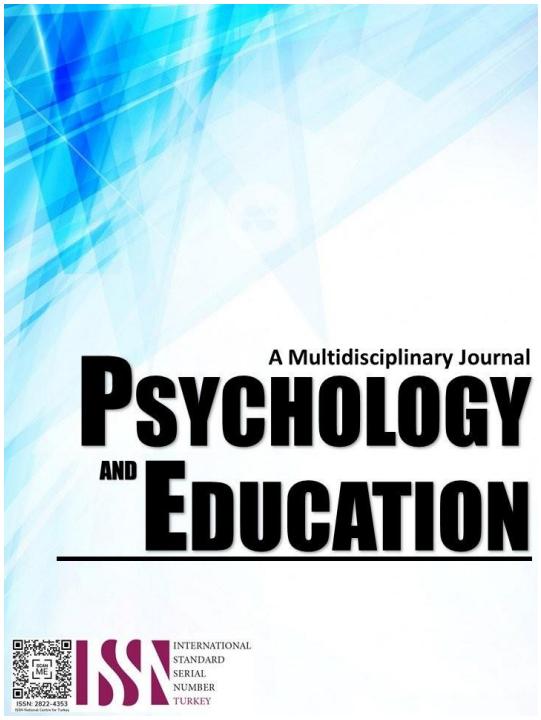
PSYCHOLOGICAL RESILIENCY AND JOB-RELATED BURNOUT OF FEMALE EMPLOYEES



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Research Article

Psychological Resiliency and Job-Related Burnout of Female Employees

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Abstract

Burnout and resiliency among employees have been the focus of many studies over the years. Results have diverse significantly, particularly regarding the prevalence of burnout and the level of resiliency. This study highlights jobrelated burnout in terms of psychosocial stress, work pressure, and employee psychological resiliency in terms of a learning culture, empowering leadership, employee participation, corporate communication, employee resilience, job engagement, job satisfaction, and intention turnover among female employees in one of the industrial company located at Biñan, Laguna. The survey technique has been applied as the data gathering method in this research. A stratified random sampling method was used as the sampling technique, and SPSS software was used to analyze data. Percentage Distribution was used to analyze data on the profile of the respondents. Statistical tool such as Analysis of Variance, Pearson Correlation Coefficient and Linear Regression was used to determine the difference, relationship, and predictability of variables. Research results showed that there is significant relationship between Psychological Resilience and Perceived Burnout in terms of Employee Resilience and Psychological Stress, Employee Resilience and Work Pressure, Job Engagement and Work Pressure, between Job Satisfaction and Work Pressure. The result of the study also showed that psychological resiliency in terms of employee resilience, job engagement, job satisfaction, and intentions to turnover were variables that can predict burnout of an employee.

Keywords: *job-related burnout, psychological resiliency, female employees*

Introduction

One of valuable asset of a company are their employees. However, many of them are experiencing high levels of stress, pressure, and burnout due to heavy workload, unhealthy working environment, varying job requirements, and tricky relationships with colleagues. These may lead to employees' poor performance and lower productivity. In these scenarios, absenteeism and a higher employee turnover rate are likely to happen. Even though the pressure to achieve work goals as usual at work, excessive stress can root to an undeniable complication.

Conversely, some persons are less affected by stress and related unhelpful outcomes at work. They can react well when faced with significant adjustment or pressure to achieve the desired result. They are resilient people who have strong ability and expertise to handle stress and conflict and good organizational support to help them compromise with work pressure.

Stress, pressure, and burnout affect people personally and professionally despite their occupation. In a study by Moreno F. et. al (2020)16, says that sixty-five percent (65%) of employees in the US says that the leading stressors in their lives are their jobs. A stressful work atmosphere can direct to harmful physical and mental health results for both employee's organizations. In addition, according to Breen et al. (2015)2, the experience of occupational stress has been constantly related to unhelpful individual results such as high rates of depression, anxiety, secondary traumatic stress, and compassion fatigue, and the incident of enduring and elevated levels of stress can enhance the possibility of a person developing burnout.

Similarly, in the recent survey cited in a health magazine, many employees were reported who experienced stress associated with work. With this experience, employees are sacrificing their health and work performance. The result showed that about forty percent (40%) of employees were highly stressed with their job, leading to burnout (Workplace Stress: A Silent Killer of Employee Health and Productivity, n.d)19. Burnout is determined by the dimensions of emotional fatigue, doubt, and reduced professional value, though not everyone suffers burnout when experiencing work stress (Hao et al., 2015)9. Also, Georganta et al. (2019)7 stated that burnout is one of the psychological syndromes of emotional fatigue, feelings of distrust, and reduced personal accomplishment. Burnout results from the constant stress that the working atmosphere can start restless reactions.

Furthermore, resilience refers to the capability of effectively adjusting to stressors and keeping psychological wellbeing in the middle of difficulties (Jeon et al., 2019)11. In addition, as cited by Kim and

Lee (2020)14, resilience refers to a psychological resource that recovers from an individual's suffering and adversity and enables individuals to overcome stressful situations and recuperate from states of stress. With this scenario, we aimed to know if there was any significant relationship between psychological resilience and perceived burnout in terms of stress and pressure.

Research Questions

We sought to know the answers to the following problems and sub problems:

1. What is the demographic profile of the participants in terms of:
   1.1 Age;
   1.2 Civil Status; and
   1.3 Length of Service?
2. What is the level of employee's psychological resiliency in terms of:
   2.1 Leaning Culture;
   2.2 Empowering Leadership;
   2.3 Employee Participation;
   2.4 Corporate Communication;
   2.5 Employee Resilience;
   2.6 Job Engagement;
   2.7 Job Satisfaction; and
   2.8 Intention to Turnover?
3. What is the level of employee perceived exposure to burnout in terms of:
   3.1 Psychosocial Stress; and
   3.2 Work Pressure?
4. Is there any significant difference between perceived exposures to burnout when grouped according to demographic profile?
5 .Is there any significant relationship between employees' psychological resiliency levels and perceived exposure to burnout?
6. What factors can predict the employee's psychological resiliency?
7. What factors can predict the employee's burnout?
8. Does the factor employee's psychological resiliency predict burnout?

Methodology

Research Design

In this study, we utilized the descriptive correlation with linear regression. The study determined level of psychological resiliency and level of perceived burnout among female employees in an industrial company within Biñan City, Laguna.

Participants

80 female employees from two (2) manufacturing departments were used as the respondents of the study. Samples were chosen using stratified sampling technique in which the respondents of the survey had class stratification or grouping (Hayes, 2020)10. Also, sample size was computed using the reference from Bermudo et al. (2010)10 that 20% of the population may use as the sample size.

Results

Results showed that 12.5 percent (10) belongs to ages 42 to 46, 26.3 percent belongs to 37~41 ages, 27.5 percent (22) belongs to ages 32~36, while the 21.3 (17) percent belongs to ages 27~31 and 12.5 percent (10) belongs to ages 22~26. In terms of civil status, 38.8 percent (31) were single, and majority of the respondents were married, with a percentage of 61.3 percent (49). In terms of length of service, 10 percent (8) belongs to twenty-one to twenty-five (21~25) years in service, 11.3 percent (9) belongs sixteen to twenty (16~20) years in service, 17.5 percent (14) belongs to eleven to fifteen (11~15) years of service, while the 23.8 percent (19) belongs to six to ten (6~10) years of service and the majority of the respondents which is 37.5 percent (30) belongs to one to five (1~5) years in service.

Female employees show that in terms of Psychological Resiliency, they were Slightly High level in terms of learning culture (6.00), Slight High in terms of Empowering Leadership (5.99), Slightly High in term of Employee Participation (5.87), Slightly High in Corporate Communication (5.94), Slightly High in Employee Resilience (5.96), Neither High/Low in terms of Job Engagement (4.15), Moderately High in Job Satisfaction (4.65) and Neither High/Low in terms of Intention to Turnover (3.66)

In terms of perceived burnout, female respondents got slightly low Psychological Stress (2.43) and Work Pressure (2.19). On the other hand, it was also showed that there are significant different in the level of Psychological Resiliency in term of learning culture between demographic profiles, between empowering leadership and age and service; between employee leadership and age; between corporate communication and age; between employee resilience and age and

length of service; between job engagement and civil status and length of service; between job satisfaction and age.

There is also a significant difference between Psychological Stress and civil status; between Work Pressure, age and civil status. The study also finds that there is significant relationship between Psychological Resilience and Perceived Burnout in terms of Employee Resilience and Psychological Stress (r=0.262*, p= 0 0.019), Employee Resilience and Work Pressure (r=0.294*, p=0.008), Job Engagement and Work Pressure (r=0266*, p=0.017), between Job Satisfaction and Work Pressure (r=0.221*, p=0.049). Moreover, psychological resiliency in terms of employee resilience (p=0.014), job engagement (p=0.002), job satisfaction (p=0.012), and intentions to turnover (p=0.0001) were variables that can predict burnout of an employee.

Discussion

In this study, we tried to see the relationship between psychological resiliency and perceived job-related burnout of the female employees. According to the gathered data, demographic profile such as age and length of services has a significant difference in terms of Psychological Resiliency. On the other hand, demographic profile such as age and civil status had a difference in terms of perceived burnout. When we analyzed the supporting referenced gathered, age do have a significant impact in terms of resiliency and burnout. In the research conducted by Crane & Searle (2016)3 study, which was confirmed Tayoto's (2019)18 research, persons between the ages of 41 and 50 were shown to have the highest resiliency and self-care compared to the other age groups. Since, they already achieved the stability in term of their professional and personal lives. Higher age groups are said to having formed connections and being financially comfortable, since exposure to complex stresses could lead to high resiliency and a reduction in work-related strain. But researchers such as Marzo et.al (2022)15 and Firat et. al (2022)6 states that demographic profile has no significant impact to burnout. With this, we can say that differences between demographic profiles to Psychological Resiliency and Burnout varies.

This study also found that there is a significant correlation between Psychological Resilience and Perceived Burnout in terms of Employee Resilience and Psychological Stress; between Employee Resilience and Work Pressure; between Job Engagement and Work Pressure between Job Satisfaction and Work Pressure. Resilience appears to have a mitigating effect on the unfavorable link between job tension and job satisfaction. It was suggested that employees should learn how to be resilient (Kim and Lee, 202014; Guler et al., 20208; Pierce, 2018)17. Furthermore, as supported by Lu et.al (2020), increasing resilience has reduced depression and mental health problems (Lu et al. 2020)14. It is also used to treat depression, anxiety, and stress problems. It can be seen as a degree of stress coping ability in response to difficulty.

The present study also found that psychological resiliency in terms of employee resilience, job engagement, job satisfaction, and intentions to turnover can predict burnout of the female employees. In the research conducted by Derbis and Jasiński (2018)4, states that satisfaction to work, resiliency, work engagement and coherence had a significant relationship to each other. This can also be support for the research article of Di Monte et.al (2020)5, results of their research concluded that Resiliency of the General Practitioners has an important role in their working field. Hence, it is a significant predictor of burnout among the said respondents.

Conclusion

According to the results of the study, which analyzed the relationship between psychological resiliency and job-related burnout, there is said to be a significant relationship between the variables in term of Employee Resilience and Psychological Stress; between Employee Resilience and Work Pressure; between Job Engagement and Work Pressure between Job Satisfaction and Work Pressure. Moreover, factors such as employee resilience, job engagement, job satisfaction, and intentions to turnover can be the predictor of job burnout of female employees.

In the light of the findings and conclusions, the following are offered as recommendations for possible actions: (1) To the female employees, it is recommended to take time to recharge, learn how to relax (join the yoga class, walkathon), build your support system such as asking for a coffee date, group sessions to your superiors. You may also track your stressors by using stress apps available online or do journaling. (2) To leaders, continue to support and empower your subordinates or employees, make them feel that they are appreciated, are essential to the team goal, and strengthen your team's communication. You may ask for a lunch out or coffee dates. (3) To the

employer, continue to encourage and recognize your employees, provide a program like on-site or distance counseling, team building, and promote workplace wellness like a yoga class, walkathon, etc. (4) To registered psychologists and other mental health practitioners may use the findings of this study to create or enhance the program that they may offer concerning employees, especially in industrial settings. (5) To future researchers, they may use the findings of this research as a reference for any study relating to psychological resiliency and burnout. (6) It is also recommended that other researchers use other methods such as qualitative or even mixed methods to use different variables. Further study should be made on the strong and weak points of job-related burnout and employee psychological resilience.

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