

CAREER SALIENCE AND WORK OUTCOMES: A COMPARISON OF MANAGERIAL AND CLERICAL EMPLOYEES

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OPSOMMING

Die navorsing neem die verband tussen loopbaanmarkantheid en werksbevrediging, toewyding aan die organisasie, en psigologiese welstand in oënskou. Verskille in hierdie verhoudings tussen bestuur en klerklike personeel word vervolgens ondersoek. Selfrapporteringsdata is ingesamel van 86 boekhouders by die hoofkantoor van 'n vooraanstaande kleinhandelaar in Johannesburg. Pearson produk-moment korrelasies, t-toetse en z-transformasies is bereken. Die resultate het aangedui dat daar 'n beduidende positiewe verband is tussen loopbaanmarkantheid, aan die een kant, en sowel werksbevrediging as toewyding aan die organisasie aan die ander kant. Daar is verder gevind dat resultaat beïnvloed word deur die hiërargiese vlak waarop mense werk. Psigologiese welstand het byvoorbeeld net in die geval van bestuurders 'n beduidende korrelasie met loopbaanmarkantheid getoon.

SUMMARY

The present research aimed to assess the relationships between career salience and job satisfaction, organisational commitment, and psychological well-being. In addition, the variations within these relationships between management and clerical employees were explored. Self report data was collected from 86 accounting employees at the headoffice of a large retail company in Johannesburg. Pearson product-moment correlations, t-tests and z-transformations were computed. The results indicated that there is a significant positive relationship between career salience and both job satisfaction and organisational commitment. These results were found to differ according to hierarchical level. The variable psychological well-being only yielded significant associations with career salience for the managerial group.

Over the past few decades there has been a considerable amount of interest and subsequent research conducted in the area of commitment processes and their importance in working life. Considerable attention has also been given to the concepts of organisational commitment and job commitment, usually termed 'job involvement'. More recently there has, however, also been an increase in research examining workers' commitment to unions, employment and professions (Meyer, Allen & Smith, 1993). Indeed, it is now acknowledged that commitment can take many different forms (Meyer *et al.*, 1993). Research on each of these commitment types has focused in turn on their relationships with a wide range of variables, including employee behaviour and performance, work-related attitudes, job and organisational characteristics and certain individual attributes, particularly demographic ones (Wiener, Muczuk & Gable, 1987). While the career focus form of work commitment has received a considerable growth in interest and undergone a number of changes over the past few decades, the lag in the development of this commitment type, in comparison to the others, is, however, evidenced through Bashaw and Grant's (1994, p. 42) reference to 'career commitment' as the 'under-explored type of work commitment'.

Osipow as far back as 1968 recognised the importance of considering the possibility that individuals may have negative attitudes towards work – little "motivation to work in a chosen career role" – and that this could in turn, have possible debilitating consequences. Academics such as Dubin (1956), and Masih (1967) were among the first to conduct studies concerning the importance of work and its relationship with other variables, including the need for achievement and the desire for a prestigious occupation (cited in Greenhaus, 1971).

In later years, considerable advancement was made in the exploration and understanding of the concept, 'the importance of work', by Greenhaus (1971, 1973) who not only formally defined the construct career salience or work-role salience,¹ but

also developed a scale by which it could be measured. His was a conceptualisation that appears to have traditionally enjoyed widespread acceptance throughout the literature.

Career salience then, can be understood to be "the importance of work and a career in one's total life" (Greenhaus, 1971, p. 52). It follows from this that a person who demonstrates a high level of career salience would be one who places a significant priority on work and a career, as opposed to other commitments, for example, family, friends or leisure (Morrow, 1983). Greenhaus (1973) took his definition one step further by undertaking a factorial investigation of his 27 item measure, identifying in turn three factors (subscales) believed to make up the construct 'career salience'. These are:

- (1) *The relative priority or importance of work* compared to specific sources of life satisfaction.
- (2) *Career planning and thought*.
- (3) *General attitudes toward work*, containing value and job focus issues.

Morrow (1983) recognised that most of the recently published work on career salience had focussed on the concept's relationship with vocational planning as opposed to how employees differ with respect to this form of work commitment. Wiener and Vardi (1980) called for more attention to be given to this commitment type, as did Watson and Allen (1989) who, while recognising the relevance and importance of this concept in vocational counselling, called for researchers to take it one step further and incorporate it into research in the area of work settings, particularly in the South African context. The present study is an attempt to initiate research in this direction.

Past Research Involving Career Salience

Greenhaus (1971, 1973) and Dubin and Champoux (1977) conducted important research utilising the concept and measure of work-role salience. It was shown that work-role salience was positively related to occupational satisfaction. What is of value to the present study is that Dubin and

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¹ The terms 'career salience' and 'work-role salience' have been used interchangeably in the literature and will be treated as such in this article.

Champoux (1977, p. 367) believed that their study contributed to this line of research by “empirically examining the relationship between the perceived centrality of work and satisfaction with various features of the environment”. They stated that “having a given environment as a central life interest may mean that the many features of that environment are particularly salient to the individual. We would expect that if an environment is salient to an individual, he may have considerable affective investment in it” (Dubin & Champoux, 1977, p. 367). Consequently, the features of the work environment would be particularly salient to those who view the work institution as a central life interest and in general, if the work environment is not devoid of positive features, such individuals would have a high evaluation of it and would rate relatively high on job satisfaction measures (Dubin & Champoux, 1977). The findings of their study supported this reasoning.

Wiener and Vardi (1980), investigated the relationship that exists between organisational, job and career commitments *and* work outcomes. Relatively little attention, according to them, had been paid to this relationship although a few studies had found that work outcomes including turnover, intention to stay in the organisation, work effort and job satisfaction did appear to be related to both job and organisational commitment. Wiener and Vardi (1980, p. 82), however, deduced from these that “clearly, the relationships between the various types of commitment and work-related outcomes are not fully understood”. Further, they noted the paucity of research investigating this relationship with career commitment as defined by Greenhaus (1971).

Further research utilizing the career salience concept and inventory was conducted by Wiener *et al.* (1987), in a study aimed at assessing the relationships that exist between work commitment and personal well-being. Personal well-being in this context was defined in terms of “the extent of satisfaction and happiness with overall quality of life experienced by an individual” (Wiener *et al.*, 1987, p. 460). Using the career salience scale of Greenhaus (1971), the results of the study found that career commitment (salience) contributed significantly to only one index of personal well-being, namely self-esteem.

Chonke (1986 in Bashaw & Grant, 1994) notes that a further pertinent category of variables of at least some attention in work commitment studies is the category of **personal characteristics**. Indeed, previous research such as that conducted by Sager (1991) and Sager and Johnston (1989) has demonstrated that a person’s personal characteristics may be related to the levels on the various work commitments (cited in Bashaw & Grant, 1994). **Gender**, for example, appears to be an important variable to study. Some researchers have found a significant difference between males and females in terms of career salience (Greenhaus, 1971).

Research, including that by Watson and Allen (1989), found that contrary to these earlier studies no significant differences appeared between the sexes. They suggest that this occurrence is as a result of the considerable changes that are occurring with regard to the role of women in the workplace. Support for this has also been provided by more recent research conducted by Gable *et al.*, (1992) and Schul and Wren (1992) which suggested that gender differences may be dissipating (cited in Bashaw & Grant, 1994). Noting these more recent findings, the present study aimed to clarify whether or not any such gender differences exist, using the present sample.

Age is similarly a worthwhile consideration, given the suggestion that generally as one grows older the number of roles increases and this added involvement may result in a decline of commitment to other roles (Super 1978, cited in Osipow, 1968). Contrary to this argument, career commitment was found to have little or no correlation with age by Carson & Bedeian (1994).

Concerning the relationship between **marital status** and career salience, Bashaw and Grant (1994, p. 44) report that “while no known empirical evidence exists, we believe there to be a negative relationship between marital status and both job and career commitment”. This they proposed was based on the reasoning that an individual with perceived job security and a high level of family responsibilities, may be less concerned about job and career opportunities, than the disruption that acting on them may have on the family. The personal characteristics of **educational attainment** and **tenure** were found to be positively and negatively related to career commitment respectively, by Bashaw and Grant (1994).

Finally, there appears to be a distinct deficiency in the literature regarding studies on the relationship between career salience and **occupational position** – that is, hierarchical level, be it managerial or clerical. Indeed, from a purely pragmatic point of view, one could expect to find distinct disparities at these different levels where a manager may be expected to demonstrate considerably greater commitments in all spheres of their working life (ie. job, organisational and career commitments). In no apparent literature, however, was any study concerning this personal characteristic and career commitment (or salience) reported.

Implications for the Present Study and Rationale

While it can be seen from the above discussion that positive relationships do exist between work-role salience and other variables (ie. work outcomes, experiences and personal characteristics), the need for further research and clarification concerning the perceived relative importance of work in a person’s life and the role it plays in an individual’s behaviour in their job, is clearly evident. The present research thus takes the form of an exploratory study aimed primarily at investigating the relationship(s) existing between the dimension career salience and the following specified variables: job satisfaction, organisational commitment, psychological well-being. These work outcome variables are included in this study so as to allow for comparison with, and extension of, other studies’ findings discussed in the literature review.

A secondary aim of the present research, takes the above investigation one step further in that it examines the variations of these relationships at varying *hierarchical levels* (managers versus clerical workers) in the organisation for, from a purely pragmatic point of view, one would expect to find distinct disparities at these different levels.

Hence, from the literature reviewed, the following relationships may be expected between the variables:

For the combined sample of managerial and clerical employees there is a positive relationship between:

- career salience and job satisfaction (**Hypothesis 1**)
- career salience and organisational commitment (**Hypothesis 2**)
- career salience and psychological well-being (**Hypothesis 3**)

When considering the managerial and clerical groups separately, there is a significant difference in the strength of the relationship between:

- career salience and job satisfaction (**Hypothesis 4**)
- career salience and organisational commitment (**Hypothesis 5**)
- career salience and psychological well-being (**Hypothesis 6**)
- The managerial employees have a higher level of career salience than the clerical workers (**Hypothesis 7**).

Further analyses included the investigation of the relationship of each of the independent and dependant variables with various biographical variables including age, marital status, gender, educational attainment, tenure, occupation position and home language.

METHODOLOGY

Sample

The study was conducted using a sample of accounts department employees at the head office of a large retail company. Of the 120 questionnaires distributed, 86 were returned indicating a response rate of 71,6%. The sample consisted of 63 clerical workers and 23 managers. The mean age of the clerical respondents was 39,67 years ($SD = 6,47$), and that of the managerial respondents was 34,26 years ($SD = 4,21$). Of the respondents, 24,7% (21) were single, 60% (51) were married, 14,1% (12) were divorced and 1,2% (1) was widowed. The sample consisted of 66 females (42 clerical; 24 managerial) and 20 males (9 clerical; 11 managerial).

Measuring Instruments

Operationalisation of the variable **career salience** occurred by means of Greenhaus' (1971) Career Salience Scale. This is a 27-item inventory made up of three factorially derived dimensions and is aimed at assessing "the importance of work in one's total life". The concept was analysed in the present study as both a 'total score' and also separately, in terms of each of the three specified work-role salience factors, namely, the relative importance of work compared to other sources of life satisfaction (Factor 1); career planning and thought (Factor 2); and general attitudes towards work (Factor 3). A satisfactory internal reliability coefficient of $\alpha = 0,78$ was found for the total scale in the present study. In addition internal reliability coefficients of 0,84, 0,76 and 0,73 were found for factor 1, factor 2 and factor 3 respectively.

Job satisfaction, was assessed using the Overall Job Satisfaction scale of Warr, Cook and Wall (1979). The job satisfaction scale is a 15-item inventory aimed at tapping both intrinsic and extrinsic job satisfaction. In this study, the overall job satisfaction scale yielded a satisfactory reliability (Cronbach alpha = 0,89).

Organisational commitment, was measured using Mowday, Steers and Porter's (1979) Organisational Commitment Questionnaire (OCQ) which is aimed at assessing the relative strengths of an individual's identification with the involvement in a particular organisation. A Cronbach alpha of 0,78 was yielded in the present study.

Psychological well-being was assessed using a 12-item shortened version of Goldberg's (1972) General Health Questionnaire (GHQ). The GHQ is a self-administered test for detecting minor psychological disorders, accounting for aspects such as feelings of self-worth and sleep loss, among the general population (Goldberg, 1972). The present study yielded a high reliability coefficient for this scale (Cronbach alpha = 0,88).

STATISTICAL ANALYSIS AND RESULTS

Correlational Analyses

Pearson product-moment correlations were computed on the sample as a whole ($N = 86$) in order to obtain the degree and direction of the associations between the independent variable and the three dependent variables respectively. The independent variable, work-role salience, was analysed as both a 'total score' and also separately in terms of each of the three specified work-role salience factors that were identified by Greenhaus (1973).

Hypotheses 1, 2 and 3

Results indicate that there is indeed a positive relationship between career salience (total) and both job satisfaction and organisational commitment for managerial and clerical workers (See Table 1). Regarding each of the work-role salience factors, significant positive correlational findings were also obtained for the work-role salience factor 1 (the relative importance of work and a career) and factor 3 (general attitude towards work) with job satisfaction and organisational commitment. No significant associations were detected between factor 2 (planning and thinking about a career) and either job satisfaction or organisational commitment.

TABLE 1
PEARSON PRODUCT-MOMENT CORRELATIONS OF
WORK-ROLE SALIENCE, JOB SATISFACTION,
ORGANISATIONAL COMMITMENT AND
PSYCHOLOGICAL WELL-BEING

	WORK-ROLE SALIENCE	FACTOR 1	FACTOR 2	FACTOR 3
Job Satisfaction	0,32**	0,22*	0,03	0,31**
Organisational Commitment	0,36**	0,22*	0,196	0,311**
Psychological Well-being	0,122	0,14	-0,056	0,147

* $p < 0,05$ ** $p < 0,01$

No significant associations between work-role salience, or any of its factors, and psychological well-being were found. (Table 1)

Z-transformations

Z-transformation procedures enabled an assessment to be made of the differences between the two independent correlation coefficients of the managerial and clerical groups. Decision rules adopted in this regard specified that one would not reject the null hypothesis ($\rho_1 = \rho_2$) if $-1,96 < Z_{OBS} < 1,96$ or if $Z_{OBS} \leq 1,96$ or if $Z_{OBS} \geq 1,96$.

Hypotheses 4, 5 and 6

Results indicate that one can reject the null hypothesis of equality concerning the relationship between work-role salience and job satisfaction as $Z_{OBS} = 2,758$. This implies that there is a significant difference in the relationship between career salience and job satisfaction between the managerial and clerical groups. Regarding each of the work-role salience factors, Z-transformation procedures indicated that significant differences between the two groups could also be detected between the relationship of factor 1 (relative importance of work and a career) and job satisfaction ($Z_{OBS} = 2,347$), and factor 3 (general attitudes towards work) and job satisfaction ($Z_{OBS} = 3,714$).

Similarly, findings indicated that there is a significant difference in the relationship between career salience and organisational commitment between managerial and clerical groups. This relates to the fact that the alternate hypothesis is supported ($\rho_1 \neq \rho_2$) given that $Z_{OBS} = 2,44$. In terms of factor 1 (relative importance to work and a career) and organisational commitment, analyses indicated that *no* difference existed between managers and clerks ($Z_{OBS} = 1,189$). However, significant differences were detected between the managers and clerks for the factor 2 (planning and thinking about a career) - organisational commitment relationship' ($Z_{OBS} = 2,53$) and the factor 3 (general attitude towards work) - organisational commitment relationship' ($Z_{OBS} = 2,2192$).

A significant difference between career salience and psychological well-being between the managerial clerical groups ($Z_{OBS} = 2,347$) was found. In addition, support for the difference in this relationship between managerial and clerical groups was found concerning factor 1 (relative importance of work and a career) ($Z_{OBS} = 2,6917$) and factor 3 (general attitude towards work) ($Z_{OBS} = 2,66$).

t-tests

t-test procedures were undertaken on the data in order to test Hypothesis 7, namely, whether any statistically significant differences exist between the variances of the managerial and clerical groups on each of the variables. These were undertaken for both the work-role salience (total) scores and each work-role salience factor respectively.

This procedure indicated that the work-role salience variances and each of the work-role salience factors respectively, did not differ statistically between the managerial and clerical groups. These results are presented in Table 2. No support can thus be given to Hypothesis 7.

TABLE 2
t-TEST PROCEDURES OF MANAGERS AND CLERKS
ON WORK-ROLE SALIENCE, JOB SATISFACTION,
ORGANISATIONAL COMMITMENT AND
PSYCHOLOGICAL WELL-BEING

Differences between Managers & Clerks on:	d.f.	F-Value	ρ (one-tail)	Mean (Managers)	Mean (Clerks)
Work-Role Salience	22/62	1,56	0,351	90,5	89,3
Factor 1	22/62	1,34	0,368	18,7	18,3
Factor 2	22/62	1,09	0,319	29,0	29,39
Factor 3	22/62	1,90	0,479	31,4	31,36
Job Satisfaction	22/62	1,19	0,0005**	61,35	55,47
Organisational Commitment	22/62	1,02	0,0066**	61,7	56,9
Psychological Well-being	22/62	1,54	0,1558	21,5	23,0

* $\rho < 0,05$ ** $\rho < 0,01$

Further analyses indicated, however, that in contrast, statistically significant differences between the variances of the managerial and clerical groups for both job satisfaction and organisational commitment were established. Mean values further indicated that the managerial group was higher on these two variables (Table 2). However, no statistically significant difference was found between the groups with regards to psychological well-being.

Additional Analyses

Further analyses conducted on the data yielded results that indicated the importance of considering the managerial and clerical groups separately, given that significant differences were evident between them.

Repetition of the earlier mentioned correlational analyses, according to *occupational position* (manager or clerk), yielded somewhat different results. Statistically significant positive correlations were found to exist between the independent variable 'work-role salience' and each of the dependent variables, job satisfaction, organisational commitment and psychological well-being respectively, for the managerial group. From Table 3 it can thus be seen that between 30% and 48% of the variance in managers' job satisfaction, organisational commitment and psychological well-being respectively can be explained by variance in their work-role salience. No significant associations were detected for the clerical group (See Table 3).

TABLE 3
PEARSON PRODUCT MOMENT CORRELATIONS
ACCORDING TO OCCUPATIONAL POSITION

	Managers' Work-role Salience (N = 23)	Clerk's Work-role Salience (N = 63)
Job Satisfaction	0,69**	0,14
Organisational Commitment	0,69**	0,22
Psychological Well-being	0,55**	0,05

* $\rho < 0,05$ ** $\rho < 0,01$

With respect to each of the work-role salience factors, similar significant positive associations were found for the managerial group (N = 23). The association between factor 1 and job satisfaction, was found to be $r = 0,58$ ($\rho < 0,01$), and between factor 3 and job satisfaction, $r = 0,78$ ($\rho < 0,01$). The 'factor 1 - organisational commitment relationship' yielded $r = 0,42$ ($\rho < 0,05$), the 'factor 2 - organisational commitment relationship' yielded $r = 0,63$ ($\rho < 0,01$), and factor 3 - organisational commitment relationship yielded $r = 0,64$ ($\rho < 0,01$). Finally, the relationship between factor 1 and psychological well-being demonstrated an association of $r = 0,59$ ($\rho < 0,01$) and between

factor 3 and psychological well-being, an association of $r = (\rho = 0,01)$.

No significant association was found between factor 2 and job satisfaction, and factor 2 and psychological well-being, for the managerial group. No significant correlations were found to exist between the work-role salience factors of the clerical groups (N = 63), and any of the dependant variables.

Given the apparent varying degrees by which each of the three work-role salience factors explain the variance of the job satisfaction, organisational commitment and psychological well-being scores, the present researchers undertook a stepwise regression analysis. This was carried out according to hierarchical position (Table 4).

TABLE 4
STEPWISE REGRESSION PROCEDURE ACCORDING
TO OCCUPATIONAL POSITION

	Managerial Group (N = 23)	Clerical Group (N = 63)
Job Satisfaction	Factor 3 $R^2=0,612^{**}$ F=33,1 Factor 2 $R^2=0,07^*$ F=4,63	No variable met the 0,05 significance level
Organisational Commitment	Factor 3 $R^2=0,404^{**}$ F=14,2 Factor 2 $R^2=0,136^*$ F= 5,9	No variable met the 0,05 significance level
Psychological Well-being	Factor 1 $R^2=0,344^{**}$ F=11,01	No variable met the 0,05 significance level

* $\rho < 0,05$ ** $\rho < 0,01$

From Table 4 it is evident that for the managerial group, factor 3 contributed most of the variance of both their job satisfaction and organisational commitment scores. Thus 61% of the variance in job satisfaction and 40% of the variance in organisational commitment, was explained by factor 3. Subsequently, factor 2 (planning and thinking about a career), was found to contribute the next highest amount to the variance of the managers' job satisfaction and organisational commitment. In contrast, factor 1 (relative importance of work and a career) was found to be the only significant factor that could be attributed to the variations in the managers' psychological well-being. No work-role salience factor was, however, found to make any significant contribution to the clerical group's job satisfaction, organisational commitment and psychological well-being scores.

Correlational analyses conducted with the continuous biographical variable 'age' and each of the independent and dependant variable scales respectively, yielded no significant results at the $\rho < 0,05$ level. This, however, excludes the work-role salience factor 2 (career planning and thought), which yielded a correlation with age of $r = -0,25$ ($\rho < 0,05$ n = 86).

Further one-way analyses of variance were conducted for the multiple (discrete) level variables of marital status, home language, highest educational qualification obtained, occupational position and period of contract to assess whether the differences in any one of the independent or dependant variables could be explained according to these categories. The work-role salience score was subsequently found to be significantly different according to 'home language' and 'hierarchical position'. These results are tabulated in Table 5. No other significant results were obtained for any of the other variables.

TABLE 5
ONE-WAY ANALYSIS OF VARIANCE

	Work-role Salience		
	F	d.f.	ρ
Home Language	4,37	4	0,0036
Occupational Position	3,25	3	0,028

Finally, in order to assess whether any significant difference could be detected according to the occupational position held (manager or clerk) with regard to sex and each independent

and dependant variable, t-test analyses were undertaken. This sought to determine whether any significant difference existed between male managers and female managers, and between male clerks and female clerks. Results indicated that no significant difference could be found between males and females on each variable, at either occupational position ($p < 0,05$).

DISCUSSION OF RESULTS

Based on past research it is clear that a multitude of variables impact on and determine the levels of job satisfaction, organisational commitment and psychological well-being. Given the relatively few and inconclusive investigations of the relationships between career salience and work outcomes, the present study concerned itself chiefly with the exploration of the relationship between career salience and job satisfaction, organisational commitment and psychological well-being. At the outset, the limitation of small sample size, especially with reference to the managerial group, is acknowledged. Despite this limitation, a number of implications can be explored from the present study's findings. The main theoretical implication that can be drawn from the results of this study, is that the degree to which an individual attributes work to be the most important activity in their life (in contrast to other activities), can be seen to be directly related to the amount of job satisfaction that they will experience and the extent to which they are committed to their organisation. This cannot, however be said to be the same regarding the variable psychological well-being.

A further theoretical implication relates to the fact that hierarchical position appears to be an important moderator of these relationships. The present study's findings indicate that while managers and clerks may not differ with regard to the centrality of work in their life, these two groups do differ considerably on the relationship between their career salience and job satisfaction and between their career salience and organisational commitment. Within the context of these results the link between career salience and career withdrawal intentions may then be explored. Accordingly, even though management and clerical employees do not differ on their career salience scores, it may be found that managers would be more likely to leave an organisation given the distinct relationship that exists between the importance that they attribute to work and the experience they have of job satisfaction and organisational commitment. In this sense, job satisfaction and organisational commitment could be seen to be moderators of the 'career-salience - withdrawal intentions' relationship.

In contrast to the previous two dependent variables (job satisfaction and organisational commitment), which had demonstrated a significant difference between the two groups on the scores of these variables, no significant difference was found to exist between managers and clerks on the psychological well-being scale. However, when considering the career salience-psychological well-being relationship, a significant difference between these two groups was found. In addition, a distinct positive relationship was found between career salience and psychological well-being for the managerial group. Hence, the importance of considering 'hierarchical position' as a moderator of relationships between work role salience and work outcomes, is once again evident.

With regard to the personal characteristics investigated in relation to the variables job satisfaction, organisational commitment and psychological well-being it was noted that no significant findings were discovered for any of the biographical variables. This included the variable 'sex', where no significant differences existed between male managers and female managers, and male clerks and female clerks. This then substantiates those findings of Watson and Allen (1989), and Gobel *et al.* (1992) that suggested that gender differences may be dissipating in the contemporary workplace.

Practical implications of the results of this study are related to

motivational issues. The findings related to the managerial group, imply that a peculiar set of motivational techniques need to be identified and investigated so as to optimise these particular work experiences, which may in turn reduce turnover at this level. Given that the clerical group demonstrated no significant relationship between the study variables, it would seem that different motivational strategies are required to ensure constructive outcomes at both the organisational and individual levels for clerical employees.

FURTHER DIRECTIONS FOR RESEARCH AND CONCLUSIONS

In conclusion, despite the obvious limitations associated with the small sample size, the present study was able to provide a more explicit understanding of the relationship that work-role salience has with the work experience of job satisfaction, organisational commitment and psychological well-being. Although this relationship was not found to exist between career salience and psychological well-being, these associations were demonstrated between work-role salience and job satisfaction, and organisational commitment respectively. This implies that the concepts job satisfaction and organisational commitment should not be considered in the future without considering the degree to which an individual ascribes work as being important in their life. Moreover, the complexity of these relationships cannot be underestimated in light of the findings that 'occupational position' plays a key moderating role.

One of the most obvious future directions for research then, involves an expansion of this study to include not only greater distinctions in occupational position (not only managers and clerks), but further to engage in cross-organisational comparisons of this moderating variable. Further, the study should be expanded to include all relevant types of commitment so as to determine the interactive effects of those commitment types on these variables. Given this, studies should also attempt to explore the effects of other moderating variables so as to not only determine their effects on the antecedents to commitments, but also the relationships between commitments and outcomes. Finally, work-role salience as a moderating variable could also be investigated. It is apparent that use and exploration of the concept 'the importance of work in one's life' in an organisational setting is far from complete.

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