

Workplace Burnout Among Employees in Academic Institutions

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Abstract - This study investigates workplace burnout among employees of Pangasinan State University, emphasizing its prevalence, demographic correlations, and dimensions such as physical, emotional, psychological, social, spiritual, financial, and work environment factors. The aim is to provide a comprehensive understanding of burnout dynamics and recommend targeted interventions to enhance employee well-being and institutional effectiveness. Utilizing a descriptive correlational research design. The study focuses on a diverse sample of teaching and non-teaching staff, employing the Workplace Burnout Questionnaire with specific measures on various dimensions, including Physical, Emotional, Psychological, Social, Spiritual, Financial, and Work Environment Scales. Data were collected through a Google Form, and Spearman's rho, a non-parametric test, was used for analysis due to unequal sample distribution. Findings reveal a moderate positive correlation between age and the General Scale, suggesting that older employees experience higher levels of overall workplace burnout. However, no significant correlations were observed between age and specific scales, emphasizing the nuanced relationship between age and distinct burnout dimensions. A weak negative correlation emerged between age and the Psychological Scale, indicating that younger employees may face higher psychological burnout. In terms of demographic variables, civil status demonstrated positive associations with the General and Financial Scales, suggesting higher civil status correlates with increased overall burnout and decreased financial burnout. Educational attainment and employment status exhibited positive correlations with the Social Scale, indicating higher education and specific employment statuses are linked to increased social burnout. These findings underscore the need for targeted interventions considering demographic variations. The study recommends implementing evidence-based programs, fostering work-life balance, and establishing psychological support services. Future research should delve into qualitative aspects, explore intricate relationships between demographics and burnout, and conduct longitudinal studies to assess the effectiveness of interventions over time. This research contributes to a comprehensive understanding of workplace burnout and informs strategies to enhance employee well-being within the university context.

Keywords – Workplace burnout, Employee well-being, Burnout in educational institutions, Occupational burnout

INTRODUCTION

Workplace burnout is a pervasive issue affecting employees across various sectors, and its impact on individual well-being and organizational productivity is well-documented [1]. The study at hand focuses on Workplace Burnout Among Employees of Pangasinan State University, recognizing the need to address the psychological well-being of university staff. Burnout is characterized by prolonged responses to chronic emotional and interpersonal stressors,

encompassing dimensions of exhaustion, cynicism, and inefficacy [2].

Numerous studies globally have employed tools such as the Maslach Burnout Inventory (MBI) and the Copenhagen Burnout Inventory (CBI) to measure burnout [2]. However, despite the prevalence of burnout in academic settings, there is a lack of psychological assessment tools at Pangasinan State University specifically tailored to evaluate employees' mental health. As part of the

university's mental health program, this study aims to fill this gap by developing a culture-fit and responsive psychological assessment tool for employees.

The significance of addressing burnout in academic institutions is underscored by its potential negative effects on personal and social functioning, as well as the decline in the quality of work and overall health [3]. Moreover, burnout poses a substantial financial burden globally, exceeding \$300 billion annually, making interventions paramount for organizational productivity [4]. Various interventions, including exercise and organizational support, have shown promise in mitigating burnout [5]-[6].

Previous research has explored burnout in diverse contexts, such as the healthcare sector, project management, and teaching profession, emphasizing the need for tailored interventions [5]-[7]-[8]. The COVID-19 pandemic has further heightened burnout risks, especially among healthcare professionals, necessitating innovative interventions with digital components [9].

Understanding the symptoms of burnout, such as cynicism, trouble getting started on work, and changes in sleep or appetite, is crucial for early identification and prevention. The Mayo Clinic identifies various workplace stressors contributing to burnout, emphasizing the importance of organizational support and work-life balance [9]. Recognizing burnout as a consequence of the perceived disparity between job demands and available resources, proactive prevention strategies at both individual and organizational levels become imperative.

While existing literature has extensively examined burnout, there is a need for specific research on burnout among faculty in educational institutions, particularly universities [10]. This study addresses this gap by investigating burnout among faculty in Kurdistan region, considering the economic and political challenges faced by public sector employees.

Despite the prevalence of burnout, its effective prevention remains an ongoing challenge. Interventions may include both individual-focused strategies, such as mindfulness, and organizational measures to reduce workplace stressors [11]. Furthermore, research highlights the importance of proactive burnout prevention behaviors among employees, emphasizing the need for comprehensive strategies [12].

Research consistently indicates that burnout is not confined to specific industries but permeates various sectors, with academia being a notable focus due to its unique stressors. Lackritz (2004) highlights that faculty members in universities are susceptible to burnout, and gender differences may exist in the manifestation of emotional exhaustion and depersonalization. This gender-specific aspect adds nuance to the understanding of burnout, emphasizing the need for tailored interventions that consider diverse demographics within the workplace [13].

Additionally, the economic and political challenges faced by public sector employees, as evidenced in Kurdistan region [14], underscore the role of external factors in contributing to burnout. Understanding the specific stressors faced by employees in such contexts is essential for developing interventions that address the root causes of burnout. This aligns with the broader literature emphasizing the importance of considering organizational and external factors in burnout prevention [8].

The evolving nature of work, exacerbated by events like the COVID-19 pandemic, necessitates continuous examination of burnout and its preventive strategies. Adam et al. (2023) [9] stress the importance of digital components in stress and burnout prevention programs for healthcare professionals. This highlights the potential of technology-driven interventions to adapt to changing work environments and provide timely support to employees facing unprecedented challenges.

Furthermore, proactive burnout prevention behaviors are gaining attention in the literature. Otto et al. (2020) present an inventory

assessing employees' proactive behaviors to prevent burnout, demonstrating the multifaceted nature of prevention strategies. Understanding these behaviors contributes to a holistic approach to burnout prevention, recognizing the active role employees can play in maintaining their well-being [12].

The economic implications of burnout underscore the urgency for effective prevention measures. The high cost associated with burnout, both globally and locally, emphasizes the financial benefits of investing in proactive interventions [4]. By addressing burnout, organizations not only contribute to the well-being of their employees but also enhance productivity and reduce economic burdens associated with absenteeism and turnover.

This study on Workplace Burnout Among Employees of Pangasinan State University contributes to the existing literature by addressing burnout in a specific organizational context. The insights gained can inform the development of targeted interventions to promote employee well-being and organizational productivity, aligning with the university's commitment to mental health initiatives.

OBJECTIVES OF THE STUDY

This study objective job burnout among Pangasinan State University employees, emphasizing prevalence, demographic correlates, and dimensions such as physical, emotional, psychological, social, spiritual, financial, and work environment factors. The goal is to provide a comprehensive understanding of the dynamics of burnout and recommend targeted interventions to improve employee well-being and institutional effectiveness.

MATERIALS AND METHOD

A descriptive correlational research design was adopted to investigate the prevalence and factors associated with workplace burnout among university staff at Pangasinan State University. The descriptive correlational design allowed for the examination of relationships

between variables and the description of the current state of workplace burnout among university staff.

The participants in this study comprised university staff, including both teaching and non-teaching staff members. A stratified random sampling technique was employed to ensure representation from different departments and roles within the university. The inclusion criteria involved university staff members who had been employed for at least six months to capture a diverse range of experiences.

The primary instrument for data collection was a Workplace Burnout Questionnaire, encompassing the General Workplace Burnout scale and specific measures on various areas: Physical, Emotional, Psychological, Social, Spiritual, Financial, and Work Environment. This questionnaire was adapted to the specific context of Pangasinan State University to ensure relevance and cultural appropriateness.

The General Workplace Burnout scale provided an overall measure of burnout, while the specific measures allowed for a nuanced understanding of the factors contributing to burnout across different domains. The instrument's structure was derived from established burnout assessment tools, such as the Maslach Burnout Inventory (MBI) and the Copenhagen Burnout Inventory (CBI), ensuring reliability and validity.

Data were collected through an online survey using Google Forms. The survey link was distributed to all eligible university staff members via email. Participants were informed about the purpose of the study, the voluntary nature of their participation, and the confidentiality of their responses. They were provided with a consent form before proceeding to answer the questionnaire. The online platform ensured easy accessibility, timely responses, and efficient data collection.

The data collected were analyzed using statistical techniques appropriate for a descriptive correlational design. Given the unequal distribution of samples, Spearman's rho, a non-parametric correlation coefficient, was

employed to assess the relationships between different variables. This analysis helped identify significant correlations between burnout and various factors within the university context.

The research adhered to ethical principles and guidelines to safeguard the well-being and rights of the participants. Informed consent was obtained from all participants, ensuring that they were aware of the study's purpose, voluntary nature, and the confidentiality of their responses. Participants were assured that their participation or non-participation would not affect their employment status.

Furthermore, the study emphasized the anonymity of responses, with all data stored securely and accessible only to the research team. The research team also maintained transparency about the potential risks and benefits of participation.

RESULTS AND DISCUSSION

The table shows analysis of Spearman's rho correlation coefficients provided valuable insights into the relationship between age and various scales measuring workplace burnout among university staff at Pangasinan State University.

Table 1. Correlation of Workplace Burnout and Age

Correlations

	General Scale	Physical Scale	Emotional Scale	Psychological Scale	Social Scale	Spiritual Scale	Financial Scale	Work Environment Scale
Spearman's rho	.288	-.105	-.130	-.155	.066	-.020	-.246	-.063
Age Correlation coefficient Sig. (2-tailed)	.000	.153	.077	.034	.370	.782	.001	.394
N	187	187	187	187	187	187	187	187

The study revealed a statistically significant positive correlation of moderate strength between age and the General Scale, indicating that as individuals' age increases, their scores on the General Scale, representing overall workplace burnout, also tend to increase. This finding suggests that older employees may experience higher levels of general workplace burnout. This aligns with previous research by Maslach and Leiter (2016), emphasizing burnout as a prolonged response to chronic emotional and interpersonal stressors on the job, acknowledging the potential for increased burnout experiences with advancing age [3].

In contrast, no statistically significant correlation was observed between age and specific scales measuring Physical, Emotional, Social, Spiritual, and Work Environment aspects of workplace burnout. This implies that age may not play a significant role in influencing scores on these particular dimensions. This aligns with the findings of Jugdev, Mathur, and Cook (2018), who explored burnout within the project management context, emphasizing the need to consider different factors beyond age in understanding burnout experiences [6].

Moreover, a statistically significant negative correlation of weak strength was identified between age and the Psychological Scale. This suggests that as individuals' age

increases, their scores on the Psychological Scale, representing burnout in the psychological dimension, tend to decrease. This finding implies that younger employees may experience higher levels of psychological burnout compared to their older counterparts. Similar results were discussed by Beheshtifar and Omidvar (2013), emphasizing the importance of organizational measures for preventing burnout, especially among younger employees [5].

Additionally, a statistically significant negative correlation of moderate strength was found between age and the Financial Scale, reflecting burnout related to financial aspects. This indicates that as individuals' age increases, their scores on the Financial Scale tend to decrease. This suggests that younger employees may experience higher levels of burnout in the financial dimension compared to older colleagues. Bretland and Thorsteinsson (2015) also highlighted the significance of addressing burnout through interventions, with exercise being considered a potential effective treatment,

emphasizing the need for holistic approaches [4].

Overall, the findings provide a nuanced understanding of the relationship between age and various dimensions of workplace burnout. While age demonstrates a positive correlation with general workplace burnout, its impact varies across specific burnout dimensions. These results underscore the complexity of burnout experiences and emphasize the necessity for targeted interventions that consider the diverse experiences of employees at different stages of their careers.

The table examined Spearman's rho correlation coefficients between gender and diverse scales measuring workplace burnout among university staff at Pangasinan State University yielded noteworthy results.

Table 2. Correlation of Workplace Burnout and Gender

Correlations

	Gen eral Scal e	Physi cal Scale	Emoti onal Scale	Psycholo gical Scale	Soc ial Sca le	Spirit ual Scal e	Finan cial Scale	Work Environ ment Scale
Spearman's rho	.013	.025	-.061	-.086	.141	-.108	-.093	-.098
Gender Correlation coefficient								
Sig. (2-tailed)	.864	.738	.410	.241	.054	.140	.206	.184
N	187	187	187	187	187	187	187	187

Results of this study found out that For the General Scale, Physical Scale, Emotional Scale, Psychological Scale, Spiritual Scale, Financial Scale, and Work Environment Scale, no statistically significant correlation was observed between gender and these dimensions

of workplace burnout. This aligns with the broader literature on burnout, such as the work of Gómez-Gascón et al. (2013), emphasizing that burnout is a syndrome that develops in response to problematic relationships between employees and their workplaces, with gender

playing a limited role in the manifestation of these relationships [12].

However, an interesting finding emerged regarding the Social Scale, where a marginally significant negative correlation of -0.141 was identified. While the p-value of 0.054 is close to the conventional significance threshold of 0.05, the correlation coefficient suggests a weak negative relationship between gender and the Social Scale. This result prompts further exploration, as the marginal significance may indicate a subtle influence of gender on the social dimension of workplace burnout. This echoes the importance of considering various factors contributing to burnout, as highlighted by Lackritz (2004), who suggested that burnout is influenced by a multitude of factors beyond demographic variables [14].

Overall, the correlation coefficients for gender and the different burnout scales are generally close to zero, indicating weak or negligible relationships. The lack of statistical significance for most scales suggests that observed correlations are not likely due to chance. However, the marginally significant negative correlation for the Social Scale prompts a need for deeper investigation into potential gender-related influences on the social dimension of workplace burnout. These findings contribute to the nuanced understanding of the multifaceted nature of burnout experiences and reinforce the importance of exploring various factors beyond demographic variables in the context of organizational well-being.

The correlation analysis involving various demographic variables and workplace burnout scales among university staff at Pangasinan State University provides valuable insights into the nuanced relationships between these factors.

Civil status emerged as a significant predictor, showing a positive correlation with the General Scale. This suggests that individuals with married civil status tend to experience higher levels of overall workplace burnout. This finding aligns with existing research, such as the work by Gómez-Gascón et al. (2013), which emphasizes the influence of personal

relationships and family dynamics on burnout [12].

On the other hand, civil status exhibited a negative correlation with the Financial Scale, indicating that married civil status is associated with lower financial burnout. This result complements the study by Beheshtifar and Omidvar (2013), which highlights the impact of financial stressors on job burnout [5].

Religion, despite being a significant aspect of individuals' lives, did not show any statistically significant correlations with the burnout scales. This implies that religious beliefs might not be a determining factor in the experience of workplace burnout among the university staff, aligning with the findings of Walter et al. (2012) who explored various burnout intervention studies [16].

Educational attainment exhibited a positive correlation with the Social Scale, indicating that individuals with higher educational attainment tend to experience higher social burnout. This finding is intriguing and warrants further exploration, as it contrasts with the commonly perceived positive relationship between education and well-being.

Employment status played a role in the Social and Work Environment Scales, showing positive correlations. This suggests that certain employment statuses are associated with higher social and work environment burnout. These results align with Jugdev et al.'s (2018) exploration of burnout within the project management context, emphasizing the importance of workplace factors in burnout experiences [17].

Employee classification demonstrated a positive correlation with the General Scale, suggesting that higher employee classification is associated with higher overall workplace burnout. This finding emphasizes the potential challenges and pressures faced by individuals in higher job positions, supporting the work of Leiter and Maslach (2018) on interventions to prevent and alleviate burnout [6].

Monthly income exhibited a positive correlation with the Social Scale, indicating that higher monthly income is associated with higher

social burnout. This counterintuitive result prompts further investigation into the complex interplay between income, social dynamics, and burnout experiences.

In conclusion, the study's use of Spearman's rho as a non-parametric test is appropriate given the unequal distribution of samples. The findings underscore the intricate relationships between demographic variables and workplace burnout, contributing to the growing body of knowledge on burnout experiences among university staff. The results also highlight the need for targeted interventions that consider individual differences and diverse factors influencing burnout in the university setting.

CONCLUSION AND RECOMMENDATION

This research delved into the multifaceted landscape of workplace burnout among employees at Pangasinan State University, utilizing a descriptive correlational research design. The study employed the Workplace Burnout Questionnaire, encompassing various scales such as General, Physical, Emotional, Psychological, Social, Spiritual, Financial, and Work Environment, to examine the relationships between burnout and demographic variables. The use of Spearman's rho as a non-parametric test facilitated the analysis, considering the unequal distribution of samples.

The findings revealed intriguing patterns within the data. Age exhibited a moderate positive correlation with the General Scale, suggesting that as employees age, their overall workplace burnout tends to increase. However, the impact of age varied across specific dimensions, with younger employees experiencing higher levels of psychological and financial burnout compared to their older counterparts. This nuanced understanding of age-related burnout provides valuable insights for tailored interventions to address the diverse needs of employees at different career stages.

Demographic variables such as civil status, employment status, and monthly income

demonstrated significant associations with various burnout scales. Civil status emerged as a predictor of both higher overall burnout and lower financial burnout. Employment status and monthly income were linked to increased social and work environment burnout, challenging conventional expectations. These results underscore the importance of considering individual circumstances and workplace dynamics when addressing burnout.

The study contributes to the existing literature by unraveling the intricate interplay between demographic variables and specific dimensions of workplace burnout. The implications of these findings extend beyond academic discourse, offering practical insights for organizational leaders and policymakers to design targeted interventions that foster a healthier and more supportive work environment. As the understanding of workplace burnout evolves, the necessity for comprehensive strategies to mitigate its impact becomes increasingly evident. This research lays the groundwork for future studies and interventions aimed at promoting employee well-being and organizational resilience in the context of higher education at Pangasinan State University.

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