

**Career Path Strategy and its Impact on Burnout: Test
of the Moderating Role of Organizational Socialization
-An Empirical Study on the Jordanian Insurance
Companies-**

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Dedication

This work is dedicated to my parents who are the shining light of my life, my father who has always supported me and been proud of me in every step of my life regardless of any shortcomings. My mother, who my entire world revolves around her, my care taker who makes every problem seem so small.

My brother who no man in life could hope to have a brother like, in hardships you always stood tall by me. My dear sister, who taught me endurance and finding the joy in little things.

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Abstract

Career Path Strategy and its Impact on Burnout: Test of the Moderating Role of Organizational Socialization

-An Empirical Study on the Jordanian Insurance Companies-

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This study aims to explore the impact of having a well-crafted career path strategy by the individuals and/or organizations on burnout and the moderating impact of organizational socialization on such relationship. The study implements the qualitative method. As such the researcher collected data via questionnaire of a sample that size was (267) and used Statistical Package for Social Science (SPSS ver.21) for descriptive statistics, multiple regression and hierarchal interaction regression. The study concludes that there is a high agreement on the importance of career path strategy and organizational socialization among the questionnaire respondents, on the other hand, there is a moderate agreement on the importance of burnout. As for the study hypotheses: the study indicates that there is a direct impact of career path strategy on burnout, at ($\alpha \leq 0.05$), while career path strategy has its highest and significant impact on burnout's sub variable: reduced personal accomplishment. Regarding the moderating effect organizational socialization plays, it is found that there is an impact of career path strategy on burnout in the light of organizational socialization, at ($\alpha \leq 0.05$) and that the only highest and most significant impact of career path strategy on burnout's sub variables with the moderation of organizational socialization has been on reduced personal accomplishment. The study presents the following recommendations: It is important for Jordanian insurance companies to recognize the needs of its individuals in career path development and provide mentoring sessions to help them shape their career and advance it. Also, Jordanian insurance companies have to focus on organizational socialization on all dimensions including: new comers, newly transferred and who are still currently in their position.

Key words: Career Path Strategy, Organizational Socialization, Emotional Exhaustion, Depersonalization, Reduced Personal Accomplishment.

Chapter One: Introduction

1.1 Background

Human resources practices have, for several decades, been considered a major and important issue for all business organizations on different activities. These practices contribute in developing human resources performance that enhances organizational performance, achieving survivability and excellence. According to related literature, some critical variables such as; career-path strategy, burnout, and organizational socialization play an important role in human resources management. These variables are the key indicators for issues of performance if not properly handled and well managed. Therefore, it is essential to raise understanding of how they operate and affect each other. Moreover, this would in turn give organizations and governments start up notes to build future strategies and plans to reduce any negative effects on workplace performance.

For many individuals, having a career is considered the matter that shapes the reality of their world. Strategically, to predict such a desirable outcome they must seek what is called career path. Accordingly, Crawford (2002) justifies that lack of career advancement opportunities in careers is one of the reasons professionals due to have become dissatisfied with their jobs that led them to leave companies. Callanan (2003) adds further that career paths help individuals to make meaning in their job contexts and provide avenues to meet intrinsic and extrinsic rewards, including economic and social status. Based on the publication of the Indiana business research center at IU's Kelley school of business 'Strategic Skill Initiative' (2006), careers are defined as having well established career paths outlining career advancement and career development opportunities including experiences, certifications, skills and training. Above all, Schaufeli et al. (2009) stated that paving a good career path strategy with good job

opportunities can lead to job satisfaction that, consequently, reduces turnover rates, stress and eventually burnout.

Schaufeli et al. (2009) generally define Burnout as the state of exhaustion that individual due to becomes cynical about the value of one's occupation and doubtful of ones capacity to perform. Particularly, Job burnout has captured something very critical about peoples experience through their work life. Hence, that such a concept has emerged as an important concept in the 1970s, and it continues to do so today since it is introduced to psychological literature and to cultural discourse. A key factor that seems to affect burnout is Organizational socialization. Simon and Kammeyer-mueller et al. (2012) found out that new employees get trained and on boarded into organizations' methods of work and doing business and it counters their sense of right and wrong which creates a state of a psychological distress called emotional exhaustion. Emotional exhaustion is one of the three factors that lead to burnout according to Maslach's burnout inventory.

A Number of studies have revealed that career path strategy is one of the most effective variables on burnout. For instance, Ntsane (2014) concluded that turnover is a consequence of the lack of career path strategy. This result has been revealed to after being conducted on Absa bank - South African banks- which inflicted burnout on employees who were highly motivated and committed and forced them to leave the bank.

Organizational socialization is closely related with career path strategy. Thus, managing this relationship would increase the impact it has on other multiple variables including burnout. Storai and Marinetti (2015) assure this through a study has conducted to explore the relationship between organizational socialization and career path strategy by looking into sandwich courses in universities. The study found that during the students' courses as jobs in organizations,

socialization process greatly helps them to shape their career path strategies and even push it forward.

Therefore, career strategy, psychological combustion, and organizational socialization are rich topics to be addressed due to their given importance in the human resources literature. The current study attempts to expand the understanding of these variables and outlines their relationship to each other.

1.2. Study Purpose and Objectives

The current study seeks to examine the impact of career path strategy on burnout with the existence of organizational socialization as a moderating variable through:

- 1- Providing a conceptual and intellectual framework concerning the study variables (career strategy, psychological combustion, and organizational socialization).
- 2- Describing the levels of career path strategies practices, employee's burnout and organizational socialization in the surveyed companies
- 3- Investigating the impact of career path on burnout for the study participants.
- 4- Investigating the impact of career path on burnout in the light of organizational socialization as moderating variable.
- 5- Providing a solution to turnover and burnout in the Jordanian insurance industry.

1.3. Study Significance and Importance

This study aims to expand knowledge concerning career path strategy, burnout and organizational socialization. Hence, this study is distinguished in addressing these variables together. Accordingly, this point is what features this study because there is lack of studies that discuss or explore these variables together and the way effect on each other.

Accordingly, the results of the current study will benefit insurance sector in terms of

understanding what has to be done concerning well-known high turnover ratio in the insurance sector, as well, what are the human resources strategies that have to be developed by decision makers to reduce the effect of burnout and increase the employees' commitment in organizations. Moreover, the results can be generalized at least in the service sector due to the fact that such variables deal with aspects almost all industry shares.

1.4. Problem Statement

To confirm the necessity to research the study variables, the researcher conducted a preliminary questioning interview with five insurance companies in the Jordanian market the results will be discussed in **Appendix (1)**.

The second source of validation to the study problem was to explore previous studies recommendations, the previous studies suggested that further testing and wider sampling that invokes further studies. In this regard, Allen et al. (1999) stated that the findings should be relevant to individuals engaged in mentoring relationships with peers in a variety of settings which rely on team-based work. Future research is needed to replicate these results within other environments. Carden (2007) suggested that future research should examine additional variables that may help to explain the career development model. Likewise, Thomas and Lankau. (2009) added that future research could explore the expectations concerning the relationships between supervisory monitoring, socialization and roles stress. Furthermore, Nasr (2012) stated that future studies could rely on longitudinal or experimental approach to cross validate the findings concerning the correlation between workplace stress, commitment and career path.

Correspondingly, Nagar (2012) argued that larger sample (more than 153) shall be surveyed to assess burnout and job satisfaction in environments that are more diverted. Nevertheless, Yang et al. (2015) recommended that upcoming research shall focus particularly

on comprehensive measure of mentoring initiation strategies and organizational socialization to be developed and tested.

Accordingly, it is concluded that career path strategy and its impact on burnout is an important topic and is crucial to be researched. Therefore, this study is dedicated to analyze career path strategy and its impact on burnout (with the test of the moderating role of organizational socialization as an empirical study on Jordanian insurance companies. Therefore, the current study seems answer for to following questions:

First main questions

1. Is there an impact of career path strategy on burnout?

This question can be divided into following three sub questions based on burnouts elements:

1.1. Is there an impact of career path strategy on emotional exhaustion at Jordanian Insurance Companies?

1.2. Is there an impact of career path strategy on depersonalization at Jordanian Insurance Companies?

1.3. Is there an impact of career path strategy on personal accomplishment at Jordanian Insurance Companies?

Second main questions

2. Is there an impact of career path strategy on burnout in the light of organizational socialization as a moderating variable at the Jordanian Insurance Companies?

This question can be divided into following three sub questions based on burnouts elements:

2.1. Is there an impact of career path strategy on emotional exhaustion in the light of organizational socialization as a moderator at the Jordanian Insurance Companies?

2.2. Is there an impact of career path strategy on depersonalization in the light of organizational socialization as a moderator at the Jordanian Insurances Companies?

2.3. Is there an impact of career path strategy on personal accomplishment in the light of organizational socialization as a moderator at the Jordanian Insurance Companies?

1.6. Study Hypothesis

H₀₁: There is no impact of career path strategy on Burnout, at ($\alpha \leq 0.05$).

Based on the components of Burnout, this hypothesis is divided into three sub-hypotheses:

H_{01.1}: There is no impact of career path strategy on emotional exhaustion at Jordanian Insurance Companies, at ($\alpha \leq 0.05$).

H_{01.2}: There is no impact of career path strategy on depersonalization at Jordanian Insurance Companies, at ($\alpha \leq 0.05$).

H_{01.3}: There is no impact of career path strategy on personal accomplishment at Jordanian Insurance Companies, at ($\alpha \leq 0.05$).

H₀₂: There is no impact of career path strategy on burnout in the light of organizational socialization as a moderating variable at the Jordanian Insurance Companies, at ($\alpha \leq 0.05$).

Based on the components of Burnout, this hypothesis is divided into three sub-hypotheses:

H_{02.1}: There is no impact of career path strategy on emotional exhaustion in the light of organizational socialization as a moderator at the Jordanian Insurance Companies, at ($\alpha \leq 0.05$).

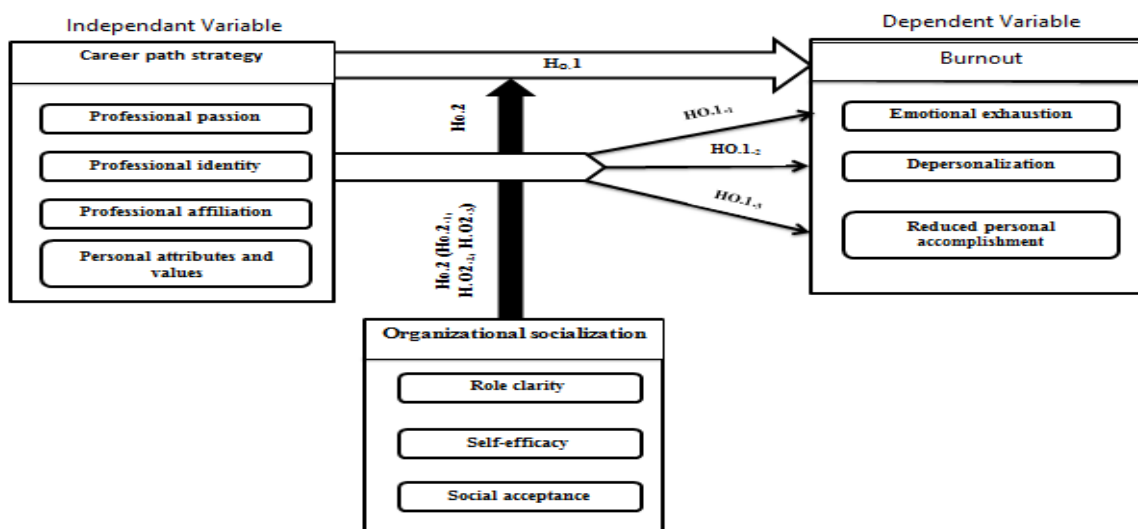
H_{02.2}: There is no impact of career path strategy on depersonalization in the light of

organizational socialization as a moderator at the Jordanian Insurances Companies, at ($\alpha \leq 0.05$).

H_{02.3}: There is no impact of career path strategy on personal accomplishment in the light of organizational socialization as a moderator at the Jordanian Insurance Companies, at ($\alpha \leq 0.05$).

1.7. Study Model

Figure (1.1) Study Model



Sources: Prepared based on: Magnuson, et. al. (2003); Bauer, et. al. (2007); Maslach and Leiter (2008); Creed and Hughes, (2012); Rubenstein, (2014).

1.8. Operational Definitions

Career Path Strategy is the path or the plan a person lays out to acquire success and satisfaction in choosing a career or the next step in their current career, which usually contains the bigger picture of what his future professional image is intended to be, then it is formulated into benchmarks or objectives to reach.

Professional Passion is the aptitude a person have towards having a job in the context of what does he aspire to and what he/she really enjoys doing and transforming such a term into a meaningful career.

Professional Identity is the personal image individuals want to maintain about the profession that they represent. In order to maintain this professional image, they must perceive ways to advance them through the profession or career they identify with. This is by finding certificates to attain, gaining more academic education, and seizing experience opportunities.

Professional Affiliation is a form of specialized networking, where the individual creates close ties on personal and professional level to help advance their career.

Personal Values and Attributes are the set of skills and conceptions that drive an employee in his career and shape his motives and goals.

Burnout is a multistage effect that is caused by feelings of distress and depression in the work place. It might start with symptoms of simple depression and if not dealt with can lead to the extent of burnout which can render the employee ineffective in his job. Burnout collectively across the organization can affect performance since afflicted employees do not work in full capacity which in a wider view does affect the organizations earnings.

Emotional Exhaustion is a feeling of being emotionally overextended and exhausted by one's work. It is manifested by both physical fatigue and a sense of feeling psychologically and emotionally drained.

Depersonalization is a state of being detached emotionally and personally from the job and considering the job as something you don't enjoy but you have to do.

Reduced Personal Accomplishment is the lack of creativity or the will to do anything that will advance a person's career and responsibilities, and keep working within the job routine.

Organizational Socialization is the process by which newcomers make the transition from being organizational outsiders to being insiders and all cases of career substitution (first time appointment, transfer and promotion).

Role Clarity is a person's understanding of the tasks given to them, based on the related information provided to them.

Self-Efficacy is an individual's belief in his/her capacity to execute behaviors necessary to produce specific performance attainment.

Social Acceptance is the individual's acceptance as a part of the team in the organization, and developing a sense of belonging.

1.9. Study Limitations

- Place Limitation: Insurance companies in Amman - Jordan.
- Human Resources Limitations: The employees of Jordanian insurance companies.
- Time Limitations: Throughout The year of 2015.

1.10. Delimitations

The sub-variables have been selected from a wide variety of components. Due to social and cultural differences, generalizing the results of Jordanian settings to other countries settings is limited. Moreover, measurements of the variables might be industrially specific regarding the young age of insurance sector comparing to other industries that have operated for longer period that would affect different departments such as the human resources department.

Chapter Two: Literature Review

This chapter includes the theoretical framework, previous studies and what distinguish this study from previous studies.

2.1. Theoretical Framework

Independent Variable (Career Path Strategy)

For organizations, career path presents the reflection of organizational identity development in which the individual feels its presence during their career. Dessler (2010) states that careers today are not what they were several years ago. Not too long ago, people viewed careers as a sort of upward staircase from job to job. Rosso et al. (2010) highlights that individuals have to have knowledge concerning their points of strengths and weaknesses as a form of self-evaluation to know their next move or step would be like and how it would meet their needs. Dessler (2010) defined Career Path Strategy as the process through which someone becomes aware of his or her personal abilities, knowledge, motivations and identifies career goals; and establishes action plans to attain specific goals

Harris et al. (2011) believe about identifying the distinct individual growth strategies for organizations and explores the alternative strategies related to organizing the talents already have. According to Duffy et al. (2012), organizations response to the individual (calling) can benefit the organization itself through greater commitment and satisfaction and less withdrawal from duties. Similarly, Brzezinski (2012) points out that it represents planning to achieve personal career goals through ambition and training to obtain experience while meeting the objective of the organization at the same time. Van et al. (2012) argues that people leave their jobs due to the lack of personal satisfaction and psychological success.

Similarly, Canavan et al. (2013) also refer that firm's reputation is a combination of professionalism and development of individuals, members, and their macro reputation within their profession and wider society. Cao and Thomas (2013) hypothesize that employee career pathing will be most effective if it is integrated into a company's overall talent management strategy. Also, Noe et al. (2014) define such a radical change in careers as a protean career that is based on self-direction with the goal of psychological success in ones work by taking major responsibility for managing their careers.

Recently, Denisi and Griffin (2015) define it as "the set of experiences and activities that people engage in related to their job and livelihood over the course of their working life". According to Abad and Far (2015) a typical career path is a succession of jobs within the organizational hierarchy through which people move to the top level.

Based on the above the researcher defines career path strategy as the path or the plan a person lays out to acquire success and satisfaction in choosing a career or the next step in their current career, which usually contains the bigger picture of what his future professional image is intended to be, then it is formulated into benchmarks or objectives to reach.

Career path strategy stages

In this context, Cummings and Worley (2009), Career stages can be divided into four categories: establishment, advancement, maintenance and withdrawal.

Cummings and Worley (2009) came up with a set of eight intervention methods, organization can implement to manage employees career path strategy, which are: realistic job previews, assessment centers, job rotation, challenging assignments, consultative roles and mentoring, performance management, developmental training, work-life balance, and phased retirement.

Table (2.1) Career Path Strategy Stages

Establishment (age criteria: 21-26)	<ul style="list-style-type: none"> - Beginning of a career. - General uncertainty. - High dependence on others. - Lack of career commitment
Advancement (age criteria: 26-40)	<ul style="list-style-type: none"> - Job dependence. - Consideration of longer term career options. - Achieving and advancing in career.
Maintenance (age criteria: 40-60)	<ul style="list-style-type: none"> - Holding onto career success. - Focus on mentoring. - Dissatisfaction during this phase can cause depression.
Withdrawal (age criteria: 60 and above)	<ul style="list-style-type: none"> - Letting go of organizational attachment. - Distributing experience to others.

Source: based on Cummings and Worley, (2009).

Based on above, the researcher sums up that Career development interventions help individuals achieve their objectives. As well, it follows up career planning and includes organizational practices that help employees enforce these objectives. Employees usually progress through distinct career stages, each with unique issues relevant to career planning.

Realistic job preview: Realistic interviews provide applicants original expectations about their job during the recruitment stage and information regarding the requirements and how it matches their abilities and needs. According to Earnest et al. (2011) organizations that are regarded as honest to new candidates win their loyalty and reduce any chances to leave jobs. According to Baur et al. (2014) it represents a technique that shows candidates what they have to expect with a “realistic” view of organization’s capability to provide.

Assessment centers (ACs): The primary function of these centers is to collect promising individuals from the organization and examine them in a controlled environment. After the examination is complete, they assess the results and pass them along to management for promotion decisions. Thus, this type of intervention is intended to help organizations scout

and develop employees with managerial potentials. Bowler and Woehr (2006) argue that ACs are designed to assess candidate performance on multiple performance dimensions. Historically, ACs has been designed with the intent of measuring behavioral dimensions (Lance, 2008). Recently, they have been extended to select employees for new found careers within the organizations. As Putka and Hoffman (2013) put it, assessment centers provide consistent reliable and accurate ratings within its exercises. Thus, The most important output these centers provide for individuals regarding their career development, aside from promotions and positions, of course is feedback which hints employees how are they doing and what are their strong and weak points that they need to work on.

Job Rotation and Challenging Assignments: The purpose of this intervention is to provide employees with the knowledge they need in their next step in career, or change their careers and even revitalize a stagnant one. The most common method is to provide individuals with career ladders information and the requirements to reach them. According to Li and Tian (2013), job rotation is the result of learning organizations efforts to organize the skills it possesses in its human capital. Job Rotation is considered one of the most widely used career development interventions (Nafei, 2014). Finally, job rotation and challenging assignments certainly helps employees to advance their career. It should be noted that employees who receive challenging jobs earlier in their career seem to do better than who do not.

Consultative Roles: This intervention involves applying the wisdom and experience of older members in the organization to younger ones on how to develop and build their careers. It should be noted that consulting shouldn't be mixed as a term with mentoring and coaching. That is consulting doesn't include attaching older employee with a younger one, but simply

offering advice on their career and how to build it. According to Coetzee (2014), psychological career resources such as counseling provide individuals with ability to adapt to career changes.

Developmental Training: This intervention helps on all stages to gain the skills and knowledge to assist in their job responsibilities. It can also include reimbursements from the organization to complete higher education and/or gain certificates that are important for the job and the career. The whole point of this intervention is raising the experience and knowledge level of the organization's human capital which can be reflected positively on the organization. According to Cabello-Medina et al. (2011), training practices that are provided to individuals from organizations based on their aptitude and career can fortify employees' collective human capital and loyalty towards the organization.

Performance Management: One of the most extensively used interventions and evaluation methods in organizations today. As it provides feedback to employees and how well they are achieving goals, in the same way, it provides the necessary support to improve their performance. Feedback, coaching and support are particularly the main important methods provided when employees are establishing careers. As defined by Yadav and Dabhade (2013), it is the systematic involvement of employees and groups within the organization in improving organizational effectiveness through the accomplishment of organizational mission and goals.

Work-Life Balance Interventions: This intervention is about helping employees balance their work-home life. Market and global change has forced the change in working hours. In other words, early programs used to focus on the existence of children to employees and how to manage their time accordingly. However, today it's focused on men and women of all ages. Furthermore, Parkes and Langford (2008) argue that that has indirect benefits on the organization through increased well-being and reduced burnout.

Work-life interventions play an intermediate role to balance employee's life roles between their work and their careers. In other words, it helps them manage their role stressors better to enable them to perform better.

Phased Retirement: This provides the gradual transition to older employees from being attached to the job and to get used to leisure, by gradually reducing work hours and moving to full retirement. Equally important is phased retirement which reduces reality shock that is often experienced by those who retire all at once. It helps employees normalize leisure life and withdraw emotionally from the organization. Retirement usually becomes a choice for older employees when benefits of retirement exceed those of work (Feldman and Beehr, 2011).

Career path strategy variables

After highlighting related literature concerning career path strategy, the researcher found some interesting points. In this context, Magnuson et al. (2003) career path can be planned and developed, as well, the ability to transform it into meaningful questions to measure a career path strategy on a personal level. Obviously, this study suggests that such a variable features clarity that makes it easy to be measured.

The variables extracted for this study have been selected and other studies have been formulated with the same direction regarding the variables. Although there is no standard method to measure career path strategy, the pattern seems the same. For example, Creed and Hughes (2012) suggest that career path strategy can be measured through six variables are: career path opportunities, self-presentation, and work involvement, seeking career guidance, opinion conformity and networking.

By cross referencing the variables, one can observe the similar values they measure which are: self-presentation with professional identity, work involvement with professional

passion, networking with professional affiliation, opinion conformity with personal attributes and values.

Professional Passion

Professional passion is important and integral part of a career path strategy, as a result to that, individuals shall be aware to create a clear plan to their career, similarly, the case of organization's strategy. Organization must also know its SWOT; through realizing their points of Strengths, weaknesses, opportunities and threats. By knowing these elements, individuals can create an image of concerning of their ideal career fits their aptitude.

According to Shirom (2011) passion in a work context as the feeling individuals have that is transmitted as physical strength and emotional energy when experiencing a preferable career. Burke et al. (2011) mention that there are different reasons why individuals are motivated for an occupation. One of these includes passion for the occupation, highlighting that is when individuals are passionate about their occupation, they tend to be less obsessive about their behavior. Whereas in their job, it results in more work being done and, consequently, achieves work satisfaction and higher levels of psychological well-being.

Based on the previously mentioned definitions, the researcher defines professional passion as the aptitude a person have towards having a job in the context of what does he aspire to and what he/she really enjoys doing and transforming such a term into a meaningful career.

Professional Identity

Is creating a personal brand in a way to stay current in one's field, open doors of opportunity, and create a lasting impression on those with whom one works (American Institute of CPA, 2012). Based on that, the researcher argues that professional identity represents the

process by which the individuals seek to integrate their various statuses and roles, as well as diverse experience, into a coherent self-image.

Building a professional identity is crucial to career path strategy in a sense of how job shall represent to individuals. A representation of self-image manifested in a job title. Henkel (2000) argues that key concepts of academic identity encompass the distinctive individual who has a unique history and located in a chosen moral conceptual framework, and who is identified within a defined community or institution by the goods that they achieve.

Based on the above definitions, the researcher defines Professional identity is the personal image individuals want to maintain about the profession that they represent. In order to maintain this professional image, they must perceive ways to advance them through the profession or career they identify with. This is by finding certificates to attain, gaining more academic education, and seizing experience opportunities.

Professional Affiliations

In the context of career path planning, professional affiliations can prove to be an effective tool. It provides connections through which a person can, through interactions with his professions counterparts, decide what the best course of action to his career is. Whether it is choosing a new job in the same line of work, or a certificate that expands knowledge and opens more opportunities for vertical promotion inside the organization.

According to the ICCA (2010) report, professional affiliation provides many choices to professionals such as memberships, certificates and career opportunities. Liao et al. (2010) argues that, the critical role of relationships with professional affiliations is to supply valuable resources of knowledge and training to leaders.

Based on the above definitions, the researcher defines Professional affiliations as a form of specialized networking, where the individual creates close ties on personal and professional level to help advance their career.

Personal Attributes and Values

Personal attributes and values are the corner stone of every employee choosing and occupation. The character, upbringing, and values individuals have over the years are the elements that make them as they are. Such elements control the outcomes of interacting with different various environments such as work environment. Important to consider that such an environment is a contributing factor to engagement in career, but also is a personal factor (Macey & Schneider, 2008). The key is to find what fits individual's personal attributes and values and the chosen job. High performance is heavily reliant on how long individuals "believe" in what they do and the pride they receive them from doing so. This is confirmed by a study conducted by Warr and Inceoglu (2012) stating that job engagement is indeed a result of long term attributes of personality.

Therefore, in order to format quite well a career plan, individuals must first understand who and what they are capable of. Then translate it into a preferable work environment, which differs from professional passion that it is highly dependent on the person's abilities rather than passion which can be conflicted.

Based on the above, the researcher defines personal attributes and values as the set of skills and conceptions that drive an employee in his career and shape his motives and goals.

Dependent Variable (Burnout)

Job burnout emerged as an important concept in the 1970's. It captured something very critical about people's experience with work. It continues to do so today, some 45 years after its

introduction to psychological literature and to cultural discourse. The coining of the term was initiated by Freudenberg (1974) as a state of exhaustion that affects workers as a result of increasing and continuous demands at work at the expense of their energy. Cherniss (1980) advanced the term in exploring the category of employees affected as being the committed type. But as a result of stress and emotional demands during work, they lose interest and lose any bounds to their careers. Fore et al. (2002) also pointed out that the most stress inducing jobs are the ones with the most demands and unclear objectives, as well as ones that have a repeated boring pattern with a direct contact with customers. Halbesleben and Bowler (2007), on the other hand, referred to burnout as a state of exhaustion and emotional depletion that is unhealthy for the employee and linked to absenteeism, turnover, and lower job satisfaction. Schaufeli et al. (2009) concluded that not only burnout does inflict damage on both the organizations and its employees in the United States and western countries, but it has been found as a global problem. That wasn't recorded or recognized properly in the days before globalization.

Egan et al. (2011) stated that workers tend to develop burnout when they find themselves in a no win situation, dealing with increased demands, and being criticized for (not doing enough). It can also be experienced with individuals who are passionate about their work (Vallerand, 2010). According to Christian et al. (2011) the authentic leadership is related to greater employee engagement which has been associated with lower levels of burnout and higher job satisfaction. This is primarily related to disempowering workplace conditions. Gil-Monte (2012) also defined it as a serious problem that can be expressed as psychological symptoms such as depressive mood.

However, it is still a controversial area to determine if burnout is indeed an advanced form of depression or an entity on its own (Bianchi et. al, 2013). Since the two disorders seem to

overlap from a clinical stand point. Thus clarifying the two terms is an important issue because the excessive use of the term burnout can increase the risk of leaving depressive disorders untreated (Bahlmann et al., 2013). Similarly, Bakker et al. (2014) concluded that burnout seems to be caused by high job demands and to a lesser extent by low job resources.

Finally, the researcher defines burnout as a multistage effect that is caused by feelings of distress and depression in the work place. It might start with symptoms of simple depression and if not dealt with can lead to the extent of burnout which can render the employee ineffective in his job. Burnout collectively across the organization can affect performance since afflicted employees do not work in full capacity which in a wider view does affect the organizations earnings.

Burnout Variables

The variables that have chosen to build the questions based on Maslach's Burnout Inventory (MBI) suggested by Christina Maslach's, this due to its accuracy in diagnosing burnout and distinguishing it from clinical depression. As well as its relevant measurement criteria over the burnout index developed by Cary Cherniss. Recently, Hombrados-Mendieta and Cosano-Rivas (2013) conducted a study via using Maslach Burnout Inventory to measure the effect of burnout on a sample of social workers from Spain. While another study of Dyrbye et al. (2014) used the (MBI) to measure burnout effect among U.S. medical students, residents, and early career physicians in relevance to general population in the United States.

Emotional Exhaustion

Emotional exhaustion is the first stage of burnout. It is known as the depletion of emotional attachment and the strength to carry out a task being caused by the high demands at work. Thus, Employees develop a mechanism to recover or conserve the energy that is being

used during work. In the same context, Hobfoll (2001) stated that individuals must invest in their energy resources both to recover and prevent further loss. While being emotionally attached to job and having harmonious passion can deter negative effects on the individual's psyche, the very same negative effects themselves positively contribute to emotional exhaustion (Donahue et. al, 2012).

The elements used to measure the cause of emotional depletion in this study formulated questions. The questions are based on: knowing the type of job given to the employee and whether they must deal with people all the time and how much it affects them emotionally, or knowing the extent the job requires emotional attachment and how they feel about it.

Based on the above, the researcher defines emotional exhaustion as a feeling of being emotionally overextended and exhausted by one's work. It is manifested by both physical fatigue and a sense of feeling psychologically and emotionally drained.

Depersonalization

Depersonalization takes the form of acting mechanically with people and the job with no emotional attachment. This helps to lessen the emotional drain employee feels after filling the gap between work demands and their reservoir of emotional capabilities, making them distant as not to feel depressed and disappointed. It is defined by the American Psychiatric Association (2004) as an anomaly of self-awareness that consists of a feeling of watching oneself act. Conversely, having no control over a situation being the second stage after emotional exhaustion that acts as a coping mechanism, with feeling distant after being emotionally depleted. Medford (2012) defines that as a psychiatric disorder in which the core complaint is the reduced emotional response. Nagar (2012) argues that state of depersonalization can be characterized when

employees alienate themselves from the job and develop a casual and uncaring attitude towards job and environment.

Depersonalization is measured in this study through knowing how individuals feel at the end of the day. For instance, do they feel very tensed or non-different? Or knowing how they feel every day having to get up to go to work, and how much do they pay attention at their job or apply due care.

Based on the above, the researcher defines depersonalization as a state of being detached emotionally and personally from the job and considering the job as something you don't enjoy but you have to do.

Reduced Personal Accomplishment

Reduced Personal Accomplishment Represents an outcome of exhaustion and cynicism (Maslach and Leiter, 2008). Employees feel much less effective in their job, and performance decreases, after effect of depersonalization, manifested in the reduction of how an employees feel about their job. According to Elloy and Patil (2012), individuals who experience reduced personal accomplishment will have a negative evaluation of themselves and self-image within the organization. Similarly, according to Peng et al. (2013), reduced personal accomplishment is manifested as in a low sense of pride and self-respect and negative evaluation of one's work.

Based on the above, the researcher defines reduced personal accomplishment as the lack of creativity or the will to do anything that will advance a person's career and responsibilities, and keep working within the job routine.

Moderating Variable (Organizational Socialization)

Organizational socialization refers to the process an organization makes new comer's part of it as existing members; same thing goes for newly transferred within the organization.

Socialization is a form to control the process and the outcome it takes the effect when the individual accepts the organizations culture and values (Alvesson and Robertson, 2006). Fang et al. (2011) assure that organizational socialization presents an instrumental process to the organization through which information, support, and other recourses are provided. Bigliardi et al. (2012) defined organizational socialization as the process individuals come to learn the organization's cultures and values as well as gaining knowledge to assume their predictive roles as productive members.

The importance of organizational socialization lies in its major effect on employees in multirole and layers of the organization (Larson et al., 1998). Lee and Yu (2010) stressed out that the socialization effort should be integrated into the organizations policies. In addition to, the most important form of assistance it can provide to new comers to reduce uncertainty and fear. Similarly, Kato (2010) stated that if organizations implemented the tactics of socialization correctly, there will be a decrease in employees' commitment and organizational identification. More importantly according to Scott and Myers (2010), organizations tend to act actively and passively in socialization of new employees, yet to have authenticity there must be adaptation and individualization considered.

Davenport and Daellenbach (2011) found that the more the strength of identification an employee has for their organization, the more effective they are to the contribution of social capital. A study by Lee (2013) concluded that organizational socialization highly affects organizational identity. It should be noted that the defining characteristics of an organization's socialization tactics are the extent to which they help reduce ambiguity, and what are the cultural norms of the organization (Cable et al., 2013). As noted by Korte and Lin (2013), while many portray organizational socialization as a responsibility of the newly employed, there is a

significant importance placed on the organizations already existing members to facilitate the process.

However, if uncertainty persists it can lead gradually to burnout. It also causes turnover or even forces employees to create their own rules and values and to improvise which doesn't always seem a good innovative idea. This is since they become biased against their own new ideas for what is expected of them to integrate. (Kammeyer-Mueller et. al, 2012). As asserted by Hussain and Asif (2012), the intentions of turnover are highly dependent on organizational commitment to its employees and perceived support to its employees. This is also concluded by a study of Vazifehdust and Khosorozadeh (2014) that organizational socialization has a direct negative effect on turnover.

Socialization researchers have studied how adjustment occurs in different ways. According to Feldman (1981), newcomers' adjustment consists of three aspects: resolution of role demands which refers to understanding task priority and time allocation; task mystery which refers to learning the tasks of the new job and gaining confidence in doing it; and adjustment to one's group which refers to being accepted by peers. Similarly, Taormina (1994) created what is known today as OSI (organizational socialization index). It was comprised of four aspects: training, understanding / perceptions, co-worker support and prospects for the future. The OSI was an exceptional improvement in the layout and exploration of organizational socialization, thus exploring its parameters is important to this study.

Based on the above, the researcher defines organizational socialization as the process by which newcomers make the transition from being organizational outsiders to being insiders and all cases of career substitution (first time appointment, transfer and promotion).

Organizational Socialization Index

Training: Training is included as an act of socialization into any group or organization by its very definition. In organizations, training is usually referred to as the process in which knowledge and experience is transferred from one senior employee to a new employee regarding a particular job. It should be also noted that if employee training was designed systematically and scientifically it should produce positive results (Skylar-Powell and Yalcin, 2010). Training has become so important.

Understanding/Perception: It highlights the underlying factor that comes as an output of the training phase, which translates their ability to perform the job asked of them with minimal errors and confidence. This is along with how things operate in the organization and its mission and vision.

This factor is heavily based, however, on the cognitive abilities of the individual and falls into a more psychological area. As the organization provides the tools “training” it falls in the hands of the employee the understanding part in learning what has been taught and how to perform efficiently. According to Wanberg (2012), organizational socialization includes formal and informal understanding of specific training provided to master a certain role in the organization.

Co-Workers Support: Co-workers support is a significant part in the socialization process. It is mainly the behavior of colleagues and other workers which are already insiders in the organization as they play an essential role in newcomers’ development and training. Most interactions occur between new workers and the existing employees within the same division .According to Laschinger et al. (2012), having positive co-workers support whether in the beginning of a new career or a position can affect the work experience positively and increase performance and onboarding.

Prospects for the Future: It is the fourth important element that has an effect on the individual's perception of their prospects for a rewarding future in their current job and organization. The more employees feel comfortable doing his job that comes from confidence and role clarity, the more they would see a brighter future in the organization and the career in general. According to Pos et al. (2003), the socialization process is a continuous process that even begins before the individual joins the organization and continues for weeks and months after they are appointed. Generally, it is presented in three stages:

Socialization Processes Stages:

The first step is the pre-entry period, in which the individual carefully selects the job he wants to apply to by selecting the right organization and the career that suits the personality, aptitude and education. Iqbal and Zaidi (2012) it represents the selection of the right career is very important to individuals after completing education. A wrong selection can lead to numerous problems in the long run”.

Individual rely during searching for information on multiple sources that desire to work in such as; friends, family, relatives that work in such organizations, professional careers, and financial reports. Though these sources lack accuracy, they still do provide a good preliminary concept of the organization. Another source of information is the organization itself through selection interviews, which is also a biased source since the person providing the interview usually presents an idealistic picture of their organization which attracts recruits.

This method faces the problem that individuals can be disappointed after they join the organization being presented with a different reality of the organization. This might lead to turnover. In order to avoid these side effects, organizations tend to give recruits a realistic job interview which might not paint the prettiest picture of the organization, but it succeeds in the

retention rate of employees since they know what they went into. Of course, there should be a balance in giving realistic job interviews. Presenting a lot of negative information might steer away highly qualified applicants.

The second step is the breaking in phase which starts after the individual becomes an employee in the organization. This phase brings many challenges to the employee since he/she needs the required skills to perform the job and knowledge of the rules, regulations and organizational culture. Organization entry is an unusual period in an individuals' life where they have to negotiate their identities anew (Cable and Kay, 2012). Which confirms individuals belonging to the organization if they conform to. It should also be noted that organizational orientation is so important to some organizations they use professionals to provide such seminars. Also in this phase most companies present programs to introduce the employees to their new company; its history, reputation, political activity, competitive position, mission and objectives.

The third step is called settling in which the employee becomes a full member of the organization as he was an old one and accepted by fellow employees as a colleague. This is the stage where the absorption process has been complete and new comers resolve the tension they have between their own personality and the organization (Cable et. al., 2013).

Importance of Organizational Socialization

The importance of organizational socialization is the influence it has on the individual's perception on the experience in terms of his job, career and his views of the organization as a whole. It is safe to say that if the organization's programs were successful in "merging" the employees, it can directly affect performance due to employees work efficiency. It should be also mentioned that the better employees are fit with the organizations' missions and visions' the

lower is the turnover rates since employees who are comfortable with their job in this particular organization won't think much about finding another.

The objectives of organizational socialization is to integrate new employees and newly promoted to new positions into the new job requirements in a way that eases role ambiguity and stress from going into the unknown. Training programs and on job training have been proven to be successful but there have been other methods that advance organizational socialization in a healthier and closer manner called mentoring.

Mentoring is when more experienced person takes up training to an employee on the job called the protégé where he/she provides guidance, direction and assurance. According to Haggard et al, (2012) mentoring is developmental relationship that involves close relationship between a mentor and their protégé. A mentor is extremely important for a newly employed, due to its role in providing emotional support, induces self-confidence, and the chance for the new employee to show their abilities and personal skills as well to prepare them to take on higher positions in the organization. Furthermore, Mentors suggest strategies to reach goals in addition to protection of unintentional mistakes and helping to avoid threats. Some organizations do believe that without mentoring new individuals can't show their own talents this according to Kammeyer-Mueller et al., (2012), as well realistically it causes discomfort and uncertainty. Mentoring goes through four steps which are: initiation, cultivation, separation and redefinition. Initiation is first and basic phase of this relationship that spans over six months to a year, during which each side comes to know each other and what they represent and what is expected out of each other. This stage is the start of the mentor-protégé relationship and the adjustment process begins (Yang et al., 2015).

The second phase is Cultivation. It takes up from two to five years, in this phase depth is added to the relationship and the protégé advances in their career because of the mentor's support. This phase signifies the mentor and protégé to get to know each other on a more intimate level the expectations a protégé holds for their mentor will be tested and the psychological functions of this relationship reaches its peak (Haggard et al., 2012). Then it comes Separation which happens when the protégé feels the need for independence and self-reliance. Which might also happens for other reasons such as the change of roles such as the promotion of the protégé or the transfer of the mentor in a way that it's no longer possible to keep the support. Mansson and Myers (2012) state that during this phase the protégé's need for dependence on mentor decreases. Last phase is Redefinition. In this phase each party becomes on friends and equals level and treat each other accordingly as the mentoring process has ended. In another way, when the protégé has gained enough experience and the skills to fulfill their role the significance of the relationship depletes. According to Erdem and Omuris (2014) redefinition is the final stage in which the relationship between the mentor and protégé ends on a professional level but remains on a peer level.

Unfortunately, sometimes the relationship can be disastrous which can be affected by jealousy on the behalf of the mentor or the protégé perception that their mentor is standing in their way of advancement.

Organizational Socialization Variables

Selecting variables from organizational socialization in the model included examining measurement inventories and methods the researcher found as relevant and accurate to present the degree of socialization in individuals. First is Taormina 1994 organizational socialization index, the researcher found some of its sub variables to be hard to formulate questions from that

can cross rationally with the other two variables. The most closely related sub variables found that matches the intended crossing with the other variables (career path strategy and burnout) and their sub variables were from a study titled “new comer adjustment during organizational socialization: A meta-analytic review of antecedents, outcomes, and methods” by Bauer et. al. (2007) being role clarity, self-efficacy and social acceptance. The very same method ad variables were used in a study by Nifadkar et al. (2012) to test how the supervisor-triggered newcomer effect may link supervisor’s behavior towards new comer performance and adjustment.

Role Clarity

Role clarity can be defined as the processes of explaining the tasks and jobs to the newly employed or transferred based on information clearly transmitted to them. According to Lyons (1971) represents the presence of adequate role relevant information. Which, in other words, is ones understanding of the tasks given to them Based on the related information provided to him/her. Or when the individuals have clear information about their role in fulfilling the function they are assigned to (Braxton et. al, 2008). Role clarity represents how much information can the new employee or the newly appointed in a position readily get their hands on and benefit from such information; in contrast the lack of information which complicates their job and increases uncertainty is called role ambiguity. In which the employee doesn’t fully understand what is required from the task given to them and keeps making mistakes which reduces efficiency. That is reason behind that organizations need to make sure that even with mentoring and training there should be a readily available related reading material the new employee or the newly appointed can both benefit from. Rahim (2011) refers role ambiguity to the lack of role clarity and understanding what are the expectations for a given role.

Measuring role clarity can be made through observing how well an employee does his job. However, there might be interference in the data since their performance is hindered by other factors not related to their tasks understanding such as stress. But by directionally asking the employee about the job and keeping track of how it should be done and their results if variations arises then they do have role ambiguity. Gaining feedback on the absorption of information from their training is also a good indication of how much information they retained.

Based on the above, the researcher defines role clarity as a person's understanding of the tasks given to them, based on the related information provided to them.

Self-Efficacy

Defined by Bandura (1977) as an individual's belief in his/her capacity to execute behaviors necessary to produce specific performance attainments. In other words it is the ability of the employee to function within his/her given role with professionalism and confidence after being properly introduced to it. According to Darker et. al. (2010) is the belief in one's ability to successfully engage in a given situation or a behavior. Similarly defined by Khurshid (2012) as the belief in one's ability to effectively handle a situation and bring desired results.

Self-efficacy is the confidence an individual develops in doing his job which is gained through experience and rigorous training provided by the organization. Self-efficacy can be measured by how good does an employee does his job without referring to others for assistance. The level he/she has reached in completing a task entirely on their own. Also, it develops confidence in their ability to advance through the hierarchy and the rewards they perceive for their work.

Based on the above, the researcher defines self-efficacy as an individual's belief in his/her capacity to execute behaviors necessary to produce specific performance attainment.

Social Acceptance

Bauer et. al. (2007) defined social acceptance as the feeling to be liked and accepted by peers and adjustment to one's group. Accordingly, this study will define social acceptance as to be accepted as a part of the team in the organization and develop a sense of belonging. According to Korte and Lin (2013) throughout various situations of new entry to organizations or new positions, most new members strive to make relationships on a personal level before going through the instrumental level (gaining work information).

Social acceptance is when an employee feels he is closer to his/her peers than they were before entering the organization. The level of acceptance and assistance provided to them on a friendly bases and not just out of obligation. It should be noted that there might be some variation in the questions answered by an employee if asked directly than if asked by their peers as they might perceive they are close friend with someone while they aren't. However, the amount of assistance can be measured by asking the employee directly since they would recall how much their colleagues were actually helpful to complete their tasks and gain information about their job.

Based on the above the researcher defines social acceptance is the individual's acceptance as the individual's acceptance as a part of the team in the organization, and developing a sense of belonging.

2.2. Previous Studies

1. Chatman and O'Reilly (1990) study titled: “**B u i l** ~~Organizational~~ **Commitment: a Multi-Firm S t u d y**” study aimed to examine how organizations facilitate commitment among members. The sample consisted of (291) respondents from (45) firms. The study used the varimax factor loadings for both recruitment/socialization and commitment

dimensions. Results revealed that rigorous recruitment, selection procedures and a strong clear organizational value system are associated with higher levels of employee commitment based on internalization and identification. Furthermore, the study suggested that strong organizational career and reward systems are related to higher levels of instrumental or compliance based commitment.

2. Allen, et al. (1999) study titled: “**New socialization and stress: formal peer relationships as a source of support**” aimed to examine the relations between short-term monitoring provided by more experienced peers, multiple aspects of socialization, and stress. The data collected from 64 masters of business administration students. The study concluded that the psychological monitoring provided by peers is related positively to politics and performance aspect of socialization that deals with the establishment of successful and satisfying relationships with organizational members.

3. Magnuson, et. al. (2003) study titled: “**Career Paths of Professionals**” aimed to examine the unique points in the professional development of professional leaders in counselling that led them to excel in their career path they choose. The sample consisted of (10) professional career counsellors. The study used mainly structured interview as an instrument to gather data from the study participants. The results asserted a prominent theme that emerged in many of the participants’ individual transcript. The result concluded that Professional passion seemed to be an enduring theme during interviews with many participants. Other idiosyncratic themes included unexpected validation, a lifelong enjoyment of learning, and the compelling desire to make contributions.

4. Kirk-Brown and Wallace (2004) study titled: “**Predicting Job Satisfaction in Workplace Counsellors: the Influence of Role Stressors, Job Challenge, and**

Organizational Knowledge conducted to identify the antecedents of burnout and job satisfaction among counsellors employed in workplace settings. The sample consisted of (82) counsellors employed in the field of workplace counselling. The study used descriptive approach to test the hypotheses. The study found that there is significant and positive relationship between organizational knowledge and intrinsic job satisfaction.

5. Vance (2005) study titled: “**Personal Quest for Building Global Competence: a Taxonomy of Self-Imitating Career Path Strategies for Gaining Business Experience**” The objective of the study was to define and report the values and competences of the career path of international section employees for global corporations. As well, to highlight the variables that lead them to succeed in securing such a rapid need and successful position in their organizations. The participants in this study were (48) American expatriates in 38 companies located in Major East Asian cities of Hong Kong, Taipei, Beijing, Tokyo, and Seoul. Semi structured interviews were used as instrument to gather data. The results indicate that the immediate expatriation track presents significant advantages for gaining international career experience. Instead of waiting to be promoted to reach such an international position, the professionals chose to travel to such positions and spend some time settling in and knowing the culture and language to gain the competency and apply for the foreign branch.

6. Bauer et. al. (2007) study titled: “**Newcomer Adjustment during Organizational Socialization: a Meta-Analytic Review of Antecedents, Outcomes, and Methods**” to test a model in which adjustment (role clarity, self-efficacy, and social acceptance) mediated the effects of organizational socialization tactics and information seeking on socialization outcomes (job satisfaction, organizational commitment, job performance, intentions to remain, and turnover). The sample has been taken from 45 meta-analytic

correlations ranged from 272 to 4027 participants. The study has employed a correlation technique between the meta-analytic studies. The results generally support the model of adjustment mediated the effects of organizational socialization tactics and information seeking on socialization outcomes.

7. Carden (2007) study titled: “ **P a t h to Success for Moderately Defined Careers: a Study of Relationships among Prestige/Autonomy, Job Satisfaction, Career Commitment, Career Path, Training and Learning, and Performance as Perceived by**

Project M a n a g e The purpose of the study was to examine the dynamics associated with pathways to success for moderately defined careers. The sample consisted of (644/9 participants where descriptive statistics were calculated to test assumptions for analytical procedures. Results concluded that direct path relationships included (a) training and learning is negatively related to performance, (b) career path is positively related to performance, (c) autonomy/prestige is positively related to performance, (d) career commitment is negatively related to performance. The indirect path relationships included (a) autonomy/prestige is mediated by career path commitment to performance, (b) career path is mediated by training and learning to performance, (c) career path is mediated by job satisfaction and career commitment to performance, and (d) career path is mediated by job satisfaction, career commitment, and autonomy/prestige to performance.

8. Wolgemuth (2010) study titled: “ **M a r k Strategies Influencing New Nurse E d u c a Decisions to Choose a Nurse Educator Career Path and Teaching P o s i t i o n** ” , aims to investigate the influence of specific marketing strategies on new nurse educators’ decision to choose a nurse educator career path and a current teaching position. The data collected from (371) nurses. Statistical methods employed descriptive statistical analyses and t-

tests. Along with mean, median, and standard deviation. The study results revealed that there is limited exposure to publicity, advertising, and personal marketing strategy regarding career opportunities in nursing education, along with, limited exposure to advertising, and personal marketing strategies intended to influence decisions to select a university nurse educator employment position.

9. Hazell (2010) study titled: “**J o b Stress, Burnout, Job Satisfaction, and Intention to Leave among Registered Nurses Employed in Hospital Settings in the State of Florida**” The study examined the relationships among demographic characteristics, work profile characteristics, job stress, job satisfaction, burnout, and intention to leave. Descriptive approach has been used, and the sample comprised of (129) nurses. Study results confirm that characteristics of emotional exhaustion, personal accomplishments, and depersonalization were significant variables of job satisfaction, and job satisfaction was a significant variable of intention to leave.

10. Nasr (2012) study titled: “**C o m p o s i t e Model of Commitment, Workplace Stress and Career Path Application to Employees in Medium Size Organizations in Lebanon**” The study focused on identifying the relationship between three components model of commitment, workplace stress and career path in able to determine what type of commitment is more vulnerable to stress and what type leads to a longer career path. 100 applicants participated in this study, (55) of them were females and (45) percent were males. Correlations and regressions tests revealed that affective commitment is negatively related to stress and has no correlation with career path. Continuance commitment is positively related to stress and has no correlation with career path. While normative commitment has a negative relationship with career path and a positive relationship with stress.

11. Iqbal and Zaidi (2012) study titled: “ **I m p of cCareer Selection on Job Satisfaction in the Service Industry of P a k i s t a n**” purpose of this study is to identify the impact career selection on job satisfaction in the service industry of Pakistan. The research identifies the factors employees generally find important in selecting a job in the service industry in Pakistan. The study sample consisted of (200) top and middle management employees in the service industry and its survey was conducted via questionnaire. Many statistical tools were used in this study including: correlation, regression and cross tabulation. The results concluded that there is a relationship between career selection and job satisfaction and that better career selection increases the level of job satisfaction.

12. Stephens and Dailey (2012) study titled: “ **S i t u a t i o n a l Organizational Identification in Newcomers: Impacts of Pre Entry Organizational Expo s u r t e s t**” the effect of pre-entry experience and orientation on organizational identification. The participants of the study were employees attending new employees’ orientation in a large university in the United States and had a diverse career background and orientation also it should be noted that there was a separate orientation for Spanish speakers. The researchers attended 15 sessions for data collection that spanned over 4 months and collected the data of 266 new employees using pretest and posttest survey design. The study used a combination of statistical analysis such as mean, median and standard deviation mostly to determine the outcome of how much did the newcomers benefit from the orientation. The study concluded that orientation helps significantly in organizational identification for new comers however; pre entry experience did contribute to organizational identification but in small impact.

13. Hakanen and Schaufeli (2012): “ **d Burnout and Work Engagement Predict Depressive Symptoms and Life Satisfaction? A Three -Wave Seven- Year Prospective**

S t u d y investigate whether work related indicators of well-being such as burnout and work engagement spill over to life aspects well-being such as depression and life satisfaction. The study sample consisted of (3255) doctors. Statistical method used was a structural equation modeling to investigate the cross-lagged association between the study variables across time. The results revealed that work engagement had a negative effect on depressive symptoms and positive effect on life satisfaction.

14. Grandey et al. (2012) study titled: “ **F r to be You and Me: a Climate of Authenticity Alleviates Burnout From Emotional L a b o r** ” investigated the resource loss that is shown by the presence of a “climate of authenticity” among coworkers and emotional labor with patients. The sample numbered 359 health care providers working within 48 work units at a large metropolitan hospital. The method used to analyze the surveyed data was multilevel prediction to the study variables. The study found that medical workers experience more mistreatment by patients are more likely to be managing emotions with patients which responds further to the employee job related burnout.

15. Crowley-henry (2012) study titled: “ **R-Conceptualizing the Career Development of Self-Initiated Expatriates: Rivers not L a d d e r** ” explore contemporary metaphors used in career literature pertaining to career development within international context as well to provide analysis of career development influences. Qualities interviews with thirty seven skilled self-initiated expatriates in one geographical location were conducted and used for data analysis. The study concluded suggesting the metaphor “river” in describing self-initiated expatriates’ career development in reference to the rapidity of development when initiated.

16. Creed and Hughes (2012) study titled: “ **C a r Development Strategies as Moderator between Career Compromise and Career Outcomes in Emerging A d u l t s** ” ,

highlight the effect of career compromise on employability and career distress with the moderation of career related strategies: seeking career guidance and career distress. The study surveyed 130 first year university students. Through using variety of statistical methods such as standard deviation, single and multiple regressions, the study found that there was no moderation effect for perceptions of employability, although compromise was directly associated with these perceptions.

17. Shanafelt et al. (2012) study titled: “**A v o i d i n g t h e P e r s o n a l H e a l t h H a b i t s a n d W e l l n e s s P r a c t i c e s o f U S S u r g e o n s t o a s s e s s** health habits, routine medical care practices, and personal wellness strategies of American surgeons and explore associations with burnout and quality of life. The sample included a total of 7197 participating surgeons. The study used descriptive analysis to characterize the demographics. The results revealed that the overall quality of life for surgeons was superior and that burnout had low impact on their quality of life.

18. Nagar (2012) study titled: “**O r g a n i z a t i o n a l C o m m i t m e n t a n d J o b S a t i s f a c t i o n a m o n g T e a c h e r s d u r i n g t i m e s o f B u r n o u t a n d S t r e s s**”, the effect of job burnout factors on job satisfaction and the subsequent effect of satisfaction with employees’ commitment to the organization. The number of respondents reached (153). The methods used were varimax rotation, variance and coefficient alpha. The results found that job satisfaction is a significant predictor of a teacher’s commitment towards his/her organization. Teachers high on job satisfaction are more likely to exhibit greater organizational commitment. And that constant stress can result in decreased employee involvement with the job, decreased organizational commitment, and lower levels of job satisfaction and maybe even result in turnover and absenteeism.

19. Allen and Shanock (2013) study titled: **“ Perceived Organizational Support and Embeddedness as Key Mechanisms Connecting Socialization Tactics to Commitment and Turnover among New Employees ”** conducted, to explore the importance of relationship mechanisms through which socialization tactics influence commitment and turnover and the key theoretical mechanisms connecting socialization tactics to turnover. The sample consisted of (500) employees over the first year of employment. Means, standard deviations, correlations, and internal consistency reliabilities were calculated to find out that socialization tactics influence perceived organizational support (POS) and job embeddedness, and POS and embeddedness were both related to organizational commitment and voluntary turnover.

20. Haley et al. (2013) study titled: **“Burnout and Work Engagement for Different Age Groups: Examining Group Level Differences and Predictors”** examine age related differences of burnout and engagement levels among employees in the south African financial sector, including influences of perceived job characteristics and personal sense of coherence. (582) junior managers participated in this study. Descriptive statistics and correlations were used along with the mean, median, and standard deviation. The results reveal differences in the experience of exhaustion by young, middle-aged, and older workers. Whereas no age differences were found for cynicism between these age groups.

21. Massie (2013) study titled: **“An Examination of Organizational Socialization and Job Satisfaction among Higher Education Staff”** add the existing knowledge surrounding organizational socialization by exploring whether aspects of formalized organizational socialization process, above and beyond demographics and work considerations, can predict job satisfaction among staff working within higher education. The study conducted on a sample of (142) participants. Means, standard deviation and linear regression were used to

find out that job satisfaction is most significantly influenced by training, co-worker support, and future prospects, with future prospects being most significant variable of the three.

22. Quan-Baffour and Arko-Achemfour (2013) titled: **“ The Effects of Lack of Career Path on Job Satisfaction among South African Teachers ”** conducted to investigate job satisfaction among South African teachers and the effect of lack of career path. The sample of the study consisted of (600) teachers selected from Mompoti education district in South Africa. Qualitative and quantitative analysis used though, a mix of interviews and data collection and analysis. The results concluded that lack of opportunities for promotion frustrates school teachers and greatly contributes to the lack of job satisfaction.

23. Ali and Ali (2014) study titled: **“ The Mediating Effect of Job Satisfaction between Psychological Capital and Job Burnout of Pakistani Nurses ”** examine the low level of job satisfaction, psychological capital and high level of job burnout of nurses in Pakistan. (219) female nurses working in a government hospital of Khayber Pakhtunkhwa participated in this study. Psychological capital questionnaire based on Maslach’s burnout inventory used to collect data from the participants. The results revealed that there significant positive relationship between psychological capital and job satisfaction, but a negative relationship between psychological capital and burnout. Furthermore, significant negative relationship between job satisfaction and job burnout was also confirmed. Confirmatory factor analysis revealed a significant positive path from psychological capital to job satisfaction, and a negative path to burnout. A significant negative path from job satisfaction to job burnout was also investigated.

24. Lip (2014) study titled: **“ The Effect of a Career-Planning Course on Community College Students Self-Efficacy and Career Indecisiveness ”** ,

the effectiveness of a career-planning course for college students who were undecided on a major or want to change or confirm their major at community college. The sample consisted of (105) students. Statistical methods such as mean, median, and standard deviation was used to analyze the sample and cross tabulation used to find out that enrolling in a career-planning course is an important counseling intervention for freshmen and sophomore students who have difficulty in making decisions, especially regarding career planning and college major selection. On the other hand, the results revealed that the counselors' teachings career-planning needs to be prepared to provide curriculum to support undecided students with low career decision-making self-efficacy and high career indecisiveness.

25. Schaubroeck et al. (2015) titled: “ **D e v e l o p i n g T r u s t w i t h P e e r s a n d L e a d e r s : I m p a c t s o n O r g a n i z a t i o n a l I d e n t i f i c a t i o n a n d P e r f o r m a n c e d u r i n g E n t r y** extend the existing research on how peers and leaders influence newcomer adjustment process by examining how trust perceptions develop overtime. A model was tested of how trust develops from cognition based trust into an influence of organizational identification and role related performance. The sample consisted of (512) United States soldiers during 14 week entry training. Statistical methods included mean, median, correlation, multiple regression and invariance test. The results concluded that the affect-based trust impact on organizational identification and performance was significant.

What Differentiates this Study from Previous Study?

The current study differentiates from previous study in connecting three variables that haven't been connected together before: career path strategy, organizational socialization and burnout. Burnout and organizational socialization connection has been discussed thoroughly in previous studies but career path strategy has been rarely touched and this is what makes this

study unique and of course the study sample being from Jordanian insurance companies which there isn't many studies about it either.

Chapter Three: Research Methodology

3.1. Study Design:

This study is considered as a descriptive and causal case study. It aims to study the impact of career path strategies on burnout, in the light of organizational socialization at Jordanian insurance companies. It starts with literature review and experts' interviews to improve the currently used measurement model in addition to explore the career path strategy and burnout variables. Then, a panel of judges was conducted to assure that the items which will be included in the questionnaire are suitable. The statistical method to be used is the descriptive analysis.

3.2. Study Population, Sample and Unit of Analysis:

There are 25 insurance companies working in Jordan, all of them have between targeted which negate the need for sampling. Unit of Analysis: Out of 2922 employees the study targets 20%, which considered suitable for the study (Sekaran and Bougie, 2010:295).

3.4. Data Collection Methods:

The data used for fulfilling the purposes of this study can be divided into two groups: secondary and primary data.

Secondary data is collected from previous literatures such as: journals, books, articles, theses, dissertations, working papers, annual reports and the Worldwide Web.

Primary data is collected by the questionnaire which was built based on literature reviews, interviews (as per Appendix (1)) and developed based on referee committee (Panel of Judge).

3.5. Study Tool

The main tool used for this study is the questionnaire which includes four parts:

1- Demographic: for demographics the researcher used 4 items: age, education qualification, experience and occupational position.

2- Independent Variable: for the independent variable being Career Path strategy, the researcher used 5 items to measure each of the four career path strategy's sub variables which totaled 20 items.

3- Moderator Variable: for the dependent variable being burnout, the researcher used 4 items to measure each of the three burnout's sub variables which totaled 12 items.

4- Dependent Variable: for the moderating variable being organizational socialization, the researcher used 4 items to measure each of the three organizational socialization's sub variables which totaled 12 items.

All items were measured by five-point Likert- type scale to tap into the study sample perceptions. This is through ranging from value 1 (strongly disagree) to value 5 (strongly agree) used throughout the questionnaire.

3.6. Data Analysis

Data are collected from 341 employees from 12 companies, which mean 48% of targeted companies and 11.7% of unit of analysis. Out of 341 questionnaires only 267 were suitable for further analysis. Then the data was coded and entered on SPSS for further analysis.

The following tests were carried out to confirm validity and reliability of data:

Validity

Content validity was done by using previous literatures such as: journals, books, articles, theses, dissertations, working papers, annual reports and the Worldwide Web, while referee

committee was used to confirm face validity.

Reliability

Cronbach's alpha coefficients were used to test the consistency and suitability of the measuring tool. The reliability was evident by strong Cronbach's alpha coefficients of internal consistency if the value of Alpha was more than (0.60) (Morad, 2002). Table (6) shows that the Cronbach's alpha coefficient for each sub-variable is more than 60%, which is accepted.

Table (3.1) Cronbach's alpha for the study

No.	Field	Items / Variables	Value of ()
3	Professional Passion	5	0.787
2	Professional Identity	5	0.664
3	Professional Affiliation	5	0.801
4	Personal Attributes and Values	5	0.724
	Career path strategy	4	63.6
1	Role Clarity	4	0.634
2	Self-efficacy	4	0.838
3	Social acceptance	4	0.814
	Organizational Socialization	3	47.5
1	Emotional Exhaustion	4	0.618
2	Depersonalization	4	0.782
3	Reduced Personal Accomplishment	4	0.710
	Burnout	3	66.6

3.7. Demographic Analysis

Table (3.2) Age Analysis

Age	Sample	
	Frequency	Percentage %
Less than 24 year	28	10.5
From 25 – 34	159	59.6
From 35 – 45	73	27.3
From 45& More	7	2.6
Total	267	100.0

Table (3.2) shows that 10.5% of sample is less than 24 year, 59.6% are between 25-34, 27.3% is between 35-45 and finally (2.6 %) are 45 or more.

Table (3.3) Demographic Analysis (Educational Level)

Educational Level	Sample	
	Frequency	Percentage %
Diploma	55	20.6
Bachelor Degree	184	68.9
Master Degree	20	7.5
PHD degree	8	3.0
Total	267	100.0

Table (3.3) shows that 20.6% of the sample has diplomas, 68.9% has bachelor's degrees, 7.5% has master's degree and 3% has PHD.

Table (3.4) Demographic Analysis (Experience)

Experience	Sample	
	Frequency	Percentage %
Less than 5 years	89	33.3
From 6 – 10 Years	111	41.6
From 11-15 years	33	12.4
From 16& More	34	12.7
Total	267	100.0

Table (3.4) shows that 33.3% of the sample has 5 years or less of experience, 41.6% has 6-10 years, 12.4% has 11-15 years and 12.7 has 16 and more years.

Table (3.5) Demographic Analysis (Job Position)

Job Position	Sample	
	Frequency	Percentage %
Higher Management	12	4.5
Moderate Management	12	4.5
supervision Management	9	3.4
Head of Dept.	24	9.0
Head of Section.	1	.4
Employee	209	78.3
Total	267	100.0

Table (3.5) shows that 4.5% of the sample was of high management, 4.5% were of moderate management, 3.4% were of supervision management, 9% were head of departments, 0.4% were head of sections and 78.3% were regular employees.

Chapter Four: Data Analysis Results

This chapter includes descriptive statistical analysis, correlations, multiple regressions, and hierarchal regressions.

4.1. Descriptive Statistical Analysis

Descriptive analysis includes means, standard deviations, t-test, ranking and importance.

Importance level is based on the following equation:

The importance level will be calculated according to the following formula: $5 - 1/3 = 1.33$

- Low Importance: For means (1-2.33)
- Moderate: For means (2.34-3.66)
- High : For means (3.67-5)

4.2. Descriptive Statistical Analysis for All variables

Table (4.1) Mean, Standard Deviation, Ranking and Importance Level for all Study Variables

No.	Field	Mean	S.D.	t-Value	Rank	Importance
1	Professional Passion	4.32	0.59	36.31	1	High
2	Professional Identity	4.17	0.52	36.68	2	High
3	Professional Affiliation	4.05	0.64	26.79	4	High
4	Personal Attributes and Values	4.06	0.50	34.81	3	High
	Career path strategy	4.15	0.39	48.00		
5	Role Clarity	4.13	0.49	37.55	2	High
6	Self-efficacy	3.20	0.98	3.30	3	Moderate
7	Social acceptance	4.18	0.63	30.66	1	High
	Organizational socialization	3.84	0.51	26.78		
8	Emotional Exhaustion	2.66	0.82	-6.87	2	Moderate
9	Depersonalization	2.67	0.92	-5.88	1	Moderate
10	Reduced Personal Accomplishment	1.88	0.57	-32.07	3	low
	Burnout	2.40	0.61	-16.11		

t-Tabulated=1.960

Table (4.1) shows that the means of career path strategy sub-variables are ranging from 4.05 to 4.32 and the standard deviation is ranging from 0.52 to 0.64, which means that the

respondents agree on high importance of all career path strategy sub-variables. It also shows that the average mean for career path strategy is 4.15 with standard deviation of 0.39, which means that the respondents agree on high importance of career path strategy.

Furthermore, it shows that the means of organizational socialization sub-variables are ranging from 3.20 to 4.18 and the standard deviation is ranging from 0.49 to 0.98, which means that the respondents agree on high importance of organizational socialization elements. It also shows that the average mean for organizational socialization is 3.84 and standard deviation is 0.51, which means that the respondents agree on high importance of organizational socialization.

Finally, table shows that the means of burnout sub-variables are ranging from 1.88 to 2.67 and the standard deviation is ranging from 0.57 to 0.92, which means that the respondents agree on moderate importance for burnout elements. It also shows that the average mean is 2.40 and standard deviation of 0.61, which means that the respondents agree on high importance of burnout.

4.3. Descriptive Statistical Analysis for Independent variables items

Professional Passion

Table (4.2) Mean, Standard Deviation and Level for Professional Passion field

No.	Question	Mean	S.D.	t-Value	Rank	Importance
1	I find the work I do full of meaning and purpose.	4.31	1.00	21.37	3	High
2	I am enthusiastic about my job.	4.38	0.70	32.11	2	High
3	I am proud of the work I do.	4.45	0.63	37.78	1	High
4	To me, my job is challenging.	4.18	0.87	22.30	5	High
5	Time flies when am working.	4.29	0.80	26.47	4	High
	Total	4.32	0.59	36.31		High

t-Tabulated=1.960

Table (4.2) shows that the means of professional passion items range from 4.18 to 4.45 with standard deviations range 0.63 to 1.00, which indicates that the respondents agree on high importance of professional passion items. The average mean for professional passion is 4.32 with

standard deviation of 0.59, which indicates that there is an agreement on high importance of professional passion, where t-calculated is more than t-tabulated ($36.31 > 1.960$).

Professional Identity

Table (4.3) Mean, Standard Deviation and Level for Professional Identity field

No.	Question	Mean	S.D.	t-Value	Rank	Importance
1	I think about what my career future would be like.	4.39	0.76	30.15	1	High
2	I realize that today's choices shape my future.	4.25	0.62	31.02	3	High
3	I am aware of the educational and career choices I must make.	4.29	0.68	33.32	2	High
4	I take steps in planning how to achieve my goals.	4.22	0.80	24.92	4	High
5	I am concerned about my career.	3.69	1.06	10.58	5	High
	Total	4.17	0.52	36.68		High

t-Tabulated=1.960

Table (4.3) shows that the means of professional identity items range from 3.69 to 4.39 with standard deviations range 0.62 to 1.06, which indicates that the respondents agree on high importance of professional passion items. The average mean for professional identity is 4.17 with standard deviation of 0.52, which indicates that there is an agreement on high importance of professional passion, where t-calculated is more than t-tabulated ($36.68 > 1.960$).

Professional Affiliation

Table (4.4) Mean, Standard Deviation and Level for Professional Affiliation field

No.	Question	Mean	S.D.	t-Value	Rank	Importance
1	I would rather do something at which I feel relaxed than something which is difficult.	3.14	1.20	1.934	5	Moderate
2	I enjoy working in situations involving competition with others.	4.19	0.74	26.33	3	High
3	I prefer to work in situations that require a high level of skill.	4.34	0.74	29.62	2	High
4	I like to be busy all the time.	3.98	0.88	18.18	4	High
5	It is important to get a job in which there is an opportunity for promotion.	4.46	0.90	26.46	1	High
	Total	4.05	0.64	26.79		High

t-Tabulated=1.960

Table (4.4) shows that the means of professional affiliation items range from 3.14 to 4.46

with standard deviations range 0.74 to 0.90, which indicates that the respondents agree on high importance of professional passion items. The average mean for professional identity is 3.14 with standard deviation of 1.20, which indicates that there is an agreement on high importance of professional passion, where t-calculated is more than t-tabulated ($26.79 > 1.960$).

Personal Attributes and Values

Table (4.5) Mean, Standard Deviation and Level for Personal Attributes and Values field

No.	Question	Mean	S.D.	t-Value	Rank	Importance
1	I feel happy when am working intensely.	4.04	0.86	19.66	4	High
2	It is difficult to detach me from my job.	3.84	0.89	15.26	5	High
3	If I am not good at something I would rather keep struggling to master it than move on to something I may be good at.	4.21	0.87	22.63	2	High
4	I try harder when am in competition with others.	4.18	0.87	22.04	3	High
5	My Commitment to carry out the tasks stems from the self-discipline.	4.37	0.77	28.98	1	High
	Total	4.06	0.50	34.81		High

t-Tabulated=1.960

Table (4.5) shows that the means of personal attributes and values items range from 3.84 to 4.37 with standard deviations range 0.77 to 0.89, which indicates that the respondents agree on high importance of personal attributes and values items. The average mean for personal attributes and values is 4.06 with standard deviation of 0.50, which indicates that there is an agreement on high importance of professional passion, where t-calculated is more than t-tabulated ($34.81 > 1.960$).

4.4. Descriptive Statistical Analysis for moderating variables items

Role Clarity

Table (4.6) shows that the means of role clarity items range from 3.50 to 4.57 with standard deviations range 0.55 to 0.92, which indicates that the respondents agree on high importance of role clarity items. The average mean for professional identity is 4.06 with standard

deviation of 0.50, which indicates that there is an agreement on high importance of role clarity, where t-calculated is more than t-tabulated ($37.55 > 1.960$).

Table (4.6) Mean, Standard Deviation and Level for Role Clarity field

No.	Question	Mean	S.D.	t-Value	Rank	Importance
1	I know very well how to get things done in this organization.	4.57	0.55	46.76	1	High
3	I have full understanding of my duties in this organization.	4.45	0.64	18.07	2	High
2	The training in this company has enabled me to do my job very well.	4.02	0.92	37.08	3	High
4	There are many chances for a good career in this organization.	3.50	1.03	7.926	4	Moderate
	Total	4.13	0.49	37.55		High

t-Tabulated=1.960

Self-efficacy

Table (4.7) Mean, Standard Deviation and Level for Self-efficacy field

No.	Question	Mean	S.D.	t-Value	Rank	Importance
1	I am happy with the rewards offered by this organization.	3.22	1.31	2.80	2	Moderate
2	Opportunities for advancement in this organization are available to almost anyone.	3.18	1.21	2.42	3	Moderate
3	I can readily anticipate my prospects for promotion in this company.	2.79	1.17	-2.87	4	Moderate
4	I expect that this organization will continue to employ me for many more years.	3.60	1.09	8.92	1	Moderate
	Total	3.20	0.98	3.30		Moderate

t-Tabulated=1.960

Table (4.7) shows that the means of self-efficacy items range from 2.79 to 3.60 with standard deviations range 1.09 to 1.31, which indicates that the respondents agree on moderate importance of self-efficacy items. The average mean for self-efficacy is 3.20 with standard deviation of 0.98, which indicates that there is an agreement on moderate importance of role clarity, where t-calculated is more than t-tabulated ($3.30 > 1.960$).

Social acceptance

Table (4.8) shows that the means of social acceptance items range from 4.04 to 4.39 with

standard deviations range 0.74 to 0.82, which indicates that the respondents agree on high importance of social acceptance items. The average mean for social acceptance is 4.18 with standard deviation of 0.63, which indicates that there is an agreement on high importance of role clarity, where t-calculated is more than t-tabulated ($30.66 > 1.960$).

Table (4.8) Mean, Standard Deviation and Level for Social acceptance field

No.	Question	Mean	S.D.	t-Value	Rank	Importance
1	Other workers have helped me on the job in various ways.	4.04	0.82	20.90	4	High
2	My co-workers are usually willing to offer their assistance or advice.	4.12	0.74	24.70	3	High
3	My co-workers have done a great deal to help me adjust to this organization.	4.15	0.81	23.25	2	High
4	My relationships with other workers in this company are very good.	4.39	0.76	29.88	1	High
	Total	4.18	0.63	30.66		High

t-Tabulated=1.960

4.5. Descriptive Statistical Analysis for Dependent variables items

Emotional Exhaustion

Table (4.9) Mean, Standard Deviation and Level for Emotional Exhaustion field

No.	Question	Mean	S.D.	t-Value	Rank	Importance
1	I feel emotionally drained by my work.	2.25	1.26	-9.68	4	Moderate
2	I feel like my work is breaking me down.	3.12	1.27	1.59	1	Moderate
3	I feel frustrated by my work.	2.39	1.08	-9.22	3	Moderate
4	It stresses me too much to work in direct contact with people.	2.85	1.19	-2.01	2	Moderate
	Total	2.66	0.82	-6.87		Moderate

t-Tabulated=1.960

Table (4.9) shows that the means of emotional exhaustion items range from 2.25 to 3.12 with standard deviations range 1.08 to 1.27, which indicates that the respondents agree on moderate importance of social acceptance items. The average mean for emotional exhaustion is 2.66 with standard deviation of 0.82, which indicates that there is an agreement on moderate of emotional exhaustion, where t-calculated is less than t-tabulated ($-6.87 > 1.960$).

Depersonalization

Table (4.10) Mean, Standard Deviation and Level for Depersonalization field

No.	Question	Mean	S.D.	t-Value	Rank	Importance
1	I feel tired when I get up in the morning and have to face up another day at work.	3.06	1.22	0.86	1	Moderate
2	I am at the end of my patience at the end of the day.	2.90	1.14	-1.40	2	Moderate
3	I have been more insensitive to people since I have been working.	2.42	1.21	-7.82	3	Moderate
4	I am afraid that this job is making me uncaring.	2.28	1.19	9.85	4	Low
	Total	2.67	0.92	-5.88		Moderate

t-Tabulated=1.960

Table (4.10) shows that the means of depersonalization items range from 2.28 to 3.06 with standard deviations range 1.14 to 1.22, which indicates that the respondents agree on moderate importance of depersonalization items. The average mean for depersonalization is 2.67 with standard deviation of .92, which indicates that there is an agreement on moderate of emotional exhaustion, where t-calculated is less than t-tabulated (**-5.88 > 1.960**).

Reduced Personal accomplishment

Table (4.11) Mean, Standard Deviation and Level for Reduced Personal accomplishment field

No.	Question	Mean	S.D.	t-Value	Rank	Importance
1	I accomplish many worthwhile things in this job.	1.60	0.67	-33.99	4	low
2	I feel full of energy.	1.89	0.81	-22.56	3	low
3	I am easily able to understand what my clients feel.	1.92	0.75	-23.37	2	low
4	In my work, I handle emotional problems very calmly.	2.11	0.87	-16.69	1	low
	Total	1.88	0.57	-32.07		low

t-Tabulated=1.960

Table (4.11) shows that the means of reduced personal accomplishment items range from 1.60 to 2.11 with standard deviations range 0.67 to 0.87, which indicates that the respondents agree on low importance of reduced personal accomplishment items. The average mean for reduced personal accomplishment is 1.88 with standard deviation of 0.57, which indicates that

there is an agreement on low of emotional exhaustion, where t-calculated is less than t-tabulated (-32.07>1.960).

Bivariate Pearson Correlation Test

Table (4.12) Bivariate Pearson Correlation for all Variables and Sub-Variables

	PP	PI	PA	PAV	RC	SE	SA	EE	DP	RP	CP	OS	BO
PP													
PI	.369**												
PA	.234**	.169**											
PAV	.442**	.369**	.308**										
RC	.396**	.240**	.212**	.203**									
SE	.324**	.202**	.125*	.295**	.338**								
SA	.211**	.198**	-.015	.064	.285**	.193**							
EE	-.325**	-.151*	-.066	-.124*	-.221**	-.137*	-.154*						
DP	-.336**	-.058	-.005	-.145*	-.168**	-.260**	.050	.642**					
RP	-.387**	-.396**	.319**	-.390**	-.461**	-.322**	-.109	.262**	.239**				
CP	.738**	.659**	.653**	.735**	.381**	.335**	.160**	-.240**	-.195**	-.533**			
OS	.422**	.288**	.142*	.281**	.656**	.830**	.626**	-.222**	-.200**	-.400**	.403**		
BO	-.438**	-.221**	-.132*	-.251**	-.329**	-.294**	-.078	.857**	.871**	.552**	-.374**	-.327**	

Table (4.12) shows that, there are relationships between career path strategy sub-variables, where r equals 1.69% to 44.2%. Furthermore, there are relationships between organizational socialization sub-variables, where r equals 19.3% to 33.8%, and there are relationships between burnout sub-variables, where r equals 26.2% to 64.2%. This means that there is a strong relationship between sub-variables of each variable. Finally, the table shows that there is a relationship between career path strategy, organizational socialization and burnout.

4.6. Hypothesis Test

Before using multiple regressions, the following assumptions should be assumed: Normality, validity, reliability, multi-colleanearity, independence of errors and correlation.

After confirming the validity, reliability and correlation, the following tests will be carried out to confirm normality, multi-colleanearity, and independence of errors.

Table (4.13) Career Path Strategy on Burnout Elements Normality Test

Sub-Variables	Tolerance	VIF	Skewness	Kurtosis	Durbin-Watson
Emotional Exhaustion	0.575	1.738	0.285	0.258	2.359
Depersonalization	0.582	1.717	0.841	0.481	
Reduced Personal Accomplishment	0.923	1.084	0.793	0.687	

Table (4.13) shows that VIF values are less than 10 and tolerances are more than 20%, therefore the data fulfill the multi-colleanearity assumption. Since the Durbin-Watson value is 2.359 which is around 2, so independence of errors assumption is not violated. Furthermore, Skewness and Kurtosis are used to test normality.

Multiple Regressions:

H₀: There is no impact of career path strategy on Burnout, a t 0.05).

Multiple regressions are carried out to test the impact of career path strategy on Burnout elements.

Table (4.14) Multiple Regressions of Career Path strategy Impact on Burnout

Model	R	R ²	Adjusted R ²	F	Sig.
1	0.543	0.295	0.287	36.711	0.000

The R² value is 0.295; therefore, the model is regarded to be suitable for multiple regressions. Table (4.14) shows that when regressing Career Path strategy against the three sub-variables of burnout explains 29.5% of the variance, where (R² =0.295, F=36.711, Sig. =0.000). Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted, which states that **there is an impact of career path strategy on Burnout, a t (0 . 0 5) .**

Table (4.15) Multiple Regressions (ANOVA) of Career Path Strategy Impact on Burnout

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.945	0.088		56.469	0.000
	Emotional Exhaustion	-0.049	0.033	-0.103	-1.506	0.133
	Depersonalization	-0.004	0.029	-0.008	-0.122	0.903
	Reduced Personal Accomplishment	-0.347	0.037	-0.504	-9.358	0.000

Table (4.15) shows that the career path strategy has the highest effect on reduced

personal accomplishment, where (Beta=-0.504, t=-9.358, sig.=0.000). Thus, it indicates that the career path strategy has impact on only reduced personal accomplishment, while the career path strategy do not have significant impact on other burnout sub-variables, as shown in the above table. “ **T h e i s e a n i m p a c t o f c a r e e r p a t h s t r a t e g y o n**

Ho1.1: There is no impact of career path strategy on Emotional exhaustion at Jordanian Insurance Companies, a t (0 . 0 5) .

As shown in table (4.15) career path strategy has no impact on emotional exhaustion at Jordanian Insurance Companies, where (Beta=-0.103, t=-1.506, sig.=0.133).. Therefore, the null hypothesis is accepted which states that there is no impact of career path strategy on Emotional exhaustion at Jordanian Insurance Companies, at ($\alpha \leq 0.05$).

Ho1.2: There is no impact of career path strategy on Depersonalization at Jordanian Insurance Companies, a t (0 . 0 5) .

As shown in table (4.15) career path strategy has no impact on depersonalization at Jordanian Insurance Companies, where (Beta=-0.008, t=-0.122, sig.=0.903). Therefore, we accept the null hypothesis which states that there is no impact of career path strategy on depersonalization at Jordanian Insurance Companies, at ($\alpha \leq 0.05$).

Ho1.3: There is no impact of career path strategy on Reduced Personal accomplishment at Jordanian Insurance Companies, a t (0 . 0 5) .

As shown in table (4.15) career path strategy has no impact on reduced personal accomplishment at Jordanian Insurance Companies, where (Beta=-.503, t=-9.358, sig.=0.000). Therefore, the null hypothesis is rejected and the alternative is accepted which states that there is an impact of career path strategy on reduced personal accomplishment at Jordanian Insurance Companies, at ($\alpha \leq 0.05$).

Ho2: There is no impact of career path strategy on burnout in the light of organizational socialization as a moderating variable at the Jordanian Insurance Companies, a t (0 . 0 5) .

To test the impact of career path strategy on burnout elements in the light of organizational socialization multiple regressions are also carried out.

Table (4.16) Multiple Regressions of Career Path strategy Impact on Burnout Elements in the Light of Organizational Socialization

Model	R	R ²	Adjusted R ²	F	Sig.
1	0.577	0.333	0.323	32.737	0.000

Since R² value is 0.333; therefore, the model is regarded to be suitable for multiple regressions.

Table (4.16) shows that when regressing Career Path strategy against the three sub-variables of burnout in the light of organizational socialization explains 33.3% of the variance, where (R² =0.333, F=32.737, Sig.=0.000). It seems that R² value for the relationships between career path strategy and burnout in the light of organizational socialization has been improved by 3.8%. Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted, which states that **there is an impact of career path strategy on burnout in the light of organizational socialization as a moderating variable at the Jordanian Insurance Companies, a t (0 . 0 5) .**

Table (4.17) Multiple Regressions (ANOVA) of Career Path Strategy Impact on Burnout Elements in the Light of Organizational Socialization

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	4.171	0.217		19.182	0.000
	Emotional Exhaustion	-0.040	0.032	-0.083	-1.243	0.215
	Depersonalization	0.001	0.028	0.003	0.052	0.958
	Reduced Personal Accomplishment	-0.293	0.039	-0.426	-7.579	0.000
	Organizational Socialization	0.165	0.043	0.215	3.869	0.000

Table (4.17) shows that in the light of organizational socialization the career path strategy

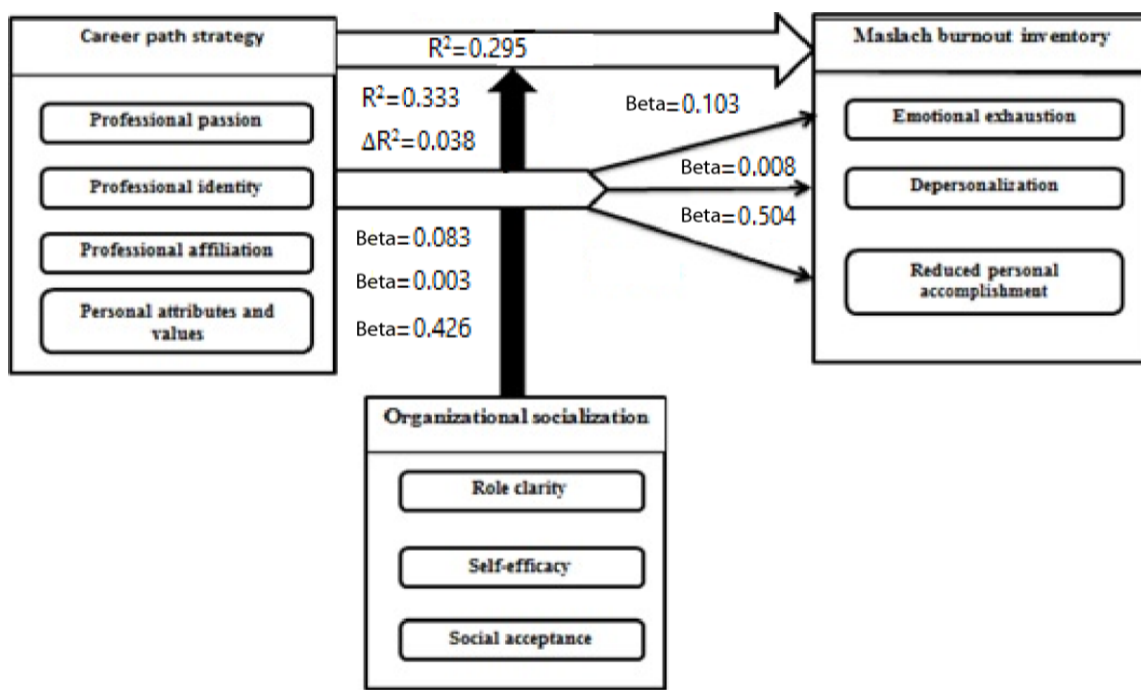
has also the highest effect on reduced personal accomplishment, where (Beta=-0.426, $t=-7.579$ sig.=0.000). Thus, it indicates that the career path strategy has impact on only reduced personal accomplishment in the light of organizational socialization, while the career path strategy do not have significant impact on other burnout sub-variables in the light of organizational socialization, as shown in the above table.

Table (4.18) the hierarchy interactive regression Regressions of Direct and Indirect impact of Career Path strategy Impact on Burnout Elements

Model	R	R ²	Adjusted R ²	F	Sig.
Model 1	0.543	0.295	0.287	36.711	0.000
Model 2	0.577	0.333	0.323	32.737	0.000
Change	0.034	0.038	0.036		

Finally, using organizational socialization as moderator improved explanation power of the impact of career path strategy on burnout by 3.8%, where R² 29.5% for direct impact and 33.3% for indirect impact.

Figure (4.1) Tested Study Model



Chapter Five: Results Discussion, Conclusions and Recommendations

5.1. Results Discussion

The result shows that the respondents agree on high importance of career path strategy and organizational socialization, while there is an agreement on moderate importance of burnout.

The result also shows that there is a relationship between career path strategy, organizational socialization and burnout as stated by Hazell (2010) and Allen et al. (2013).

The result indicates that **there is an impact of career path strategy on Burnout, at (0.105)** which is also confirmed by Ntsane (2014) by stating that the lack of a career path strategy support by the organization inflicts burnout on employees. The career path strategy has the highest effect on reduced personal accomplishment which is also correlates with Peng et. al. (2014) that stated the core self-evaluation of the individual's characteristics and values shaping their career is negatively affected by reduced personal accomplishment, while the career path strategy do not have significant impact on other burnout sub-variables, as shown in the above table.

The result shows that **there is an impact of career path strategy on burnout in the light of organizational socialization as a moderating variable at the Jordanian Insurance Companies, a t (0.001)**. The result correlates with the theoretical literature in that organizational socialization amplifies the feeling of confidence in the ability to complete tasks and reduce role ambiguity which reduces burnout in accordance to Tomietto et al. (2014) that organizational socialization indeed decreases burnout and the intention of turnover. The career path strategy has impact on only reduced personal accomplishment in the light of organizational socialization, which is also supported by Mollart et al. (2013) that stated burnout and its sub

variables including reduced personal accomplishment are affected negatively by organizational support such as supervision sessions which is a mechanism of mentoring and organizational socialization. While the career path strategy do not have significant impact on other burnout sub-variables in the light of organizational socialization, as shown in the above table.

5.2. Conclusions

The result shows that the respondents agree on high importance of career path strategy and organizational socialization, while there is an agreement on moderate importance of burnout.

The result also shows that there is a relationship between career path strategy, organizational socialization and burnout.

The result indicates that there is an impact of career path strategy on Burnout, at ($\alpha \leq 0.05$). The career path strategy has the highest effect on reduced personal accomplishment, while the career path strategy do not have significant impact on other burnout sub-variables, as shown in the above table.

The result shows that there is an impact of career path strategy on burnout in the light of organizational socialization as a moderating variable at the Jordanian Insurance Companies, at ($\alpha \leq 0.05$). The career path strategy has impact on only reduced personal accomplishment in the light of organizational socialization, while the career path strategy do not have significant impact on other burnout sub-variables in the light of organizational socialization, as shown in the above table.

5.3. Recommendations

1. It is important for Jordanian insurance companies to recognize the needs of its individuals in career path development and provide mentoring sessions to help them shape their career and advance it.

2. Jordanian insurance companies have to focus on organizational socialization on all dimensions including: new comers, newly transferred and who are still currently in their position.

3. Job rotations have to be administered to find the perfect fit for each individual.

4. It is important to involve insurance company's employees in devising career path strategies by conducting workshops and periodical meetings.

5. Insurance companies in Jordan have to adopt an open door policy to identify their problems that cause burnout and help them come over it.

6. Insurance companies are to design organizational socialization programmers in accordance to scientific methodology in order to make sure its effective and increase the speed of which on boarding occurs.

7. Increase awareness regarding organizational socialization programs and its relevance in increasing productivity through meetings and seminars.

8. As for scientific recommendations, the researcher urges the upcoming researchers to explore other industries as well in regards of career path strategy and burnout so the validity of this study finding can be generalized and from that hopefully governments would catch attention of this problem and attempt to solve it.

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Appendix

Appendix (1)

I n t e r v i e w e d E m p l o y e e s a n d T h e i r C

First insurance company	<p>Source: Miss Amal Al as'ad/ personal experience.</p> <ul style="list-style-type: none"> - (established in 2009). - High turnover. - High burnout. - Limited career path advancement. - Average promotion rate (6-8) years. - Unclear career path hierarchy.
Arab orient insurance company	<p>Source: Mr. Amjed Salem.</p> <ul style="list-style-type: none"> - (established in 1996). - Medium turnover. - High burnout. - Well defined career path. - Average promotion rate (3-5) years. - Clearly defined positions and career path hierarchy.
Al Manara insurance company	<ul style="list-style-type: none"> - Source: Mr. Mohammad Abo Rasheda - (established in 1974). - Medium turnover. - Low burnout. - Clear and defined career path (production divisions). - Average promotion rate (5-10) years. - Clearly defined positions (production divisions).

Arab life and accident insurance company	<ul style="list-style-type: none"> - Source: Mr. Nabil Abdellatif. - Established (1981). - Initially high turnover (solved by major change in employee retention policy). - High burnout (solved by major change in employee retention policy). - Average promotion rate (6-10) years. - Unclear career path hierarchy.
Midgulf insurance company	<ul style="list-style-type: none"> - Source: Mr. Ra'edmouallem. - established (2008). - High turnover. - High burnout. - Average promotion (5-8) years. - Unclear career path hierarchy.

Appendix (2)

List of Esteemed Academics That Arbitrated the Questionnaire

Prof. Dr. Mohammed A. A Alnuaimi	Middle East University
Prof. Dr. Ziad Y. Almouasher	Jordan University
Associate Prof. Dr. Firas Alshalaby	Al-B a l q a ' A p p l i - A l d U n hussain branch
Associate Prof. Dr. Haytham Alshibly	Al-B a l q a ' A p p l i - A l d U n hussain branch
Associate Prof.Dr. Samer Eid Dahiyat	Jordan University
Associate P r o f . D r . Z u ' b	Jordan University
Assistant Prof. Dr. Hanadi Salameh	Middle East University
Assistant Prof. Dr. Abdel-Aziz Sharabati	Middle East University
Assistant Prof. Sami Yousif Adwan	Middle East University

"	"	"	"	"	"	"	"
"	"	"	"	"	"	"	"
0	"	"	"	"	"	"	"
Career path strategy: is the path or the plan a person lays out in choosing a career or the next step in their current career, which usually reflects the bigger picture of what his future professional image is intended to be with the assistance of the organization, then it is formulated into benchmarks or objectives to reach.							
0	"	"	"	"	"	"	"
Professional Passion: the emotional attachment a person has for his job, which helps him be more dedicated to his profession.							
					0		
					I find the work I do full of meaning and purpose.		
					0		
					I am enthusiastic about my job.		
					0		
					I am proud of the work I do.		
					0		
					To me, my job is challenging.		
					0		
					Time flies when am working.		
"	"	"	"	"	"	"	"
Professional Identity: the creation of a personal image that is directly linked with a persons' career, driving them to develop their career path.							
					0		
					I think about what my career future would be like.		
					0		
					I realize that today's choices shape my future.		
					0		
					I am aware of the educational and career choices I must make.		
					0		
					I take steps in planning how to achieve my goals.		
					0		
					I am concerned about my career.		
"	"	"	"	"	"	"	"
Professional Affiliation: the desire to join groups or organizations that are in charge of maintaining control and oversight over the occupation.							
					0		
					I would rather do something at which I feel relaxed than something which is difficult.		

					0 " "	I enjoy working in situations involving competition with others.	
					0 " "	I prefer to work in situations that require a high level of skill.	
					0 "	I like to be busy all the time.	
					0 " " " "	It is important to get a job in which there is an opportunity for promotion.	
<p style="text-align: center;">0 " " " " " " " " " " " " " " " "</p> <p>Personal Attributes and Values <the personal characteristics that contribute to creating a pattern of behavior in a variety of situations.</p>							
					0	I feel happy when am working intensely.	
					0 " "	It is difficult to detach me from my job.	
					" " " " " " " " " " " " " " " "	0 " "	If I am not good at something I would rather keep struggling to master it than move on to something I may be good at.
					0 " "	I try harder when am in competition with others.	
					0 " "	My Commitment to carry out the tasks stems from the self-"discipline.	
<p style="text-align: center;">" " " " " " " " " " " " " " " " "</p> <p style="text-align: center;">0 * " " " "</p> <p>Organizational Socialization: the process by which newcomers make the transition from being organizational outsiders to being insiders and all cases of career substitution (first time appointment, transfer and promotion).</p>							
<p style="text-align: center;">0 " " " " " " " " " " " " " " " "</p> <p>Role Clarity: is a person's understanding of the tasks given to them, based on the related information provided to them.</p>							
					0 " " " " " " " "	I know very well how to get things done in this organization.	
					0 " " " " " "	The training in this company has enabled me to do my job very well.	

					0 " "	I have full understanding of my duties in this organization.
					0 " " " " " "	There are many chances for a good career in this organization.
Self-efficacy: an individual's belief in his/her capacity to execute behaviors necessary to produce specific performance attainment.						
					0 " "	I am happy with the rewards offered by this organization.
					0 " " "	Opportunities for advancement in this organization are available to almost anyone.
					0 " " "" " " "	I can readily anticipate my prospects for promotion in this company.
					0 " " "	I expect that this organization will continue to employ me for many more years.
Social acceptance: the individual's acceptance as a part of the team in the organization, and developing a sense of belonging.						
					0 " "	Other workers have helped me on the job in various ways.
					0 " "" "	My co-workers are usually willing to offer their assistance or advice.
					0 "" ""	My co-workers have done a great deal to help me adjust to this organization.
					0 " " " " " "	My relationships with other workers in this company are very good.
Burnout: a psychological syndrome in response to chronic interpersonal stressors on the job. Leading to physical and emotional exhaustion, coupled with low self-inferiority. This manifests as tiredness, fatigue, loss of performance abilities and high indifference.						
Emotional Exhaustion: a feeling of being emotionally overextended and exhausted by one's work. It is manifested by both physical fatigue and a sense of feeling psychologically and emotionally drained.						
					0 " "	I feel emotionally drained by my work.

					0	"
					I feel like my work is breaking me down.	
					0	"
					I feel frustrated by my work.	
					0	" " " "
					It stresses me too much to work in direct contact with people.	
0	"	"	"	"	"	" < "
Depersonalization: a state of being detached emotionally and personally from the job and considering the job as something you don't enjoy but you have to do.						
					0	" " " "
					I feel tired when I get up in the morning and have to face up another day at work.	
					0	" "
					I am at the end of my patience at the end of the day.	
					0	" "" "
					I have been more insensitive to people since I have been working.	
					0	" " "
					I am afraid that this job is making me uncaring.	
"	"	"	"	"	"	" < "
					0	" "
Reduced Personal Accomplishment: the lack of creativity or the will to do anything that will advance a person's career and responsibilities, and keep working within the job routine.						
					0	" "
					I accomplish many worthwhile things in this job.	
					0	
					I feel full of energy.	
					0	" "
					I am easily able to understand what my clients feel.	
					0	" " "
					In my work, I handle emotional problems very calmly.	