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Differences in the Emotional Burnout Symptoms Between Older and Younger Employees with Reference to Job Satisfaction in the Arabian Gulf

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ABSTRACT

Purpose: The primary purpose of this study is to investigate the effects of occupational stress and burnout symptoms on people of various ages. This study also examines the impact of occupational stress, burnout symptoms, and age on employees' perceived job satisfaction.

Methodology: This study adopted a quantitative research method that included a survey of employees in two age groups: older employees (41 years old and above) and younger employees (40 years old and under). To determine the extent of the constructs' influence in the workplace, the constructs of occupational stress, burnout symptoms, and job satisfaction were examined using factor analysis in SPSS. The Mann-Whitney U-test was used to see if the perception of occupational stress and burnout symptoms differs across age groups. Finally, multiple regression techniques were used to investigate the impact of occupational stress, burnout symptoms, and age on employee job satisfaction.

Findings: The findings revealed significant differences in the emotional burnout symptoms between older and younger employees. However, the two age groups found no significant differences in occupational stress, physical symptoms of burnout, or behavioral burnout symptoms. Occupational stress and emotional burnout symptoms were also found to significantly affect employees' job satisfaction. In contrast, behavioral and physical symptoms of burnout and age did not affect job satisfaction.

Applications of this study: This study can provide Bahraini and Saudi Arabian human resource managers with supporting empirical data and potentially help them to better understand and manage varied forms and levels of stress and burnout, experienced by employees of various age groups in order to boost employee job satisfaction.

Novelty/originality of this study: Due to the limited studies in this field within this region, this research attempts to focus on Bahrain and Saudi Arabia. The study will also provide in-depth knowledge and understanding of how workplace characteristics are affected by employee age groups. This research enhances the scholarly literature and has the potential to provide direction for future studies in this field, especially in the Arabian Gulf region.

Paper Type: Research Paper

Keywords: Occupational stress; Physical Burnout; Emotional Burnout; Behavioral Burnout; Job satisfaction; Age Group.

1. INTRODUCTION

Organizations are continually introducing new strategies, which may be due to many forces of change (Marta et al., 2019). As stated by Robbins and Judge (2013) and Attaran, et al. (2019), there are many forces of change, such as the nature of the workforce, economic shocks, competitors, job design, social trends that increased global awareness, multitasking, and connectivity, as well as technological innovations. These changes in an organization come with a price in the form of anxiety or stress being put upon the employees. Based on the results obtained from a study by Paul et al. (2007), the stress in the workplace is one of the main factors affecting employee performance and commitment to an organization. Robbins and Judge (2013) have defined stress as a dynamic condition in which an individual is confronted with an opportunity, demand, or resource related to what the individual desires and for which the outcome is perceived to be both uncertain and important.

Many factors in an organization can cause workplace stress, including, but not limited to, pressures to avoid errors or complete tasks in a short period, a demanding and insensitive boss, work overload, and even office politics. (Khan et al., 2019). The stress that an employee may experience while performing his or her job is referred to as occupational

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stress. Beehr and Newman (1978) have defined occupational stress as the condition where job-related factors interact with an employee and change (i.e., enhance or disrupt) his or her psychological condition such that the person (i.e., mind or body) is forced to stray from their normal functioning. Patro and Kumar (2019) have stated that the gradual rise in occupational stress-related issues causes problems for employees, including a loss of interest in their jobs, a decline in job satisfaction, a lack of commitment, and a growing impatience among managers. On the other hand, Vakola and Nikolaou (2005) have stated that stress can be avoidable if the employees' are actively involved in the decision-making process of the organization.

Job satisfaction has been defined by Azri (2011) as a prevailing perception or collection of ideas that people hold regarding their jobs. Their degree of job satisfaction varies from extremely satisfied to extremely dissatisfied. High levels of job satisfaction can lead to better employee performance and commitment (Karem et al., 2019), as well as greater productivity, as proven by Tentama et al. (2019). In addition to employees' attitudes toward a job overall, they can also have attitudes toward various aspects of a job, such as management, leadership, coworkers, supervisors, subordinates, or pay. Other authors have discussed that job satisfaction combined with other factors, such as leadership style and organizational structure, can significantly affect employees' performance (Ratnasari et al., (2019); Trofimov et al., (2019). Accordingly, employees' loyalty is affected as well (Trofimov et al., 2019).

Rozman et al. (2018) have brought forward another factor that may affect job satisfaction: that is the age group. They discussed how employees from different age groups might perceive their working environment and job challenges differently (Perepeliuk et al., 2019). They added that one strategy to address the problem of age groups among employees is to innovate by developing a setting that supports the accomplishment of objectives, performance, and corporate competitiveness for employees of various ages. If this is not done, it could result in staff burnout. The feeling of burnout may be due to many factors, including a demanding work environment, the extent of individual control at work, and the level of support from colleagues or supervisors at work. Aronsson et al., (2017) have defined burnout as the feeling of being depleted of one's emotional and physical resources. This feeling of a burnout has three dimensions: physical, behavioral, and emotional. The objective of this paper is to investigate the effects that occupational stress and symptoms of burnout have on employees of different age groups. The research also aims to analyze the impact of occupational stress, symptoms of burnout and age on the perceived job satisfaction of the employees. This research aims to answer the following research questions:

RQ (1): Are there significant differences in occupational stress for older employees as compared to younger employees?

RQ (2): Are there significant differences in the symptoms of burnout for older employees compared to younger employees?

RQ (3): Do occupational stress, symptoms of burnout and age have a significant impact on the employees' perceived job satisfaction?

This study focuses on Saudi Arabia and Bahrain because there are very few studies in this area. In addition, the study will provide better understanding of the impact of these workplace variables in relation to the age groups of the employees while providing direction for future studies in this field.

2. LITERATURE REVIEW

2.1. Job Satisfaction

Job satisfaction has been defined by Ragel and Ragel (2017) as a feeling of enjoyment about an employment, an attitude a person has toward their job, and a set of good thoughts or beliefs about their current job. According to Hoole and Bonnema (2015) research, a person's age significantly affects how satisfied they are with their jobs. They contend that in order to address job satisfaction difficulties, a company should implement strategies like employee engagement, which gives workers a way to cope with work-related stress and has been demonstrated to stop job satisfaction drops. According to Kula (2016) research, "occupational stress and burnout" are substantially correlated with job satisfaction. The study reveals that "occupational stress" has a major impact on employee job satisfaction and burnout symptoms: as these symptoms grew, so did the employee's job satisfaction. However, Prajogo et al., (2020) demonstrates that an organization's supportive culture has a considerable impact on job satisfaction. Similarly, Gębczyńska and Kwiotkowska (2019) investigated particular factors that might influence job satisfaction, such as coworker support, rewards, connections with supervisors, and quality of work life.

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According to Gostautaite and Buciuniene (2014), understanding different age groups will help organizations to design their work environments to accommodate dynamics such as engagement of employees in an age-diverse workplace. They also support the claims made by Hoole and Bonnema (2015) and Saraih et al., (2019) concerning the importance of meaningful tasks. In the study, they emphasize the role played by employee engagement in preventing occupational stress despite the age of the employee. The study investigated retail banking workplaces in Lithuania, and found that, increased engagement of coworkers within and outside the workplace were likely to increase job satisfaction. The research findings of Rozman et al., (2019) show that occupational stress, behavioral and emotional burnout symptoms, and age have a significant effect on the job satisfaction of an employee. In their study, Munir and Abdul Rahman (2016) have also found that occupational stress, along with other factors such as employee and managerial support, career development and working conditions, has a significant impact on the job satisfaction of an employee.

2.2. Age diversity

According to Van der Westhuizen et al., (2015), assessing whether the varied age groups in an organization differ regarding burnout is useful for informing managers about the best solutions and alternative approaches to implement. It is critical to understand that age-diverse workplaces have differences in the values, beliefs, and even needs to be expressed since different ages are present. Their study showed that age differences lead to a difference in perception of burnout and also in the symptoms of burnout, with older employees showing symptoms earlier than younger employees (Van der Westhuizen et al., 2015). To control and properly design a workplace and identify the symptoms of burnout in employees, the management of an organization has to invest in learning more about the psychosocial aspects of work. These psychosocial aspects of work influence the health of the employees and, furthermore, can lead to burnout and decreased job satisfaction (Mohr et al., 2008).

An aging workforce or an age-diverse workplace emphasizes the varying abilities, motivations, capabilities, and job characteristics, according to a study by Ramos et al., (2016). It was discovered that older people's capacities fluctuated depending on their physical and emotional well-being, as well as any internal changes that were occurring. According to research by Schonfeld and Bianchi, (2015), older and age-diverse workforces displayed different burnout symptoms from younger workers, who took far longer to exhibit any symptoms of burnout and occupational stress. However, Rozman et al., (2018) findings are different in that they contend that younger workers perceived higher degrees of burnout and occupational stress than did older workers.

In a study by Ramos et al., (2016), the authors emphasize the fluctuating abilities, motivations, strengths and job characteristics in an age-diverse workplace or an aging workforce. Older people were found to have fluctuating abilities due to the state of their health and energy levels, as well as personal changes that were also taking place. The fluctuation of these components is accelerated by age (Schonfeld and Bianchi, 2015) showed that aging and age-diverse workforces showed differences in symptoms of burnout from the younger employees, who took much longer to show any signs of burnout and occupational stress. The findings by Rozman et al., (2018) differ, however, as they claim that younger employees perceived higher levels of occupational stress and burnout compared to older employees. The study found that older employees are better able to deal with stress due to their experience and knowledge in the field.

2.3. Occupational stress

Irby-Butler (2017) states that the increased trends in age diversity in organizations have led to a neglect of the needs and values of the aging employees. Neglecting the needs of the older employees has led to occupational stress in many instances. According to Irby-Butler (2017), older employees are only recruited to fulfill organizations' workforce diversity goals, which include age diversity. These organizations treat all employees with one-size-fits-all structures and guidelines. This generalization then blinds the management when it comes to older employees and their symptoms of occupational stress.

For these older employees, the knowledge that they are merely in a workplace to fulfill policy requirements leads to dissatisfaction and depression brought about by occupational stress. Inclusion is a necessary component for a company that is competing with many other organizations, and thus a one-size-fits-all model for inclusivity may be harming the aging population in the workforce and labor pool (Richardson, 2017).

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Research by Yorumalz et al., (2017) and Baah et al., (2020) found that job satisfaction and occupational stress have a direct relationship. They also found that occupational stress may be the cause of burnout among the age-diverse employees in an organization. It was stated in the research findings that teachers with high levels of occupational stress had low levels of job satisfaction. Low levels of job satisfaction were one of the causes of poor performance for some employees in the organization (Aqeel et al., 2018).

Another important study conducted by Kula (2016) has found that there was a direct relationship between occupational stress and job satisfaction with supervisor support acting as a mediator. Furthermore, Rozman et al., (2019) has also reported that occupational stress has a significant impact on employees' job satisfaction. Employee job satisfaction and organizational commitment are negatively correlated with the degree of stress they perceive at work. According to Rozman et al., (2019), older workers are likely to suffer less occupational stress than younger workers since they have more life experience and are better able to handle stress. However, older workers may be more vulnerable to occupational stress, according to Gotz et al., (2018) argument, as they may have trouble adjusting to the changing culture, technology, and trends.

2.4. Burnout and symptoms of burnout

Aronsson et al., (2017) has defined burnout as the feeling of being depleted of one's emotional and physical resources. This feeling of burnout may have three dimensions: emotional, behavioral, and physical. It is necessary to recognize that motivated and healthy employees, regardless of their age, are a prerequisite to success for an organization. Employees experiencing stress and burnout have high levels of job dissatisfaction irrespective of the sources of their stress, and in many cases, it stems from occupational stress (Basol and Demirkaya, 2017). Along with this, Shepherd et al., (2010) have stated that burnout has a negative effect on employees' commitment.

In their research Muhammed and Hamdy (2005) conducted a survey of employees from several Kuwaiti companies. They reported that employees expressing symptoms of burnout were found to have low job satisfaction and lower commitment to their organization and were more likely to leave their jobs. They further found that an increase in administrative support towards such employees was the strategy most likely to decrease the effects of burnout.

Rozman et al. (2017) conducted a study to determine the differences in occupational stress and burnout symptoms between older and younger employees. The aspects investigated included burnout and behavioral, physical, and emotional symptoms. The findings revealed significant differences in burnout and occupational stress symptoms between older employees (over fifty years old) and younger employees.

In an age-diverse workforce, differences in variables relating to physical burnout symptoms were significant. Symptoms of occupational stress and burnout were seen earlier in older employees than in younger employees, who, due to their age, were able to take on more stress and thus took longer to show symptoms of occupational stress and burnout. These findings are similar to those of a study by Shoaib et al. (2018). In their research, they collected data from a total of 595 employees, which showed no difference in the perception of overload stress between males and females, but there were differences when it came to the younger employees and the older employees.

In a study by Woodhead et al. (2014), the authors maintain that older employees were more susceptible to experiencing stress in public organizations as a result of work overload, which leads to job dissatisfaction over time. They highlight several symptoms among the older and aging employees in these organizations, such as lower levels of motivation, increased poor performance in tasks, passivity, health issues, and absenteeism (Aronsson et al., 2017).

3. RESEARCH HYPOTHESES

The following hypotheses are formulated from the theoretical background discussed above.

3.1. Hypothesis 1

The first hypothesis is supported by the finding that older workers had lower levels of stress than younger ones.

H1: There are significant differences in *occupational stress* between *older and younger employees.*

3.2. Hypothesis 2

The literature explains the second hypothesis that age is connected to burnout differently depending on the age group.

H2. A: There are significant differences in the *behavioral burnout symptoms* between older and younger employees.

H2. B: There are significant differences in the *emotional burnout symptoms* between older and younger employees.

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H2. C: There are significant differences in the *physical burnout symptoms* between older and younger employees.

3.3. Hypothesis 3

The third hypothesis assumes strong relationships between job satisfaction and the factors of occupational stress, burnout symptoms, and age.

H3.A: *Occupational stress* has a significant impact on *employees' job satisfaction*
H3.B: *Behavioral burnout symptoms* have a significant impact on *employees' job satisfaction*
H3.C: *Emotional burnout symptoms* have a significant impact on *employees' job satisfaction*
H3.D: *Physical burnout symptoms* have a significant impact on *employees' job satisfaction*
H3.E: *Age* has a significant impact on *employees' job satisfaction*

4. RESEARCH METHODOLOGY

In this section, the results of the survey shall be revealed, and deeper analysis will be conducted. Recommendations and suggestions for future research will conclude the chapter.

4.1. Data and sample

The survey was conducted among employees from different job sectors and departments in Bahrain and Saudi Arabia. A snowball sampling technique was used to collect responses. In addition, we asked key managers in the companies to distribute questionnaires to their employees. The respondents of the survey were from different sectors such as education, health care, and banking. There were 276 respondents who took the survey. Only data from 246 respondents were used in the analysis; however, 30 respondents were eliminated because their responses were incomplete. The employees in the sample were divided into two age groups: older employees (above 40 years old) and younger employees (40 years and under). Researchers such as Wong and Tetrick (2017) and Rudolph et al. (2018), used the age of 40 to classify older employees based on the Age Discrimination in Employment Act of 1967 (ADEA) in the United States, which considers any worker who is older than 40 years in the workplace as an older employee and thus deserving of protection against age discrimination (U.S. Equal Employment Opportunity Commission, 1967). According to the Public Pension Agency in Saudi Arabia, the civil pension law states that a civil employee will be referred to receive a pension upon retirement. The average retirement age for Saudi employees in all 13 provinces was found to be between 47 and 50 years old (Public Pension Agency of KSA, 2020). According to Bahraini laws, the retirement age is 60 years old, and the minimum age of employment is 15 years old, which means there is a 45-year age range for employment (Social Insurance Law of the Kingdom of Bahrain, 2013). This was obvious in the survey where the employed respondents were within the legal age range.

4.2 Questionnaire development

The main source of data collection in this study was the use of a structured questionnaire survey. The survey's questions were used to measure occupational stress, behavioral, emotional, and physical burnouts, in relation to job satisfaction were examined by Rozman et al. (2019). A snowball sampling technique was used to distribute the questionnaire to respondents via social media networks to reach the maximum possible respondents, as shown by Baltar and Brunet (2012). In addition, we asked key managers in the companies to distribute questionnaires to employees of diverse ages to ensure collecting more reliable responses. The statements were measured on a five-point Likert scale ranging from "Completely disagree" (Number 1) to "Completely agree" (Number 5). A nominal scale was used to ask demographic questions from the survey takers.

4.3 Demographic Analysis

The results of the demographic analysis are shown in Figures 1-4 below. The demographic factors that were measured included gender, age, education, and employment status. Among the employed respondents, 165 respondents were female (67.1%), and only 81 respondents were male (32.9%). Respondents were given four age-group options in the questionnaire: 30 and below, 31-40, 41-50, and 50 and above, to select the applicable group they belong to. Most of the respondents (103) were aged between 31 and 40, and only seven respondents were within the age group of 51 and

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above. Additionally, 75 respondents were 30 years old or below, and 61 respondents were 41-50 years of age. The majority of the respondents had a bachelor's degree (190), while 31 respondents had a master's degree, four respondents had a Ph.D. degree, and three respondents hold a high school diploma. Among the 246 respondents, 219 respondents are currently employed, 17 of them were previously employed, and only 10 of them are self-employed.

5. RESULTS:

5.1. Factor analysis and Reliability test

Factor analysis was used to analyze the constructs of occupational stress, symptoms of burnout, and job satisfaction. In order to justify whether the use of factor analysis was reasonable, the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy and Bartlett's test of sphericity were used. As recommended by other studies, such as those by Rozman et al. (2019) and Munir and Abdul Rahman (2016), a value of KMO ≥ 0.5 and a p-value ≤ 0.01 in Bartlett's test justify the use of factor analysis. Furthermore, within the factor analysis, the Varimax rotation was used to avoid any negative loading values. A threshold of 0.4 was used for the commonalities, based on research by Rozman et al. (2019) and Munir and Abdul Rahman (2016). The factor analysis was done to form the constructs of occupational stress, the three symptom types of burnout, and job satisfaction among the employees. The results are presented in Table 1, Table 2, Table 3, Table 4, and Table 5.

Table 1: Results of factor analysis for the construct of Occupational Stress

Occupational stress	**Communalities**	**Factor loading**
I am facing stress in performing work tasks	0.590	0.871
Due to an excessive amount of work, my lifestyle is uneven	0.637	0.832
Due to stress at my workplace, I feel a lack of energy or tiredness	0.759	0.798
Due to stress at my workplace, I have problems with concentration	0.693	0.792
I feel the lack of my capacity in performing my work tasks	0.627	0.768
At my workplace, my body is forced to stay in a particular position for a long time	0.380	0.617
At my workplace, there is tension	0.233	0.483
Kaiser-Meyer-Olkin Measure of sampling adequacy: 0.867		
Bartlett's test of sphericity	Approximate Chi-square	774.448
	df	21
	p	0
Cumulative percentage of explained variance: 55.993%		
Cronbach's Alpha: 0.858		

Table 1 shows the results of the factor analysis of occupational stress among employees. Based on the obtained results, the KMO and the Bartlett's test justify the use of the factor analysis. The statement "At my workplace, my body is forced to stay in a particular position for a long time" and "At my workplace, there is tension" had communalities less than 0.4; hence they were eliminated from the analysis. The remaining statements had communalities greater than 0.4.

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Based on the results from factor loading, all of the values were above 0.7. The statement that respondents rated as having the most important role in occupational stress was found to be "I am facing stress in performing work tasks." The table also includes the total explained variance of 55.993%. To measure the internal consistency of the construct, a reliability test was done. The Cronbach alpha was found to be 0.858, suggesting a relatively high internal consistency.

Table 2: Results of factor Analysis for the construct of Behavioral symptoms of burnout

Behavioral symptoms of burnout	**Communalities**	**Factor loading**	
		1	**2**
I avoid any activity	0.485	0.649	0.254
I have nightmares	0.657	0.789	0.188
I have insomnia	0.753	0.847	0.189
I have difficulties with concentration and memory	0.642	0.668	0.442
I wish for solitude	0.585	0.267	0.717
My working ability has decreased	0.642	0.455	0.660
I lack the willingness	0.626	0.275	0.742
I lack the willingness to socialize with co-workers	0.748	0.121	0.856
Kaiser-Meyer-Olkin Measure of Sampling Adequacy: 0.839			
Bartlett's test of sphericity	Approximate Chi-square	815.955	
	df	28	
	p	0	
Cumulative percentage of explained variance: 32.189% for factor 1 and 32.051% for factor 2			
Cronbach's Alpha: 0.865			

Table 2 shows the results of the factor analysis of behavioral burnout symptoms among the employees. Based on the results obtained, the KMO and Bartlett's test justify the use of the factor analysis. The commonalities were all above the 0.4 thresholds; hence no variable was eliminated. For the behavioral symptoms of burnout, two factors (Factor 1 and Factor 2) were obtained. The statement that respondents rated as having the most important role in behavioral burnout symptoms was found to be "I avoid any activity" in Factor 1 and "I wish for solitude" in Factor 2. The percentage of explained variance was found to be 32.189% for Factor 1 and 32.051% for factor 2. To measure the internal consistency of the construct, Cronbach alpha was found to be 0.839, suggesting a relatively high internal consistency. The two factors from here on will be referred to as Behavioral symptom-1 (Factor 1) and Behavioral symptom-2 (Factor 2).

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Table 3: Results of factor analysis for the construct of Emotional symptoms of burnout

Emotional symptoms of burnout	**Communalities**	**Factor loading**
I have depressive feelings	0.602	0.819
I feel tense	0.647	0.815
I feel panic	0.663	0.814
I am afraid of losing the job or not finishing the work on schedule	0.546	0.805
I feel sad	0.646	0.804
I have a feeling of helplessness	0.635	0.801
To me everything seems meaningless	0.665	0.800
I am emotionally exhausted	0.670	0.797
I have become more sensitive	0.640	0.776
I have become quarrelsome	0.550	0.742
I feel anger	0.642	0.739
Kaiser-Meyer-Olkin Measure of Sampling adequacy: 0.916		
Bartlett's test of sphericity	Approximate Chi-square	2034.956
	df	55
	p	0
Cumulative percentage of explained variance: 62.78%		
Cronbach's Alpha: 0.940		

Table 3 shows the results for the factor analysis of emotional burnout symptoms among the employees. Based on the results obtained, the KMO and the Bartlett's test justify the use of the factor analysis. The communalities were all above the 0.4 threshold, hence no variable was eliminated. The statements rated by respondents to have the most important role in emotional burnout symptoms were found to be "I have depressive feelings" and "I feel tense." The percentage of explained variance was found to be 62.78%. To measure the internal consistency of the construct, the Cronbach alpha was found to be 0.94, suggesting a relatively high internal consistency.

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Table 4: Results of factor analysis for the construct of physical symptoms of burnout

Physical symptoms of burnout	Communalities	Factor loading
I have headaches, migraines	0.552	0.819
My sleep cycle is messy	0.595	0.810
I feel dizzy	0.656	0.784
I sweat when I am exhausted	0.541	0.771
I have cold hands	0.551	0.759
My blood pressure varies	0.576	0.743
I often have flu or viruses	0.413	0.742
I am often tired	0.529	0.735
I have stomach aches	0.614	0.727
I have increased heart rate	0.671	0.690
[I have lower back pain, shoulder pain	0.476	0.642
Kaiser-Meyer-Olkin Measure of Sampling adequacy: 0.918		
Bartlett's test of sphericity	Approximate Chi-square	1535.738
	df	55
	p	0
Cumulative percentage of explained variance: 56.119%		
Cronbach's Alpha: 0.920		

Table 4 shows the results for the factor analysis of physical burnout symptoms among the employees. Based on the results obtained, the KMO and the Bartlett's test justify the use of the factor analysis. The communalities were all found to be above the 0.4 threshold, hence no variable was eliminated. The statements rated by the respondents to have the most important role in physical burnout symptoms were found to be "I have headaches, migraines" and "My sleep cycle is messy." The percentage of explained variance was found to be 56.119%, and the Cronbach alpha was 0.920, suggesting a relatively high consistency.

Table 5: Results of factor analysis for the construct of Job satisfaction

Job satisfaction	Communalities	Factor loading
At my workplace I am satisfied with working hours and distribution of work obligations	0.565	0.752
At my workplace I am satisfied with flexible working hours	0.447	0.668
At my workplace I am satisfied with the balance between work and private life	0.538	0.734
At my workplace I am satisfied with self-organizing to speed up my work	0.426	0.653
At my workplace I am satisfied with cooperation with my colleagues from different generations.	0.476	0.690
At my workplace I am satisfied with the working conditions, such as better light, air conditioning, and other facilities	0.471	0.686
At my workplace I am satisfied with the interpersonal relationships in the company	0.464	0.681
At my workplace I am satisfied with the leadership in the company	0.553	0.743
Kaiser-Meyer-Olkin (KMO) Measure of Sampling adequacy: 0.823		
Bartlett's test of sphericity	Approximate Chi-square	766.959
	df	28
	p	0
Cumulative percentage of explained variance: 49.243%		
Cronbach's Alpha: 0.851		

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Table 5 shows the results for the factor analysis of job satisfaction among the employees. Based on the results obtained, the KMO and the Bartlett's test justify the use of the factor analysis. The communalities were all found to be above the 0.4 threshold, hence no variables were eliminated. The statements rated by respondents as having the most important role in job satisfaction was found to be "At my workplace I am satisfied with the working hours and distribution of work obligations" and "At my workplace I am satisfied with the leadership in the company." Additionally, the statement "At my workplace I am satisfied with the balance between work and private life" also had a significant importance in the determination of the results. The percentage of explained variance was found to be 49.243%, and the Cronbach alpha was 0.823, suggesting a relatively high consistency.

5.2. Mann-Whitney U-Test

After the factor analysis was complete and the statements from the questionnaire were eliminated based on the suggested threshold of 0.4, the Mann-Whitney U-test was done to test the hypotheses H1 and H2. Table 6 includes the Mean Ranks for the Mann-Whitney U-test of the constructs under observation. The Mann-Whitney U-test was conducted to observe whether there is significant difference between the two age groups, i.e. older and younger employees, in perceived occupational stress and symptoms of burnout.

The mean ranks in the Mann-Whitney U-Test give an indication as to which age group has higher perceived occupational stress and symptoms of burnout. It was observed that the perceived occupational stress was higher in younger employees than in older employees. For the younger employees, the emotional burnout symptoms were observed to be higher than the older employees. The results for both behavioral symptoms 1 and 2 showed that younger employees had more behavioral burnout symptoms than older employees. The mean ranks of the physical burnout symptoms showed that the older employees had significantly more symptoms than the younger employees.

Table 6: Mann-Whitney U-Test Mean ranks and Sum of Ranks

	AGE	N	Mean Rank
Occupational Stress	Younger employees	178	127.99
	Older employees	68	111.74
	Total	246	
Emotional Symptoms	Younger employees	178	129.10
	Older employees	68	108.83
	Total	246	
Behavioral Symptoms 1	Younger employees	178	124.79
	Older employees	68	120.12
	Total	246	
Behavioral Symptoms 2	Younger employees	178	128.32
	Older employees	68	110.88
	Total	246	
Physical Symptoms	Younger employees	178	122.69
	Older employees	68	125.61
	Total	246	

As can be seen in **Table 7**, for the construct of occupational stress the Mann-Whitney U-test concluded that there are no significant differences in the perceived occupational stress between the older and younger employees. The p-value observed was greater than the significant level of 0.05, hence leading us to reject the hypothesis that there are significant differences in occupational stress in the workplace between the older and younger employees. For the symptoms of burnout, which included behavioral, emotional and physical, it was found that the hypothesis for

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emotional burnout was accepted, i.e. there are significant differences in the emotional burnout symptoms between the older and younger employees. The hypotheses for the behavioral and physical burnout symptoms are rejected as the significant values were greater than the p-value of 0.05. In conclusion, only hypothesis H2.B was accepted, whereas H1, H2.A and H2.C were rejected.

Table 1: Mann Whitney U-Test on the Constructs

	Occupational Stress	Emotional Symptoms	Behavioral Symptoms 1	Behavioral Symptoms 2	Physical Symptoms
Mann-Whitney U	5252.000	5054.500	5822.000	5193.500	5908.500
Wilcoxon W	7598.000	7400.500	8168.000	7539.500	21839.500
Z	-1.607	-1.999	-.463	-1.726	-.288
Asymp. Sig. (2-tailed)	.108	.046	.643	.084	.774

a. Grouping Variable: AGE

5.3. Multiple Regression Model

The last step was the use of a multiple regression model to test if occupational stress, symptoms of burnout and age have a significant effect on the job satisfaction of an employee. The multiple regression model was formed and the results are shown in **Table 8** below. The independent factors were the age of the employees, occupational stress and symptoms of burnout, whereas job satisfaction is the dependent variable in the model. For the variable of age, a dummy factor was used (0 for older employees and 1 for younger employees).

The multiple regression results in Table 8 showed that the model was found to be significant with a p-value of less than 0.05. The results suggest that the model is statistically significant. The adjusted value of R^2 is 15.7%, which means that 15.7% of the variance in job satisfaction is explained by the chosen variables (i.e. occupational stress, symptoms of burnout and age) in the regression model, whereas the remainder can be explained by other variables that are outside the scope of this study. Values of tolerance and collinearity were also obtained from the multiple regression, and they indicate there are no multicollinearity problems with the variables under observation. All the values are above the cutoff limit of VIF < 5, hence leading to the conclusion that there are no issues of multicollinearity among the variables itself.

Furthermore, the results suggest that the p-value for occupational stress was $p < 0.05$, which proves that occupational stress has a significant impact on the employees' perceived job satisfaction. This suggests that occupational stress and job satisfaction of an employee share an inverse relationship with each other, i.e. the higher the perceived occupational stress of an employee the lower the job satisfaction of the employee will be and vice versa.

The hypothesis for the behavioral and emotional burnout symptoms were rejected as the p-values were found to be greater than 0.05. For behavioral symptoms, both factor 1 and factor 2 were rejected as the p-values were found to be greater than 0.05. Based on the results, higher levels of behavioral and emotional burnout symptoms were not identified as an important factor for employees' job satisfaction.

The hypothesis for age having a significant effect on the perceived job satisfaction of an employee was rejected with a p-value >0.05. The results indicated that age does not have an effect on the job satisfaction of employees. The results for the hypotheses led H3.A and H3.C to be accepted, whereas the hypotheses H3.B, H3.D and H3.E were rejected.

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Table 8: Multiple Regression Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
Constant[a]	4.076	0.187		21.797	.000		
Occupational stress	-0.178	0.072	-0.212	-2.488	0.014	0.473	2.114
Emotional Symptoms	-0.242	0.082	-0.235	-2.934	0.004	0.538	1.858
Behavioral symptoms-1	-0.024	0.086	-0.027	-0.283	0.777	0.373	2.682
Behavioral symptoms-2	-0.090	0.069	-0.112	-1.298	0.196	0.464	2.153
Physical symptoms	.135	.089	0.147	1.524	0.129	0.372	2.691
Age	0.153	0.105	0.089	1.463	0.145	0.930	1.075
a. Dependent variable: Job Satisfaction							
Adjusted R-square= 0.157 **Regression:** F-value: 8.619, Sig: 0.00							

6. DISCUSSION

According to the findings, there were no significant differences between older and younger workers in terms of felt occupational stress. Previous investigations, including those by Ramos et al., (2016), Gotz et al., (2018), and Rozman et al., (2019) do not support the findings. They discovered significant differences between older and younger employees' perceptions of workplace stress during their investigation. They conclude that the difference is due to the two age groups' varying degrees of experience. The elder employees are better equipped to handle stress than the younger ones since they have more experience working inside the specific organization.

The difference in experience levels between the two age groups is determined to be the source of the difference. Because senior employees have more experience inside the firm, they can manage with stress better than younger employees. It is feasible that the Middle Eastern lifestyle may offer individuals with a higher quality of life, and that work-related concerns will be only a minor barrier to their total lifestyle. It is also probable that in Bahrain and Saudi Arabia, the variables influencing job satisfaction in young and older employees differ, such as being underpaid, having

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a heavy workload, and so on. On average, younger employees reported a higher degree of stress, whereas older employees reported a lower level of stress. The results also revealed that there were no significant differences in the behavioral and physical burnout symptoms between the older and younger employees. It was reported that the perceived behavioral burnout symptoms are much lower on an average for the older employees than for the younger employees, whereas the physical symptoms were found to be lower for younger employees than they were for the older employees. The findings contradict previous research, such as studies by Rozman et al., (2019) and Van der Westhuizen et al., (2015). According to Rozman et al., (2019), there are significant differences in the reported burnout symptoms between older and younger employees. According to Van der Westhuizen et al., (2015), older employees are more sensitive to early indications of burnout than younger ones. According to the findings, there are significant differences in emotional burnout symptoms between older and younger employees. The findings for emotional burnout symptoms are consistent with the findings of Rozman et al., (2019) and Rozman et al., (2019). It was also shown that emotional burnout symptoms are significantly lower in senior employees than in younger employees. The research findings also reveal that the influence of occupational stress on an employee's work satisfaction is negative, i.e., the higher the occupational stress, the lower the employee's job satisfaction. These results are in accordance with results by Kula (2016), Munir and Abdul Rahman (2016), Yorumalz et al., (2017), Rozman et al., (2019), and Baah et al., (2020). They found that occupational stress has an indirect relationship with job satisfaction. Additionally, it was discovered that the behavioral and physical symptoms of burnout have no effect on an employee's level of job satisfaction. These findings conflict with earlier research by Shoaib et al., (2018) and Basol and Demirkaya (2017), which revealed that behavioral and physical burnout symptoms significantly impacted job satisfaction. The findings also revealed a strong and indirect relationship between emotional burnout symptoms and employees' job satisfaction. According to studies by Basol and Demirkaya (2017) and Shoaib et al., (2018), employees who perceive more emotional symptoms have lower levels of job satisfaction. This finding is consistent with their findings. The employees' job satisfaction was found to be unaffected by age significantly. These findings confirmed Gostautaite and Buciuniene (2014) study, which revealed no relationship between an employee's age and job satisfaction. However, findings from studies by Hoole and Bonnema (2015) and Rozman et al., (2019) have raised the possibility that age does indeed have an impact on job satisfaction. It's probable that this is related to the different age distributions. Rozman et al., (2019) and Hoole and Bonnema (2015) defined those over 50 as older, but in this study we defined all people over 40 as older because the percentage of the respondents over 50 was much smaller than the percentage of the respondents over 40. It should be noted that the factor analysis of the constructs gave us two factors for behavioral burnout symptoms and job satisfaction, which suggests that the questions for these two factors are too vague to be used for analyzing the variables. The two factors of job satisfaction and behavioral burnout symptoms need to be further explored.

7. CONCLUSION

The findings of this study indicate a lack of evidence on the effect of age, behavioral burnout symptoms, and physical symptoms on employee job satisfaction. Occupational stress and emotional burnout symptoms, on the other hand, were found to have an impact on employee job satisfaction. When comparing the two age groups, significant differences in emotional burnout symptoms were discovered, whereas occupational stress, physical burnout symptoms, and behavioral burnout symptoms had no effect. To understand job satisfaction among older and younger employees, it is necessary to consider the population's specificities, which may differ across age groups. Further research into job satisfaction from the perspective of a manager will provide necessary information on how these factors can be mitigated or dealt with to ensure a positive learning work environment for employees of various ages.

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