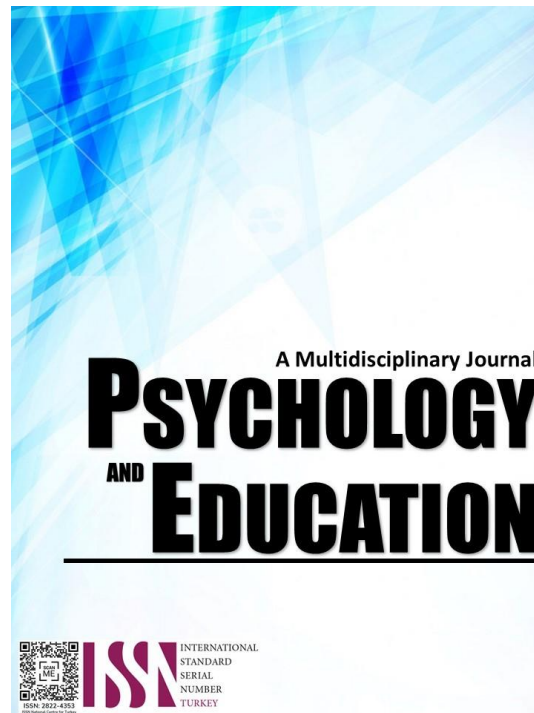


**BURNOUT STRESS AND WORK ARRANGEMENT AT  
THIS TIME OF PANDEMIC AMONG THE  
EMPLOYEES OF ST. DOMINIC COLLEGE OF ASIA:  
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## Burnout Stress and Work Arrangement at this Time of Pandemic Among the Employees of St. Dominic College of Asia: Basis in the Development of Mental Health Workplace Policies and Programs

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### Abstract

This study aimed to assess the burnout stress and work arrangement at this time of pandemic among the employees of St. Dominic College of Asia. A total of 72 respondents participated in this study. The researcher utilized a self-made test that measures burnout stress, and it underwent subject-matter expert validation and reliability scoring. Results showed that respondents have average burnout stress regardless of their work arrangement at this time of Pandemic. Also, demographic profiles such as sex at birth, marital status, and employment status have nothing to do with the level of burnout stress. However, one's age and highest educational attainment showed results with a significant difference, wherein based on Post-Hoc analysis, early adults experience more burnout stress than middle adults, and individuals with a master's degree have higher burnout stress levels than those with a bachelor's degree and/or doctoral degree.

**Keywords:** *burnout stress, work arrangement, workplace policies and programs, pandemic*

### Introduction

The Filipino workforce frequently experiences mental exhaustion as a result of work-related activities, especially given that the majority of our workforce consists of Millennials and Gen Z, otherwise known as the "Burnout Generation" (Cullimore, 2019). In reality, many young workers today would voluntarily decide to leave their jobs for their own mental health (Stieg, 2019; Cullimore, 2019). Burnout can result from a variety of circumstances, the most frequent of which are your workload, a sense of not having enough control over your work, and inadequate incentives.

Nowadays, more and more businesses choose to offer their employees more flexible work arrangements, such as work-from-home (telecommuting) options or mixed work arrangements where employees work both on-site and remotely while adhering to a set schedule (Dillera, 2020). Would this lead to varied degrees of stress at work due to the various work arrangements? Would their demographic makeup influence how vulnerable they are to burnout?

The total welfare of the employees must be given the utmost concern by human resource professionals. In order to change our current company policies or develop an entirely new program for them, we must be able to recognize the various areas of concern among them and, at the very least, determine whether a change in work arrangements this significant also

involves a lesser, greater, or neutral change in the employees' mental health. Moreover, it sought to answer the following questions:

1. What is the average level of burnout stress among the respondents when they are grouped according to their demographic profile?
  - 1.1. Sex at Birth
  - 1.2. Age Group
  - 1.3. Marital Status
  - 1.4. Employment Status
  - 1.5. Employment Level
  - 1.6. Length of Service
  - 1.7. Highest Educational Attainment
2. What is the average level of burnout stress among the respondents when they are grouped according to their work arrangement?
  - 2.1 Work-From-Home
  - 2.2 Work-From-Office
  - 2.3 Blended Work Arrangement
3. Is there a significant difference in the level of burnout stress when respondents are grouped according to their demographic profile and work arrangement?

### Literature Review

The first and only model of burnout that was known existed before Leiter and Maslach (1988) was constructed was by Golembiewski et al. (1986). The three (3) burnout markers may stand alone, according



to the Leiter and Maslach Model (1988), but they do have a certain order in which they manifest. Emotional exhaustion comes first, followed by depersonalization and lack of personal accomplishment. But according to the Golembiewski et al. (1986) model, Depersonalization follows first, followed by Lack of Accomplishment, and then Mental Exhaustion. Although both models were confirmed to be valid, according to a research by Lee (1993), the Leiter & Maslach (1988) model was determined to be more accurate and consistent. The same researcher also proposed changing the Leiter & Maslach (1988) Model to reflect the direct relationship between emotional exhaustion and depersonalization as well as lack of personal accomplishment.

In the Philippines, personnel must be present on-site to execute their duties; this is a more conventional style of working. The majority of firms, particularly those that are designated by the government as employing non-essential employees, have been entrusted with developing alternate or flexible work arrangements due to a recent worldwide crisis. A set of instructions for employers and employees addressing the basic public health standards that must be administered to all was announced on May 1, 2020 by the Department of Labor and Employment (DOLE) and the Department of Trade and Industry (DTI). The deployment of alternative or flexible work arrangements has since been the subject of a continual stream of new advises and memoranda. Alternative work arrangements, nevertheless, have not just been proposed because of the pandemic. In accordance with Department Advisory No. 2, which states that companies must implement flexible work arrangements in "...times of economic difficulty and national emergencies...", it was initially adopted by DOLE in 2009. The following methods can be used to implement this flexible work arrangement: Compressed workweeks, fewer working days, worker rotation, forced leaves, broken-time schedules, and flexible holiday plans. When the DOLE Department Order No. 202 was published in March 2019 following the execution of Republic Act No. 11165, also known as the "Telecommuting Act," this was further put into practice.

All the criteria and guidelines that employers and employees must abide by in the event that the company adopts an alternative work arrangement are laid forth in this statute. Smith et al. (2000) conducted research on stress levels in connection to various demographic variables, including the data from this study. Gender, age, educational level, marital status, ethnicity, and employment status/type are among these demographic details. According to their findings,

gender had little to no bearing on how worried a person felt, but all other listed variables did. They discovered that individuals with full-time occupations, a college degree, a history of divorce or widowhood, being of non-white ethnicity, and being between the ages of 30 and 50 have higher stress levels than their opposites. Teachers, managers, and nurses are among the general occupations that have been documented to experience higher levels of occupational stress than others. They claim that the reason for this is that more stressful circumstances tend to be more complex.

## Methodology

A mixed, between-subjects research design was used for this investigation. While one research topic is supported primarily by qualitative data, the majority of the stated research questions are of a quantitative form and supported by qualitative data for debate.

## Participants

Table 1. Demographic Profile of Respondents

Demographic Profile		Frequency	Percent
Sex at Birth	Male	27	37.5
	Female	45	62.5
	Total	72	100.0
Age	Above 65 years old	3	4.2
	40 to 65 years old	16	22.2
	20 to 39 years old	53	73.6
	Total	72	100.0
Marital Status	Single	49	68.1
	Married	23	31.9
	Total	72	100.0
Employment Status	Regular	37	51.4
	Probationary (Full-Time)	23	31.9
	Project-Based/Part-Time	12	16.7
	Total	72	100.0
Employment Level	Executive	5	6.9
	Manager	11	15.3
	Associate	16	22.2
	Rank and File	40	55.6
	Total	72	100.0
Length of Service	0 to 3 years	43	59.7
	4 to 6 years	15	20.8
	7 to 9 years	4	5.6
	More than 9 years	10	13.9
	Total	72	100.0
Highest Educational Attainment	Doctoral Degree	10	13.9
	Master's Degree	15	20.8
	Bachelor's Degree	47	65.3
	Total	72	100.0
Work Arrangement	Work from Office	6	8.3
	Work from Home	31	43.1
	Blended Work Arrangement	35	48.6
	Total	72	100.0

The frequency of participants is shown in Table No. 1 along with each participant's demographic profile. Twenty-seven (27) male and forty-five (45) female



individuals—representing 37.5 and 62.5 percent of the total respondents—were the participants who reported their sex at birth.

Three (3) respondents were over the age of 65, sixteen (16) were between the ages of 40 and 65, and fifty-three (53) were between the ages of 20 and 39. These percentages represent 4.20 percent, 22.2 percent, and 73.6 percent of the total respondents, respectively. In terms of marital status, forty-nine (49) respondents (68.10 percent) and twenty-three (23) (31.90 percent) of the total respondents, respectively, were single. Thirty-seven (37) respondents had regular work status, twenty-three (23) had probationary (full-time) employment status, and twelve (12) had project-based/part-time employment status, representing 51.40 percent, 31.90 percent, and 16.70 percent of the total respondents, respectively.

Regarding employment level, forty (40) respondents were from the rank-and-file level, representing 6.90%, 15.30%, 22.20%, and 55.60% of the total respondents, respectively. Five (5) respondents were from the executive level, eleven (11) from the managerial level, sixteen (16) from the associate level, and forty (40) from the rank-and-file level. Regarding length of service, forty-three (43) respondents have worked for the company for 0 to 3 years, fifteen (15) have worked there for 4 to 6 years, four (4) have worked there for 7 to 9 years, and ten (10) have worked there for more than 9 years. These percentages represent 59.70%, 20.80%, 5.60%, and 13.90% of the total respondents, respectively. Ten (10) respondents have earned a doctorate, fifteen (15) have a master's degree, and forty-seven (47) have a bachelor's degree, which represents 13.90%, 20.80%, and 65.30% of the total respondents, respectively, in terms of greatest educational attainment. Last but not least, in terms of work arrangements, there are currently six (6) employees who work from home, thirty-one (31) employees who work from the office, and thirty-five (35) employees who have a blended work arrangement. These figures represent 8.30%, 43.10%, and 48 percent of the total respondents, respectively. There were seventy-two (72) respondents in all who took part in the survey.

**Instruments of the Study**

The instrument, called the Burnout Stress Survey, is a likert-scale type questionnaire comprising of twenty-five (25) items that measures the burnout stress of an individual. This instrument has been tested using Cronbach’s Alpha and has an alpha coefficient of 0.964. The instrument also collects the following

demographical information: sex at birth, age, marital status, employment status, employment level, length of service, and highest educational attainment. The response type is a Likert scale where participants can choose the following: strongly disagree, disagree, neutral, agree, or strongly agree.

**Procedures**

First, for this study, all qualitative data have been gathered from diverse sources and examined. Second, the sample has completed the Burnout Stress Survey online using Google Forms. For one (1) week, the sample received access to the survey. Third, all survey findings were subjected to the required analytics and statistics. Fourth and lastly, qualitative data have been used to evaluate, further explain, or validate the statistical findings.

**Results**

Table 2. Mean for Burnout Stress (BSt)

Demographic Profile		Mean	Verbal Description	Verbal Interpretation
Sex at Birth	Male	2.91	Neutral	Average BSt
	Female	2.75	Neutral	Average BSt
	Total	2.81	Neutral	Average BSt
Age	Above 65 years old	2.36	Disagree	Low BSt
	40 to 65 years old	2.26	Disagree	Low BSt
	20 to 39 years old	3.00	Neutral	Average BSt
	Total	2.81	Neutral	Average BSt
Marital Status	Single	2.94	Neutral	Average BSt
	Married	2.54	Disagree	Low BSt
	Total	2.81	Neutral	Average BSt
Employment Status	Regular	2.91	Neutral	Average BSt
	Probationary (Full-Time)	2.71	Neutral	Average BSt
	Project-Based/Part-Time	2.68	Neutral	Average BSt
Employment Level	Total	2.81	Neutral	Average BSt
	Executive	2.22	Disagree	Low BSt
	Manager	2.47	Disagree	Low BSt
	Associate	2.91	Neutral	Average BSt
	Rank and File	2.94	Neutral	Average BSt
Length of Service	Total	2.81	Neutral	Average BSt
	0 to 3 years	2.83	Neutral	Average BSt
	4 to 6 years	3.00	Neutral	Average BSt
	7 to 9 years	3.17	Neutral	Average BSt
	More than 9 years	2.31	Disagree	Low BSt
Highest Educational Attainment	Total	2.81	Neutral	Average BSt
	Doctoral Degree	2.41	Disagree	Low BSt
	Master's Degree	3.27	Neutral	Average BSt
	Bachelor's Degree	2.75	Neutral	Average BSt
Work Arrangement	Total	2.81	Neutral	Average BSt
	Work from Office	3.07	Neutral	Average BSt
	Work from Home	2.72	Neutral	Average BSt
	Blended Work Arrangement	2.85	Neutral	Average BSt
Total		2.81	Neutral	Average BSt

Table No. 2 displays the respondents' average levels of burnout stress when grouped by their demographic characteristics. The verbal descriptors and interpretation are followed by the mean, which is rounded off to the nearest whole number: Strongly disagreeing at 1.00 results in no burnout stress, disagreeing at 2.00 results in low burnout stress, neutral at 3.00 results in average burnout stress,





agreeing at 4.00 results in moderate burnout stress, and strongly agreeing at 5.00 results in conspicuous burnout stress. Regarding sex at birth, male respondents had a mean of 2.91 with a description of neutral and an interpretation of average burnout stress, whereas female respondents had a mean of 2.75 with a similar description and interpretation. Regarding age, those over 65 have a mean of 2.36 with a description of disagree and an interpretation of low burnout stress, those between 40 and 65 have a mean of 2.26 with a description of disagree and an interpretation of low burnout stress, and those between 20 and 39 have a mean of 3.00 with a description of neutral and an interpretation of average burnout stress.

Married respondents had a mean of 2.54 with a description of disagree and an interpretation of average burnout stress, while single respondents had a mean of 2.94 with a neutral description and these same interpretations. With regard to employment status, respondents who are regular employees have a mean score of 2.91 with a description of neutral and an interpretation of average burnout stress, those who are probationary (full-time) respondents have a mean score of 2.71 with a description of neutral and an interpretation of average burnout stress, and respondents who are project-based/part-time respondents have a mean score of 2.68 with a description of neutral and an interpretation of average burnout stress.

For employment level, associate respondents have a mean of 2.91 with a description of neutral and an interpretation of average burnout stress, managerial respondents have a mean of 2.47 with a description of disagree and in interpretation of low burnout stress, and rank-and-file respondents have a mean of 2.94 with a description of neutral. For length of service, respondents with 0 to 3 years with the company have a mean of 2.83 with a description of neutral and an interpretation of the average burnout stress, respondents with 4 to 6 years with the company have a mean of 3.00 with a description of neutral and in interpretation of the average burnout stress, and respondents with 7 to 9 years with the company have a mean of 3.17 with a description of neutral and an interpretation of the average burnout stress.

With regard to the highest level of education, respondents with doctoral degrees have a mean score of 2.41 and describe their burnout stress as being low; those with master's degrees have a mean score of 3.27 and describe their burnout stress as being neutral; and those with bachelor's degrees have a mean score of 2.75 and describe their burnout stress as being average.

In terms of work arrangement, respondents who work from an office have a mean score of 3.07, a description of neutral, and an interpretation of average burnout stress; those who work from home have a mean score of 2.72, a description of neutral, and an interpretation of average burnout stress; and those who have a blended work arrangement have a mean score of 2.85, a description of neutral, and an interpretation of average burnout stress.

To determine if there are any remarkable differences between the variables, it is necessary to test for significant differences between the aforementioned demographic profile and work arrangements.

Table 3. Test for Significant Difference

Demographic Profile		Mean	Verbal Description	Verbal Interpretation
Sex at Birth	Male	2.91	Neutral	Average BSt
	Female	2.75	Neutral	Average BSt
	Total	2.81	Neutral	Average BSt
Age	Above 65 years old	2.36	Disagree	Low BSt
	40 to 65 years old	2.26	Disagree	Low BSt
	20 to 39 years old	3.00	Neutral	Average BSt
	Total	2.81	Neutral	Average BSt
Marital Status	Single	2.94	Neutral	Average BSt
	Married	2.54	Disagree	Low BSt
	Total	2.81	Neutral	Average BSt
Employment Status	Regular	2.91	Neutral	Average BSt
	Probationary (Full-Time)	2.71	Neutral	Average BSt
	Project-Based/Part-Time	2.68	Neutral	Average BSt
Employment Level	Total	2.81	Neutral	Average BSt
	Executive	2.22	Disagree	Low BSt
	Manager	2.47	Disagree	Low BSt
	Associate	2.91	Neutral	Average BSt
Length of Service	Rank and File	2.94	Neutral	Average BSt
	Total	2.81	Neutral	Average BSt
	0 to 3 years	2.83	Neutral	Average BSt
	4 to 6 years	3.00	Neutral	Average BSt
Highest Educational Attainment	7 to 9 years	3.17	Neutral	Average BSt
	More than 9 years	2.31	Disagree	Low BSt
	Total	2.81	Neutral	Average BSt
Work Arrangement	Doctoral Degree	2.41	Disagree	Low BSt
	Master's Degree	3.27	Neutral	Average BSt
	Bachelor's Degree	2.75	Neutral	Average BSt
	Total	2.81	Neutral	Average BSt
Work Arrangement	Work from Office	3.07	Neutral	Average BSt
	Work from Home	2.72	Neutral	Average BSt
	Blended Work Arrangement	2.85	Neutral	Average BSt
	Total	2.81	Neutral	Average BSt

The substantial variation by demographic profile and job arrangement is shown in Table No. 3. The computed p-value for birth sex is 0.456, higher than the 0.05 alpha level, indicating that the difference is not statistically significant and that the null hypothesis is accepted. This would imply that there is no discernible difference between burnout stress and sex at birth. The computed p-value for marital status is 0.068, which is higher than the 0.05 alpha level, indicating that there is no statistically significant difference and acceptance of the null hypothesis.

Age's computed p-value of 0.006 is less than the 0.05 alpha level, indicating a significant difference and the rejection of the null hypothesis. As a result, when respondents are classified by age, there is a



considerable difference in the degrees of burnout stress.

The computed p-value for employment level is 0.162, which is higher than the 0.05 alpha level, indicating that there is no statistically significant difference and acceptance of the null hypothesis. The computed p-value for employment status is 0.598, which is larger than the 0.05 alpha level and denotes that the difference is not statistically significant, supporting the null hypothesis.

The computed p-value for length of service is 0.194, which is higher than the 0.05 alpha level, indicating that there is no statistically significant difference and acceptance of the null hypothesis. The estimated p-value for highest educational attainment is 0.036, which is less than the 0.05 alpha threshold and indicates that the difference is significant, rejecting the null hypothesis. As a result, when respondents are categorized according to their highest degree of education, there is a considerable variation in their levels of burnout stress. To determine the significant difference between the various age groups, a post hoc analysis was done.

The computed p-value for work arrangement, which is larger than the 0.05 alpha threshold and indicates that the difference is not significant, is 0.636, and the null hypothesis is thus accepted.

Table 4. *Post Hoc for Age*

Compared Sub-Level		p-value	Significance	Ho Decision
Above 65 years old	40 to 65 years old	.847	Not Significant	Accept
	20 to 39 years old	.192	Not Significant	Accept
40 to 65 years old	20 to 39 years old	.002	Significant	Reject

\*Significant at .05 alpha level

The Post Hoc Test for age is shown in Table No. 4 and demonstrates the significant differences between the various age groups. The computed p-value for respondents over 65 and respondents between 40 and 65 is 0.847, larger than the 0.05 alpha level, indicating that the difference is not significant and the null hypothesis is accepted. The computed p-value for respondents over 65 and respondents between the ages of 20 and 39 is 0.192, which is higher than the 0.05 alpha level, indicating that the difference is not significant and that the null hypothesis is accepted.

The computed p-value for respondents in the 40–65 and 20–39 age groups is 0.002, which is less than the 0.05 alpha level, indicating that the difference is significant and the null hypothesis is disproved.

According to this, respondents aged 20 to 39 have higher levels of burnout stress than respondents aged 40 to 65.

Table 5. *Post Hoc for Highest Educational Attainment*

Compared Sub-Level		p-value	Significance	Ho Decision
Doctoral Degree	Master's Degree	.015	Significant	Reject
	Bachelor's Degree	.248	Not Significant	Accept
Master's Degree	Bachelor's Degree	.041	Significant	Reject

\*Significant at .05 alpha level

The Post Hoc Test performed for the greatest level of education is shown in Table No. 5 and demonstrates the huge discrepancy between the various levels of education. The estimated p-value for respondents with a master's degree and a doctorate is 0.015, which is lower than the 0.05 alpha level and indicates that the difference is significant, rejecting the null hypothesis. Accordingly, respondents with master's degrees would have higher levels of burnout stress than respondents with PhD degrees. The computer p-value is 0.248 for respondents with a doctorate and a bachelor's degree, larger than the 0.05 alpha level, indicating that the difference is not significant and the null hypothesis is accepted.

The computed p-value is 0.041 for responders with a master's degree and is lower than the 0.05 alpha level, indicating that the difference is significant and the null hypothesis is rejected. Accordingly, respondents with master's degrees would report higher levels of burnout stress than respondents with bachelor's degrees.

## Discussion

Our findings indicate that the burnout stress ratings are not significantly affected by factors such as sex at birth, marital status, employment status, employment level, length of service, or work arrangement. Although earlier research indicated that women are more prone to stress and/or burnout, the difference in their scores in this study is not very significant. Regarding marital status, it is vital to highlight that, despite the fact that their burnout stress ratings are not significantly different, respondents who are single typically experience average burnout while those who are married typically experience mild burnout. This might be because Filipino married couples have a strong support system available to them, which lowers

their levels of burnout and stress (Dayrit et al., 2018).

Additionally, there is no discernible difference in the burnout stress levels of individuals based on employment status, level, or duration of service. From the perspective of the employer, these three things are connected in some way since job status requires a certain amount of service time and because in a typical Philippine firm, employment level also depends on service time (i.e. seniority). They appear to have opposing trends, though, when their means are compared. It's also noteworthy to note that while ratings for respondents who served for more than nine years have fallen, the duration of service has an upward tendency in terms of burnout stress (the longer your service, the higher your burnout stress) (low burnout). Long-term employees typically fully integrate into the corporate culture and no longer experience the stress or vulnerability to burnout that they did in the past. The age and greatest level of education, however, show a substantial variation. According to the findings, respondents between the ages of 20 and 39 have a significantly different burnout stress mean than respondents between the ages of 40 and 65. This may be a result of the large generational gaps between Baby Boomers, Generation X, Generation Z, and Generation Y. (Kasasa, 2021).

According to recent studies (Cullimore, 2019), Gen Z and Millennials are referred to as the "burnout generation" because they were raised in a world of modern technology and value their mental health highly. Additionally, according to our research, respondents with master's degrees report significantly lower levels of burnout stress than respondents with bachelor's degrees. Since these roles have minimal requirements (i.e., a graduate of a master's degree, with a license, etc.), those employees who have a master's degree are typically allocated to the most taxing positions that require a lot of labor and output. Recall that the majority of respondents with master's degrees are in the range of 20 to 39 years old. Age and highest educational attainment may be related indirectly. Last but not least, the burnout stress levels based on work arrangement are not significantly different. They all exhibit an average level of burnout when categorized by their existing work arrangement. Work-from-home employees have the lowest burnout stress mean and work-from-office employees have the highest, but the means still show a trend. Since the nationwide quarantine has been in place for more than a year, most employees may already be accustomed to the new work environment. The first several months of the lockdown may have seen a noticeable difference, but stress levels have now declined (Mache et al.,

2020)

## Conclusion

Therefore, there is no discernible difference between burnout stress and the existing working environment. However, there is a substantial relationship between burnout stress and age, with people in the 20 to 39 age range experiencing significantly more burnout stress than people in the 40 to 65 age range. Additionally, there is a substantial correlation between burnout stress and greatest level of education attained; those with master's degrees experience significantly more burnout stress than people with bachelor's degrees.

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