

**Dragan Benazić, Ph. D.**  
associate professor  
University Juraj Dobrila in Pula  
Department of Economics  
and Tourism "Dr. Mijo Mirković"  
dbenazic@unipu.hr

UDK 658.8.013  
Izvorni znanstveni članak

**Erik Ružić, Ph. D.**  
advisor  
Financial Agency, Regional Centre Rijeka  
eruzic@unipu.hr

# THE RELATIONSHIP BETWEEN JOB-RELATED BURNOUT AND JOB SATISFACTION IN PERSONAL SELLING

## ABSTRACT

Job burnout is a multidimensional construct that has been linked to a number of negative consequences among which decreased job satisfaction plays an important role. Burnout frequently occurs in client-centered professions, such as the sales profession. There is little research focused on this issue in the sales field, especially outside the USA. The main aim of this paper is to investigate the influence of three burnout components of job satisfaction among salespeople. Present research suggests that emotional exhaustion and personal non-accomplishment negatively influence job satisfaction among salespeople, whereas depersonalization does not.

**Keywords:** job burnout, job satisfaction, personal selling, salesperson.

## 1. Introduction

Job burnout is a critical problem in today's business environment that has negative effects both on employees' health and the organization's performance. According to Eurostat data<sup>1</sup> (2009), 27% of workers in the EU-27, (i.e. 56 million workers), are exposed to factors that can adversely affect mental well-being. Therefore, 62% of workers from EU-27 and 71%

of workers from the Republic of Croatia have had work-related health problems resulting in sick leave. It has been suggested that occupations with frequent interpersonal contact and interaction<sup>2</sup> that are client centered<sup>3</sup> are prone to higher burnout. Although the sales profession is one of the most cli-

1 [http://epp.eurostat.ec.europa.eu/cache/ITY\\_OFFPUB/KS-SF-09-063/EN/KS-SF-09-063-EN.PDF](http://epp.eurostat.ec.europa.eu/cache/ITY_OFFPUB/KS-SF-09-063/EN/KS-SF-09-063-EN.PDF) (Accessed on 20.11.2012.), p. 1.

2 Jaramillo F., Prakash Mulki J., Boles J.S.: „Workplace Stressors, Job Attitude, and Job Behaviors: Is Interpersonal Conflict the Missing Link?“, *Journal of Personal Selling & Sales Management*, Vol. XXXI, No. 3, 2011, p. 339-356.

3 Cordes C.L., Dougherty T.W.: „A Review and an Integration of Research on Job Burnout“, *Academy of Management Review*, Vol. 18, No. 4, 1993, p. 621-656.

ent-centered professions, there has been relatively little research on job burnout in that field<sup>4 5 6</sup>. Additionally, a majority of the research took place in the United States and mostly investigated the emotional exhaustion facets of burnout<sup>7</sup>.

Job satisfaction is an important consequence of burnout. To increase a salesperson's job

satisfaction means both cost savings and revenue growth for organizations.

Therefore, it is important for organizations to better understand the relationships between the burnout with all its facets and the job satisfaction construct in order to be able to manage burnout in a more efficient way and finally achieve higher organizational performance.

The main purpose of this paper is to investigate the influence of the three burnout components on job satisfaction of salespeople.

The investigation on the relationships of job satisfaction and all of the three burnout components will allow a more complete understanding of this syndrome and enhance our knowledge on burnout in personal selling.

The paper is composed of five chapters. After the introduction, the second chapter is dedicated to the theoretical backgrounds of job burnout. It points out the relationships between burnout and the sales profession and presents job satisfaction as a consequence of burnout. The third chapter outlines the theory and the related hypotheses. The fourth chapter presents the objectives, the measurement and the sample of the empirical part of the research as well as the research model including the research results, the measurement model and the structural model. The research limitations and managerial implications are also presented. The last chapter summarizes the most important implications of

the conducted research and provides directions for further research.

## 2. Job Burnout: Theoretical Background

### 2.1. Job Burnout and Personal Selling

Maslach and Jackson<sup>8</sup> defined burnout syndrome as a chronic, negative psychological experience that consists of three dimensions (components); emotional exhaustion, depersonalization (cynicism) and low personal accomplishment, occurring among individuals who work with people.

Emotional exhaustion refers to feelings of being emotionally overextended and drained by contact with other people<sup>9</sup>. As their emotional resources are depleted, workers feel they are no longer able to give of themselves at a psychological level<sup>10</sup>. Emotional exhaustion is often seen as the core dimension in the burnout process<sup>11</sup>. Depersonalization (often manifest as cynicism), or the display of negative attitudes to customers, co-workers or managers, builds in employees when they perceive a lack of control over key aspects of their job, such as the demands of the job<sup>12</sup>. It represents a dysfunctional style of coping with work-related stressors<sup>13</sup>. Personal non-accomplishment develops when employees feel their best efforts are not producing intended results or are not being recognized<sup>14</sup>. These feelings typically

- 4 Shepherd C.D., Taschian A., Ridnour R.E.: „An Investigation of the Job Burnout Syndrome in Personal Selling“, *Journal of Personal Selling & Sales Management*, Vol. XXXI, No. 4, 2011, p. 397-409.
- 5 Snyder J.L., Cistulli M.D.: „How Similar are Real Estate Agents and Human-Service Workers?“, *Journal of Business Communication*, Vol. 48, No. 3, 2011, p. 300-318.
- 6 Lewin J.E., Sager J. K.: „A process model of burnout among salespeople: some new thoughts“, *Journal of Business Research*, Vol. 60, No. 12, 2007, p. 1216-1224.
- 7 Hollet-Haudeberet S., Mulki J.P., Fournier C.: „Neglected Burnout Dimensions: Effect of Depersonalization and Personal Non-accomplishment on Organizational Commitment of Salespeople“, *Journal of Personal Selling & Sales Management*, Vol. XXXI, No. 4, 2011, p. 411-425.

- 8 Maslach C., Jackson S.E.: „The measurement of experienced burnout“, *Journal of Occupational Behaviour*, Vol. 2, 1981, p. 99-113.
- 9 Shepherd C.D., Taschian A., Ridnour R.E.: „An Investigation of the Job Burnout Syndrome in Personal Selling“, *Journal of Personal Selling & Sales Management*, Vol. XXXI, No. 4, 2011, p. 398.
- 10 Maslach C., Jackson S.E.: „The measurement of experienced burnout“, *Journal of Occupational Behaviour*, Vol. 2, 1981, p. 99.
- 11 Lewin J.E., Sager J.K.: „Salesperson burnout: A Test of the Coping-Mediational Model of Social Support“, *Journal of Personal Selling & Sales Management*, Vol. XXVIII, No. 3, 2008, p. 234.
- 12 Hollet-Haudeberet S., Mulki J.P., Fournier C.: „Neglected Burnout Dimensions: Effect of Depersonalization and Personal Non-accomplishment on Organizational Commitment of Salespeople“, *Journal of Personal Selling & Sales Management*, Vol. XXXI, No. 4, 2011, p. 415.
- 13 Snyder J.L., Cistulli M.D.: „How Similar are Real Estate Agents and Human-Service Workers?“, *Journal of Business Communication*, Vol. 48, No. 3, 2011, p. 302.
- 14 Hollet-Haudeberet S., Mulki J.P., Fournier C.: „Neglected Burnout Dimensions: Effect of Depersonalization and Personal

stem from factors that suggest one is ineffective or unappreciated, which in a sales setting are driven by unmet quotas and diminished self-efficacy<sup>15</sup>. Reduced personal accomplishment reflects reduced feelings of competence and productivity at work<sup>16</sup>. Regarding the sequence of the appearance of the components of the burnout syndrome, emotional exhaustion is the first step, followed by depersonalization, which leads to a reduced sense of personal accomplishment<sup>17</sup>.

Boundary spanners such as sales professionals must continually balance between the expectations of managers and customers, so the role-related stressor represents a problem for them<sup>18</sup>. As Lewin and Sager<sup>19</sup> suggested, role stress among salespeople can arise from a number of factors, such as: (1) clients indicating all is well but failing to move forward with a sale, (2) incongruent demands placed on the salesperson by the client and the firm, and (3) the firm's emphasis on incompatible goals such as significantly increasing both market share and profit margins simultaneously. Additionally, Cordes and Dougherty<sup>20</sup> proposed that most likely job burnout will occur in careers that (1) require significant direct client contact and (2) are client dependent. Cordes and Dougherty<sup>21</sup> highlighted that positions in sales have a high potential for occurrence of bur-

nout considering salespeople are often obliged to achieve some measurable and important outcomes such as fulfilling quotas, achieving adequate earnings, or meeting the client requests<sup>22</sup>.

### 2.2. Consequences of Job Burnout

Job burnout has been associated with a number of negative consequences such as physical, emotional, interpersonal, attitudinal and behavioral consequences<sup>23 24</sup>.

Attitudinal consequences denote negative attitude toward client, job, organization or oneself<sup>25</sup>, especially decrease of job satisfaction<sup>26</sup> and organizational commitment<sup>27</sup>. Baldauf, Cravens, Zeller<sup>28</sup> defined job satisfaction as the outcome of an individual's cognitive evaluation process with regard to his or her needs and the possible rewards he or she may receive in return for the additional contribution. Job satisfaction generally depends on different aspects such as environment characteristics (working conditions, tasks, benefits, pay, job security), personal characteristics (interests, attitudes, valued skills, needs, values and others), and those behaviors which are the outcome of the relation of both person and environment with each other (tension, con-

Non-accomplishment on Organizational Commitment of Salespeople“, *Journal of Personal Selling & Sales Management*, Vol. XXXI, No. 4, 2011, p. 415.

- 15 Lewin J.E., Sager J. K.: „A process model of burnout among salespeople: Some new thoughts“, *Journal of Business Research*, Vol. 60, No. 12, 2007, p. 1216-1224.
- 16 Soler J.K., Yaman H., Esteve M., Dobbs F., Asenova R.S., Katić M., Ožvačić Z., Desgranges P., Moreau A., Lionis C., Kotanyi P., Carelli F., Nowak P.R., Azeredo Z.A.S., Marklund E., Churchill D., Ungan M.: „Burnout in European family doctors: the EGPRN study“, *Family Practice Advance*, 2008, p. 246
- 17 Shepherd C.D., Taschian A., Ridnour R.E.: „An Investigation of the Job Burnout Syndrome in Personal Selling“, *Journal of Personal Selling & Sales Management*, Vol. XXXI, No. 4, 2011, p. 406.
- 18 Arnold T., Flaherty K.E., Voss K.E., Mowen J.C.: „Role Stressors and Retail Performance: The Role of Perceived Competitive Climate“, *Journal of Retailing*, Vol. 85, No. 2, 2009, p. 194.
- 19 Lewin J.E., Sager J.K.: „Salesperson Burnout: A Test of the Coping-Mediational Model of Social Support“, *Journal of Personal Selling & Sales Management*, Vol. XXVIII, No. 3, 2008, p. 235.
- 20 Cordes C.L., Dougherty T.W.: „A Review and an Integration of Research on Job Burnout“, *Academy of Management Review*, Vol. 18, No. 4, 1993, p. 621-656.
- 21 Cordes C.L., Dougherty T.W.: „A Review and an Integration of Research on Job Burnout“, *Academy of Management Review*, Vol. 18, No. 4, 1993, p. 621-656.
- 22 Sand G., Myazaki A.D.: „The Impact of Social Support on Salesperson Burnout and Burnout Components“, *Psychology & Marketing*, Vol. 17, No. 1, 2000, p. 15.
- 23 Cordes C.L., Dougherty T.W.: „A Review and an Integration of Research on Job Burnout“, *Academy of Management Review*, Vol. 18, No. 4, 1993, p. 621-656.
- 24 Shepherd C.D., Taschian A., Ridnour R.E.: „An Investigation of the Job Burnout Syndrome in Personal Selling“, *Journal of Personal Selling & Sales Management*, Vol. XXXI, No. 4, 2011, p. 397-409.
- 25 Cordes C.L., Dougherty T.W.: „A Review and an Integration of Research on Job Burnout“, *Academy of Management Review*, Vol. 18, No. 4, 1993, p. 639.
- 26 Shepherd C.D., Taschian A., Ridnour R.E.: „An Investigation of the Job Burnout Syndrome in Personal Selling“, *Journal of Personal Selling & Sales Management*, Vol. XXXI, No. 4, 2011, p. 397-409.
- 27 Hollet-Haudeberet S., Mulki J.P., Fournier C.: „Neglected Burnout Dimensions: Effect of Depersonalization and Personal Non-accomplishment on Organizational Commitment of Salespeople“, *Journal of Personal Selling & Sales Management*, Vol. XXXI, No. 4, 2011, p. 411-425.
- 28 Baldauf, A., Cravens, D. W., Zeller, S.: „Salesperson Stressor, Strain, and Performance Relationships: Moderating Effects of Work Satisfaction“, *Marketing Theory and Applications*, American Marketing Association, Vol. 18, 2007, p. 76.

cord, competitive, co-operative, loose and rigid)<sup>29</sup>. Fogarty, Singh, Rhoads, and Moore<sup>30</sup> stressed the importance of job satisfaction as a consequence of burnout based on two arguments. Firstly, burnout is an outcome of an appraisal process by which an individual evaluates the demands vis-a-vis his/her resources. The outcome of this appraisal is expected to affect the psychological well-being of an employee, including job satisfaction. The second argument highlighted the affective responses of both constructs, and consequently it can be hypothesized that burnout feelings should be related to job satisfaction.

Furthermore, job satisfaction is an important construct and it has long been associated with higher organizational performance<sup>31</sup>. Additionally, in the modern economy, customer satisfaction is conditioned by a high-quality service that can be delivered only by satisfied, loyal and productive employees<sup>32</sup>. Harrison, Newman and Roth<sup>33</sup> provided evidence that overall job attitude (job satisfaction and organizational commitment) is positively related to job performance and negatively related to turnover intentions. Moreover, Jaramillo, Mulki, Boles<sup>34</sup> found that negative job attitudes are detrimental to the firm because they discourage extra-role behaviors (i.e. behaviors that go beyond the call of duty).

### 3. Theory and Hypotheses

Most of the research on burnout in marketing has been focused on attitudinal consequences of burnout, of which job satisfaction is perhaps the most noted<sup>35</sup>. Klein and Verbeke<sup>36</sup> in a cross-sectional study of Dutch salespeople indicated that individual differences in autonomic feedback were negatively related to extra-role performance and job satisfaction. Sheperd, Taschian and Ridnour<sup>37</sup> in their research among salespeople in the USA indicated that individuals experiencing higher levels of emotional exhaustion will exhibit lower levels of job satisfaction. They also indicated that reduced personal accomplishment is responsible for lower levels of job satisfaction. However, according to their research, depersonalization does not appear to have an impact on job satisfaction. Kalliath, Gillespie, Bluedorn<sup>38</sup> study findings showed that overall job satisfaction, supervisory satisfaction, co-worker satisfaction and organizational commitment were negatively correlated with emotional exhaustion and depersonalization. The research on job burnout by European family doctors conducted by Soler, Yaman, Esteva, Dobbs, Asenova, Katić, Ožvačić, Desgranges, Moreau, Lionis, Kotanyi, Carelli, Nowak, Azeredo, Marklund, Churchill, Ungan<sup>39</sup> suggested that high burnout was strongly associated, among other variables, with job satisfaction. Fogarty, Singh, Rhoads, and Moore<sup>40</sup> showed

that burnout tendencies have a significant negative influence on job satisfaction and performance for accounting professionals, but the impact of the reduced personal accomplishment on satisfaction is marginal. Rutherford, Boles, Hamwi, and Rutherford<sup>41</sup> highlighted the lack of a relationship between emotional exhaustion and the facets of satisfaction and emphasized that additional understanding of the impact of emotional exhaustion in relation to multifaceted job satisfaction is needed. Rutherford, Hamwi, Friend, Hartman<sup>42</sup> indicated that emotional exhaustion and depersonalization were negatively correlated whereas personal accomplishment was positively correlated with job satisfaction. Accordingly, we state:

**Hypothesis 1:** In personal selling, emotional exhaustion negatively influences job satisfaction.

**Hypothesis 2:** In personal selling, depersonalization negatively influences job satisfaction.

**Hypothesis 3:** In personal selling, personal non-accomplishment negatively influences job satisfaction.

### 4. Research on the Relationships Between the Individual Components of Job Burnout and Job Satisfaction Among Salespeople

#### 4.1. Research Objective, Measurements and Sample

The authors have conducted research with the goal of examining the relationships between the individual burnout components (emotional exhaustion, depersonalization and personal accomplishment) and job satisfaction among salespeople. Burnout was measured using a reduced version of the Ma-

slach Burnout Inventory (MBI)<sup>43</sup> suitably modified to be relevant to salespeople. According to the research by Rutherford, Hamwi, Friend and Hartman<sup>44</sup>, the authors used the 10-item reduced scale for measuring burnout in sales research. The abbreviated questionnaire included all three facets of burnout (emotional exhaustion, depersonalization, and personal accomplishment). Job satisfaction was measured using the three item scale designed for sales context proposed by Netemeyer, Boles, McKee, McMurrian<sup>45</sup>. The questionnaire was aimed at salespeople on all levels within organizations. Every statement in the survey instrument was associated with the Likert scale with seven levels of intensity (from 1 = strongly disagree to 7 = strongly agree). The sample included 480 business enterprises. The single enterprises in the sample were chosen by random selection. The author prepared tables containing the lists of business enterprises that have submitted an annual financial report for 2011 in the Republic of Croatia (universe = 103,000 business enterprises) and subsequently got random numbers by using computer programs. The questionnaire was designed in electronic format and distributed via e-mail. The research was conducted through October and December 2012.

The questionnaire was properly filled in by 154 survey respondents. The major industry categories for respondents included trade (50.65%), manufacturing (18.83%), accommodation and food (7.14%), information and communications (3.90%), construction (3.25%), transportation and warehousing (2.60%).

#### 4.2. Research Model

##### 4.2.1. Research Results

The collected data were analyzed by applying the PLS (Partial Least Square) methods. The PLS method enables a simultaneous analysis of interrelated-

29 Manafi, M., Gheshmi, R., Hojabri, R.: "The impact of Different Job Dimensions toward Job Satisfaction and Tendency to Leave: A study of pharmaceutical industry in Iran", *International Journal of Business and Social Science*, Vol. 3, No. 1, 2012, p. 184.

30 Fogarty T.J., Singh J., Rhoads G.K., Moore R.K.: "Antecedents and Consequences of Burnout in Accounting: Beyond the Role Stress Model", *Behavioral Research in Accounting*, Vol. 12, 2000, p. 38.

31 Hunt, Chonko, Wood in Shepherd C.D., Taschian A., Ridnour R.E.: "An Investigation of the Job Burnout Syndrome in Personal Selling", *Journal of Personal Selling & Sales Management*, Vol. XXXI, No. 4, 2011, p. 400.

32 Bansal, H. S., Mendelson, M. B., Sharma, B.: "The impact of internal marketing activities on external marketing outcomes", 2001.

33 Harrison, D. A., Newman, D.A., Roth, P. L.: "How important are job attitudes? Meta-Analytic Comparisons of Integrative Behavioral Outcomes and Time Sequences", *Academy of Management Journal*, Vol. 49, No. 2, 2006, p. 306-325.

34 Jaramillo F., Prakash Mulki J., Boles J.S.: "Workplace Stressors, Job Attitude, and Job Behaviors: Is Interpersonal Conflict the Missing Link?", *Journal of Personal Selling & Sales Management*, Vol. XXXI, No. 3, 2011, p. 350.

35 Shepherd C.D., Taschian A., Ridnour R.E.: "An Investigation of the Job Burnout Syndrome in Personal Selling", *Journal of Personal Selling & Sales Management*, Vol. XXXI, No. 4, 2011, p. 400.

36 Klein, D., Verbeke, W.: "Autonomic Feedback in Stressful Environments: How Do Individual Differences in Autonomic Feedback Relate to Burnout, Job Performance, and Job Attitudes in Salespeople", *Journal of Applied Psychology*, Vol. 84, 1999, p. 911-924.

37 Shepherd C.D., Taschian A., Ridnour R.E.: "An Investigation of the Job Burnout Syndrome in Personal Selling", *Journal of Personal Selling & Sales Management*, Vol. XXXI, No. 4, 2011, p. 397-409.

38 Kalliath, T. J., O' Driscoll, M. P., Gillespie, D. F., Bluedorn,

A.C.: "A test of the Maslach burnout inventory in three samples of healthcare professionals", *Work & Stress*, Vol. 14, No. 1, 2000, p. 35-50.

39 Soler J.K., Yaman H., Esteva M., Dobbs F., Asenova R.S., Katić M., Ožvačić Z., Desgranges P., Moreau A., Lionis C., Kotanyi P., Carelli F., Nowak P.R., Azeredo Z.A.S., Marklund E., Churchill D., Ungan M.: "Burnout in European family doctors: the EGPRN study", *Family Practice Advance*, 2008, p. 245-265.

40 Fogarty T.J., Singh J., Rhoads G.K., Moore R.K.: "Antecedents and Consequences of Burnout in Accounting:

Beyond the Role Stress Model", *Behavioral Research in Accounting*, Vol. 12, 2000, p. 241-263.

41 Rutherford B., Boles J.S., Hamwi G.A., Rutherford L.G.: "Perceived Organizational Support and the Seven Facets of Salesperson Job Satisfaction", *Journal of Selling & Major Account Management*, Vol. 10, No. 1, 2010, p. 8-20.

42 Rutherford B.N., Hamwi G.A., Friend S.B., Hartmann N.N.: "Measuring Salesperson Burnout: A Reduced Maslach Burnout Inventory for Sales Researchers", *Journal of Personal Selling & Sales Management*, Vol. XXXI No. 4, 2011, p. 429-440.

43 Maslach C., Jackson S.E.: "The measurement of experienced burnout", *Journal of Occupational Behaviour*, Vol. 2, 1981, p. 99-113.

44 Rutherford B.N., Hamwi G.A., Friend S.B., Hartmann N.N.: "Measuring Salesperson Burnout: A Reduced Maslach Burnout Inventory for Sales Researchers", *Journal of Personal Selling & Sales Management*, Vol. XXXI No. 4, 2011, p. 429-440.

45 Netemeyer, R. G., Boles, J.S., McKee, D.O., McMurrian, R.: "An Investigation into the Antecedents of Organizational Citizenship Behaviors in a Personal Selling Context", *Journal of Marketing*, Vol. 61, No. 3, 1997, p. 85-98.

ness between theoretical constructs, does not require variables-indicators to be normally distributed in a range of variances, and enables the analysis of structural equations on smaller samples regardless of the level of multicollinear nature between independent variables<sup>46</sup>. The SmartPLS 2.0 software was used for analyzing the collected data. These were analyzed in two stages. First, the measurement model was analyzed for checking the psychometric features of the applied measurement scales. For testing the hypotheses, the structural model was then determined.

4.2.1.1. Measurement Model

One-dimensionality, reliability, convergent and discrimination validity of the applied measurement scales were tested using the measurement model. Before checking the measurement model, the exploratory factor analysis was conducted and the

Cronbach alpha coefficient was calculated, in order to eventually clean the measurement scales and rationalize the number of indicator variables (Table 1). Based on the exploratory factor analysis and the Cronbach alpha coefficient all the manifest variables were retained because all the manifest variables have high factor loadings on the corresponding factor (higher than 0.7) and lower factor loadings on the other factors. The Cronbach alpha coefficient for all measurement scales yielded 0.7 and higher.

After cleaning the measurement scales, the measurement model was analyzed. The results of the measurement model checking and the selected indicators of psychometric characteristics are presented in Table 2.

Table 1. Results of the Exploratory Factor Analysis and Value of Cronbach alpha<sup>47</sup>  
Source: Authors' calculations.

	EMOTIONAL EXHAUSTION	DEPERSONALIZATION	PERSONAL NON - ACCOMPLISHMENT	JOB SATISFACTION
EE1	<b>0.823832</b>	0.299390	0.333827	-0.482454
EE2	<b>0.767802</b>	0.378370	0.373769	-0.434270
EE3	<b>0.854771</b>	0.372760	0.299417	-0.484746
EE4	0.877783	0.401735	0.521703	-0.735004
DP1	0.303129	<b>0.766117</b>	0.439693	-0.205226
DP2	0.354614	<b>0.796040</b>	0.302363	-0.283413
DP3	0.370562	<b>0.807081</b>	0.400386	-0.302087
PNA1	0.331631	0.399702	<b>0.793790</b>	-0.393613
PNA2	0.463832	0.338736	<b>0.789147</b>	-0.481005
PNA3	0.318414	0.396324	<b>0.796589</b>	-0.401339
JS1	-0.607978	-0.257646	-0.466487	<b>0.922483</b>
JS2	-0.675429	-0.328094	-0.514362	<b>0.913074</b>
JS3	-0.414960	-0.307853	-0.419334	<b>0.749776</b>
<b>Cronbach alpha</b>	<b>0.85</b>	<b>0.70</b>	<b>0.71</b>	<b>0.83</b>

46 Hair, J. F. and others: "Multivariate Data Analysis", Pearson Education, Upper Saddle River, New Jersey, 2010.

47 The personal accomplishment variables were recorded in order to obtain the personal non-accomplishment facet of burnout and in order to correspond to the posted hypotheses.

According to the results in Table 2, it can be concluded that the scales used in this research are one-dimensional, reliable and show the satisfactory level of convergent validity. All the factor loadings of the variables of indicators on the corresponding factor exceed 0.7 and they are statistically significant ( $p < 0.05$ ). Also, Composite Reliability indicator and AVE indicators for all the scales exceed 0.7, i.e. 0.5 (as recommended by Hair et. al.<sup>48</sup>). C.R. indicators for the analyzed scales range from 0.83 to 0.90, while AVE indicators range from 0.62 to 0.75.

Table 2. Results of the Analysis of the Measurement Model

Source: Authors' calculations, \* $p < 0.05$ .

Construct	Item	Factor loadings	Arithmetic mean	Standard deviation	t- values	CR	AVE
Emotional exhaustion	EE1	0.824*	0.820	0.035	23.76	<b>0.90</b>	<b>0.69</b>
	EE2	0.768*	0.766	0.046	16.72		
	EE3	0.855*	0.852	0.032	26.87		
	EE4	0.878*	0.879	0.014	61.59		
Depersonalization DP2	DP1	0.766*	0.749	0.087	8.84	<b>0.83</b>	<b>0.62</b>
	DP2	0.796*	0.787	0.071	11.24		
	DP3	0.807*	0.802	0.059	13.67		
Personal non-accomplishment	PNA1	0.794*	0.790	0.052	15.17	<b>0.84</b>	<b>0.63</b>
	PNA2	0.789*	0.782	0.057	13.90		
	PNA3	0.796*	0.796	0.042	19.15		
Job satisfaction	JS1	0.922*	0.923	0.013	70.30	<b>0.90</b>	<b>0.75</b>
	JS2	0.913*	0.913	0.015	61.32		
	JS3	0.750*	0.747	0.050	15.03		

Table 3. Intercorrelation Matrix of the Constructs and AVE Indicators

Source: Authors' calculations.

Construct	EE	DP	PNA	JS
EE	<b>0.69</b>			
DP	0.19	<b>0.69</b>		
PNA	0.23	0.22	<b>0.63</b>	
JS	0.44	0.12	0.29	<b>0.75</b>

48 Hair, J. F. and others: "Multivariate Data Analysis", Pearson Education, Upper Saddle River, New Jersey, 2010.

Discrimination validity was checked on the basis of comparison between AVE indicators and squared correlation coefficients between certain constructs<sup>49</sup>. The results of the checked discrimination validity are presented in Table 3.

It is possible, according to Table 3, that all AVE indicators (diagonally presented) exceed squared correlation coefficients, so it can be concluded that there is an appropriate degree of discrimination validity regarding the measurement scales.

4.2.1.2. Structural model

The research hypotheses were tested by analyzing the structural model of correlation between parti-

cular constructs. In order to find out the statistical significance of certain relations, the bootstrapping resampling technique on 500 sub-samples was used. The results of the structural model analysis are shown in Table 4.

According to the results based on the structural model analysis, the accepted hypotheses include H1 and H3. Therefore, the emotional exhaustion ( $\beta = -0,542$ ) and the personal non-accomplishment ( $\beta = -0,301$ ) have a statistically significant ( $p < 0.05$ ) negative effect on job satisfaction. The hypothesis H2 was not accepted.

49 Fornell, C., Larcker, F. D.: "Evaluating Structural Equation Models with Unobservable Variables and Measurement Error", Journal of Marketing Research, Vol. 18, No.1, 1981, p. 39-50.

The depersonalization component of burnout did not have a statistically significant effect on job satisfaction ( $\beta=0,040$ ;  $t=0,586$ ).

Using the model, 51% of variances regarding the construct of job satisfaction were explained, so we can deduce that the model satisfactorily explains certain constructs (average-very good).

hed as affecting the job satisfaction decrease. There are various actions that can be considered, such as training for development of skills and competencies required to cope with stress, stronger manager support and more communication, and avoid an excessive workload for salespeople.

Table 4. Analysis of the Structural Model

	Hypotheses	Original sample standardized coefficient ( $\beta$ )	Arith. mean (M)	Standard error (STERR)	t – values ( $ \beta /STERR$ )	R <sup>2</sup>	Accepted hypotheses
H1	EE-> JS	-0.542	-0.542	0.055	9.89*	0,51	accepted
H2	DP -> JS	0.040	0.027	0.068	0.586		not - accepted
H3	PNA-> JS	-0.301	-0.297	0.066	4.54*		accepted

Source: Authors' calculations,  $p<0.05$ .

#### 4.3. Research Limitations

A potential limitation of this research is that the questionnaire was sent to firms aimed at all salespeople within those firms. Considering the survey was anonymous it is possible that the questionnaire was predominantly filled in by salespersons from one or a few larger firms.

The results represent self-reported perceptions, and the sample was not split into two samples (B2B and retail salespeople). A larger sample, divided into two samples and structured more proportionally might allow comparison and reinforce the present study's findings.

#### 4.4. Managerial Implications

This research provides sales firms with a better understanding of the influence of the individual components of burnout on salespeople's job satisfaction. Additionally, it helps managers to understand the negative effects that chronic stress can have on the sales force. Aware of the importance of job satisfaction, the managers must tend to influence such burnout components that have been establis-

#### 5. Conclusion

Job burnout is linked to a number of negative outcomes, including the negative influence on the employee's job satisfaction. Given the multiple and important consequences of job satisfaction (job performance, turnover intentions, extra-role behaviors), it becomes very important to measure its relationships with the burnout dimensions. This study contributes to a better understanding of the link between job related burnout and job satisfaction in the sales fields. Additionally, the results of this study strengthen the findings related to the insufficiently studied components of job burnout (i.e. depersonalization and personal accomplishment). The results suggest that the initial dimensions, (i.e. emotional exhaustion), and the last stage of job burnout, the reduced personal accomplishment, have a negative impact on job satisfaction. These findings are in line with the research conducted in a different national culture (i.e. in the USA)<sup>50</sup>. Moreover, these findings provide the selling firms with the whole picture of the full impact of burnout on job satisfaction. Most studies on burnout in the marketing and sales con-

50 Shepherd C.D., Taschian A., Ridnour R.E.: "An Investigation of the Job Burnout Syndrome in Personal Selling", Journal of Personal Selling & Sales Management, Vol. XXXI, No. 4, 2011, p. 397-409.

text have been directed to the individual dimensions of job burnout, so this research also highlights the multidimensional structure of the burnout construct with the aim of stimulating further research. Finally, as this research used a sample from the

Republic of Croatia, it might be very interesting to measure the national culture and its influence on the employee's perceptions of stress and job satisfaction.

#### REFERENCES

1. Arnold T., Flaherty K.E., Voss K.E., Mowen J.C.: „Role Stressors and Retail Performance: The Role of Perceived Competitive Climate“, Journal of Retailing, Vol. 85, No. 2, 2009, p. 194-205.
2. Baldauf, A., Cravens, D. W., Zeller, S.: „Salesperson Stressor, Strain, and Performance Relationships: Moderating Effects of Work Satisfaction“, Marketing theory and applications, American Marketing Association, Vol. 18, 2007, p. 75-76.
3. Bansal, H. S., Mendelson, M. B., Sharma, B: “The impact of internal marketing activities on external marketing outcomes”, 2001, <http://www.sciencedirect.com/science/article/pii/S1084856801000293> (accessed on 10 January 2012).
4. Cordes C.L., Dougherty T.W.: „A Review and an Integration of Research on Job Burnout“, Academy of Management Review, Vol. 18, No. 4, 1993, p. 621-656.
5. Fogarty T.J., Singh J., Rhoads G.K., Moore R.K.: „Antecedents and Consequences of Burnout in Accounting: Beyond the Role Stress Model“, Behavioral Research in Accounting, Vol. 12, 2000, p. 31-67.
6. Fornell, C., Larcker, F. D.: „Evaluating Structural Equation Models with Unobservable Variables and Measurement Error“, Journal of Marketing Research, Vol. 18, No.1, 1981, p. 39-50.
7. Hair, J. F. and others: „Multivariate Data Analysis“, Pearson Education, Upper Saddle River, New Jersey, 2010.
8. Harrison, D. A., Newman, D.A., Roth, P. L.: „How Important are Job Attitudes? Meta-Analytic Comparisons of Integrative Behavioral Outcomes and Time Sequences“, Academy of Management Journal, Vol. 49, No. 2, 2006, p. 306-325.
9. Hollet-Haudeberet S., Mulki J.P., Fournier C.: „Neglected Burnout Dimensions: Effect of Depersonalization and Personal Non-accomplishment on Organizational Commitment of Salespeople“, Journal of Personal Selling & Sales Management, Vol. XXXI, No. 4, 2011, p. 411-425.
10. [http://epp.eurostat.ec.europa.eu/cache/ITY\\_OFFPUB/KS-SF-09-063/EN/KS-SF-09-063-EN.PDF](http://epp.eurostat.ec.europa.eu/cache/ITY_OFFPUB/KS-SF-09-063/EN/KS-SF-09-063-EN.PDF) (Accessed on 20.11.2012.), p. 1-12.
11. Jaramillo F., Prakash Mulki J., Boles J.S.: „Workplace Stressors, Job Attitude, and Job Behaviors: Is Interpersonal Conflict the Missing Link?“, Journal of Personal Selling & Sales Management, Vol. XXXI, No. 3, 2011, p. 339-356.
12. Kalliath, T. J., O'Driscoll, M. P., Gillespie, D. F., Bluedorn, A.C.: “A test of the Maslach Burnout Inventory in three samples of healthcare professionals”, Work & Stress, Vol. 14, No. 1, 2000, p. 35-50.
13. Klein, D., Verbeke, W.: “Autonomic Feedback in Stressful Environments: How Do Individual Differences in Autonomic Feedback Relate to Burnout, Job Performance, and Job Attitudes in Salespeople”, Journal of Applied Psychology, Vol. 84, 1999, p. 911-924.

*Dragan Benazić  
Erik Ružić*

## **ODNOS IZMEĐU PROFESIONALNOG SAGORIJEVANJA I ZADOVOLJSTVA POSLOM U OSOBNOJ PRODAJI**

### **SAŽETAK**

Sindrom profesionalnog sagorijevanja je multidimenzionalna pojava koja je povezana s nizom negativnih posljedica, među kojima značajnu ulogu ima smanjeno zadovoljstvo poslom. Učestala je pojava profesionalnog sagorijevanja u poslovima gdje se radi s klijentima, poput prodaje. Nema puno istraživanja ovoga problema na području prodajnih zanimanja, osobito izvan SAD-a. Cilj je ovoga rada istražiti utjecaj triju komponenti profesionalnog sagorijevanja na zadovoljstvo poslom kod prodajnog osoblja. Rezultati istraživanja ukazuju da emocionalna iscrpljenost i osobni osjećaj neuspjeha negativno utječu na zadovoljstvo poslom kod prodajnog osoblja, dok depersonalizacija nema takav utjecaj.

**Ključne riječi:** profesionalno sagorijevanje, zadovoljstvo poslom, osobna prodaja, prodavač