

# UNDERSTANDING MODERATING ROLE OF MOTIVATION IN THE DEMAND– BURNOUT–PERFORMANCE RELATIONSHIP AMONG FRONTLINE EMPLOYEES IN A SERVICE DELIVERY ROLE

Rajeev Verma  
Indian Institute of Management, Indore  
&  
Jyoti Verma  
Nirma University

***Abstract:** Survival in today's economy and competitive retail environment requires more than just low prices and innovative products. To compete effectively, firms must focus on customer overall shopping experience. To manage and foster this process, the role of frontline employees is very crucial in organized retail industry. The current study talks about the role of job motivation in the burnout process. With the help of data collected from 241 employees engaged in frontline jobs in the retail chain, we investigate the moderating role of job motivation in the burnout process. Further, the role of gender has also been studied. Analysis has been done using structural equation modelling (SEM) approach. Result shows that motivation buffers the dysfunctional effects of job demands on job outcomes, with higher level for the female employees. Findings strongly suggest that firms can greatly benefit from hiring individuals with higher job motivation for frontline positions since it will help in getting a better job–person fit and hence overall firm performance.*

**Keywords:** Retail management, Job motivation, Burnout, Service marketing, Job performance, Job demand

## INTRODUCTION

Survival in today's economic climate and competitive organized retail environment requires more than everyday low prices and innovative product advertising. To compete effectively, businesses must focus on the customer overall shopping experience. To explain “customer experience” it includes every point of contact at which the customer interacts with the business, product, or service. Customer experience management represents a business strategy designed to manage the customer experience (Grewal, Levy and Kumar, 2009). It includes all the factors likely to impact the consumer purchase intention and behaviour.

To achieve this, frontline service employees play a crucial role. However, research has been found scant in investigating the job performance of frontline service employees and its impact on overall firm performance. In retail and other service environments, the interaction between customers and frontline employees is likely to affect customer perceptions of the shopping and overall buying process. It has been found that high quality interactions with service providers often result in customer satisfaction despite problems with other aspects of service delivery, whereas dissatisfying experiences with service providers have the potential to ruin otherwise pleasant service encounters (Magi 2003).

Frontline employees are the direct participants in offering the right marketing mix, and their motivation and behaviour towards their customers determine beneficiary perceived service quality and satisfaction. Further, they play a critical role in service delivery and building long term relationships with their clients (Babakus, Yavas and Ashill, 2009, Bettencourt and Brown 2003; Singh 1998). However, they deal with many people inside (e.g., supervisors, co-workers and management) and outside (consumers, sales representative and agents) the organization, and as a consequence of the social interactions with a large set of people with varied expectations, goal incompatibility often emerges leading to increased burnout (Nonis, Sager, and Kumar 1996), the three key aspects of which are emotional

exhaustion, depersonalisation and feeling of low personal accomplishment (Maslach and Jackson, 1981). Despite this burnout and varied motivational level among these frontline service employees, empirical research has been found scant to identify its role, key enablers and outcomes. This gap is significant because different tasks may require different skills, motivations, and cognitive strategies (Mumford 2003) and hence help in achieving better job-person fit.

The review of the burnout literature reveals three important gaps. First, two major categories of job characteristics are often mediated by job burnout to produce job outcome. These heavily studied job characteristics are job demands and job resources (Schaufeli and Bakker 2003). However, no research has been found studying these job characteristics simultaneously in the burnout process. Further, there are mixed empirical evidence regarding the nature of burnout mediation (Babakus, Yavas, Ashill, 2009) in the overall process. Secondly, employees experiencing burnout often consider leaving their organization (Moore 2000). Given that frontline employees play a most crucial role in the firm customer relationship management, understanding level of employee motivation and its overall impact on burnout is a major concern to behavioural scholars and firm managers (Singh 2000). Furthermore, it is worthwhile to study the effect of gender in the overall process. A study conducted by Kalkowski and Fritz (2004) supports higher degree of job motivation in female work force. However, it is interesting to study the same in burnout process and in service delivery context.

In this paper, we had three research objectives, 1) to examine the level of mediation of burnout on job performance and turnover intentions, 2) to examine the role of job motivation and its effect on the overall burnout process, and 3) to study the effect of gender on the job motivation level and hence on the overall burnout process. Further, this study has been used to validate an existing study conducted by Verma and Verma (2010), in which the burnout model has been tested with the employees working in a social marketing campaign implementation. However, this earlier study has been done with 112 social workers working in total sanitation campaign.

This article makes significant contribution to the existing literature. First, it builds upon the existing work conducted by the authors to understand the mediating role of burnout in the overall process. With the assessment of motivation level, we strongly support that recruitment and selection of frontline employees should incorporate its evaluation. Consequently, the organization may reap benefits with improved employee retention and improved customer relationship management (CRM) practices. This paper is structured as follows; first, we review the theories underlying burnout and its antecedents further describing the research framework and subsequent research model. Subsequently, we report the empirically tested results of the study conducted in the retail environment. Paper concludes with a discussion of theoretical and managerial implications and direction for future research.

## **THEORETICAL BACKGROUND**

Employee attitudes, intention and behaviour relating to job characteristics occupy key role in the overall burnout process and serve as anchor for this study. While there has been extensive research on the topic of job performance and turnover intention, the Theory of Reasoned Action (Fishbein and Ajzen, 1975) along with Conservation of Resources theory (Hobfoll 1989, 2001) served as the theoretical framework for the current study. The theory describes intention as the best predictor of whether or not behaviour is performed. According to TRA, direct determinants of behavioural intention are attitude towards the behaviour and subjective norm associated with the behaviour. It asserts that intentions, based on reason mediate the relationship between attitude and behaviour (Sheppard, Harwick, & Warshaw, 1988; Prestholdt, Lane, & Mathews, 1987). The basic concept of the theory of reasoned action has been incorporated into a number of studies explaining employee turnover (Mobley, 1977;

Mobley, Griffeth, Hand, and Meglino, 1979; Muchinsky & Morrow, 1980). As per conservation of resource theory (Hobfoll 1989, 2001), individual tend to protect their valuable things. These valuable things constitute the resources and termed as 'job' resource in context of employer support, remuneration and recognition.

Out of the many emerging perspectives, Bakker, Demerouti and Verbeke (2004) found that burnout fully mediates the effects of job resources on job performance. In another study Schaufeli and Bakker (2003) found that burnout partially mediates the effects of both job demands on job satisfaction. With partial mediation it has been argued that the effect of job demand on job satisfaction is reduced but remains significant when the process is mediated by burnout. Singh (2000) showed a direct negative effect of job demand on job performance. Although these perspectives emerge from the literature concerning the varied nature of the interrelationships among job characteristics, burnout, and job outcomes, the present study remains consistent with Podsakoff, LePine, and LePine (2007) and explains the construct job characteristic with job demand and job resource. These constructs are further explained below.

**Job Demand:** Consistent with the study of Cordes and Dougherty (1993), in the present study, the job demand has been explained as a hindrance-stressor with three specific dimensions: role conflict, role ambiguity, and role overload. The role conflict has been explained as incompatibility of expectations communicated to a role incumbent by his or her role senders (Kahn, 1978; Kahn et al., 1964). Role ambiguity is associated with one's need for certainty and predictability, especially regarding one's goals and means of accomplishing them. It may occur if an individual lacks adequate information to accomplish required activities (Jackson & Schuler, 1985). Similarly individuals experiencing role overload feel they lack the basic skills or talents necessary to complete the task effectively on time. In this study, the preliminary discussion with the frontline employees surfaced the situation of role overload. However, role conflict has been surfaced with the employees working with the grocery division of the retail stores.

**Job Resource:** It has been explained in the form of material or assets required to accomplish a task effectively. Job resource may be financial (remuneration) or non-financial (supervisory support, rewards/recognition and service technology support) in nature. These indicator variables have been found consistent with the previously done studies (Bell, Simon, Menguc and Stefani, 2004) in the service marketing context. In the present study, the role of non financial resources has been studied in the burnout process.

**Burnout:** Burnout is characterized by emotional exhaustion, a tendency to depersonalize others and diminished perceptions of ability on the job (Cordes and Dougherty 1993). It undermines sales employees' performance and hinders effective customer service (Babakus et al. 1999). Furthermore, employees experiencing burnout often consider leaving their organization (Moore 2000). It has been explained in the three dimensions of emotional exhaustion, depersonalization and feeling of low personal accomplishment (Jackson, Sehwab and Schuler, 1986).

**Job Motivation:** In the previously done studies, motivation has been defined as the will to accomplish (Bedeian, 1993); an inner force to gratify an unsatisfied need (Higgins, 1994); the psychological process that gives behaviour purpose and direction (Kreitner, 1995); and a tendency to behave in a purposive method to achieve specific, unmet desires (Buford, Bedeian, & Lindner, 1995). Motivation has also been explained as attitude of the individual towards the given working environment (Kreitner, 1995). While some evidence exists on the direct influence of motivation on job satisfaction and job performance (Donavan, Brown, and Mowen 2004), motivation role in the burnout process has yet to be explored. For this paper, motivation is operationally defined as the individual tendency to drive their inner force to achieve personal and organizational goals.

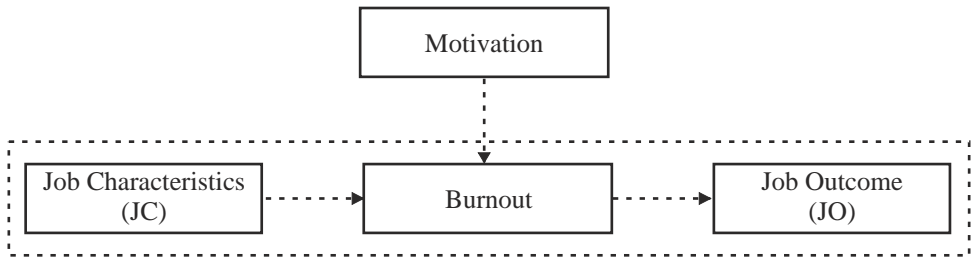
**Job Performance:** The variable job performance has been an important variable assessed in job turnover studies (Hulin, 1968; Koch & Steers, 1978; Carsten & Spector, 1987; Tett & Meyer, 1993; Hellman, 1997; Karsh, Booske, & Sainfort, 2005). Over time, the study of the job performance - employee turnover relationship matured and has been incorporated in several models (Mobley, 1977; Muchinsky and Morrow, 1980; Verma and Verma, 2010). However, no empirical evidence has been found to know the interaction effect of motivation and burnout on job performance.

**Turnover Intentions:** There is a substantial body of literature which finds that job demand and burnout often leads to the intention to quit (Horn and Griffith, 1995; Mathieu and Zajac, 1990). Less evidence has been seen from services domain. Further, the differential effects of hindrance and challenge stressors such as withdrawal behaviour, turnover intentions, and actual voluntary turnover has also been studied by Podsakoff, LePine, and LePine (2007).

## CONCEPTUAL FRAMEWORK AND HYPOTHESIS DEVELOPMENT

The research framework has been drawn to study the role of job motivation in the overall burnout process. The antecedents i.e., job characteristics have been drawn consistent with other studies (Scheufeli, Wilmar and Bakker, 2003; Cordes, Cynthia and Dougherty, 1993) which lead to job outcomes as consequents. As we are looking for the moderation effect of the motivation, the research framework can be drawn as given in Figure 1.

**Figure 1: The Research Framework of the Study**



In the present study, we remain consistent with the previous studies (Singh, 2000; Verma and Verma, 2010) conducted in this domain and expect detrimental effect of both job demands and job resources (lack of resources) on job performance. However, no mediation effect has been studied in the earlier studies. The present model has been mediated by burnout which is characterized by emotional exhaustion, depersonalization and low personal accomplishment. Hence, making it consistent with the earlier studies (Schaufeli and Bakker, 2003) we propose mediation of burnout on job outcomes.

*H1. Burnout mediates the effects of job characteristics (JC) on job outcomes (JO).*

To understand the motivation level of its frontline employees is one of the key challenges for the human resource managers. Although it is not possible directly to motivate everyone, it is important to know how to influence what others are motivated to do, with the overall aim of having employees identify their own goals with that of the organizational mission (Bruce and Pepitone, 1999). A hierarchical personality model approach (Licata et al. 2003) views behaviour as a function of both the person and the environment where motivation to any particular job oriented behaviour results from a combination of the person (e.g., personality) and the environment (e.g., nature of the job). Employees with high motivation naturally experience and display desired emotions without depleting resources and, therefore,

remain resistant to stress and burnout. Hence, we propose that,

*H2. Job motivation (JM) has a negative relationship with burnout (BO).*

In the present context, it has been observed that frontline employees with high motivation have a natural internal drive to engage in customer-satisfying behaviours due to their propensity to be helpful and cooperative when dealing with customers. This has been found consistent with Brown et al. (2002) and Gremler and Gwinner (2008). Such behaviours include finding and promptly delivering solutions to stakeholders problems and maintaining a consistent level of emotionality during interactions (Donavan, Brown, and Mowen 2004; Wiles 2007). Furthermore, it has been variedly found in the service marketing literature that due to the natural fit between frontline employees with high commitment and motivation, such employees will be more committed and satisfied (Donavan, Brown, and Mowen 2004). Therefore, we propose the following hypotheses:

*H3. Job motivation (JM) has a positive relationship with job outcomes (JO).*

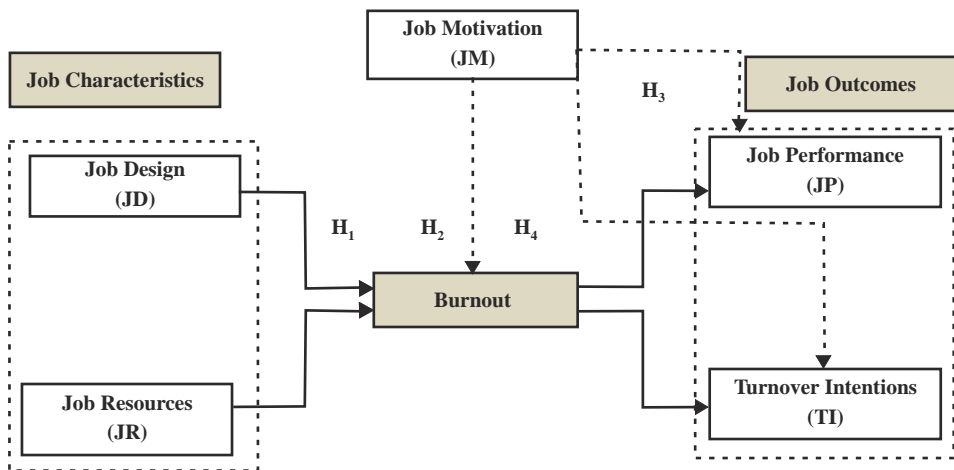
Besides being directly related to burnout and job outcomes, we argue that motivation plays a critical role in the primary appraisal of job demands and also serves as a coping resource to alleviate the effects of job demands on burnout and job outcomes. Frontline employees with high motivation should appraise job demands (stressors) as less threatening than those with lower motivation due to their natural disposition to view the work environment and people around them with a customer service focus. Therefore, we advance the following hypotheses:

*H4. Job Motivation moderates the effects of job demands on job performance.*

It is the responsibility of the HR professionals to understand the psychology of the frontline employees before implementing any motivational strategy in the organization. However, males and females vary in their needs and expectations. Hence, the techniques used to motivate male employees may or may not work in case of female employees. While promotions, salary, insurance benefits, career development, opportunities for further education are primary considerations for men, women get motivated by family friendly policies like flexi time or reward cash coupons. Vecchio (2002) studied role of motivation on the leadership abilities of female employees and reported higher level of job motivation in female employees. Hence, we propose

*H5: Female Frontline employees are having higher level of Job motivation (JM).*

**Figure 2: The proposed research model for the study**



## RESEARCH METHODOLOGY

### Sample

To achieve the purposes of the study, questionnaire has been distributed to 400 frontline sales employees working in 13 retail chains in the country. The data were collected from Ahmedabad, Delhi, Indore and Dehradun. These employees work in frontline service positions and help in managing customer experience management. Questionnaires were distributed to these employees in person. The Operation Manager of each retail outlet wrote a memo to these employees and requested their cooperation. Employees were given assurance of confidentiality and allowed to respond to the survey anonymously during work hours. By the cut-off date for data collection, 241 usable surveys were received for a response rate of 60.25%.

**Table 1: Profiling of the respondents**

Dimension	Number of Employees	
	Male Employees	Female Employees
Age		
18-24	38	15
25-34	46	32
35-44	36	10
45-54	34	8
> 55	16	6
Total	170	71

### Design

The investigation used a multigroup structural equation modelling design with random samples of male (n=170) and female (n=71) frontline employees. Parameters have been estimated by Maximum Likelihood (ML) method; being an iterative process, it attempts to maximize the likelihood that obtained values of the criterion variables are correctly predicted. Analysis has been done using the SPSS 18.0 and AMOS (Analysis of Moment structure) version 18.

### Measure

All constructs in the study have been measured using multiple items. A five-point likert scale has been used to capture the variables and indicator items. The scale has been adapted from previous studies and checked for scale reliabilities (coefficient  $\alpha$ ). It consists of total 46 items to operationalize 6 construct level variables.

**Table 2: Construct indicator variables and scale reliability values**

Measure	No. of items	Construct and indicator variables	Scale Reliability ( $\alpha$ )	Questionnaire adapted from
JD	6	Job demand	0.65	Singh, Verbeke, and Rhoads (1996)
JR	12	Job resources	0.83	Rogg, Kirk, Shull and Schmitt (2001)
BO	9	Burnout	0.73	Maslach and Jackson (1981)
JM	8	Job motivation	0.66	De Beer (1987)
JP	6	Job performance	0.82	Babin and Boles (1998)
TI	5	Turnover intentions	0.83	Boshoff and Allen (2000)

**Table 3: The Descriptive statistics for the studied variables**

Variables	JD	JR	BO	JM	JP	TI
Sample Size	241	241	241	241	241	241
Mean	4.145	3.146	2.761	3.452	3.90	2.348
Standard Deviation	1.457	0.664	0.878	1.210	0.993	1.542
Skewness	-0.633	-0.343	-0.321	-0.112	-.273	-0.773

**Table 4: The correlation table among the variable and cronbach’s alpha along the diagonal**

		1	2	3	4	5	6
1	Job Demand	(0.65)					
2	Job Resource	0.341**	(0.83)				
3	Job Motivation	0.291**	0.411**	(0.66)			
4	Burnout	0.419**	0.398**	-0.356**	(0.73)		
5	Job Performance	-0.311**	0.236**	0.137**	0.428**	(0.82)	
6	Turnover Intentions	0.314**	0.419**	0.095*	0.342**	0.571**	(0.83)

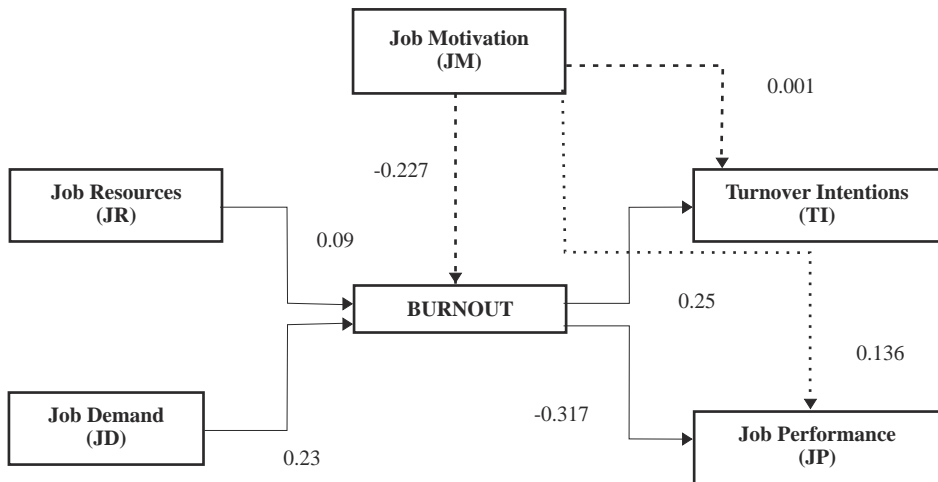
\*\* Correlation is significant at the 0.01 level (2-tailed)

\* Correlation is significant at the 0.05 level (2-tailed)

Note: alpha values in the parenthesis along the diagonal

### RESULTS

**Figure 3: The path coefficient values in the studied model**



The main effect model has been explained using the path analysis under SEM. The structural model with relevant path coefficients has been mentioned in the Figure 3. SEM takes a confirmatory approach to test the dependence relationships and account for measurement errors in the process of testing the model (Byrne, 2001). The assessment of model fit has been done using the various fit indices. The testing of moderator effect has been done using an interaction variable. The results of the SEM for main effects are shown in the table,

**Table 5: SEM model fit summary**

2/df	AGFI	PGFI	NFI	TLI	CFI	PNFI	RMSEA	RMR
3.21	0.76	0.77	0.93	0.89	0.95	0.82	0.043	0.061

The chi-square/ df ratio of 2 to 3 is taken as good or acceptable fit (Bollen, 1989; Gallagher, Ting and Palmer, 2008). The various incremental fit indices include the Normal Fit Index (NFI), comparative Fit Index (CFI) or the Tucker-Lewis Index (TLI), with suggestions for a cut of 0.90 for a good fitting model (Hu and Bentler, 1999). Further the absolute fit index of Adjusted Goodness of Fit Index (AGFI) is greater than the minimal 0.75 cutoff (Gallagher, Ting and Palmer, 2008). The multiple R square for the model is 0.61.

The first set of hypotheses (H1) focuses on the interrelationships among job characteristics, burnout, and job outcomes. This hypothesis has been further categorized as H1a and H1b for job demand and job resources respectively. The hypothesis has been checked for the partial mediation of burnout effect as the direct effect of the predictor and outcome variables has been found significant. The level of mediation will only change the significance level of mediation. In the present model the direct effect and indirect effect (mediated by burnout) has been summarized in Table 6.

**Table 6: Path coefficients from the SEM analysis**

Hypothesized Relationship			Estimate	P-value
Burnout	←	Job Demand	0.234	0.002
Job Performance	←	Job Burnout	-0.318	0.000
Turnover Intentions	←	Job Burnout	0.258	0.004
Burnout	←	Job Resource	0.098	0.050
Job Performance	←	Job Demand	0.159	0.007
Turnover Intentions	←	Job Demand	0.425	0.005
Job Performance	←	Job Resource	-0.112	0.000
Turnover Intentions	←	Job Resource	0.289	0.001

It can be seen from the SEM results that all the direct and indirect relationships have been found significant ( $p < 0.05$ ). The direct estimate of Job demand and Job resource on performance and turnover intentions have been found significantly higher than the indirect effect (mediated by burnout). It signifies that the burnout partially mediates the overall effect (lowering the estimate value with a significant relationship).

Coming on to the direct effects of motivation (H2, H3) on burnout, job performance (3a) and turnover intentions (3b), the path coefficients or standardized regression weights are provided in Table 7.

**Table 7: Path coefficients from the SEM analysis**

Hypothesized Relationship			Estimate	P-value
Burnout	←	Job Motivation	-0.227	0.007
Job Performance	←	Job Motivation	0.136	0.000
Turnover Intentions	←	Job Motivation	0.001	0.562

It can be seen from the results that only job performance and burnout are having significant ( $p < 0.05$ ) relationship with the job motivation. The direct effect of job motivation on turnover intentions has been found insignificant.



The test of moderating role of motivation (H4) requires the creation of interaction variable; a product variable has been created by multiplying motivation with job demand. Prior to multiplication the test for multicollinearity has been done. In order to test the hypothesis, moderated regression analysis was performed for each of the variable. Results indicated significant moderation effect for motivation on interaction variables. The results obtained have been shown in the table 8.

**Table 8: The result of moderator effect of job motivation with job demand**

	<b>Coefficient</b> ( )	<b>t</b>	<b>Sig.</b>	<b>Tolerance</b>	<b>VIF</b>
(constant)	-0.067	-0.126	0.963		
Job demand	0.017	-15.382	0.000	0.821	1.218
Job motivation	-0.325	0.791	0.677	0.977	1.023
Demand * motivation	0.059	3.521	0.005	0.901	1.109
Adjusted R Square = 0.198, Sig. F change (0.000)					

From the above table it can be seen that the interaction effect of job demand with motivation is significant ( $p < 0.05$ ).

In order to test the H5, multivariate regression has been done. Results for the prediction of job motivation by gender indicate variance of 42.65 % for males and 68.54 % for females. A Chow test has also been conducted to understand the significant difference in the Beta values for males and females. Calculated value shows F statistic of 17.54 which exceeds the critical value at 0.05 level.

**Table 9: Regression results controlling for gender**

<b>Gender</b>	<b>Male</b>	<b>Female</b>
N	170	71
Adjusted R square	0.426	0.685
Significance of F change	0.001	0.002

Form the above figure it can be seen that the effect of job demand on job performance is different from lower motivation level to higher motivation level. Job performance seems to decrease drastically with the increase of job demand (role ambiguity, conflict and overload) for lower motivation level where as there is no visible change in job performance at higher motivational levels. The summarized results have been shown in the table 10.

**Table 10: The result summary of the tested hypothesis**

<b>S. No</b>	<b>Hypothesis No.</b>	<b>Result</b>
1	Hypothesis 1	Supported
2	Hypothesis 2	Supported
3	Hypothesis 3a	Supported
4	Hypothesis 3b	Not Supported
5	Hypothesis 4	Supported
6	Hypothesis 5	Supported

## DISCUSSION AND IMPLICATIONS

Apart from making significant contribution in dealing with the job motivational related issues in the human resource scenario, the research makes contribution to the organizational behaviour literature in two primary ways. First, it provides additional insights regarding the nature of the effects of job characteristics (demands and resources) on burnout and job

Second and more importantly, we incorporated motivation as a moderator in our framework and empirically demonstrate its direct and moderating roles in the frontline employee burnout process adding to the earlier attempt to understand the role of job motivation in the social marketing scenario (Verma and Verma, 2010).

Job motivation has a direct positive effect on job performance and higher motivational level is helpful in significantly lowering the burnout effect. However, we require more empirical findings to generalize the results across industries. Further, motivation appears to be a viable coping resource in the frontline employee burnout process. The overall findings are consistent with the earlier studies done by Schaufeli and Bakker (2004). Overall, this study establishes that motivation is a theoretically relevant construct for understanding the burnout process in frontline service jobs.

This study provides several useful insights regarding the management of frontline employee burnout and undesirable job outcomes in the retail management scenario. First, while job demand is one of the prime factors responsible for burnout, provision of better job resources may help in diminishing the detrimental effect of the same. In the marketing context, especially social or service marketing where frontline employees play a critical role these implications are of much use. The proper manpower resource management helps in fulfilling marketing as well as financial goals of the firm and in turn success of the project. Second, the finding that job motivation, as an individual resource, plays a more critical role in reducing burnout has an important managerial implication. The recruitment and selection of frontline employees should incorporate an assessment of the level of motivation. Our results strongly suggest that service organizations can greatly benefit from hiring individuals with higher intrinsic motivation for frontline positions since it will help in getting a better job-person fit. Consequently, the organization will reap benefits due to improved employee retention and improved overall firm performance.

### **Limitations and Future Research Directions**

Although this study expands our knowledge of frontline employee burnout, it has several limitations. First, the research context chosen for the study is the retail scenario. Further, the study includes only the frontline employees in four major cities. We acknowledge the fact that the selection of cities were based on availability of resources and hence by the motives of convenience in data collection. This important external environmental variable has not been incorporated into the model. While the use of a single organizational setting (retail) provides an advantage by minimizing “possible contingencies common in multi-firm studies” (Lewin and Sager 2007, p. 1220), it limits generalizability.

Future research in other projects would allow for broader generalization of the relationships tested. Second, the study used single-source data, which are prone to common method variance. While the survey instrument was structured carefully with this in mind and our results suggest that method bias may not be an issue in this study, this problem can best be avoided by collecting data from multiple sources. Given the male dominant nature of our sample, we were not able to investigate gender in much detail. Hence, future research should focus on the role of gender in the frontline employee burnout process using more gender-balanced samples. There lies a scope in the literature to study the burnout process with respect to the individual Personality traits. Further, this study can be made more focused by testing the hypothesis on the samples from different sub sections in an organized retail firm.

### **ACKNOWLEDGEMENTS**

This is a revised and extended version of the study undertaken by the authors to understand the retail workforce behaviour. We duly acknowledge Prof. S. Bharadhwaj, Great Lakes Institute of Management, Chennai, and Prof. Vasanthi Srinivasan, IIM Bangalore, for their valuable commentary on research methodology that helped us in improving the quality of this paper.

## REFERENCES

- Babakus E., Yavas U. and Ashill N (2009), Role of customer orientation as a moderator of the job demand-burnout-performance relationship: a surface-level trait perspective. *Journal of Retailing*, 85 (4): 480–493.
- Babakus E., Emin, Cravens, David W., Johnston, Mark and Moncrief, William C.(1999), The Role of Emotional Exhaustion in Sales Force Attitude and Behaviour Relationships, *Journal of the Academy of Marketing Science*, 27 (1), 58–70.
- Babin, Barry J. and Boles, James S. (1998), Employee Behaviour in a Service Environment: A Model and Test of Potential Differences between Men and Women, *Journal of Marketing*, 62 (2), 77–91.
- Bakker, Arnold B., Demerouti, Evangelia and Verbeke, Willem (2004), Using the Job Demands-Resources Model to Predict Burnout and Performance, *Human Resource Management*, 43 (1), 83–104.
- Bedeian, A. G. (1993), *Management* (3rd ed.). New York: Dryden Press.
- Bell, Simon J., Menguc, B. and Stefani, Sara L. (2004), When Customers Disappoint: A Model of Relational Internal Marketing and Customer Complaints, *Journal of the Academy of Marketing Science*, 32 (2), 112–26.
- Bettencourt, Lance A. and Brown, Stephen W. (2003), Role Stressors and Customer-Oriented Boundary-Spanning Behaviors in Service Organizations, *Academy of Marketing Science Journal*, 31 (4), 394–408.
- Boshoff, Christo and Janine Allen (2000), The Influence of Selected Antecedents on Frontline Staff's Perceptions of Service Recovery Performance, *International Journal of Service Industry Management*, 11 (1), 63–90.
- Brown, Tom J., John C. Mowen, D. Todd Donovan and Jane W. Licata (2002), The customer orientation of service workers: personality trait effects on self- and supervisor performance ratings. *Journal of Marketing Research*, 39 (1): 110–119.
- Bruce, A., Pepitone, J.S. (1999), *Motivating Employees*. McGraw Hill, New York.
- Buford, J. A., Bedeian, A.G., & Lindner, J. R. (1995), *Management in extension*. 3rd ed. Columbus, Ohio: Ohio State University Extension.
- Carsten, J. M., & Spector, P. E. (1987), Unemployment, job satisfaction and employee turnover: A meta-analytic test of the Muchinsky model. *Journal of Applied Psychology*, 72(3), 374-381.
- Cordes, Cynthia L. and Dougherty (1993), A Review and Integration of Research on Job Burnout, *Academy of Management Review*, 18 (4), 621–56.
- De Beer, M.J. (1987), 'n Ondersoek na die rol wat arbeidsomset in die bedryf speel met spesifieke verwysing na werkbewrediging en werksmotivering, University of the Free State, Bloemfontein.

Donavan, D. Todd, Tom J. Brown and John C. Mowen (2004), Internal Benefits of Service-Worker Customer Orientation: Job Satisfaction, Commitment, and Organizational Citizenship Behaviours, *Journal of Marketing*, 68 (1), 128–46.

Fishbein, M., and Ajzen, I. (1975), *Belief, attitude, intention, and behavior: An introduction to theory and research*. Reading, MA: Addison-Wesley.

Gallagher, D., Ting, L. and Palmer, A. (2008), A journey into the unknown; taking the fear out of structural equation modeling with AOMS for the first-time user, *The Marketing Review*, Vol, 8 No. 3, pp. 255-27

Gremler, Dwayne D. and Kevin P. Gwinner. (2008), Rapport-Building Behaviours Used by Retail Employees, *Journal of Retailing*, 84 (3), 308–24.

Grewal, D., Levy, M., & Kumar, V. (2009), Customer Experience Management in Retailing: An Organizing Framework, *Journal of Retailing*, 85(1), 1-14.

Hellman, C. M. (1997), Job satisfaction and intent to leave, *The Journal of Social Psychology*, 137(6), 677-689.

Horn, P.W and Griffeth, R.W. (1995), *Employee turnover*. Cincinnati, OH: South-Western

Hobfoll, Stevan E. (1989), Conservation of Resources: A New Attempt at Conceptualizing Stress, *American Psychologist*, 44 (3), 513–24.

Hobfoll. (2001), The Influence of Culture, Community, and the Nested-Self in the Stress Process: Advancing Conservation of Resources Theory, *Applied Psychology: An International Review*, 50 (3), 337–421.

Hulin, C. L. (1968), Effects of changes in job-satisfaction levels on employee turnover. *Journal of Applied Psychology*, 52(2), 122-126.

Jackson, S. E., & Schuler, R. S. (1985), A meta-analysis and conceptual critique of research on role ambiguity and role conflict in work settings. *Organizational Behavior & Human Decision Processes*, 36: 16–78.

Jackson, S. E., Schwab, R. L., & Schuler, R. S. (1986). Towards an Understanding of the Burnout Phenomenon. *Journal of Applied Psychology*. 71(4), 630-640.

Kalkowski, Kay Lynn and Fritz, S. (2004), A Survey of Gender-Related Motivation Studies: Subordinate Status, Roles, and Stereotyping, Faculty Publications: Agricultural Leadership, Education & Communication Department. Paper 31.

Kahn, R. L., Wolfe, D. M., Quinn, R. P., Snoek, J. D., & Rosenthal, R. A. (1964), Occupational stress: Studies in role conflict and ambiguity. New York, NY: Wiley.

Karsh, B., Booske, B.C., & Sainfort, F. (2005), Job and organizational determinants of nursing home employee commitment, job satisfaction, and intent to turnover. *Ergonomics*, 48(10), 1260-1281.

Koch, J. L., & Steers, R. M. (1978), Job attachment, satisfaction, and turnover among public sector employees. *Journal of Vocational Behavior*, 12, 119-128.

Kreitner, R. (1995), *Management*. 6th ed. Boston: Houghton Mifflin.

- Licata, Jane W., John C. Mowen, Eric G. Harris and Tom J. Brown. (2003), On the trait antecedents and outcomes of service worker job resourcefulness: a hierarchical model approach, *Journal of the Academy of Marketing Science*, 31 (3), 256–71.
- Lewin, Jeffrey E. and Jeffrey K. Sager. (2007), A process model of burnout among salespeople: some new thoughts. *Journal of Business Research*, 60 (12): 1216–1224.
- Magi, A., (2003), Share of Wallet in Retailing: The Effects of Customer Satisfaction, Loyalty Cards, and Shopper Characteristics, *Journal of Retailing*, 79 (2) (2003), pp. 107–120.
- Maslach, Christina and S.E. Jackson (1981), The Measurement of Experienced Burnout, *Journal of Occupational Behavior*, 2 (2), 99–113.
- Mobley, W. H. (1977), Intermediate Linkages in the relationship between job satisfaction and employee turnover. *Journal of Applied Psychology*, 62(2), 237- 240.
- Mobley, W.H., Griffeth, R.W., Hand, H.H., & Meglino, B.M. (1979). Review and conceptual analysis of the employee turnover process. *Psychological Bulletin*, 36, 493-522.
- Muchinsky, P. M., & Morrow, P. C. (1980), A multidisciplinary model of voluntary employee turnover. *Journal of Vocational Behaviour*, 17, 263-290.
- Mathieu, J. E., & Zajac, D. M. (1990), A review and meta-analysis of the antecedents, correlates, and consequences of organizational commitment. *Psychological Bulletin*, 108, 171-194.
- Moore, Jo Ellen. (2000), Why is this Happening? A Causal Attribution Approach to Work Exhaustion Consequences, *Academy of Management Review*, 25 (2), 335–49.
- Mumford, Michael D. (2003), Where Have We Been, Where are We Going? Taking Stock in Creativity Research, *Creativity Research Journal*, 15 (2/3), 107–20.
- Nonis, Sarath A., Jeffrey K. Sager and Kamalesh Kumar. (1996), Salespeople's Use of Upward Influence Tactics (UITs) in Coping with Role Stress, *Journal of the Academy of Marketing Science*, 24 (1), 44–56.
- Podsakoff, Nathan P., Jeffery A. LePine and Marcie A. LePine. (2007), Differential Challenge Stressor–Hindrance Stressor Relationships with Job Attitudes, Turnover Intentions, and Withdrawal Behavior: A Meta-Analysis, *Journal of Applied Psychology*, 92 (2), 438–54.
- Prestholdt, P. H., Lane, I. M., & Mathews, R. C. (1987), Nurse turnover as reasoned action: Development of a process model. *Journal of Applied Psychology*, 72, 221-227.
- Rogg, Kirk, David B. Schmidt, Carla Shull and Neal Schmitt (2001), Human Resource Practices, Organizational Climate, and Customer Satisfaction, *Journal of Management*, 27 (4), 431–49.
- Schaufeli, Wilmar B. and Arnold B. Bakker. (2003), Job Demands, Job Resources, and Their Relationship with Burnout and Engagement: A Multi- Sample Study, *Journal of Organizational Behavior*, 25 (3), 293–315.
- Sheppard, B. H., Hartwick, J., & Warshaw, P. R. (1988), The theory of reasoned action: A meta-analysis of past research with recommendations for modifications and future research. *Journal of Consumer Research*, 15, 325-343.

Singh, Jagdip, Willem Verbeke and Gary K. Rhoads (1996), Do Organizational Practices Matter in Role Stress Processes? A Study of Direct and Moderating Effects of Marketing-Orientated Boundary Spanners, *Journal of Marketing*, 60 (3), 69–96.

Singh, Jagdip. (1998), Striking a Balance in Boundary-Spanning Positions: An Investigation of Some Unconventional Influences of Role Stressors and Job Characteristics on Job Outcomes of Salespeople, *Journal of Marketing*, 62 (3), 69–86.

Singh, Jagdip. (2000), Performance and Quality of Frontline Employees in Service Organizations, *Journal of Marketing*, 64 (2), 25–34.

Tett, R., & Meyer, J. (1993), Job satisfaction, organizational commitment, turnover intention, and turnover: Path analyses based on meta-analytic findings. *Personnel Psychology*, 46(2), 259-294

Vecchio, R. P. (2002). Leadership and gender advantage. *The Leadership Quarterly*, 13, 643–671.

Verma, R., & Verma, J. (2010, December), *The Role of Motivation as a Moderator of the Job Demand–Burnout–Performance Relationship: A Study of Community Catalysers in Implementing Social Marketing Programmes in India*. Paper presented at the First International Marketing Conference (MARCON 2010) held at Indian Institute of Management (IIM), Calcutta, India.

Wiles, Michael A. (2007), The Effect of Customer Service on Retailers' Shareholder Wealth: The Role of Availability and Reputation Cues, *Journal of Retailing*, 83 (1), 19–31.