

## Gender and Seniority Differences among Service Organizations' Employees: Motivation, Commitment, and Burnout

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**Abstract :** Objectives: It is well established that employees are the essence of the organization. Employees' personal characteristics and emotional state may decrease or increase organizational performance. Therefore, organizations should enhance employees' well-being. The present study examined gender and seniority differences in three factors of employees' well-being: motivation, commitment, and burnout. Methods: Participants in this quantitative cross-sectional study were 400 service organization employees aged 19-71 (Mean=29.94; SD=10.25). Regarding gender, 59.7% were women, and regarding seniority, 66.9% were less than two years in the organization. All participants completed questionnaires evaluating motivation, sense of organizational commitment (affective, continuance), and level of burnout (emotional exhaustion, depersonalization, personal accomplishment). Data were analyzed using IBM-SPSS (version 25) through independent-sample t-tests. Results: Women were less motivated and felt less affective commitment toward the organization than men. They also felt more burnout than men in terms of emotional exhaustion and depersonalization. Additionally, employees in lower seniority levels felt less affective commitment toward the organization than employees in higher seniority levels. They also felt more burnout than employees in higher seniority levels in terms of emotional exhaustion, depersonalization, and personal accomplishment. Conclusions: The findings suggest that women and employees in lower seniority levels experience more vulnerable emotions in service organizations. Therefore, strategies for enhancing their well-being are recommended.

**Keywords :** burnout, gender and seniority differences, motivation, organizational commitment

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