	3	4	5
E	To what extent do you believe this complaint will affect other situations?	Just this situation	some other as well	Neutral	most of the situation	All situations
		1	2	3	4	5

Job Demand and Resource Indigenous Scale
(Final Version)

Instructions: Please read all statements carefully, keeping in view your professional responsibilities, encircle the option which best describes your job experience. to read all the statements carefully and reply them as per your true feelings and thoughts which you are experiencing during your professional activities.

Sr. No	Item JDRIS	Never	Sometimes	Most of the time	Always
1	Does your senior support you at critical job situations?	1	2	3	4
2	Can you discuss work related problems with your Senior?	1	2	3	4
3	Do you receive sufficient information on the purpose of your work from your seniors?	1	2	3	4
4	Does your senior inform you about important issues within your profession?	1	2	3	4
5	Does your supervisor appreciate your work?	1	2	3	4
6	Can you ask your senior for help when it is needed?	1	2	3	4
7	My supervisor follows through on the decisions and promises he/she makes.	1	2	3	4
8	Management recognize my achievements / successes	1	2	3	4
9	My organization share new researched and development with me	1	2	3	4
10	Do professional union play effective role for solution of work place problems?	1	2	3	4
11	Senior management is genuinely interested in employee opinions and ideas.	1	2	3	4
12	I am comfortable sharing my opinions at work.	1	2	3	4
13	Are your being informed about policies introduced by Government about your profession?	1	2	3	4
14	People with different ideas are valued in this profession.	1	2	3	4
15	My ideas and opinions count at work.	1	2	3	4
16	Are your being informed in time about rules and regulations introduced by your organization?	1	2	3	4
17	Do the matters of increment and promotion settled with justice?	1	2	3	4

18	Are you paid fairly for the work you do.	**1**	2	3	4
19	How fairly are resources (e.g., salary, bonuses, etc.) allocated among employees where you work?	**1**	2	3	4
20	Are you satisfied with reward system at your profession?	**1**	2	3	4
21	Does your organization has reward system	**1**	2	3	4
22	How often do you feel that decisions are made in fairways at your job?	**1**	2	3	4
23	Is there a general sense among employees that things are handled in fairways at work?	**1**	2	3	4
24	Are promotion parameters are well defined?	**1**	2	3	4
25	Are you satisfied with your benefit package.	**1**	2	3	4
26	Can you live comfortably on your pay?	**1**	2	3	4
27	Does your job offer you the opportunity to progress financially?	**1**	2	3	4
28	My supervisor's decisions are equally fair to everyone	**1**	2	3	4
29	Is the decision-making process of your organization clear to you?	**1**	2	3	4
30	Is your workplace equipped with new technology to meet current professional challenges?	**1**	2	3	4
31	Does your profession provides facilities for your family?	**1**	2	3	4
32	Is your salary competitive with similar jobs you might find elsewhere.	**1**	2	3	4
33	Are you satisfied with selection of your profession?	**1**	2	3	4
34	Do mostly professional in your profession are satisfied with their job?	**1**	2	3	4
35	My job offers me opportunities for personal growth and development.	**1**	2	3	4
36	Do you think to change your profession?	**1**	2	3	4
37	Are you satisfied with future of your profession in this country?	**1**	2	3	4
38	Do you have clear career path in your profession?	**1**	2	3	4
39	My work give me sense of achievement.	**1**	2	3	4
40	Do you recommend your family members to choose this profession?	**1**	2	3	4
41	Do you get respect for your profession in society?	**1**	2	3	4

		1	2	3	4
42	My Family and social group appreciate my achievements	**1**	2	3	4
43	Do you think most of your colleagues want to change their profession?	**1**	2	3	4
44	My job requires that I learn new things	**1**	2	3	4
45	My job requires a high level of skill.	**1**	2	3	4
46	Do you feel insecure about your job future because of uncertain country stability condition?	**1**	2	3	4
47	Do you think; administrative problems are more exhausting than professional responsibilities?	**1**	2	3	4
48	Political instability since last many years has badly affected the growth of my profession in the country.	**1**	2	3	4
49	Do you think security issues in country are influencing effectiveness of your professional role?	**1**	2	3	4
50	Do you think your job is a source of emotional imbalance for you?	**1**	2	3	4
51	Do you think there is any chance of losing your job and becoming unemployed in the next twelve months?	**1**	2	3	4
52	Does your familial responsibilities negatively influence your professional life?	**1**	2	3	4
53	Does your professional responsibilities negatively influence your family life?	**1**	2	3	4
54	How often does it happen that…": "you do not fully enjoy the company of your spouse/family/friends because of your job responsibilities because you worry about your work?	**1**	2	3	4
55	Does your work put you in emotionally upsetting situations?	**1**	2	3	4
56	Do your professional role get influenced by energy crisis in country?	**1**	2	3	4
57	Do you think biggest reason for aboard migration tendency is opportunity for better income level?	**1**	2	3	4
58	Do you think unsatisfactory performance of your profession is because of old methods of work?	**1**	2	3	4
59	Do you think biggest reason for aboard migration tendency is opportunity for job security?	**1**	2	3	4
60	Do you think biggest reason for aboard migration tendency is opportunity for better standard of life?	**1**	2	3	4

61	Do your clients have high expectation about services which they receive from you?	**1**	2	3	4
62	Do you think it is satisfying to provide services to an educated client?	**1**	2	3	4
63	Do you have too much work to do?	**1**	2	3	4
64	Compensation of extra work hour should be compensated with extra payment	**1**	2	3	4
65	Do you think that your family provide best support even for your professional problems?	**1**	2	3	4
66	What do you think that in spite of opportunity why professionals prefer to stay at homeland is it because of family bounding?	**1**	2	3	4
67	Do you think; job demands are higher than capacity of workers at work place?	**1**	2	3	4
68	Do you feel restlessness in performing your job?	**1**	2	3	4
69	Are you aware of your role at work place?	**1**	2	3	4
70	Are you well aware about your client's needs / requirements?	**1**	2	3	4
71	Do you know exactly for what you are responsible?	**1**	2	3	4
72	Do you have good terms with your colleagues?	**1**	2	3	4
73	Do your clients are aware about their rights?	**1**	2	3	4
74	Do you receive cooperation from other department those are supposed to help you?	**1**	2	3	4
75	Do your colleagues have cooperative attitude?	**1**	2	3	4
76	Can you ask your colleagues for help when it is needed?	**1**	2	3	4
77	Do you think your performance is result of team work?	**1**	2	3	4
78	Does your profession give you opportunities to follow training courses?	**1**	2	3	4
79	Government has complete control upon corruption in my profession.	**1**	2	3	4
80	Government has introduced effective check and balance system about my profession for quality assurance of performance.	**1**	2	3	4
81	Government has provided workable framework to improve my professional competencies and career growth	**1**	2	3	4
82	How much control Government has on corruption in your profession?	**1**	2	3	4

Focus Group Discussion Guide

(To explore Job Demands and Resource)

1) Greetings Welcome to everyone, I am really grateful for your kind presence. I am Ume Laila and I am a PhD scholar at National Institute of psychology, Quaid-i-Azam University Islamabad. I have planned my research about human services professionals to explore their indigenous Job demands and resources. My research sample is consisting of Human services professionals as your profession is one of them. Basic object our discussion is to come to know the job demands and resources of your profession. The purpose of these group discussions is to know nature of your job demands, their intensity and frequency. One of the major object is to find out specific Pakistani professionals demands. The commonality with other region and uniqueness of our culture and country is my prime concern. I am here to facilitate for group discussion.

2) Guidelines Before we take a formal start, I would like to share some of the guidelines, for those we will take care during discussion.

   i)   Your Identity and your answers will be confidential

   ii) If you people will allow me I will tape record this discussion because I do not miss any of the information and want to participate in discussion. and if you have any issue even to a single participant we will not record it. I will record comments on paper without your identification.

   iii) I will ask you some of the questions collectively, we will not have strict order of discussion turn to follow, and perhaps we will ensure, facilitate and encourage

participation of all members. Only one honorable participant will take at a time and we all will listen carefully.

iv) Freedom of agreement and disagreement is for all participants. If you are disagreeing with anyone 's thought, you may share your opinion. There is no right or wrong answer, these experiences and opinion. Collectively we will learn about specific your profession job demands and resources.

v) If there is a specific question or some aspect of a question on which you want to share your thought, you may skip it.

vi) We will try to discuss the point in general terms but if any of the term is non familiar, please do not hesitate to share because any non-clarity will give harm to our productive discussion.

vii) Expected duration of our discussion will range between 70 to 90 minutes (other than any special reason). It is requested to everyone that continue the discussion from start till the end, (this rule is waved in case of any emergency). At the end of the session we will have refreshment.

3) Introduction (Time 5 minutes) It is our first meeting with most of the participants, We will introduce our selves to each other. I have given my introduction, now please you people may introduce yourselves. We just want a brief introduction so during discussion we may be familiar with each other and knowing about designation will help to understand your point of view.

4) Group discussion First Part (Time 25 minutes)

i) Job demands are considered of four types, including physical, social, psychological and organizational. These are also in combination such as physical and organizational, social and psychological and so on.

ii) Could you please share such demands related to you job which you can categorized into social type of demand?

iii) Could you please share the physical aspects of your job?

iv) Have you encounter some of psychological kind of demands at your job place.

v) Which are organizational factors at your work place which are causing stress for you?

vi) Any other type of demand which your profession is facing and in our discussion we could not cater it.

   a) Probing: How your job demands influence your performance.

   b) Probing: Why these factors are part of your profession

   c) Probing: What would be the ways to perform your job without stress

   d) Probing: How you can enjoy your work

5) Group discussion Second Part (Time 25 minutes)

i) Job Resources are considered of four types, including physical, social, psychological and organizational. These can also in combination such as physical and organizational, social and psychological and so on. The basic function of resources is to provide support to fulfill the job demands.

ii) Could you please share such resources related to you job which you can categorized into organizational type?

iii) Could you please share the social supports or resources at your job place?

iv) Is there any physical support or resource for you at your job which can help to perform your job effectively?

v) What is organizational reward or incentive system which is helpful for you at your work place?

vi) Any other type of resource which your profession is facing and in our discussion we could not cater it.

    (1) Probing: How your job resources support your performance.

    (2) Probing: Are these support are sufficient keeping view your professional requirements.

    (3) Probing: What would be the other resources whom you consider needed in your job

    (4) Probing: How you can enjoy your work

6) Review and conclusion (Time 5 minutes) Now Its concluding time, I will share the list of discussed and identified demands and resource about your profession with all of via email, (as I have taken on consent form) if afterwards you would like to add or drop any of the point you are most welcome. I really enjoy this fruitful discussion, now it's time for refreshment.

Material and Supplies

    i.   Consent Form

   ii.   Pad and Pen for every participant

  iii.   Written guidelines

   iv.   1 recording device

     v.Note book for taking notice

     vi. Refreshment

Descriptive themes of General Coding (Doctors)

Sr.#	Domain	Categories	Themes
1.	Demand	Physical demand	Long shifts hours
2.		Psychological & Cognitive demand	Workload
3.		Social demand	Work-family interference
4.		physical demand	physical demands
5.		Psychological &Emotional demand	Client contact
6.		Emotional demands	Emotional demands
7.		Psychological Demand	Autonomy
8.		Cognitive, psychological & Physical demand	Competency
9.	Resource	Physical & Psychological resource	Low income
10.		Physical & Psychological resource	Working environment
11.		Physical Resource	Instrumentation facility
12.		Psychological Resource	Job security
13.		Physical, social & Psychological resource	Organizational support
14.		Social resource	Co-worker support

Sr.#	Domain	Categories	Themes
15.		Physical resource	supportive Documentation
16.		Ecological Resource	Role of state & Law
17.		Ecological Resource	Reference Culture
18.		Ecological Resource	Country Law & order conditions
19.		Psychological Resource	job Satisfaction

| 20. | Psychological Resource | Profession source of Regard |

Appendices VI shows the descriptive themes generated from doctors verbatim free codes, experts categorized these themes into domain, sub domains and respective themes.

Appendices XI

Descriptive themes of General Coding (Lawyers)

Sr.#	Domain	Categories	Themes
1.	Demand	Psychological & Cognitive demand	Workload
2.		Social demand	Work-family interference
3.		Cognitive Demand	Cognitive work
4.		Psychological &Emotional demand	Client contact
5.		Psychological Demand	Autonomy
6.		Cognitive & psychological Demand	Role clarity
7.	Resource	Cognitive, physical & psychological resource	competency
8.		Physical & Psychological resource	Low income
9.		Physical & Psychological resource	Working environment
10.		Psychological Resource	Job security
11.		Physical, social & Psychological resource	Organizational support
12.		Ecological Resource	Role of state & Law
13.		Ecological Resource	Reference Culture
14.		Ecological Resource	Country Law & order conditions

15.	Ecological Resource	Contradiction of Law & Religion
16.	Psychological Resource	job Satisfaction
17.	Psychological Resource	Profession source of Regard
18.	Psychological Resource	Sexual harassment

Appendices VII shows the descriptive themes generated from Lawyers verbatim free codes, experts categorized these themes into domain, sub domains and respective themes.

Descriptive themes of General Coding (Lecturers)

Sr.#		Categories	Themes
1.	Demand	Psychological & Cognitive demand	Workload
2.		Social demand	Work-family interference
3.		Cognitive Demand	Cognitive work
4.		Psychological &Emotional demand	Client contact
5.		Psychological Demand	Autonomy
6.		physical Demand	Extra-Role
7.	Resource	Physical & Psychological resource	Working environment
8.		Psychological Resource	Job security
9.		Physical, social & Psychological resource	Organizational support
10.		Social resource	Co-worker support
11.		Ecological Resource	Role of state & Law
12.		Physical & Psychological resource	Low income
13.		Ecological Resource	Country Law & order conditions
14.		Psychological Resource	Sense of Accomplishment
15.		Psychological Resource	Profession source of Regard
16.		Psychological Resource	Client Feed back

Appendices VIII shows the descriptive themes generated from Lecturers verbatim free codes, experts categorized these themes into domain, sub domains and respective themes.

Appendices XIII

Descriptive themes of General Coding (Services Managers)

Sr.#		Categories	Themes
1.	Demand	Physical demand	Non defined time limits
2.		Psychological & Cognitive demand	Workload
3.		Social demand	Work-family interference
4.		physical demand	physical demands
5.		Psychological &Emotional demand	Client contact
6.		physical Demand	Extra-Role
7.		Physical demand	Evaluation parameters
8.	Resource	Psychological Resource	work-control
9.		Psychological Resource	Client satisfaction
10.		Social resource	Supervisor Support
11.		Cognitive & psychological demand	Role ambiguity
12.		Psychological Resource	Job security
13.		Social resource	Co-worker support
14.		Physical & Psychological resource	Low income
15.		Ecological Resource	Country Law & order conditions
16.		Psychological Resource	job Satisfaction
17.		Psychological Resource	Profession source of Regard
18.		Physical & Psychological resource	Work dependency
19.		Psychological Resource	Client Feed back

Appendices IX shows the descriptive themes generated from Services Managers verbatim free codes, experts categorized these themes into domain, sub domains and respective themes.

Appendices XIV

Subject Matter Experts rating (Doctors)

Profession	Categories	Themes	Judges Rating	% of rating
Doctors	Physical demand	Long shifts hours	6	100%
Doctors	Psychological & Cognitive demand	Workload	5	78%
Doctors	Social demand	Work-family interference	6	94%
Doctors	physical demand	physical demands	4	67%
Doctors	Psychological &Emotional demand	Client contact	4	61%
Doctors	Emotional demands	Emotional demands	6	94%
Doctors	Psychological Demand	Autonomy	4	61%
Doctors	Cognitive, psychological & Physical demand	competency	5	83%
Doctors	Physical & Psychological resource	Low income	4	61%
Doctors	Physical & Psychological resource	Working environment	5	78%
Doctors	Physical Resource	Instrumentation facility	6	94%
Doctors	Psychological Resource	Job security	5	78%
Doctors	Physical, social & Psychological resource	Organizational support	4	61%
Doctors	Social resource	Co-worker support	5	78%
Doctors	Physical resource	supportive Documentation	4	61%
Doctors	Ecological Resource	Role of state & Law	4	61%

Doctors	Ecological Resource	Reference Culture	4	61%
Doctors	Ecological Resource	Country Law & order conditions	5	78%
Doctors	Psychological Resource	job Satisfaction	4	61%
Doctors	Psychological Resource	Profession source of Regard	3	44%
Doctors	Cognitive & Psychological Resource	Professional exposure	4	61%

Appendices X shows the rating on common themes by subject matter experts of doctors. Two of the themes could not be rated by SMEs as core job demands for doctors. These are Sexual harassment and extra role. One of the resource theme was also not acknowledged by the doctors SMEs as core source which is work dependency.

*Subject Matter Experts rating (*Lawyers*)*

Profession	Categories	Themes	Judges Rating	% of rating
Lawyers	Psychological & Cognitive demand	Workload	4	61%
Lawyers	Social demand	Work-family interference	5	78%
Lawyers	Cognitive Demand	Cognitive work	6	94%
Lawyers	Psychological &Emotional demand	Client contact	6	94%
Lawyers	Psychological Demand	Autonomy	5	78%
Lawyers	Cognitive, physical & psychological resource	competency	6	94%
Lawyers	Physical & Psychological resource	Low income	5	78%
Lawyers	Physical & Psychological resource	Working environment	4	61%
Lawyers	Psychological Resource	Job security	4	61%
Lawyers	Cognitive & psychological Demand	Role clarity	5	78%
Lawyers	Physical, social & Psychological resource	Organizational support	4	61%
Lawyers	Ecological Resource	Role of state & Law	6	100%
Lawyers	Ecological Resource	Reference Culture	6	100%
Lawyers	Ecological Resource	Country Law & order conditions	4	61%
Lawyers	Ecological Resource	Contradiction of Law & Religion	5	78%

Lawyers	Psychological Resource	job Satisfaction	5	78%
Lawyers	Psychological Resource	Profession source of Regard	4	61%
Lawyers	Psychological Resource	Sexual harassment	4	61%

Appendices XI shows the rating on common themes by subject matter experts of lawyers, Experts suggested that other than these themes one of the major theme as constraint for their profession is the contradiction of law profession with our religion and culture. Moreover, they highly rated sexual harassment as core constraint in their profession. Male lawyers also reputed it with reference to their female colleagues.

*Subject Matter Experts rating (*Lecturers*)*

Profession	Categories	Themes	Judges Rating	% of rating
Lecturers	Psychological & Cognitive demand	Workload	5	78%
Lecturers	Social demand	Work-family interference	4	61%
Lecturers	Cognitive Demand	Cognitive work	6	94%
Lecturers	Psychological &Emotional demand	Client contact	6	94%
Lecturers	Psychological Demand	Autonomy	5	78%
Lecturers	physical Demand	Extra-Role	5	78%
Lecturers	Physical & Psychological resource	Working environment	4	61%
Lecturers	Psychological Resource	Job security	5	78%
Lecturers	Physical, social & Psychological resource	Organizational support	4	61%
Lecturers	Social resource	Co-worker support	4	61%
Lecturers	Ecological Resource	Role of state & Law	4	61%
Lecturers	Physical & Psychological resource	Low income	5	78%
Lecturers	Ecological Resource	Country Law & order conditions	5	78%
Lecturers	Psychological Resource	Sense of Accomplishment	6	94%
Lecturers	Psychological Resource	Profession source of Regard	4	61%
Lecturers	Psychological Resource	Client Feed back	6	94%

Appendices XII presents rating of common themes about Lecturers, subject matter experts of Lecturers were almost agreeing with all of the common themes, although they have shown least agreement with sexual harassment in their profession.

Appendices XVII

*Subject Matter Experts rating (*Services Manager*)*

Profession	Categories	Themes	Judges Rating	% of rating
Services Manager	Physical demand	Non defined time limits	5	78%
Services Manager	Psychological & Cognitive demand	Workload	6	94%
Services Manager	Social demand	Work-family interference	4	61%
Services Manager	physical demand	physical demands	5	78%
Services Manager	Psychological &Emotional demand	Client contact	6	94%
Services Manager	physical Demand	Extra-Role	6	94%
Services Manager	Psychological Resource	work-control	6	94%
Services Manager	Psychological Resource	Client satisfaction	6	94%
Services Manager	Social resource	Supervisor Support	5	78%
Services Manager	Cognitive & psychological demand	Role ambiguity	5	78%
Services Manager	Psychological Resource	Job security	4	61%
Services Manager	Social resource	Co-worker support	5	78%
Services Manager	Physical & Psychological resource	Low income	5	78%
Services Manager	Ecological Resource	Country Law & order conditions	4	61%
Services Manager	Psychological Resource	job Satisfaction	5	78%

Profession	Categories	Themes	Judges Rating	% of rating
Services Manager	Psychological Resource	Profession source of Regard	3	44%

Services Manager	Physical & Psychological resource	Work dependency	5	78%
Services Manager	Psychological Resource	Client Feed back	6	94%
Services Manager	Physical demand	Evaluation parameters	4	61%

Appendices XIII presents rating of common themes about services managers, subject matter experts of this domain were almost agreeing with all of the common themes, although they have shown least agreement with sexual harassment in their profession. Along with it they emphasized extra role and non-defined limits of their profession as core demands.