

## **Do Demographic Characteristics Make a Difference to Job Satisfaction, Organizational Commitment and Burnout among Travel Agency Drivers? (A Case Study in Iran)**

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### **ABSTRACT**

The purpose of the present study was to explore the impact of age, gender, and job tenure on job satisfaction, organizational commitment and burnout among travel agency drivers. Data of 100 drivers were derived at random from travel agency drivers in Zahedan city. Job Satisfaction Questionnaire, Organizational Commitment Scale, and Maslach Job Burnout Inventory were used to collect the data. Results revealed that the mean scores of job satisfaction and affective commitment in 21-28 years old group were higher than 29-39 years old and 40 years old and upper. Females showed significantly higher mean scores on job satisfaction in comparison to males, but males obtained higher mean scores on emotional exhaustion and depersonalization than did females. Drivers who had 1-4 years job tenure obtained higher mean scores in comparison to those drivers had 5-8 years and 9 and upper years job tenure on job satisfaction, affective, normative and total scores of organizational commitment. But drivers who had 9 years and upper job tenure showed higher mean scores in comparison to drivers who had 1-4 years job tenure on emotional exhaustion.

**KEY WORDS:** Job Satisfaction, Job Burnout, Organizational Commitment, and Demographic Characteristics, and Drivers.

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### **INTRODUCTION**

Specific employee attitudes relating to job satisfaction and organizational commitment are of major interest to the field of organizational behavior and the practice of human resource management (Luthans, 2008). According to Locke (1976) job satisfaction is "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience." This definition involves cognitive, affective, and evaluative reactions or attitudes. A number of socio-demographic variables have been found to relate positively to job satisfaction while others have been found to be more of an indicator of job dissatisfaction. Most studies have concentrated on individual differences, age, education, intelligence, salary, sex, and occupational level as determinants of job satisfaction (Fournet, Distefano, & Pryer, 1969). Herzberg, Mausner, Peterson, and Capwell (1957) believe that age, tenure, job level, and salary are linked with job satisfaction. Glenn, Taylor, and Weaver (1977) investigated the relationship between job satisfaction and age for both males and females. Results of the study showed that job satisfaction increases with age for both genders. Mei-Chih, I-Chuan, and Kuan-Chia (2007) showed there is a correlation between job satisfaction and age. According to De Vaney and Chen (2003) age has an effect on job satisfaction. Results from several studies have indicated that there is a relationship between gender and job satisfaction (Bilgic, 1998; Lumpkin & Tudor, 1990; Goh & Koh, 1991; Oshagbemi, 2000b). Some studies conducted by Lumpkin & Tudor (1990) and Stedham & Yamamura (2003) showed that female managers are paid less and are less satisfied with their pay; thus, it follows that they are not satisfied with their pay, promotions, and overall job satisfaction. Despite the past researches, women have been found to report significantly higher job satisfaction than men (Hull, 1999; Sousa-Poza and Sousa-Poza, 2000; Okpara, 2004), although this gender gap appears to be narrowing (Rose, 2005). Studies demonstrated that job tenure has been cited as a factor in job satisfaction (Herzberg, Mausner, Peterson, & Capwell, 1957; Lee & Wilbur, 1985; Schuh, 1967). Sokoya (2000) found that there is a significant difference between job tenure and job satisfaction. Raymond and Elizabeth (1985) showed that job tenure has effect on

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job satisfaction. Clark and Oswald (1996) and Gardner and Oswald (2001) suggest that is U-shaped with respect to job tenure. Oshagbemi (2000) demonstrates that among university instructors in the UK employment tenure in higher education dose not correlate with job satisfaction. Chimanikire, eta al. (2007) showed that there is not any significant difference between tenure and job satisfaction.

Organizational commitment conceptualized as an attitudinal variable is defined as the relative strengths of an individual's identification with and involvement in a particular organization. It is characterized by (a) a strong belief in and acceptance of the organizations goals and virtues, (b) a willingness to exert considerable effort on behalf of the organization and (c) a strong desire to maintain relationship and membership in the organization (Mowday, Porter, and Steers, 1982). A number of demographic variables such as age, gender, and job tenure have been found to relate to organizational commitment. Researchers have found that age was positively correlated with affective and normative commitment, but not to continuance commitment (Mayer and Allen, 1997). Sneed and Herman (1990) revealed that age was the only demographic characteristic related to organizational commitment. Older workers had higher scores on the commitment scale. Morris and Sherman (1981) reported that older employees had higher levels of organizational commitment. Some of the researchers (Hall, Schneider, and Nygren, 1970; Lee, 1971; Sheldon, 1971; Hrebiniak, 1974) have argued that age has generally been reported to be positively associated with commitment. Gender has a great impact on organizational commitment, for example, Mathieu and Zajac (1990) reported that gender has relationship with organizational commitment. Tsui, Egan, and O'Reilly (1992) concluded that men in homogenous units reported the highest level of organizational attachment. Irving et al. (1997) showed that the men had higher level of commitment than the women. Lim (2003) expressed that there was a significant difference found for gender and affective commitment and continuance, males had higher affective and continuance mean scores than females. Al-Kahanti (2004) revealed that gender significantly correlated with organizational commitment (affective, continuance, normative, overall commitment). Job tenure is another demographic variable that might have impact on organizational commitment. Several studies emphasized that tenure have generally been reported to be positively associated with commitment (Sheldon, 1971; Hrebiniak, 1974). Heinzman (2004) examined the relationship between the variables of age, tenure, and job satisfaction to organizational commitment. The results revealed that affective organizational commitment has a significant relationship to tenure. Huang (2004) revealed that there is no significant relationship between length of employment and affective organizational commitment and normative organizational commitment. But there was a significant relationship found between length of employment and continuance organizational commitment. Some other studies did not show any significant relationship between organizational commitment and job tenure. King (2002) revealed that normative and continuance commitment had not correlation to job tenure. Brookover (2002) not found a significant difference between tenure and attitudinal commitment.

In the psychological level, the workplace stress maybe resulted in chronic negative emotions such as anger, anxiety or depression, which can eventually lead to psychological exhaustion and burnout (Anand and Arora, 2009). According to Freudenberg (1974) Burnout can be defined as "failure, frazzle, loss of energy and power or a matter of exhaustion which is the result of the unfulfilled desires of human internal resources". Several studies conducted to find out the impact of socio-demographic variables on job burnout and different results were emerged. Lau, Yuen, & Chan (2005) found gender differences in all three burnout syndromes. Lackritz (2004) showed that female faculty members exhibited significantly higher mean scores than their male counterparts on the emotional exhaustion. In a study, Hogan & McKnight (2007) expressed that female university online instructors had higher levels burnout on emotional exhaustion, depersonalization and lack of personal accomplishment than their male counterparts. Kumar et al. (2007) found out that women respondent reported lower levels of personal accomplishment than men. Maslach et al. (1996) showed that female staff had higher mean scores on emotional exhaustion than their male counterparts. Results of a study exhibited that female and junior anesthetists reported higher levels of emotional exhaustion and job dissatisfaction than male and senior anesthetists (Chiron et al., 2010). But findings of some studies showed opposite results, for example, Cushway, Tyler, & Nolan (1996) revealed that male mental health nurses had a poorer mental health outcome, as well as being less satisfied with their work than their female counterparts. Unterbrink et al. (2007) demonstrated that male teachers showed significantly lower personal accomplishment and more depersonalization than female teachers. Age might have a great impact on burnout; Lau et al. (2005) showed that teachers in the youngest age group were significantly more burned out than their older colleagues. More specifically, young age was a strong predictor for both the emotional exhaustion and depersonalization burnout factors. Results of a study exhibited that female and junior anesthetists reported higher levels of emotional exhaustion and job dissatisfaction than male and senior anesthetists (Chiron et al., 2010). Burke (1989) reveals that there appears to be some correlations between job tenure and burnout in that new workers develop distinct from workers who have adapted to the environmental factors of the job.

Outcomes of different researches have shown complex effects of socio – demographics variables on job satisfaction, organizational commitment, and burnout. Age, Gender, and Job Tenure, are some of the determining variables that they make complex outcomes of researches and they made impossible exact impact of job satisfaction, organizational commitment, and burnout outcomes. These subjects groups are more complex in the cross-cultural environment of Iran, so the lack of review of literature on job satisfaction, organizational commitment and burnout

among drivers in Iran, is the necessity of conducting this research is obvious in the traditional context of Iran which is one of the developing countries, furthermore this small piece research wants to show:

- The impact of age on job satisfaction, organizational commitment and burnout of drivers.
- The impact of gender on job satisfaction, organizational commitment and burnout of drivers.
- The impact of job tenure on job satisfaction, organizational commitment and burnout of drivers.

## METHODS

### Sample of the Study

Socio-Demographic data of 100 drivers were gathered at random from a travel agency (133 Wireless Travel Agency) located in Zahedan city (Iran). Demographic information of drivers was collected through questionnaire. Socio-demographic variables were categorized as follows: age, gender, and job tenure. The sample size of the research is shown in the table-1.

Table 1: Demographic Data of the Sample Size

| Characteristics   | Frequency | Percentage |
|-------------------|-----------|------------|
| <b>Age</b>        |           |            |
| 21-28 year        | 30        | 30.0%      |
| 29-39 year        | 40        | 40.0%      |
| 40 year and upper | 30        | 30.0%      |
| <b>Total</b>      | 100       | 100.0%     |
| <b>Gender</b>     |           |            |
| Male              | 80        | 80.0%      |
| Female            | 20        | 20.0%      |
| <b>Total</b>      | 100       | 100.0%     |
| <b>Job Tenure</b> |           |            |
| 1-4 year          | 40        | 40.0%      |
| 5-8 year          | 22        | 22.0%      |
| 9 year and upper  | 38        | 38.0%      |
| <b>Total</b>      | 100       | 100.0%     |

### Procedure:

The study was conducted in the travel agency (133 Wireless Travel Agency) located in Zahedan city in Iran. After selection the adequate sample, scales and questionnaires were given to drivers and before responding to questions the instructions for each part of the scales and questionnaires were adequately explained. The participants were also assured that their participation in the study was voluntary and their responses would be kept remain confidential and used for research purpose only.

### Tools Used:

**Job Satisfaction Questionnaire:** the Job Satisfaction Questionnaire was developed by Singh (1989). There are 20 items and each item to be rated from very dissatisfied to very satisfied. Assigning: 1. means very dissatisfied, 2. means dissatisfied, 3. means neutral, 4. means satisfied, and 5. means very satisfied. The standardized alpha reliability was reported 0.96.

### Organizational Commitment Scale (OCS)

The level of organizational commitment was assessed with the help of organizational commitment developed by Khan and Mishra (2002). The organizational commitment scale consists of 18 items, with five alternative responses, namely, strongly agree, slightly agree, undecided, slightly disagree and strongly disagree. The 18 items comprising the three sub-scales are affective commitment, continuance commitment and normative commitment. Estimating the reliability coefficients for all of the 3 sub-scales ranged between 0.83 to 0.93 and the same for organizational commitment scale was found to be 0.87.

**The Maslach Burnout Inventory (MBI):** the Maslach Burnout Inventory was used in order to measure the burnout among employees in the present study (Maslach and Jackson, 1981). The MBI consist of 22 items that are divided into three subscales: Emotional Exhaustion (EE), Depersonalization (DP), and Personal Accomplishment (PA). According to Maslach and Jackson, person with higher scores on the Emotional Exhaustion and Depersonalization subscales and with low scores on Personal Accomplishment subscale would perceive themselves as burnout. Thus, a person is not classified as "burnout" or "not burnout", but rather placed on a continuum from "more burnout" to "less burnout". Burnout scores have been found to increase in stressful job setting and to predict job turnover and absenteeism. Maslach and Jackson (1979) in their research on helping professions reported that correlation between the frequency and intensity dimension across subscales ranged from .35 to .73, with a mean of .56. The correlation between these dimensions for teachers varied from, .75 to .94; with a mean of .87. The score on all the three subscales were summed separately. Abu-Hilal & Salameh (1991) in their research reported that the reliability of burnout inventory was ranged from .71 to .84.

## RESULTS

Table-2: Summary of One Way ANOVA on Job Satisfaction, Job Burnout and Organizational Commitment with Regard to Age

| Variable                       | Source of variations | Sum of Squares | Df | Mean Square | F     | Sig.    |
|--------------------------------|----------------------|----------------|----|-------------|-------|---------|
| <b>Job satisfaction</b>        | Between Groups       | 1694.793       | 2  | 847.397     | 7.621 | .001*** |
|                                | Within Groups        | 10785.567      | 97 | 111.191     |       |         |
|                                | Total                | 12480.360      | 99 |             |       |         |
| <b>Emotional exhaustion</b>    | Between Groups       | 147.926        | 2  | 73.963      | 1.209 | .303    |
|                                | Within Groups        | 5936.069       | 97 | 61.197      |       |         |
|                                | Total                | 6083.995       | 99 |             |       |         |
| <b>Depersonalization</b>       | Between Groups       | 19.003         | 2  | 9.501       | .588  | .558    |
|                                | Within Groups        | 1568.106       | 97 | 16.166      |       |         |
|                                | Total                | 1587.109       | 99 |             |       |         |
| <b>Personal accomplishment</b> | Between Groups       | 62.348         | 2  | 31.174      | 1.259 | .288    |
|                                | Within Groups        | 2401.442       | 97 | 24.757      |       |         |
|                                | Total                | 2463.790       | 99 |             |       |         |
| <b>Affective commitment</b>    | Between Groups       | 86.868         | 2  | 43.434      | 4.507 | .013*   |
|                                | Within Groups        | 934.842        | 97 | 9.638       |       |         |
|                                | Total                | 1021.710       | 99 |             |       |         |
| <b>Continuance commitment</b>  | Between Groups       | 9.468          | 2  | 4.734       | .303  | .740    |
|                                | Within Groups        | 1517.042       | 97 | 15.640      |       |         |
|                                | Total                | 1526.510       | 99 |             |       |         |
| <b>Normative commitment</b>    | Between Groups       | 11.352         | 2  | 5.676       | .405  | .668    |
|                                | Within Groups        | 1360.808       | 97 | 14.029      |       |         |
|                                | Total                | 1372.160       | 99 |             |       |         |
| <b>Total OC</b>                | Between Groups       | 241.815        | 2  | 120.908     | 1.876 | .159    |
|                                | Within Groups        | 6249.975       | 97 | 64.433      |       |         |
|                                | Total                | 6491.790       | 99 |             |       |         |

Note. \*\*\* $p \leq .001$ , \* $p < .05$

A one-way between groups analysis of variance was conducted to explore the impact of age on job satisfaction, emotional exhaustion, depersonalization, personal accomplishment, affective commitment, continuance commitment, normative commitment and total scores of organizational commitment. Drivers were divided into three groups according to their age (Group 1: 21-28 years old; Group 2: 29-39 years old; Group 3: 40 years old and upper). As shown in table-5, there was statistically significant difference at least between two groups in job satisfaction [ $F(2.97)=7.621$ ,  $p=.001$ ] and affective commitment [ $F(2.97)=4.507$ ,  $p=.013$ ]. But there was no significant difference between three groups of drivers on emotional exhaustion, depersonalization, personal accomplishment, continuance commitment, normative commitment and total scores of organizational commitment. For clarification of differences between groups in job satisfaction and affective commitment Tukey Post Hoc test was run and results are shown in table-3.

Table-3: Multiple Comparisons of Tukey Post Hoc on Job Satisfaction and Affective Commitment

| Dependent Variable          | (I) age group | (J) age group   | M.D(I-J)  | S.E    | Sig. |
|-----------------------------|---------------|-----------------|-----------|--------|------|
| <b>Job satisfaction</b>     | 21-28 year    | 29-39 year      | 9.3833*** | 2.5468 | .001 |
|                             |               | 40 year & upper | 8.3333*** | 2.7226 | .008 |
|                             | 21-28 year    | 29-39 year      | 2.2417**  | .7498  | .01  |
| <b>Affective commitment</b> |               |                 |           |        |      |

Note. \*\* $p \leq .01$ , \*\*\* $p \leq .001$

Results from table-3 illustrates that the mean scores of job satisfaction in 21-28 years old group are higher than 29-39 years old and 40 year old and upper. The mean scores of affective commitment in 21-28 years old group are higher than 29-39 years old group.

Table-4: Comparison of Independent t-test on Study Variables with Regard to Gender

| Variable                | Gender | N  | Mean    | S.D     | T         | Df | Sig. |
|-------------------------|--------|----|---------|---------|-----------|----|------|
| Job satisfaction        | Male   | 80 | 60.3750 | 9.8590  | -4.253*** | 98 | .000 |
|                         | Female | 20 | 71.4000 | 12.2621 |           |    |      |
| Emotional exhaustion    | Male   | 80 | 31.1550 | 6.9957  | 2.323*    | 98 | .022 |
|                         | Female | 20 | 26.7000 | 10.0005 |           |    |      |
| Depersonalization       | Male   | 80 | 14.1883 | 3.8330  | 2.017*    | 98 | .046 |
|                         | Female | 20 | 12.2000 | 4.3722  |           |    |      |
| Personal accomplishment | Male   | 80 | 29.3625 | 5.1170  | -.11      | 98 | .913 |
|                         | Female | 20 | 29.5000 | 4.5595  |           |    |      |
| Affective commitment    | Male   | 80 | 17.5750 | 2.8630  | -.965     | 98 | .337 |
|                         | Female | 20 | 18.3500 | 4.3803  |           |    |      |
| Continuance commitment  | Male   | 80 | 18.4500 | 3.8349  | .101      | 98 | .919 |
|                         | Female | 20 | 18.3500 | 4.3803  |           |    |      |
| Normative commitment    | Male   | 80 | 19.3750 | 3.5556  | -1.877    | 98 | .064 |
|                         | Female | 20 | 21.1000 | 4.1409  |           |    |      |
| Total OC                | Male   | 80 | 55.4125 | 7.6451  | -1.182    | 98 | .24  |
|                         | Female | 20 | 57.8000 | 9.6878  |           |    |      |

Note. \*\*\* $p < .001$ , \* $p < .05$

Results from table-4 showed a significant difference in scores of job satisfaction for males ( $M=60.3750$ ,  $SD=9.8590$ ), and females [ $M=71.4000$ ,  $SD=12.2621$ ;  $t(98)=-4.253$ ,  $p=.000$ ], there was a significant difference in scores of emotional exhaustion for males ( $M=31.1550$ ,  $SD=6.9957$ ), and females [ $M=26.7000$ ,  $SD=10.0005$ ;  $t(98)=2.323$ ,  $p=.022$ ], and also there was found a significant difference in scores of depersonalization for males ( $M=14.1883$ ,  $SD=3.8330$ ), and females [ $M=12.2000$ ,  $SD=4.3722$ ;  $t(98)=2.017$ ,  $p=.046$ ]. Females showed significantly higher mean scores on job satisfaction in comparison to males, but males obtained higher mean scores on emotional exhaustion and depersonalization than did females. But there were no significant difference between males and females in personal accomplishment, affective, continuance, and normative commitment, and total scores of organizational commitment.

Table-5: Summary of One Way ANOVA on Job Satisfaction, Job Burnout and Organizational Commitment with Regard to Job Tenure

| Variable                | Source of variations | Sum of Squares | Df | Mean Square | F     | Sig.    |
|-------------------------|----------------------|----------------|----|-------------|-------|---------|
| Job satisfaction        | Between Groups       | 2127.014       | 2  | 1063.507    | 9.964 | .000*** |
|                         | Within Groups        | 10353.346      | 97 | 106.736     |       |         |
|                         | Total                | 12480.360      | 99 |             |       |         |
| Emotional exhaustion    | Between Groups       | 552.245        | 2  | 276.123     | 4.842 | .01**   |
|                         | Within Groups        | 5531.750       | 97 | 57.028      |       |         |
|                         | Total                | 6083.995       | 99 |             |       |         |
| Depersonalization       | Between Groups       | 81.298         | 2  | 40.649      | 2.618 | .078    |
|                         | Within Groups        | 1505.811       | 97 | 15.524      |       |         |
|                         | Total                | 1587.109       | 99 |             |       |         |
| Personal accomplishment | Between Groups       | 62.881         | 2  | 31.441      | 1.270 | .285    |
|                         | Within Groups        | 2400.909       | 97 | 24.752      |       |         |
|                         | Total                | 2463.790       | 99 |             |       |         |
| Affective commitment    | Between Groups       | 34.077         | 2  | 17.038      | 1.673 | .193    |
|                         | Within Groups        | 987.633        | 97 | 10.182      |       |         |
|                         | Total                | 1021.710       | 99 |             |       |         |
| Continuance commitment  | Between Groups       | 8.457          | 2  | 4.229       | .270  | .764    |
|                         | Within Groups        | 1518.053       | 97 | 15.650      |       |         |
|                         | Total                | 1526.510       | 99 |             |       |         |
| Normative commitment    | Between Groups       | 151.044        | 2  | 75.522      | 5.999 | .003**  |
|                         | Within Groups        | 1221.116       | 97 | 12.589      |       |         |
|                         | Total                | 1372.160       | 99 |             |       |         |
| Total OC                | Between Groups       | 404.319        | 2  | 202.160     | 3.221 | .044*   |
|                         | Within Groups        | 6087.471       | 97 | 62.757      |       |         |
|                         | Total                | 6491.790       | 99 |             |       |         |

Note. \*\*\* $p<.001$ , \*\* $p<.01$ , \* $p<.05$

A one-way between groups analysis of variance was conducted to explore the impact of job tenure on job satisfaction, emotional exhaustion, depersonalization, personal accomplishment, affective commitment, continuance commitment, normative commitment and total scores of organizational commitment. Drivers were divided into three groups according to their job tenure (Group 1: 1-4 years; Group 2: 5-8 years; Group 3: 9 years and upper). As shown in table-8, there was statistically significant difference at least between two groups in job satisfaction [ $F(2.97)=9.964$ ,  $p=.000$ ], emotional exhaustion [ $F(2.97)=4.842$ ,  $p=.01$ ], normative commitment [ $F(2.97)=5.999$ ,  $p=.003$ ], and total scores of organizational commitment [ $F(2.97)=3.221$ ,  $p=.044$ ]. But there was not emerged significant difference between groups on depersonalization, personal accomplishment, affective and continuance commitment. For clarification of differences between groups in job satisfaction, emotional exhaustion, normative commitment, and total scores of organizational commitment Tukey Post Hoc test was run and results are given in the table-6.

Table-6: Multiple Comparisons of Tukey Post Hoc on Job Satisfaction, Emotional Exhaustion, Normative Commitment and Total OC

| Dependent Variable   | (I) job tenure | (J) job tenure | M.D (I-J) | S. E   | Sig. |
|----------------------|----------------|----------------|-----------|--------|------|
| Job satisfaction     | 1-4 year       | 5-8year        | 9.1341**  | 2.7423 | .003 |
|                      |                | 9 year & upper | 9.5671*** | 2.3403 | .000 |
| Emotional exhaustion | 1-4 year       | 9 year & upper | -5.2435** | 1.7107 | .008 |
|                      |                | 5-8 year       | 2.5432*   | .9418  | .022 |
| Normative commitment | 1-4 year       | 9 year & upper | 2.4882**  | .8037  | .007 |
|                      |                | 5-8 year       |           |        |      |
| Total OC             | 1-4 year       | 9 year & upper | 4.1921*   | 1.7946 | .05  |

Note. \* $p\leq .05$ , \*\* $p<.01$ , \*\*\* $p<.001$

Results from table-6 demonstrate that the mean scores of job satisfaction, normative commitment, and total scores of organizational commitment in drivers who had 1-4 years job tenure were higher than those drivers had 5-8 years and 9 years and upper job tenure. But drivers who had 9 years and upper job tenure showed higher mean scores in comparison to drivers who had 1-4 years job tenure on emotional exhaustion.

## DISCUSSION

Results of the one-way between groups analysis of variance showed that there was statistically significant difference at least between two groups in job satisfaction and affective commitment. But there was no significant difference between three groups of drivers on emotional exhaustion, depersonalization, personal accomplishment, continuance commitment, normative commitment and total scores of organizational commitment. Results demonstrated that the mean scores of job satisfaction in 21-28 years old group were higher than 29-39 years old and 40 year old and upper. The mean scores of affective commitment in 21-28 years old group were higher than 29-39 years old group. The results of current study are in conformity with the research of Mei-Chih, I-Chuan, and Kuan-Chia (2007); De Vaney and Chen (2003). It can be speculated that young drivers are more satisfy and affectionally attached to their work. Because of unemployment rate in Zahedan city (the poorest capital state in Iran) is very high and find a suitable job is too difficult for young people, so the fresh and young drivers are very satisfy with their job and also have affective commitment to. By raising the age level of drivers the amount of job satisfaction and organizational commitment declines and diminishes.

Results of independent t-test showed a significant difference in scores of job satisfaction, emotional exhaustion and depersonalization for males and females. Females showed significantly higher mean scores on job satisfaction in comparison to males, but males obtained higher mean scores on emotional exhaustion and depersonalization than did females. But there were no significant difference between males and females in personal accomplishment, affective, continuance, and normative commitment, and total scores of organizational commitment. The current results are consistent with the results of studies that carried out by Hull (1999); Sousa-Poza and Sousa-Poza (2000); and Okpara (2004). Rose (2005) believes that this gender gap appears to be narrowing. Cushway, Tyler, & Nolan (1996) revealed that male mental health nurses had a poorer mental health outcome, as well as being less satisfied with their work than their female counterparts. Unterbrink et al. (2007) demonstrated that male teachers showed significantly lower personal accomplishment and more depersonalization than female teachers. One of the most notable changes in the workplace in developing countries has been the increasing number of women who have entered driving profession in recent years. Women are now assuming greater responsibilities in society and organizations especially private sectors and agencies. Therefore, their contributions to the nation's economy cannot be overlooked. Women have more security in work place and also they do not work in another occupation than men because men are responsible to provide the economy of family and moreover, female drivers do not work in the travel agency at night shifts as male do. Male's working hours is longer than females and also male drivers experience prolonged stress and this issue might lead to emotional exhaustion and depersonalization. The reasons mentioned above account for these differences.

A one-way between groups analysis of variance showed that there was statistically significant difference at least between two groups in job satisfaction, emotional exhaustion, normative commitment, and total scores of organizational commitment. But job tenure had not significant impact on depersonalization, personal accomplishment, affective and continuance commitment. Results demonstrated that the mean scores of job satisfaction and normative commitment in drivers who had 1-4 year job tenure were higher than those drivers had 5-8 years and 9 years and upper job tenure. Drivers who had 1-4 years job tenure obtained higher mean scores on total scores of organizational commitment in comparison to drivers who had 9 year and upper job tenure, but drivers who had 9 years and upper job tenure showed higher mean scores in comparison to drivers who had 1-4 years job tenure on emotional exhaustion. Sokoya (2000); Raymond and Elizabeth (1985); Clark and Oswald (1996) and Gardner and Oswald (2001) reported that job tenure has effect on job satisfaction. Some of the researchers have found out that job tenure has relationship with organizational commitment (Sheldon, 1971; Hrebiniak, 1974; Heinzman, 2004). Burke (1989) revealed that there is correlation between job tenure and burnout. It seems that drivers who had lower job tenure were more satisfied and committed to their work than those drivers had higher length of service. Driving is a very stressful job and by increasing the length of service the amount of job satisfaction and commitment especially normative commitment diminishes and vice versa the level of emotional exhaustion increases.

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