

THE EFFECTS OF THE PROACTIVE PERSONALITY ON THE LEVELS OF JOB
SATISFACTION AND BURNOUT FOR LICENSED MENTAL HEALTH
COUNSELORS

by

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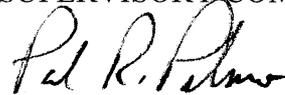
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This dissertation was prepared under the direction of the candidate's dissertation advisor, Dr. Paul Peluso, Department of Counselor Education, and has been approved by the members of her supervisory committee. It was submitted to the faculty of the College of Education and was accepted in partial fulfillment for the requirements for the degree of Doctor of Philosophy.

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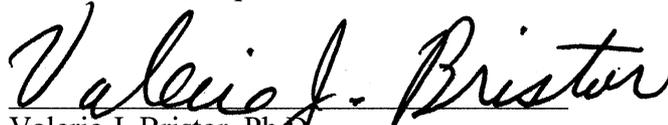
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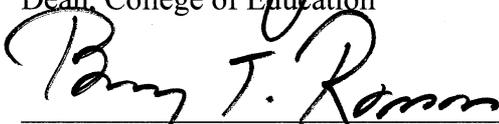
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away during his deployment, my sister Nora, for her wisdom and prayer throughout my educational career, my sister Alisa for her cheering me on the entire way, and to my nieces and nephew, for reminding me that baby steps need to be taken before the big steps can.

ABSTRACT

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Personal wellness and burnout have been common themes in research studies regarding professional satisfaction and career success. Personality characteristics in relation to job and career success among professionals have also been included in countless studies. However, Bateman and Crant (1993) defined and began research on the specific construct of the *proactive personality* and how it related to personal achievement, satisfaction, and success among executives. This dissertation study is an extension of their research in that the relationship between proactive personality, job satisfaction and levels of burnout among Licensed Mental Health Counselors in Florida specifically, is being examined. While proactive personality positively and significantly related to job satisfaction and satisfaction with being a counselor among the participants in this study, it did not significantly relate to feelings of emotional exhaustion or feelings of depersonalization toward clients. When age, salary, years licensed, and proactive personality in relation to job satisfaction and levels of burnout were included

in the statistical analysis, proactive personality and salary positively related to job satisfaction, personal accomplishment, and satisfaction with being a counselor, but the relationships were not significant. Hence, the results of this study provides useful information regarding proactive personality and how it relates to the overall job satisfaction, levels of burnout among clinicians, and to assist in the development of wellness programs, burnout prevention, and in the empowerment of mental health professionals in this demanding field.

DEDICATION

To my family, joya mia.

THE EFFECTS OF THE PROACTIVE PERSONALITY ON THE LEVELS OF JOB
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CHAPTER 1

INTRODUCTION

The chapter contains a statement of the problem, purpose of the study, research questions, and overview of study.

Statement of the Problem

There is one problem addressed in this study. The study is examining the proactive personality and self reported levels of job satisfaction and burnout among Licensed Mental Health Counselors in the state of Florida. Over the past 15 years, researchers have found that that job satisfaction is in part, dispositionally based (House, Shane, & Herold, 1996). Research is needed examining the construct of the proactive personality and its relationship to job satisfaction and burnout among Licensed Mental Health Counselors, specifically. This study will examine this relationship.

There is a clear difference between career satisfaction and job satisfaction in the literature. Career satisfaction is viewed as an individual's feeling of satisfaction with his or her career as a whole and choice of career (Lounsbury et al., 2003). Career satisfaction is a large factor in career success and important in valuing an individual's career overall. In contrast to career satisfaction, job satisfaction is the degree to which and individual likes his or her job (Spector, 1997). Job satisfaction is important in human service careers (i.e., in counseling) and associated with professional attitude, productivity, and level of turnover (Brown, Hardison, Bolen, & Walcott, 2006). This

study will examine job satisfaction and level of burnout across counseling work settings.

Seibert, Kramer, and Crant (2001) have noted that there is a need to examine the strategies and behaviors individuals use to promote their own career success. Career researchers have observed that individuals in careers need to be proactive to experience satisfaction and success. Organizational scholars are increasingly devoting their attention to the impact on career the proactive personality has on career success (Crant, 1995; Crant & Bateman, 2000; Kirkman & Rosen, 1999; Parker, 1998; Seibert, Crant, & Kraimer, 1999).

Previous researchers reported that employees in the helping professions are particularly at risk to experience burnout (Paton & Goddard, 2003) along with the emotional and behavioral effects of burnout, and decreased job satisfaction (Bingham, Valenstein, Blow, & Alexander, 2002; Malach-Pines & Yafe-Yanai, 2001). Within the helping professions, role overload, role conflict (managing multiple roles), and role ambiguity (lack of clear guidelines to job responsibilities) have been identified as likely antecedents to burnout (Barber & Iwai, 1996; Siefert, Jayaratne, & Chess, 1991). Decreased job satisfaction and burnout may result from the long term involvement in emotionally demanding situations and having long term face to face contact with individuals and their problems (Cordes & Dougherty, 1993; Pines & Aronson, 1988). Hence, the working environment of most counselors as briefly described here indicate that the unique job demands of counselors likely influence levels of job satisfaction and burnout.

Bateman and Crant (1993) defined proactive personality as the stable tendency of an individual's desire to directly influence or to make a change in the environment. A proactive person is not constrained by environmental factors and perseveres to reach closure by bringing about change in the environment. Taking initiative to improve current circumstances or create new ones is central to the proactive personality (Crant & Bateman, 2000). These individuals have the ability to select, create, and influence work situations that increase likelihood of career success. Creating positive change in the work environment, regardless of situational constraints is also a central behavior for a proactive individual (Seibert et al., 2001).

Researchers have suggested a strong link between personality type, career initiative, which in turn influences job satisfaction (Lee, Sheldon, & Turban, 2003) and this study is focusing on this experience for counselors. There is a need, however, for the relationship between the proactive personality and burnout in the mental health field to be examined. Bateman and Crant (1993) have measured the relationship between personality and motivation to learn. They found that proactive personality, openness, and extraversion are predictors of an individual's motivation to learn and career success ultimately. Proactive personality style is also related to career success and satisfaction as well (Bateman & Crant, 1993). This personality style and self reported levels of burnout have not been examined in the literature.

Purpose of the Study

The purpose of this research study is to examine the relationship between proactive personality and job satisfaction and burnout among Licensed Mental Health Counselors in the state of Florida across work settings (e.g., private practice, hospital).

Studies on the Big Five Model or the relationship between extraversion, neuroticism, openness to new experience, agreeableness, and conscientiousness and job satisfaction are more prominent in the literature (Judge, Heller, & Mount, 2002; Seibert et al., 2001). Findings from this study could provide useful information regarding the specific construct of the proactive personality and how it relates to the job satisfaction and burnout across work settings for Licensed Mental Health Counselors.

Research Questions

1. What is the relationship between the proactive personality and job satisfaction among Licensed Mental Health Counselors in the state of Florida?
2. What is the relationship between the proactive personality and levels of burnout for Licensed Mental Health Counselors in the state of Florida?
3. Is there a significant relationship between the predictor variables of proactive personality, salary, age, years licensed and the criterion variable of job satisfaction among Licensed Mental Health Counselors in the state of Florida?
4. Is there a significant relationship between the predictor variables of proactive personality salary, age, years licensed, and the criterion variable of burnout among Licensed Mental Health Counselors in the state of Florida?

Hypotheses

Hypothesis 1: There will be a positive relationship between proactive personality and job satisfaction among Licensed Mental Health Counselors in the state of Florida.

Null Hypothesis 1: There will be no relationship between proactive personality and self reported levels of job satisfaction among Licensed Mental Health Counselors in the state of Florida.

Hypothesis 2: There will be a negative relationship between proactive personality and self reported levels of burnout among Licensed Mental Health Counselors in the state of Florida

Null Hypothesis 2: There will be no relationship between proactive personality and self reported levels of burnout among Licensed Mental Health Counselors in the state of Florida.

Significance of the Study

In the last decade, a high level of consensus has surrounded the five factor model of and how personality factors of agreeableness, conscientiousness, and neuroticism related to career success across several occupational fields. This study is significant in that it goes beyond the Big Five Model in addressing the specific proactive personality trait and how it relates to job satisfaction and burnout across work settings for Licensed Mental Health Counselors in the state of Florida. There is little research on the specific concept of the proactive personality of Licensed Mental Health Counselors and its influence on self reported levels of job satisfaction and burnout.

Assumptions

1. Proactive personality relates to levels of job satisfaction and burnout among Licensed Mental Health Counselors.
2. Salary, age, years licensed relates to levels of job satisfaction and burnout among Licensed Mental Health Counselors.

3. Burnout can be measured by the Maslach Burnout Inventory, abbreviated version (see Appendix A).
4. Job satisfaction can be measured by the Minnesota Satisfaction Questionnaire, abbreviated version short form (see Appendix B).
5. Proactive personality can be measured by the Proactive Personality Scale, shortened version (see Appendix C).

Limitations

1. The first limitation to the study is that the results may not be generalizable to the population as this study will focus on clinicians in the state of Florida.
2. There may be low response rate to the email request for completion of the assessment tools.
3. There may be biased responses and the measures implemented are self reported only.
4. There may be errors in online submission of the questionnaires delivered via email.

Terms and Definitions

Burnout: a state of physical, emotional and mental exhaustion, which typically occurs as a result of long-term involvement with people in situations that are emotionally demanding. It is marked by physical depletion and chronic fatigue, by feelings of hopelessness, by the development of negative self-concept and negative attitudes towards work, life and other people (Maslach, 1982a, p. 30).

Career Satisfaction: career satisfaction is defined as an individual's feeling of satisfaction with his or her career as a whole (Lounsbury et al., 2003).

Depersonalization: the development of negative and callous attitudes about people one works with (Maslach & Jackson, 1981).

Emotional exhaustion: the depletion of one's own emotional resources and the feeling that one has nothing left to give to others at a psychological level (Maslach & Jackson, 1981).

Job Satisfaction: Job satisfaction is related to the degree to which people like their jobs (Spector, 1997).

Personal accomplishment: the perception of one's own accomplishments on the job and how they relate to their own personal expectations (Maslach & Jackson, 1981).

Proactive personality: proactive personality as the relatively stable tendency of an individual's desire to directly influence to make a meaningful change in the environment (Bateman & Crant, 1993).

Summary

This study will examine the relationship between the proactive personality and job satisfaction and burnout among Licensed Mental Health Counselors in the State of Florida. Research studies have typically focused on the Big Five Model of personality and how it relates to career success. This study will take it a step further and examine the proactive personality factor among counselors and how it relates to overall job satisfaction and levels of burnout post licensure. Research studies on burnout have included school psychologists, substance abuse counselors, and rehabilitation counselors (Andrew, Faubion, & Palmer, 2002; Baggerly & Osborn, 2006; Wilkinson & Wagner, 1993). No studies have been found including Licensed Mental Health Counselors, specifically.

Chapter 2 includes a literature review that defines and differentiates the concepts of career satisfaction and job satisfaction. The review examines the concept of the proactive personality and how it relates to career and job satisfaction. Burnout will also be defined and a discussion of levels of burnout across work settings will be examined. Chapter 3 includes a discussion of the participants in the study, the assessment tools included in the study, and planned analysis. Chapter 4 will include data analysis and statistical findings. Chapter 5 will include a discussion of the findings and implications for counselors.

CHAPTER 2

REVIEW OF THE LITERATURE

Preface

The following is a review of the literature on the topics related to this research study. The review will introduce the dependent or criterion variables in the study or levels of job satisfaction and burnout. The review will also introduce the independent or predictor variable in the study or the concept of the proactive personality.

Initially, the concept of career satisfaction is reviewed with definitions, related studies, and outcomes in research. A second component of this review will explore job satisfaction, the definition of job satisfaction, and related studies on job satisfaction. The review will also compare and contrast career satisfaction vs. job satisfaction. A third component of this review will define burnout, explore correlates of burnout identified in previous related research studies, and inform of the need for research on burnout of Licensed Mental Health Counselors, specifically. Finally, the definition of the proactive personality will be explained, its development, and related studies on the relationship between this type of personality construct and job satisfaction of counselors will be discussed.

Career Satisfaction

Career satisfaction is viewed as an individual's feeling of satisfaction with his or her career as a whole. Career satisfaction is a central factor in career success and in valuing an individual's career (Lounsbury et al., 2003). Career satisfaction has both

objective and subject components. Objective career success refers to observable career accomplishments (salary, promotional history) and subjective career success refers to peoples' feelings of satisfaction and accomplishment in their careers (Seibert et al., 1999).

Lounsbury et al. (2003) examined the relationship between career satisfaction and the personality traits of assertiveness, consciousness, customer service, emotional resilience, tough-mindedness, extraversion, image management, intrinsic motivation, openness, optimism, teamwork, and work drive, managerial human relations, participative managerial style, and visionary-operational leadership style. The goal of the study is to examine personality and managerial traits and how they relate to job satisfaction and career satisfaction for varying occupations. According to Holland (1976), there may be a personality factor composed of "adaptive dispositions" that is a "major discriminant" of diverse occupational behaviors.

Several occupational groups including business, clerical, consulting, customer service, engineering and science, executive, financial, human resources, information technology, managerial, manufacturing, marketing, and sales were examined in a study by Lounsbury et al. (2003). They found that for all 14 occupations, emotional resilience and optimism were related to career satisfaction work drive was related to job satisfaction for 11 occupations. Hence, the results of their study indicate that personality traits are related to career success.

Emotional resilience has been defined as the overall level of adjustment in the face of job stress and pressure (Lounsbury et al., 2003). Lounsbury et al. (2003) found a positive relationship between career satisfaction and emotional resilience. There was

also an indicator that conscientiousness is a positive correlation with work related validity of conscientiousness. Emotional resilience displayed as significant with career satisfaction and job satisfaction across all 14 occupational groups. Extraversion and openness were related to career and job satisfaction for the entire subject pool. Optimism was also related to career satisfaction among all subjects across the 14 occupational groups and work drive was significantly related to career satisfaction in the total sample across 12 occupational groups. Finally, assertiveness, customer service, and tough-mindedness were significantly related to career and job satisfaction in the total sample group.

Boudreau, Bosewell, and Judge (2001) conducted a study on personality factors and career success among executive in the United States and Europe. They found that neuroticism, agreeableness, and conscientiousness were negatively related to career satisfaction. However, extraversion was positively and significantly related to career satisfaction among subjects. Similar to the study by Lounsbury et al. (2003), Boudreau et al. (2001) found that extraversion was related to career and job satisfaction. Both studies did not address a more specific personality trait, (i.e., the proactive personality), in relation to career satisfaction. Thus, the current study will go beyond the personality factors aforementioned and focus specifically on Licensed Mental Health Counselors in the state of Florida.

In sum, researchers have found a positive relationship between emotional resilience, optimism, and career satisfaction across 14 occupational groups (Lounsbury et al., 2003). Others have found that extraversion was positively and significantly related to career satisfaction for executives in the United States and in Europe

(Boudreau et al., 2001). However, research studies on the proactive personality and job satisfaction specifically for Licensed Mental Health Counselors have not been found in the literature.

Job Satisfaction

One of the dependent variables focused on in this study is the job satisfaction of Licensed Mental Health Counselors in the state of Florida. In contrast to career satisfaction, job satisfaction is related to the level to which people like their jobs they are currently employed in (Spector, 1997). Job satisfaction is especially important in human service careers and is associated with professional attitude, productivity, and level of turnover (Brown et al., 2006). Researchers suggested that job satisfaction influences the emotional, physical well being of counselors (Ducharme & Martin, 2000; Olsen & Dilly, 1988; Pugliese, 1999) and is also related to levels of stress and burnout among them (Kesler, 1990; Leiter & Meechan, 1986; Lobban, Husted, & Farewell, 1988). In addition, decreased job satisfaction has been found to be related to the potentially damaging personal and professional symptoms counselors may experience (Coll & Freeman, 1997; Hansen, 1967; Schuler, 1977) as well as the quality of services they deliver to clients (Brown, Hohenshil, & Brown, 1988; Olson & Dilley, 1988).

Employee job satisfaction has been the focus of organizational psychology research studies for decades (Mason & Griffin, 2002). Individual job satisfaction has been found to be positively related to individual performance, organizational commitment, and organizational citizenship behavior. However, there is an increasing in interest in personality characteristics of employees in relationship to job satisfaction.

Career Success vs. Job Satisfaction

There are clear differences between career success and job satisfaction. Judge, Cable, Boudreau, and Bretz (1995) and London and Stumpf (1982) defined career success as the positive psychological or work related outcomes or achievements one has accumulated as a result of one's work experiences. Jaskolka, Beyer, and Trice (1985) noted that career success is based upon who is doing the judging and also on the basis of objective and visible outcomes (e.g., salary, promotions).

Career success can be further defined as objective or subjective (Gattiker & Larwood, 1989; Howard & Bray, 1988). Objective career success can be defined as observable career accomplishments. Objective career success consists of compensation and ascendency (London & Stumpf, 1982). In contrast to objective career success, subjective career success is defined as an individual's feeling of accomplishment and satisfaction with their careers. A career is a sequence of work related positions or jobs held throughout a person's life. Subjective career success refers to one's satisfaction with his or her current job. Most research on career success typically focuses on objective career success rather than an individual's appraisal of his or her own success.

In contrast to career satisfaction, job satisfaction is defined by Locke (1976) as a pleasurable or positive emotional state resulting from an appraisal of one's job or job experience. In contrast, career satisfaction is defined as the satisfaction individuals experience from intrinsic and extrinsic aspects of their careers, including salary, advancement, and developmental opportunities (Greenhaus, Parasuraman, & Wormley, 1990).

Job Satisfaction of School Counselors

There are several studies on the job satisfaction of school counselors. Baggerly and Osborn (2006) conducted a study on the correlates and predictors of job satisfaction among 1,280 Florida public school counselors. They reported that positive predictors of job satisfaction included appropriate duties, high self efficacy, and peer supervision, while negative predictors were inappropriate duties and stress. Kirk (1988) found in his study of public elementary school counselors in Virginia that 93.4% of the respondents were satisfied with their jobs. Murray (1995) found that 96.3% of the elementary school counselors in Virginia in his study were satisfied with their jobs. Demato and Cole (2004) also studied the overall job satisfaction of elementary school counselors in Virginia and found that 78.45% of the 297 subjects were satisfied with their jobs, 12.46% were very satisfied with their jobs, 8.42% were dissatisfied with their jobs, and .67% was very dissatisfied with their jobs. Demato and Cole (2004) attributed the decrease in job satisfaction among school counselors over the years due to social, cultural, and political changes in the public school system, but did not address personality factors in relationship to counselors' job satisfaction. They noted environmental factors, however, including mandated statewide testing, cutbacks in personnel, school violence, and societal changes affecting how elementary school counselors deliver services to students and their overall job satisfaction, ultimately.

Job Satisfaction of Substance Abuse Counselors

There are several studies on the job satisfaction of substance abuse counselors (Andrew et al., 2002; Evans & Hohenshil, 1997; Garske, 1999, 2002). Factors related to the job satisfaction among substance abuse counselors include extrinsic job factors,

safety, health environment, professional nature (Andrew et al., 2002), clinical supervision factors (Evans & Hohenshil, 1997), higher productivity (Wilkinson & Wagner, 1993), and supervisor leadership styles (Wilkinson & Wagner, 1993). Evans and Hohenshil (1997) measured the job satisfaction of substance abuse counselors and found that substance abuse counselors in their study were “very satisfied” with their jobs. These substance abuse counselors were mostly satisfied with the social service, moral values, and creativity aspects of their jobs and were least satisfied with company and policy practices including compensation and advancement opportunities. Evans and Hohenshil (1997) also noted that the job satisfaction of substance abuse counselors was related to clinical supervision, number of hours received, the work and educational experience of the supervisor, and whether or not the clinical supervisor is also the administrative supervisor. Although the counselors in the study were satisfied with their jobs, 76.2% reported that they intended to leave their jobs within the next five years and 17.5% planned on leaving the field of substance abuse altogether. These researchers noted the environmental factors influencing the job satisfaction of substance abuse counselors, but failed to discuss personality factors influencing job satisfaction for these individuals.

Job Satisfaction of Rehabilitation Counselors

Wilkinson and Wagner (1993) studied the job satisfaction of rehabilitation counselors and found that leadership style they received was significantly related to their levels of job satisfaction. They found that a supportive leader with high support and direction had the greatest influence on job satisfaction of rehabilitation counselors. They suggested that this type of leadership style is positively related to counselor’s job

satisfaction as this type of direction assists in reducing the counselor's role ambiguity and increases understanding of policies and objectives of the job itself. They also suggested that higher degrees of direct supervision were associated with greater degrees of burnout among rehabilitation counselors. Aiken, Smits, and Lollar (1972) also found that the most important aspect of job satisfaction of rehabilitation counselors is the interpersonal behavior or how the supervisor treats the counselor rather than the overall working conditions. These studies do not address the relationship between environmental factors or work environment or personality factors of the counselor and overall job satisfaction and further research is needed in these areas.

In sum, the factors related to the overall job satisfaction for school counselors, substance abuse counselors, and rehabilitation counselors have been examined in the literature. For school counselors, appropriate duties, high self efficacy, and peer supervision were positively related to job satisfaction. For substance abuse counselors, the safety of the work environment, health environment, and professional nature of the job, supervision style, and productivity factors were related to job satisfaction. For rehabilitation counselors, supportive leadership was related to the job satisfaction. However, research on the proactive personality construct in relation to job satisfaction of Licensed Mental Health Counselors has not been found. This study will examine this.

Burnout

Burnout in the helping professions and in counseling has become an increasing concern (Leiter & Harvie, 1996; Skorupa & Agresti, 1993). Freudenberger (1975) defined burnout as "failing, wearing out, or becoming exhausted through excessive

demands on energy, strength, or resources” (p. 73). Maslach and Jackson (1986) stated that burnout is “a syndrome of emotional exhaustion, depersonalization, and reduced personal accomplishment that can occur among individuals who ‘do people work’ of some kind” (p. 1). Maslach, Jackson, and Leiter (1996) defined burnout as including three dimensions: emotional exhaustion, depersonalization, and a reduced sense of accomplishment. Emotional exhaustion is described as the feeling of emotional extension and exhaustion from one’s work. Depersonalization is an unfeeling or lack of personal response toward clients or students. A reduced sense of accomplishment is described as a feeling of inadequate personal accomplishment along with diminished self esteem and a negative self evaluation. Burnout is a negative internal psychological experience involving feelings, attitudes motives and expectations. Burnout includes psychological and/or physical exhaustion, a negative shift in response to others or oneself, and toward personal accomplishments (Maslach, 1982b).

Burnout has been described as a feeling of fatigue or frustration related to an individual’s cause or way of life not meeting one’s own expectations (Freudenberger, 1975). Meir (1983) described burnout as an individual’s low expectation of rewards at work and considerable punishment from work due to a lack of valued reinforcement, controlled outcomes, or personal competence. Researchers reported that burnout exists in the helping professions (Golembiewski & Munzenrider, 1988; Maslach & Jackson, 1984) and several studies have examined burnout of school psychologists (Huebner, 1993, 1994; Sandoval, 1993), substance abuse counselors (Elman & Dowd, 1997), but there are no research studies examining burnout among master’s level Licensed Mental Health Counselors, specifically. This study will examine self reported levels of job

satisfaction and burnout among Licensed Mental Health Counselors in the state of Florida.

Previous Research on Burnout

Burnout research has primarily focused on identifying, evaluating potential correlates of burnout, and in the development of theoretical models of the burnout syndrome, stress, and job satisfaction (Beck, 1987). Counselors are highly vulnerable to burnout due to the intensive nature of the work and because of the psychologically intimate, empathetic relationships developed with clients (Skovholt, 2001). The root of burnout is in the environment and includes such environmental factors such as work overload, lack of control, unsupportive (or unhealthy) peers, and ineffective (or punitive) supervision (Maslach, 2003). In the literature, other examples of correlates of burnout within psychotherapeutic work included personal depletion, pressures within the therapeutic relationship, working conditions, stressful client behaviors, passivity of therapeutic work, isolation, professional doubts, scheduling difficulties, and work over involvement (Farber & Heifetz, 1982; Hellman, Morrison, & Abramowitz, 1986).

Researchers have typically investigated correlates of burnout in terms of aspects of the work setting defined by counselor's own personal attributes and also certain characteristics of the client (Beck, 1987; Maslach & Jackson, 1984; Ursprung, 1986). Other researchers have studied the relationship between burnout and demographic variables (Leiter, 1988; Ross, Altmaier, & Russell, 1989). Walsh and Walsh (2002) found that the size and makeup of the counselor's caseload relates negatively to a counselor's overall mental health especially if the counselor's role is poorly defined or when the caseload is perceived as too high. Maslach and Jackson (1981) found a

significant positive relationship between case load and levels of emotional exhaustion and depersonalization, and a nonsignificant relationship between client case load and level of personal accomplishment. However, Ackerley, Burnell, Holder, and Kurdek (1988) found a positive relationship between caseload and personal accomplishment. Researchers have reported lower levels of work related stress when the caseload is at a moderate level (Hellman, Morrison, & Abramowitz, 1987). Other researchers have not found a relationship between caseload and personal accomplishment (Koeske & Koeske, 1989; McGee, 1989). Thus, some researchers have consistently found a positive relationship between size of the counselor's caseload in relationship to self reported levels of burnout and sense of personal accomplishment and others have not.

Ackerley et al. (1988) found that school psychologists working in public settings experience a higher level of burnout than those in private practice. They found that 39.9% of doctoral level psychologists included in their study, primarily employed in private practice were experiencing high levels of emotional exhaustion and 34.4% of them reported depersonalizing their clients. Boice and Myers (1987) also found that psychologists in private practice were happier than those in academia. Dupree and Day (1995) found that psychotherapists in private practice also reported higher levels of job satisfaction and lower levels of burnout than those employed in public settings. However, Hellman et al. (1987) found that psychologists in private practice experienced more stress than those employed in institutional settings. Thus, the levels of burnout for school psychologist vary according to the specific work setting.

Age has been found to correlate negatively with emotional exhaustion and depersonalization (Ackerley et al., 1988; Huberty and Huebner, 1988; Rogers &

Dodson, 1987). These studies reported no significant relationship between age and personal accomplishment. Some researchers have also found that females report higher levels of exhaustion while males scored higher on depersonalization and sense of personal accomplishment (Maslach & Jackson, 1981). Others have found no significant relationship between gender and any of the three MBI subscales (Ackerley et al., 1988; McGee, 1989).

Burnout among Licensed Psychologists

In the literature, there is an increase in the body of research on levels of burnout and correlates of burnout reported among clinical psychologists. Farber (1985) conducted a study on the level of burnout among clinical psychologists belonging to a large state psychological association. With regards to being adversely affected or emotionally drained by their work, he found that 36% of the clinical psychologists in the study reported that they felt moderately adversely affected or emotionally and 6.3% of the clinical psychologists in the sample felt strongly affected by their work. In regards to working with people, 61.2% of the clinical psychologists in the sample reported that working directly with people was not too stressful.

Ackerley et al. (1988) conducted a study and included 1,589 members of the American Psychological Association in the year of 1985. They found that in regard to emotional exhaustion, 37.2% of the psychologists polled in their study were in the moderate burnout range and 39.9% of them were in the high burnout range. With regard to depersonalization, 27% of them were in the moderate burnout range and 34.3% were in the high burnout range. In regard to personal accomplishment, 34.3% were in the high burnout range and only .9% was in the high burnout range. The results

report a large percentage of subjects in the study experiencing high levels of emotional exhaustion and depersonalization. With regard to career satisfaction, 73.4% indicated that they would choose the same area of psychology if a chance was given to choose a career again, 4.45% stated they would choose another area of psychology, and 21% of them indicated they would choose some other career. While the research on the levels of burnout among clinical psychologists exists, no research studies on the levels of burnout among Licensed Mental Health Counselors have been found.

Burnout and Job Satisfaction among Workplace Counselors

Sweeney, Hohenshil, and Fortune (2002) examined the levels of job satisfaction in a study of EAP (Employee Assistance Professionals) or workplace counselors in the United States. In many workplace environments, the sources of these employees' problems may include organizational factors such as group conflict, poor supervision, or poor job design. Workplace counselors provide counseling and consulting services aimed at the prevention and/or remediation of personal problems of an organization's employees and families of them (Berridge, Cooper, & Highley-Marchington, 1997). Weiss, Dawis, England, and Lofquist (1967) found the EAP counselors in their study to be moderately satisfied with their jobs (71% were satisfied and 9% were very satisfied).

For workplace counselors, the working conditions differ from the conditions counselors face in clinical settings. It is possible that the work experiences of external (private practice) counselors differ from internal or in-house counselors (within private companies). Sweeney et al. (2002) reported a higher level of job satisfaction for external counselors than internal counselors. This may possibly be due to the fact that external counselors have a lesser amount of role ambiguity as they are not counseling

employees within their own organization. Research in this area is lacking and warrants further investigation. Therefore, this study will provide valuable information regarding differences in levels of job satisfaction and burnout across various work settings for Licensed Mental Health Counselors, specifically.

Burnout among ACES Members

The career satisfaction and levels of burnout among members of the Association for Counselor Education and Supervision (ACES) are important as future graduate students and educators can be influenced by those working in the field for a length of time. In a study by Parr, Bradley, Lan, and Gould (1996), a random sample of 300 members of the ACES, a division of the American Counseling Association, were chosen. Twenty three percent of the subjects were practitioners, 6.6% were supervisors, 46.7% were counselor educators, 8.4% were administrators, and 12.6% worked in other capacities.

Parr et al. (1996) reported that the majority of the members of ACES reported being quite satisfied with their careers. However, most reported occasional burnout, and over half perceived their career stress as no greater than moderate. The findings of the study reported that the majority of ACES members are satisfied with their careers in counseling and would select it again, if given a choice. Burnout was reported as occasional and stress levels were reported by the respondents in the moderate range. Those earning \$50,000 or more were also more satisfied on the total characteristic scale than those in lower income ranges. The study depicted that ACES members with higher salaries and occasional feelings of burnout were quite satisfied with their careers.

The current study will examine the relationship between proactive personality

and the self reported levels of job satisfaction and burnout among Licensed Mental Health Counselor in the state of Florida. Several studies have focused on job satisfaction and burnout among school psychologists, clinical psychologists, substance abuse counselors, and rehabilitation counselors, but there is a need for research on job satisfaction and burnout among Licensed Mental Health Counselors. In addition, several research studies have examined the work setting of the counselor, client caseload, gender, and age, this study will provide information regarding the specific construct of the proactive personality of counselors and how proactive behaviors may relate to overall job satisfaction and levels of burnout across work settings for Licensed Mental Health Counselors, specifically.

Proactive Personality

The proactive personality is an independent variable being examined in the study and its relationship to job satisfaction and levels of burnout among Licensed Mental Health Counselors in the state of Florida. Earlier research on dispositional factors and employees' job satisfaction focused on workers' emotional adjustment (Hoppock, 1935). Fisher and Hanna (1931) noted that a large factor in the job dissatisfaction of employees is related to emotional maladjustment. In the 1980's, there was a renewed interest in the relationship between dispositional factors and job satisfaction (Arvey, Bouchard, Segal, & Abraham, 1989; Staw, Bell, & Clausen, 1986; Staw & Ross, 1985), and in the past 15 years, research has vastly accumulated regarding predispositional factors in relationship to employees' job satisfaction (House et al., 1996).

Bateman and Crant (1993) defined proactive personality as the relatively stable tendency of an individual's desire to directly influence to make a meaningful change in the environment. A proactive person is "one who is relatively unconstrained by situational forces, and who affects environmental change. A proactive person scans for opportunities, shows initiative, takes action, and perseveres until they reach closure by bringing about change (p. 103)." Bateman and Crant (1993) reported that the propensity to identify opportunities for improvement as a defining factor of proactive personality. Proactive personality involves constructive change toward people, situations, and organizations promoting greater personal achievements. This study will examine the relationship between self reported level of job satisfaction and feelings of burnout among Licensed Mental Health Counselors.

Proactive behavior is defined as taking initiative to improve current circumstances, to improve current circumstances or create new ones, challenging the status quo rather than passively adapting to present conditions (Crant & Bateman, 2000). Individuals proactive in nature select, create, and influence work situations that increase the likelihood of career success. Proactive personality describes a person who creates positive change in his or her work environment, regardless of situational constraints (Seibert et al., 2001). An individual with proactive personality is one who is relatively unconstrained by situational forces and who promotes environmental changes (Seibert et al., 1999). Proactive personality is a unique construct, unrelated to locus of control and mental ability, but is related to the need for achievement and dominance (Seibert et al., 1999).

Proactive employees are more likely to take initiative to manipulate the environment and accomplish their goals than non proactive employees. Proactive individuals encountering factors pushing or pulling them away from their jobs are more likely to actively pursue other options other than quitting. Proactive people are less likely to passively adapt to undesirable conditions and are more likely to create new circumstances in response. Proactive employees tend to actively search for new alternatives in preparation for new roles. Proactive individuals are more likely to take initiative and act on their intentions (Allen, Weeks, & Moffitt, 2005).

Seibert et al. (1999) reported that individuals who are proactive or exert control over his or her work situations are more likely to understand the contingencies of the work environment itself and expect or anticipate changes in the environment. Proactive individuals may alter their own work methods, procedures, task assignments, and exert influence over decisions regarding salary, promotions, and distribution of rewards. These individuals receive greater objective and subjective career success as they select, create, and influence situations at work.

Proactive Personality and Career Success

Researchers describe a direct relationship between proactive personality and career success (Major, Turner, & Fletcher, 2006). Researchers have found that proactive personality is related to higher salary, promotions, and overall career success (Thompson, 2005). Proactive personality is rooted in an individual's motivation to make changes in the environment, which can directly promote individual success (Major et al., 2006).

Proactive employees or individuals desiring for greater control of the environment tend to be more active in the socialization process within the workplace. Types of proactive behaviors include positive framing (positively viewing the workplace), sense making (information and feedback seeking behaviors), and relationship building (networking, activity building). According to Thompson (2005), proactive employees typically form social networks in the workplace with individuals who may have an influence over the resources needed to succeed in the work environment. Proactive employees have a tendency to initiate useful personal contacts in the workplace, initiate improvements in the work environment, and also promote higher scale organization changes as well. Network building and initiation of useful contacts in the workplace enhances job success of the proactive employee in the particular environment (Thompson, 2005). Hence, the control over the workplace initiated by proactive employees can promote higher level of person-organization fit, job satisfaction, and overall career success.

Seibert et al. (1999) also examined the relationship between proactive personality and career success by surveying employees across a diverse set of occupations and organizations. These researchers defined career success in terms of the positive psychological or work related outcomes and achievements that have accumulated over time. They further defined career success as objective or subjective. Objective career success includes the observable career accomplishments and subjective career success is defined as one's own feeling of satisfaction and accomplishment. Hierarchical regression of the data in the study illustrated that proactive personality explained variance when variables were controlled, including demographic information,

human capital, motivational factors, organizational and industrial factors as well. In the study, Seibert et al. (1999) found that proactive personality was positively related to both self reported objective rewards of salary and promotions and also subjective report of career satisfaction.

Seibert et al. (2001) conducted a 2 year longitudinal study on proactive personality and career success. They found that proactive personality was related to innovation, political knowledge, and career initiative which in turn had a positive relationship with career progression (salary growth and the number of promotions in the past two years) and career satisfaction. There is an increasing interest in the search for individual differences in the predictability of behaviors and personality characteristics that moderate the extent to which work outcomes depend on the level of person environment fit or congruence.

Allen et al. (2005) examined moderators between turnover intentions and actual turnover behaviors. These researchers examined individual differences in self monitoring, locus of control, proactive personality, and risk aversion. They found that the relationship between turnover intentions and turnover is stronger for low self monitors and those lower in the risk aversion group.

There is a long history of research on personality and turnover and it has been found that some individuals are more inherently likely to quit jobs than others (Allen et al., 2005). Researchers have found some personality traits related to turnover including conscientiousness, agreeableness, and openness to experience. However, the results of research on the direct relationship between personality and turnover have been

disappointing and inconsistent. As a result, the need for research on the relationship between personality and job satisfaction, thus decreasing turnover is needed.

Some individuals may be more likely than others to actively attempt to accomplish expressed intentions at work regardless of the effort it requires. For example, individuals with a higher locus of control or more proactive individuals may be more likely to believe they control the outcomes of their efforts and act on their intentions. Some individuals may be more or less averse to risks associated with quitting than others. Research is needed to explore proactive individuals and level of job satisfaction (Allen et al., 2005).

Kristof (1996) proposed that personality differences affect the importance that people attach to person-organizational fit when seeking and choosing an organization, and conscientious, self aware job seekers will place importance on person-organization fit heavily in their job and organization choice decisions. Kristof (1996) defined person-organization fit as “the compatibility between people and organizations that occur when (a) at least one identity provides what the other needs, (b) they share similar fundamental characteristics, or (c) both. Compatibility may be supplementary or achieved when an individual’s personal characteristics are congruent with the characteristics of an organization or complementary or when an individual’s characteristics fill in the gaps not addressed by others. Highly conscientious people tend to be ambitious, dutiful, and cautious in their actions. Because of these personality tendencies, these individuals will seek a thorough understanding of potential employers and exercise caution in accepting occupational positions. Person-organization fit is likely to be more strongly associated with job choice decisions for highly conscientious

people (Resic, Baltes, & Shantz, 2007). Conscientious individuals will experience higher job satisfaction overall as a result.

Previous Research on Personality and Job Satisfaction: The Big Five Model

In the last decade, a high level of consensus has surrounded the five factor model of personality representing a description of the personality domain and more attention is needed on the proactive personality factor. This study is important as it will examine the proactive personality and how it relates to the self reported levels of job satisfaction and feelings of burnout among Licensed Mental Health Counselors.

The Big Five Model of personality factors including Conscientiousness, Agreeableness, and Neuroticism has been associated with career success (Seibert et al., 2001). Previous researchers have indicated that proactive personality has been associated with Conscientiousness and Extraversion specifically. Proactive personality has been shown to explain variance in organizational issues beyond the Big Five. Understanding how proactive personality is related to career success is valuable because research will provide insight beyond the Big Five. Future research can focus on other occupations and also on career related behaviors proactive people engage in to bring about change.

The Big Five Model is included in many research studies on personality and job performance. For counselors, warmth (capacity for interpersonal intimacy), altruism (concern for the welfare of others), and tender mindedness (empathy/sympathy) contribute to motivation and job success (Sullivan & Hansen, 2004). Researchers find that extraversion, agreeableness, and conscientiousness are strong predictors of job performance (Barrick & Mount, 1991; Lounsbury et al., 2003). Individuals appearing

calm, self confident, resilient (emotional stability) and dependable, disciplined (conscientious) are also evaluated more positively by employers than those who do not portray these characteristics. When successful job performance requires striving to get ahead, emotional stability, extraversion, and openness to experience predicts job performance. When successful job performance requires getting along with others, emotional stability, agreeableness, and conscientiousness can predict job performance as these employees are positive, predictable, and sensitive to other employees (Hogan & Holland, 2003). Hence, the personality traits of extraversion, agreeableness, conscientiousness, along with emotional stability are linked to successful evaluation by superiors in the workplace, thus increasing overall job success in the work environment. However, this study will focus on the proactive personality construct as it relates to the self reported levels of job satisfaction and burnout among Licensed Mental Health Counselors across work settings as research in this area is lacking.

Current Study

Researchers have typically focused on the global factors of the Big Five Model including conscientiousness, agreeableness, and neuroticism (Sullivan & Hansen, 2004). Researchers have reported that career satisfaction is related to personality. Seibert and Kraimer (2001) found that extraversion is positively related to career satisfaction. Research on the proactive personality and its relationship to career success is valuable research as it provides insights beyond those provided only by considering the Big Five Model. Personality traits are stable over time and in our ever changing work environments. These factors need to be further examined.

Future researchers may need to examine the direct link between personality type, extraversion, agreeableness, and conscientiousness in relation to an individual's career satisfaction and job satisfaction in several occupational arenas. Particular attention has been given to the proactive personality in research studies, but research is lacking regarding the relationship between the proactive personality, job satisfaction, and burnout among Licensed Mental Health Counselors. Studies, including the Big Five Model and other personality assessments, have concluded that there is a relationship between motivated, self directed proactive personalities and motivation to complete educational goals leading to career success (Sullivan & Hansen, 2004). The proactive employee can experience higher job success and satisfaction by desiring to make changes in the work environment and making connections with those who can have a direct positive influence over his or her career ultimately. Thus, this study would provide results that may report a relationship between proactive personality, job satisfaction and levels of burnout reported by counselors in varied work settings.

CHAPTER 3

METHODS

Participants

The subjects in the study were Licensed Mental Health Counselors selected from a contact list of licensed clinicians published online through the Board of Marriage and Family Therapy, Social Work, and Mental Health Counseling at http://www.doh.state.fl.us/mqa/frm_CSI-Order and publicly accessible. The clinicians were 25 years of age or older and currently employed as licensed clinicians in Florida. Work settings included private practice, hospital or rehabilitation setting, managed care company, educational setting or other setting.

Procedure

The Licensed Mental Health Counselors were contacted via email with an introduction letter (see Appendix D), explanation of the study, release of information (confidentiality) form, the link to complete the Counselor Job Satisfaction Survey comprised of the 3 assessment tools: Proactive Personality Scale, shortened version, abbreviated Maslach Burnout Inventory, and the Minnesota Satisfaction Questionnaire, short form. 2,287 emails were sent to the clinicians, 133 were rejected due to invalid email addresses, 6 were not completed as those participants were having technical difficulties in completing the survey, and 2 surveys were not included as part of the sample as the respondents were

not employed. Therefore, 207 of the 2,146 surveys were completed, resulting in a 10.36% response rate.

The results were stored directly on the website accessible only to this researcher. The statistical procedure included a simple regression (SPSS) to report the statistical variance of the independent variable of proactive personality and on the dependent variables of job satisfaction and burnout. In addition, multiple regression analyses were implemented to examine the relationships between the predictor variables proactive personality, salary, age, and years licensed, and the criterion variables of job satisfaction and levels of burnout.

Instruments

Instruments used by the researcher in this study included the shortened version of the Proactive Personality Scale (Bateman & Crant, 1993), the Minnesota Satisfaction Questionnaire short form (Weiss et al., 1967), and the abbreviated Maslach Burnout Inventory (Maslach & Jackson, 1986).

Proactive Personality Scale Shortened Version

The term proactive personality was introduced by Bateman and Crant (1993) and described as a personal disposition toward proactive behavior and to identify differences among people in the extent to which they take action to influence their environments. The Proactive Personality Scale shortened version was developed in 1993 as an abbreviated version of Bateman and Crant's (1993) original 17- item Proactive Personality Scale (PPS). The shortened version of the PPS includes 10 items, on a Likert-type scale (from 1 "strongly disagree" to 7 "strongly agree), measuring the level to which an individual has proactive personality traits and tendencies ("I am

consistently on the lookout for new ways to improve my life” and “I have been a powerful force for constructive change”). The higher the score, the more proactive an individual is.

Bateman and Crant (1993) provided evidence for the scale’s reliability, convergent, discriminant, and criterion validity (Cronbach’s alphas across three samples ranged from .87 to .89, and the test-retest reliability coefficient was .72 over three month period). Seibert et al. (2001) found that the internal consistency of the abbreviated scale is good ($\alpha=.83$). Factor analysis and reliability estimates (ranging from .87 to .89) of the scale across three samples supports its unidimensionality (Bateman & Crant, 1993). Convergent validity was demonstrated by means of moderation correlations with the need for achievement and need for dominance and there is evidence of discriminant validity as proactive personality was not significantly associated with locus of control (Bateman & Crant, 1993). Bateman and Crant (1993) established criterion validity by demonstrating that the Proactive Personality Scale was associated with involvement in proactive community service activities, the degree of constructive environmental change revealed in essays of participants’ most significant personal achievements, and with peer ratings of transformational leadership.

Bateman and Crant (1993) found the scale to show significant criterion validities. The criterion variables including extracurricular and civic activities aimed at bringing about constructive change, personal achievements that affect such change, and transformational leadership, were significantly correlated with scores on the proactive scale. Bateman and Crant (1993) found that scores on the proactive scale correlated with need for achievement, need for dominance, and independent measures of the

nature of subjects' extracurricular and civic activities, the nature of their major personal achievements, and peer nominations of transformational leaders.

Minnesota Satisfaction Questionnaire Short Form

This study included the 20 item Minnesota Satisfaction Questionnaire (MSQ) short form that gives subjects an opportunity to report feelings and satisfaction with their current job. The Likert-type scale asked the subject to rate each item from 1 or “not satisfied” to 5 or “extremely satisfied” (“Being able to keep busy all the time” and “The chance to work alone on the job”). The higher the score on the abbreviated MSQ, the more satisfied an individual is with his or her current job.

An advantage of the abbreviated version of the MSQ is that it measures both intrinsic job satisfaction and extrinsic job satisfaction (Hirschfeld, 2000). Intrinsic job satisfaction is how an individual feels about the tasks of the job and extrinsic job satisfaction is how people feel about aspects of the work situation external to the job tasks or the work itself (Spector, 1997). The Minnesota Satisfaction Questionnaire has good to excellent internal consistency, with a mean reliability coefficient of the 20 items ranging from .85 to .90 (Brown et al., 2006). There is also evidence for discriminant validity of the MSQ between the components of job satisfaction and the relationship to other variables. For example, Brown (1996) found that intrinsic job satisfaction is strongly related to job involvement than extrinsic job satisfaction. Moorman (1993) found that intrinsic job satisfaction is strongly related to job involvement than extrinsic job satisfaction.

Maslach Burnout Inventory Abbreviated Version

The Maslach Burnout Inventory (Maslach & Jackson, 1986), abbreviated version, was chosen for the study as it is widely used and accepted by researchers on burnout (Belcastro & Gold, 1983; Bodden, 1985; Corcoran, 1986; Green & Walkey, 1988). Maslach's research led to the development of the Maslach Burnout Inventory (MBI) and factor analysis isolating the domains of burnout (Maslach, 1982b; Maslach & Jackson, 1981). Items on the MBI are answered on a seven point Likert scale. Responses may range from 0 to 6 (0 = never, 3 = a few times per month, and 6 = daily).

The Maslach Burnout Inventory, abbreviated version, includes 12 statements of job related feelings across four subscales:

1. Emotional exhaustion (items 3, 4, and 7): high scores indicate greater emotional exhaustion.
2. Depersonalization (items 2, 5, and 8): high scores indicate greater depersonalization and more burnout.
3. Personal Accomplishment (items 1, 6, and 9): higher scores indicate greater personal accomplishment and less burnout.
4. Satisfaction with being a counselor (items 10, 11, and 12): high scores indicate more satisfaction with being a counselor.

The MBI was normed on a large sample of human service workers including teachers, police officers, social workers, attorneys, psychologists, psychiatrists, counselors, mental health workers, and nurses. The reliability of the MBI is as follows: test retest reliability, measured at a 2 to 4 week intervals, was .82 for emotional exhaustion, .60 for depersonalization, and .80 for personal accomplishment. Internal

consistence as measured by Cronbach's alpha was .90 for the emotional exhaustion subscale, .79 for the depersonalization subscale, and .71 for the personal accomplishment subscale. The construct validity of the MBI has been demonstrated in several studies (Corcoran, 1986; Maslach & Jackson, 1986; Stout & Williams, 1983) and the convergent and discriminant validity of the first edition has been demonstrated in several studies as well (Maslach & Jackson, 1986; Rafferty, Lemkau, Purdy, & Rudisill, 1986).

Planned Analyses

A simple regression analysis will be performed the first two research questions on the total sample for the independent variable of the proactive personality and dependent variables of job satisfaction and burnout. Multiple regressions will be implemented including the independent variables of proactive personality, the demographic variables of salary, age, years licensed as a clinician, and the dependent variables of job satisfaction and burnout. The research questions being answered include:

1. What is the relationship between the proactive personality and job satisfaction among Licensed Mental Health Counselors in the state of Florida?
2. What is the relationship between the proactive personality and levels of burnout for Licensed Mental Health Counselors in the state of Florida?
3. What is the relationship between the predictor variables of proactive personality, salary, age, years licensed and the criterion variable of job satisfaction among Licensed Mental Health Counselors in the state of Florida?

4. What is the relationship between the predictor variables of proactive personality, salary, age, years licensed and the criterion variable of the level of burnout among Licensed Mental Health Counselors in the state of Florida?

The scores for each assessment tool (3) for each subject will be entered in the regression equation. The correlation matrix will report the levels of the correlations among the predictor variable (s) and criterion variables for each research question. Results of the analyses will reveal the direction and the significance of the relationship between proactive personality and job satisfaction and burnout. Results of the analyses will also reveal the direction and significance of the predictor variables proactive personality, salary, age, years licensed, to the criterion variables of job satisfaction and levels of burnout. The nature of the relationships, direction of the relationships, and the strengths of the relationships will be reported.

CHAPTER IV

RESULTS

The purpose of this study was to examine the relationship between the proactive personality and self reported levels of job satisfaction and burnout among Licensed Mental Health Counselors in the state of Florida. Burnout was measured across the subscales: Emotional exhaustion (EE), depersonalization (DP), personal accomplishment (PA), and satisfaction with being a counselor (CS). This researcher addressed the research questions by using the instrument, Counselor Job Satisfaction Survey. The survey included three abbreviated assessment tools: Proactive Personality Scale (Bateman & Crant, 1993), Minnesota Satisfaction Survey (MSQ) (Weiss et al., 1967), and Maslach Burnout Inventory (MBI) (Maslach et al., 1996). Descriptive statistics were calculated for the instrument, Counselor Job Satisfaction Survey, and are presented in Table 1.

Table 1

Descriptive Statistics for Counselor Job Satisfaction Survey

	Mean	SD	Actual range	Possible range
JS	71.845	13.66	24-100	1-100
PP	53.89	8.27	33-70	1-70
EE	5.96	4.21	0-18	0-18
DP	2.67	3.22	0-17	0-18
PA	15.58	2.56	5-18	0-18
CS	14.79	3.54	2-18	0-18

Note. Current study participants $N=207$. JS=Job Satisfaction. PP=Proactive Personality. EE=Emotional Exhaustion. DP=Depersonalization. PA=Personal Accomplishment. CS=Satisfaction with being a Counselor.

Reliability Analysis

Reliability analyses of all three scales included in the study were computed and compared to previous reliability studies on burnout scales (Corcoran, 1986; Maslach & Jackson, 1986; Stout & Williams, 1983). For all three of the assessment tools, Cronbach's alpha was above the minimum of .70. Therefore, the reliability of the assessment tools was quite high in measuring levels of job satisfaction, proactivity, and levels of burnout among the clinicians in the study.

T Test Analysis of Burnout Scales (EE, DP, PA, CS)

The t-test analysis yielded gender differences in feelings of depersonalization (DP) among the participants. Males scored higher on mean score for depersonalization than the females did for levels of depersonalization (see Table 2).

In addition, feelings of depersonalization is the only score for which we can reject the notion that there are equal means for males and females. Using Cohen's notion of small effect size being up to .2 and medium being at least .5, we could consider this to be large because in this case it is .99 (Cohen, 1969).

Simple Regression Analyses

This section will specify the results of the hypothesis testing. SPSS (version 19) was used to analyze the survey data and this researcher used an alpha level of .05 for all statistical tests. A simple regression was implemented to explain the correlations between proactive personality, job satisfaction, and burnout (EE, DP, PA, CS).

Table 2

Group Statistics for t-test Analysis of Burnout Scales

	Gender	N	Mean	Std. Deviation	Std. Error Mean	T	p (2-tailed)
BT	male	63	40.1746	6.78837	.85525	1.682	.094
	female	144	38.5000	6.50229	.54186	1.654	.101
EE	male	63	6.2063	4.38531	.55250	.564	.573
	female	144	5.8472	4.1380	.34484	.551	.582
DP	male	63	3.3651	3.58447	.45160	2.055	.041
	female	144	2.3750	3.00320	.25027	1.918	.058
PA	male	63	15.5079	2.34777	.29579	-.284	.777
	female	144	15.6181	2.65761	.22147	-.298	.766
CS	male	63	15.0952	3.48135	.43861	.813	.417
	female	144	14.6597	3.57177	.29765	.822	.413

Note. N=207. BT =Burnout Total. EE=Emotional Exhaustion. DP=Depersonalization. PA=Personal Accomplishment. CS=Satisfaction with being a Counselor.

The first hypothesis indicated that there will be a positive relationship between proactive personality and job satisfaction among Licensed Mental Health Counselors. Because the correlation between proactive personality and job satisfaction was positive and significant, the first null hypothesis can be rejected. The second hypothesis indicated that there will be a negative relationship between proactive personality and self reported levels of burnout among Licensed Mental Health Counselors. Because the correlation between proactive personality positively correlated with job satisfaction, personal accomplishment, and satisfaction with being a counselor, and negatively correlated with emotional exhaustion and feelings of depersonalization, the second null hypothesis can be partially rejected.

Correlation Information

The correlation between proactive personality and personal accomplishment was positive and significant ($r = .251, p < .01$). Proactive personality was also significantly and positively correlated with satisfaction with being a counselor ($r = .149, p < .05$). While proactive personality positively and significantly related to personal accomplishment and satisfaction with being a counselor, it was not significantly correlated with emotional exhaustion ($r = -.078$) or with depersonalization ($r = -.052$). Thus, we can partially accept the hypothesis that proactive personality positively relates to personal accomplishment and satisfaction with being a counselor, but negatively relates to emotional exhaustion and levels of depersonalization among the clinicians in the study. See Table 3 for correlation information.

Table 3

Summary of Correlations for Proactive Personality, Job Satisfaction, and Burnout

	PP	JS	EE	DP	PA	CS
PP	1	.361**	-.078	-.052	.251**	.149*
JS		1	-.433**	-.277**	.287**	.477**
EE			1	.441**	-.168*	-.394**
DP				1	-.153*	-.301**
PA					1	.523**
CS						1

Note. $N=207$. ** $p < .01$, * $p < .05$ level.

The percentage of the variability proactive personality accounted for in relation to the self reported levels of job satisfaction and burnout among the clinicians in the study was also indicated. The total percent of variance in job satisfaction that can be explained by proactive personality was 12.6% ($R^2 = .130$, Adjusted $R^2 = .126$). See Table 4 for the model summary.

Table 4

Model Summary for Simple Regression for Independent Variable Proactive Personality and Dependent Variable Job Satisfaction

Variable	R	R square	Adjusted R square	Std. error
Job Satisfaction	.361	.130	.126	12.763838

Note. Current study participants $N=207$.

Proactive personality accounted for 5.9% of the variability in feelings of personal accomplishment (*Adjusted $R^2 = .059$*) and accounted for 1.7% of the variability of career satisfaction as a counselor (*Adjusted $R^2 = .017$*) among clinicians in the study if the model were derived from the population rather than this sample. However, proactive personality only accounted for .1% of the variability in emotional exhaustion (*Adjusted $R^2 = .001$*) and only accounted for .2% of the variability in feelings of depersonalization (*Adjusted $R^2 = -.002$*) among clinicians if the model were derived from the population rather than this sample. Hence, the variance in the outcomes for emotional exhaustion and depersonalization accounted for by proactive personality

were smaller in percent when compared to the outcomes for job satisfaction, personal accomplishment, and satisfaction with being a counselor. See Table 5 for the model summary.

Table 5

Model Summary for Simple Regression of the Independent Variable Proactive Personality and Dependent Variable Burnout (EE, DP, PA, CS)

Variable	R square	Adjusted R square	Std. error of the estimate
EE	.006	.001	4.20467
DP	.003	-.002	3.21850
PA	.063	.059	2.48585
CS	.022	.017	3.51094

Note. N= 207. EE=Emotional Exhaustion. DP=Depersonalization. PA=Personal Accomplishment. CS=Satisfaction with being a Counselor.

Multiple Regression Analyses

Separate multiple regressions were implemented to examine the relationships between the predictor variables of proactivity, salary ranges, age ranges, ranges of years licensed as a clinician, and the criterion variables of self-reported levels of job satisfaction and burnout (EE, DP, PA, CS). See Table 6 for salary ranges of participants, frequency, and percentage of subjects for each salary range.

Table 6

Salary Information

Value	Salary range	Frequency	Percentage of subjects
1	25-40k	45	21.8%
2	40-50k	51	24.6%
3	50-60k	33	15.9%
4	60-75k	42	20.3%
5	75-100k	23	11.1%
6	100-150k	12	5.8%
7	150k or more	2	1.0%

Note. Current study participants $N=207$.

For the 207 subjects, the descriptive statistics including mean scores and standard deviations are shown in Table 7.

Table 7

Descriptive Statistics for Demographic Data and Proactive Personality

	N	Mean	Standard deviation
Proactivity	207	53.89	8.27
Salary Range	207	2.97 (40-50k)	1.56
Age Range	207	6.87 (51-54 years of age)	2 .08
Years Licensed	207	3.08 (11-15 years)	1.45

Note. Current study participants $N=207$.

For the first multiple regression, the predictor variables included proactive personality, age range, years licensed (range), salary range, and the criterion variable of job satisfaction. The results of the multiple regression yielded that proactive personality was positively, but not significantly correlated with job satisfaction ($r = .361$), salary was positively, but not significantly correlated with job satisfaction ($r = .287$), years licensed was positively, but not significantly correlated with job satisfaction ($r = .195$), and age was positively, but not significantly correlated with job satisfaction ($r = .071$). These findings were somewhat expected. Table 8 shows the correlation information for the first multiple regression.

Table 8

Summary of Correlations for Proactive Personality, Range of Years Licensed, Salary Range, Age Range, and Job Satisfaction

	JS	Age	Yrs Lic	Salary	Proactivity
JS	1	.071	.195	.287	.361
Age		1	.507	.153	-.140
Yrs			1	.313	-.042
Salary				1	.141
Proactivity					1

Note. $N=207$. ** $p < .01$, * $p < .05$.

The second multiple regression was run to examine the relationship between the predictor variables of proactivity, ranges of years licensed, salary range, age range, and

the criterion variable of emotional exhaustion. The results of this multiple regression had shown that proactivity was negatively, but not significantly correlated with emotional exhaustion ($r = -.078$). Age was negatively, but not significantly correlated with emotional exhaustion ($r = -.105$). Years licensed (range) was negatively, but not significantly correlated with emotional exhaustion ($r = -.115$). Salary range was positively, but not significantly correlated with emotional exhaustion ($r = .017$) also. See Table 9 for correlation information.

Table 9

Summary of Correlations for Proactive Personality, Ranges of Years Licensed, Salary Range, Age Range, and Emotional Exhaustion

	EE	Age	Yrs Lic	Salary	Proactivity
EE	1	-.105	-.115	.017	-.078
Age		1	.507	.153	-.140
YrsLic			1	.313	-.042
Salary				1	.141
Proactivity					1

Note. $N=207$. ** $p < .01$, * $p < .05$ level.

The third multiple regression included the predictor variables of proactivity, range of years licensed, salary range, age range, and the criterion variable of depersonalization. Proactivity was negatively, but not significantly correlated with depersonalization ($r = -.052$). Salary range was positively, but not significantly correlated with depersonalization ($r = .062$). Years licensed was negatively, but not

significantly correlated with depersonalization ($r = -.022$). Age range was positively, but not significantly correlated with depersonalization either ($r = .028$). See Table 10 for this correlation information.

Table 10

Summary of Correlations for Proactivity, Ranges of Years Licensed, Salary Range, Age Range, and Depersonalization

	DP	Age	Yrs Lic	Salary	Proactivity
DP	1	.028	-.022	.062	
Age		1	.507	.153	
YrsLic			1	.313	
Salary				1	
Proactivity	-.052	-.140	-.042	.141	1

Note. $N=207$. ** $p < .01$, * $p < .05$ level.

The fourth multiple regression included the predictor variables of proactivity, years licensed, salary range, age range, and the criterion variable of personal accomplishment. Proactivity positively, but not significantly correlated with levels of personal accomplishment ($r = .251$). Salary negatively, but not significantly correlated with feelings of personal accomplishment ($r = -.044$). Years licensed positively, but not significantly, correlated with feelings of personal accomplishment ($r = .051$). Finally, age positively, but not significantly, correlated with feelings of personal accomplishment ($r = .214$). See Table 11 for this correlation information.

Table 11

Summary of Correlations for Proactivity, Ranges of Years Licensed, Salary Range, Age Range, and Personal Accomplishment

	PA	Age	Yrs Lic	Salary	Proactivity
PA	1	.214	.051	-.044	.251
Age		1	.507	.153	-.140
YrsLic			1	.313	-.042
Salary				1	.141
Proactivity	.251	-.140	.042	.141	1

Note. $N=207$. ** $p < .01$, * $p < .05$ level.

The fifth and final multiple regression included the predictor variables of proactivity, ranges of years licensed, salary range, age range, and the criterion variable of satisfaction with being a counselor. Levels of proactivity positively, but not significantly correlated with satisfaction with being a counselor ($r = .149$). Salary positively, but not significantly correlated with satisfaction with being a counselor ($r = .088$). Years licensed positively, but not significantly correlated with satisfaction with being a counselor ($r = .190$). Age positively, but not significantly, correlated with satisfaction with being a counselor ($r = .273$). See Table 12 for this correlation information.

Table 12

Summary of Correlations for Proactivity, Ranges of Years Licensed, Salary Range, Age Range, and Satisfaction with Being a Counselor

	CS	Age	Yrs Lic	Salary	Proactivity
CS	1	.273	.190	.088	.149
Age		1	.507	.153	.140
YrsLic			1	.313	-.042
Salary				1	.141
Proactivity	.149	-.140	-.042	.141	1

Note. N=207. ** $p < .01$, * $p < .05$ level.

While both positive and negative relationships existed between the predictor variables of proactivity, salary, years licensed, age, and the criterion variables of job satisfaction and burnout, the relationships were not statistically significant. Thus, the null hypothesis that there is no relationship between these predictor variables of proactivity, salary, years licensed, age, and the criterion variables of job satisfaction and levels of burnout can be rejected.

CHAPTER V

DISCUSSION

This results of this study yielded relationships between levels of proactive personality and self reported feelings of job satisfaction and burnout among Licensed Mental Health Counselors in the state of Florida. Previous researchers conducted several studies on the relationships between age and career success (Cox & Harquail, 1991; Gattiker & Larwood, 1989), marital status and career satisfaction (Judge & Bretz, 1994), and race and career success (Cox & Nkomo, 1991; Greenhaus, et al., 1990), but few studies have been conducted regarding the specific construct of proactivity personality in relation to job satisfaction (Bateman & Crant, 1993; Crant, 1995; Crant & Bateman, 2000).

Lounsbury et al. (2003) found that emotional resilience and optimism related to career satisfaction across 11 occupations. However, this researcher found that proactive personality related to satisfaction with being a counselor for Licensed Mental Health Counselors, specifically. Allen et al. (2005) found that proactive employees are more likely to take on initiatives and act on their intentions. In this study, 27.1% of the clinicians somewhat agreed with the statement, “If I believe in an idea, no obstacle will prevent me from making it happen,” 35.3% of the clinicians agreed that wherever they have been, they have been “a powerful force for constructive change,” and 39.6% of the clinicians agreed that they are “always looking for a better way of doing things.”

Previous researchers found that job satisfaction influences the emotional and physical well being of counselors and job satisfaction (Ducharme & Martin, 2000; Olsen & Dilly, 1988; Pugliese 1999). In this study, the MBI abbreviated version was included to address emotional resilience or emotional exhaustion. 23.2% of the clinicians in this study indicated, “I feel emotionally drained from my work,” only a few times per year and 27.5% indicated “I feel fatigued when I wake up in the morning and have to face another day on the job” a few times per year.

Farber (1985) found 61.2% of the clinical psychologists reported that working directly with people was not too stressful and 21% indicated they would choose another career. However, in this study 31.4% of the Licensed Mental Health Counselors indicated that a few times per year they felt that “working with people all day is really a strain for me” and 72.9% of them indicated that they never felt as though they regretted their “decision to become a counselor.”

Previous researchers found that personal depletion, pressures within the therapeutic relationship, working conditions, and stressful client behaviors correlate with burnout among psychotherapy work. This researcher found that 37.7% of the clinicians were very satisfied with “the chance to do different things from time to time” and 38.2% were satisfied with the chance to “be somebody” in the community.

In the current study, this researcher examined the relationship between the proactive personality and self reported levels of job satisfaction and burnout among Licensed Mental Health Counselors in the state of Florida by including the MSQ abbreviated version in the study. Mason and Griffin (2002) found that job satisfaction was related to individual performance and organizational behavior among

organizational psychologists. In this study, 42.5% of the Licensed Mental Health Counselors agreed with being “consistently on the lookout for new ways to improve” their lives, 41.5% agreed with fixing something on the job if it was not liked, and 29.5% of the clinicians somewhat agreed with the statement, “I can spot opportunities long before others can.” In addition, 38.6% of the Licensed Mental Health Counselors felt very satisfied with “the chance to work alone on the job” and 47.8% were extremely satisfied with “the chance to do something that makes use of” their abilities.

For EAP counselors in the United States, previous researchers found that organizational factors including group conflict, poor supervision, and poor job design related to levels of job satisfaction (Sweeney et al., 2002). For substance abuse counselors, previous researchers found that health environment (Andrew et al., 2002), clinical supervision (Evans & Hohensil, 1997), and supervisor leadership styles (Wilkinson & Wagner, 1993) related to job satisfaction. In this study, 30.4% of the Licensed Mental Health Counselors were extremely satisfied with “working conditions” in their particular work setting, 43% were satisfied with “the way the boss handles coworkers,” and 44.4% of the clinicians were satisfied with “supervisors’ competence in making decisions.” Meir (1983) described burnout as an individual’s low expectation of reward and considerable punishment due to lack of valued reinforcement. This researcher found that 32.9% of the clinicians in this study were satisfied with “the praise received for doing a good job.”

In addition, this researcher examined the relationships between proactive personality, age ranges, salary ranges, and years licensed (ranges) in relationship to levels of job satisfaction and burnout as well. Previous researchers found no significant

relationship between age and personal accomplishment (Ackerley et al., 1988; Huberty and Huebner, 1988; Rogers & Dodson, 1987). However, this writer found that age and proactive personality positively, but not significantly, correlated with job satisfaction.

Greenhaus et al. (1990) defined career satisfaction as related to salary and advancement. Parr et al. (1996) found that ACES members with higher salaries (\$50,000 or more) and occasional feelings of burnout were quite satisfied with their careers. Seibert and others (1999) also found that proactive personality was positively related to salary, promotions, and career satisfaction among several occupations and organization. In this study, salary positively, but not significantly related to job satisfaction and burnout. Specifically, 28% of the clinicians in the study were satisfied with “the pay for the amount of work completed”, and 39.6% were satisfied “the chances for advancement on the job.”

Baggerly and Osborn (2006) found that positive predictors of job satisfaction included appropriate duties, high self efficacy and peer supervision among school counselors. For rehabilitation counselors, Wilkinson and Wagner (1993) found that higher degrees of direct supervision were associated with greater degrees of burnout. This writer found that 44% of the clinicians in the study were satisfied with “the competence of their supervisors in making decisions,” 42% were extremely satisfied with “having the freedom to use own judgment in the workplace”, and 40.1% of them were extremely satisfied with “the chance to try own methods of doing things the job.” Demato and Cole (2004) found a decrease in job satisfaction among school counselors due to social, cultural, and political changes in the school system, and this writer found

that 44.4% of the Licensed Mental Health Counselors were satisfied with “the way company policies are put into practice.”

In sum, this is the only study to date regarding the effect the proactive personality on job satisfaction and burnout specifically among Licensed Mental Health Counselors in Florida. The results of this study add to the research on proactive personality and job satisfaction among executives initiated by Bateman and Crant in 1993. However, the research questions in this study specifically address the effect the proactive personality has on job satisfaction and burnout among Licensed Mental Health Counselors in the state of Florida. This study promotes further research on this topic, especially in the field of mental health.

Study Limitations

There are limitations within the study needing to be mentioned. Because the subjects were restricted to Licensed Mental Health Counselors, the results were not generalizable to other mental health professionals, including Licensed Clinical Social Workers or Licensed Marriage and Family Therapists. The sample was restricted. The subjects were all located in the state of Florida and results were not generalizable beyond this state, due to the differences in factors impacting job satisfaction in comparison to other states. In the future, a national study is needed to identify national and regional factors impacting job satisfaction and levels of burnout among clinicians.

Evaluation apprehension due to the title of the survey and content of the survey may have also impacted the response rate. The results may be limited due to response bias as subjects interested in the topic of proactive personality and job satisfaction responded more so than those not interested in this research topic. Some counselors

may not have responded as they may have felt burned out, and have no time to complete the survey due to their high workloads or other reasons. Also, counselors who feel more satisfied in the current jobs may also respond more so than those who have less time, are less satisfied, or are feeling burned out in their current jobs.

The present study also relied on self report assessments of job satisfaction and levels of burnout, which can be affected by the stigma associated with higher levels of burnout among those in the helping profession. Therefore, subjects may have tended to respond more positively. This study is also limited as only one measure of proactive personality was used and it was the abbreviated version.

Despite the limitations mentioned, the study was successful and produced statistically significant results as hoped. There were positive and negative relationships found between the proactive personality and job satisfaction and self reported levels of burnout among Licensed Mental Health Counselors in the state of Florida. Despite the low response rate, 207 of the Counselor Job Satisfaction surveys were completed in their entirety. This research study yielded important results adding the research started by Bateman and Crant (1993) that initially defined this construct, but did not examine the relationship of proactive personality and job satisfaction among clinicians.

Future Research and Implications

Proactivity has been linked to leadership, sales performance, personal achievement, and subjective and objective career success. Individual personality characteristics have also contributed to overall job and career satisfaction. The specific construct of proactivity in relationship to job satisfaction and success needs to be further examined and included in educational curriculum for counselors. Clinicians can benefit

from training regarding leadership behaviors including solution development to workplace problems, initiating workplace programs, and teambuilding among employees. Clinicians can benefit from training addressing effective networking, initiating contacts within an organization conducive to own success, negotiating skills, and the promotion of building better relationships between employees and supervisors. Organizations and career counselors can use the results of this research study to develop career management programs focusing on the development of areas in which clinicians can learn, practice, and implement proactive behaviors in the work environment to make changes and promote personal successes.

Wellness programs can be developed and encouraged across work settings as a result of research outcomes on the role work environment has on levels of job satisfaction and burnout among employees. Work/life balance and wellness programs can be promoted in the workplace to increase proactivity, job satisfaction, and overall career satisfaction among clinicians as well. Career services, EAP (Employee Assistance Program) counseling services, job coaching activities, can also be developed based on specific needs counselors across work settings can benefit from leading to higher job satisfaction among clinicians nationally.

Future researchers need to examine the direct link between personality type, extraversion, agreeableness, and conscientiousness in relation to an individual's career satisfaction and job satisfaction in several occupational arenas and work settings. Particular attention has been given to the proactive personality in research studies with executives (Bateman and Crant, 1993), but research is lacking regarding the relationship between the proactive personality, job satisfaction, and burnout among Licensed Mental

Health Counselors, specifically. This study filled the gap in this limited area of research.

Future researchers can examine the types of work place environments clinicians are employed in and how the factors within the workplace (e.g., type of supervision, duty assignment, role overload) influence or moderate proactive behaviors within the particular work setting. This can lead to employers examining factors within the workplace that need to be modified leading to more satisfied, proactive employees. The results of this study yielded a strong relationship salary and job satisfaction among the clinicians and this workplace. This employment factor needs to be evaluated in future research as there is a relationship.

Workplace supervision, supervisory activities, and the relationship between supervision and employee satisfaction, feelings of burnout, and proactive behaviors can also be the focus of future research. Types of supervisory behaviors can be examined and modified in the workplace leading to higher employee retention, satisfaction, and proactivity. Future research on job tenure, years until retirement, and other employee characteristics that influence self reported levels of job satisfaction and burnout among clinicians is needed as well. In this study, years licensed did not contribute to the outcome of job satisfaction, emotional exhaustion, depersonalization, personal accomplishment or satisfaction being a counselor among the clinicians, but it future research it may.

Research studies examining proactive personality and job satisfaction, levels of burnout among clinicians nationally are also needed. National research can give a more extensive indication of what changes are needed within the workplace for clinicians to

report higher levels of job satisfaction, lower levels of burnout, and what wellness programs are needed. Longitudinal studies in the future are needed to determine if proactive behaviors precede or are preceded by job satisfaction, career satisfaction, and leisure satisfaction among clinicians. This research study is limited to Licensed Mental Health Counselors in Florida only.

Conclusion

The current study was designed to examine the effects of the proactive personality and self report levels of job satisfaction and burnout (EE, DP, PA, CS) among Licensed Mental Health Counselors in Florida across work settings. The results support the hypothesis that there is a positive relationship between proactive personality and job satisfaction. The results support the hypothesis that there is a negative relationship between proactive personality and levels of burnout, but specifically in relation to feelings of emotional exhaustion and depersonalization toward clients. However, the relationship between proactive personality and feelings of personal accomplishment, satisfaction with being a counselor was positive among the clinicians who participated in the study. The results of the study can be useful in the development of training programs promoting clinician proactivity, wellness, work/ life balance, and in the prevention of burnout among mental health clinicians.

The majority of the subjects who participated in the study were employed in private practice, were female, White (non Hispanic), earning 40-50k per year, and Licensed Mental Health Counselor in the state of Florida for 11-15 years. The majority of the subjects agreed that they initiated seven of the 10 proactive behaviors listed in the Counselor Job Satisfaction Survey and somewhat agreed with three of them. The

clinicians were all at least satisfied with 9 of the 20 aspects of their jobs listed in the self assessment inventory, were very satisfied with 4 of the 20 aspects of their jobs, and extremely satisfied with 7 of the 20 items listed in the survey. With regards to self reported levels of burnout, the clinicians in the study scored very low regarding depersonalization (treating patients as impersonal objects), and emotional exhaustion every day and scored higher regarding self reported levels of personal achievement and satisfaction with being a counselor nearly every day.

Simple regression of the data yielded statistically significant results, but the multiple regressions yielded statistically non significant results. There were positive, significant relationships found between proactive personality and job satisfaction, personal accomplishment, and satisfaction with being a counselor among clinicians in the study. There were also negative, non significant relationships found between proactive personality, emotional exhaustion, and depersonalization among clinicians in the study. In addition, there were positive, non significant relationships between proactive personality, age, salary, and years licensed, and job satisfaction, feelings of personal accomplishment, and satisfaction with being a counselor. There were negative, non significant relationships found between proactive personality, age, salary, and years licensed, and job satisfaction, feelings of emotional exhaustion and depersonalization. The results of the study add to the previous research on proactive personality, but provide information that can be useful in the development of programs for clinicians to learn the proactive behaviors within the workplace that can promote individual success as a clinician and to make positive changes in the workplace as well. The results of this study can be used by employers to develop workplace awareness,

implement wellness programs among employees, and to encourage the use of EAP (Employee Assistance Program) counseling if the need arises.

APPENDICES

Appendix A

Maslach Burnout Inventory, Abbreviated Version¹

How do the items below describe how you feel about being a counselor?

(6) Every day

(5) A few times per week

(4) Once a week

(3) A few times per month

(2) Once a month or less

(1) A few times a year

(0) Never

I deal very effectively with the problems of my patients

I feel I treat some patients as if they were impersonal objects

I feel emotionally drained from my work

I feel fatigued when I wake up in the morning and have to face another day on the job

I've become more callous toward people since I took this job

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I feel I am positively influencing other people's lives through my work

Working with people all day is really a strain for me

I don't really care what happens to some patients

I feel exhilarated after working closely with my patients

I think of giving up counseling for another career

I reflect on the satisfaction I get from being a counselor

I regret my decision to become a counselor

Appendix B

Minnesota Satisfaction Questionnaire, Short Form² (first five questions)

Please respond to the following items by indicating along a scale ranging from 1 (not satisfied) to 5 (extremely satisfied):

1. Being able to keep busy all the time.
2. The chance to work alone on a job.
3. The change to do different things from time to time.
4. The chance to be “somebody” in the community.
5. The way my boss handles his or her coworkers.

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Appendix C

Proactive Personality Scale³ (shortened version)

Please respond to the following items by indicating along a scale ranging from 1 (strongly disagree) to 7 (strongly agree):

1. I am consistently on the lookout for new ways to improve my life.
2. Wherever I have been, I have been a powerful force for constructive change.
3. Nothing is more exciting than seeing my ideas turn into reality.
4. If I see something I don't like, I fix it.
5. No matter what the odds, if I believe in something I will make it happen.
6. I love being a champion for my ideas, even against others' opposition.
7. I excel at identifying opportunities.
8. I am always looking for better ways of doing things.
9. If I believe in an idea, no obstacle will prevent me from making it happen.
10. I can spot a good opportunity long before others can.

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Appendix D

Introduction Letter

Welcome and thank you for your participation in this exciting study on the Proactive Personality and job satisfaction and levels of burnout among Licensed Mental Health Counselors in the state of Florida.

This study is a valuable addition to the research initiated by Bateman and Crant in 1993 on the Proactive Personality and job satisfaction across several professions. This study is expanding on this research and focusing on self reported levels of job satisfaction and levels of burnout among counselors, specifically. The study is for educational purposes only, for dissertation publication, and future follow up studies as well. The information you provide will be kept confidential by the researcher and will be used for educational purposes only.

Thank you for your interest and participation. Your contributions are a valuable addition to the ever growing research on career satisfaction in the field of mental health. You will be asked to complete 3 surveys, taking 10 minutes to complete, with minimal to no risk to you. If you would like to participate in this study, go to Counselor Job Satisfaction Survey at <http://www.surveymonkey.com/s/38R8BLH> and the password is counselor.

- 1) Title of Research Study: The Effects of the Proactive Personality on the Job Satisfaction and levels of Burnout among Licensed Mental Health Counselors in the state of Florida.
- 2) Investigator: Paul Peluso, PhD (primary) and PhD student, Pamela Spina, LMHC, NCC.
- 3) Purpose: The purpose of this research study is to assess the effect of the proactive personality on the self reported levels of job satisfaction and burnout among Licensed Mental Health Counselors in the state of Florida.
- 4) Procedures:
Participation in this study will require you to complete three written surveys via [surveymonkey.com](http://www.surveymonkey.com) (Counselor Job Satisfaction Survey). Each of the three surveys will take about 10 minutes to complete. You will be asked to answer a number of questions about your proactive behaviors on the job, job satisfaction, and feelings of burnout.
- 5) Risks:
The risks involved with participation in this study are no more than one would experience in regular daily activities.
- 6) Benefits:
Potential benefits that subjects may attain from participation in this research study include a greater knowledge of their proactive behaviors on the job, their own level of job satisfaction, and their own level of burnout currently.
- 7) Data Collection & Storage:
All of the results will be anonymous and only the people working with the study will see your data, unless required by law. Although Survey Monkey has strict confidentiality and database security provisions in place, there is always a possibility with internet research that your data can be intercepted . The data will be kept for 7 years in a locked cabinet and password protected computer in the investigator's office and then destroyed.
- 8) Contact Information:
*For related problems or questions regarding your rights as a research subject, contact the Florida Atlantic University Division of Research at (561) 297-0777. For other questions about the study, you should call the principal investigator Paul Peluso, Ph.D, Florida Atlantic University and can be reached at 561-251-9071.
- 9) Consent Statement:
I am 18 years of age or older and freely consent to participate. I understand that I am free to withdraw from the study at any time without penalty.

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