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Research Paper

# Organizational Conditions Associated with Burnout among Assessment Division Employees of a Philippine Government Agency

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**Abstract**

Despite growing evidence linking organizational conditions to employee burnout, little research has examined their collective association with burnout among assessment personnel in Philippine government agencies. Guided by Job Demands-Resources (JD-R) Theory, this study examined the organizational conditions associated with burnout among employees in an Assessment Division of a Philippine government agency. The study employed a quantitative descriptive-correlational design and a census approach, involving 40 employees. The researcher developed a questionnaire based on the JD-R framework and relevant literature to gather data. Experts reviewed and revised the instrument, and the researcher conducted pilot testing; reliability was assessed using Cronbach's alpha. The study used descriptive statistics and Spearman's rank-order correlation to analyze the data. Findings revealed favorable ratings for management support, workplace communication, employee recognition, and work environment, while workload and work-life balance received lower ratings. Burnout-related experiences were frequently reported, with emotional exhaustion emerging as the most prominent dimension. Overall organizational conditions were significantly and negatively associated with burnout ($\rho = -0.393$, $p = .012$). Workload, work environment, and work-life balance were significantly associated with burnout, whereas management support, workplace communication, and employee recognition were not. Employees most commonly reported heavy workload, tight deadlines, exhaustion, and work-life balance difficulties. The findings informed the development of workplace strategies and are limited to Assessment Division employees who participated in the study. The results provide preliminary evidence for further assessment of burnout-related organizational conditions in similar government work settings.

**Keywords:** *Assessment Division Employees, Descriptive-Correlational Research Design, Employee Burnout, Job Demands–Resources Theory, Philippine Government Agency, Public-Sector Workforce, Work-Life Balance*

## INTRODUCTION

Employee well-being has become an important concern in organizations because workplace conditions can influence employees' motivation, productivity, health, and ability to perform their responsibilities. Organizational conditions include workload, management support, workplace communication, employee recognition, work environment, and work-life balance.

Under the Job Demands–Resources (JD-R) Theory, heavy workload and time pressure may function as job demands. At the same time, support, recognition, communication, and a supportive work environment may serve as job resources that help employees manage these demands. When demands remain high and resources are insufficient, employees may become more vulnerable to burnout (Bakker & Demerouti, 2024; Galanakis & Tsitouri, 2022).

Recent international studies show that several workplace conditions, rather than individual factors alone, influence burnout. Huang et al. (2022) found that role overload was associated with burnout and poorer physical and psychological health among government employees. Malta et al. (2024) also identified work and environmental factors associated with burnout, while Kataria and Verma (2026) reported that workplace communication was related to employee well-being and burnout.

Sciepura and Linos (2024) reported substantial psychological distress and burnout among state and local public servants. Similarly, Lam et al. (2022) identified environmental and personal

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factors associated with work-related burnout among employees. These findings suggest that burnout is not solely an individual concern but is also influenced by how work is structured, managed, and supported. Thus, examining both job demands and available workplace resources is important in understanding employees' experiences of burnout.

Philippine studies also indicate that stress and burnout are relevant concerns among employees. Lorenzo and Cuizon (2022) examined burnout stress among employees under different work arrangements, while Dimapilis (2023) examined occupational stress among government workers. Concepcion et al. (2024) highlighted the importance of work-life balance among employees in a Philippine local government unit, and Manalo et al. (2025) examined emotional exhaustion among government employees in Batangas.

More recent studies further show that work-life balance is associated with burnout among Filipino remote workers (Desiatco et al., 2024), while longer workweeks can affect work-life balance, job satisfaction, and productivity among Filipino employees (Bonifacio et al., 2025). Taken together, these studies suggest that workplace demands and organizational resources shape employee burnout and well-being in the Philippine workplace. Despite differences in employee populations and organizational settings, the findings consistently indicate that the way work is structured and supported plays a significant role in employees' experiences of stress, well-being, and burnout.

Notwithstanding the growing body of international and Philippine literature on employee burnout, a significant gap remains in understanding how multiple organizational conditions collectively influence burnout among employees in a specific Philippine government-agency context. International studies have identified the influence of role overload, workplace communication, work and environmental factors, psychological distress, and other workplace conditions in employee burnout (Huang et al., 2022; Malta et al., 2024; Kataria & Verma, 2026; Sciepura & Linos, 2024; Lam et al., 2022), while Philippine studies have examined burnout in relation to work arrangements, occupational stress, work-life balance, emotional exhaustion, and workweek characteristics (Lorenzo & Cuizon, 2022; Dimapilis, 2023; Concepcion et al., 2024; Manalo et al., 2025; Desiatco et al., 2024; Bonifacio et al., 2025).

However, these studies have largely focused on individual factors or specific organizational settings rather than examining the combined influence of organizational conditions, including both job demands and workplace resources, within a single government agency. Consequently, limited empirical evidence identifies which organizational conditions are associated with employee burnout among government employees in the Philippines, necessitating the present study.

In the selected government agency, Assessment Division employees face demanding responsibilities involving documents, cases, deadlines, coordination, and accuracy, making this study timely and relevant to employee well-being and public service. Examining organizational conditions and burnout may help management identify areas for improvement in workload, support, communication, recognition, work environment, and work-life balance. The findings may also inform practical strategies and policies that promote employee well-being, sustain productivity, and improve the quality of public service.

This study examined the organizational conditions associated with burnout among employees of the Assessment Division of a selected government agency in the Philippines. Specifically, it sought to answer the following research questions:

1. What are the organizational conditions experienced by employees in terms of workload, management support, workplace communication, employee recognition, work environment, and work-life balance?
2. What is the level of employee burnout in terms of emotional exhaustion, detachment from work, and reduced professional efficacy?

3. Is there a significant relationship between organizational conditions and employee burnout among employees of the Assessment Division of a selected government agency?
4. What workplace problems are encountered by employees in relation to organizational conditions and employee burnout?

This study is anchored on the JD-R Theory, which posits that employee well-being and burnout are influenced by the interaction between job demands and job resources (Bakker et al., 2023). Job demands refer to aspects of work that require sustained physical, cognitive, or emotional effort and may contribute to stress and burnout when they become excessive. In contrast, job resources are aspects of the work environment that help employees achieve work goals, reduce the negative effects of job demands, and foster motivation and well-being.

In this study, workload is classified as a job demand because it reflects the quantity and intensity of work required of employees, which may drain their physical and psychological resources. In contrast, management support, workplace communication, employee recognition, work environment, and work-life balance are classified as job resources because they provide organizational support, access to information, positive working conditions, acknowledgment of contributions, and opportunities to maintain balance between work and personal responsibilities.

According to the JD-R Theory, excessive job demands may increase burnout, whereas adequate job resources can buffer the negative effects of demands and protect employees from burnout. Thus, the theory provides an appropriate framework for examining how organizational conditions relate to employee burnout among Assessment Division employees at a government agency in the Philippines.

## LITERATURE REVIEW

The researchers reviewed recent literature and empirical studies on organizational conditions and employee burnout, with particular emphasis on JD-R Theory. The review examined the six organizational conditions, the three dimensions of burnout, and their relationship. This section also established the study's theoretical and empirical basis and aligned the literature with its research objectives.

### Job Demands–Resources (JD-R) Theory

JD-R Theory serves as the study's theoretical foundation by explaining employee well-being and burnout as outcomes of the interaction between job demands and job resources. Job demands refer to aspects of work that require sustained physical, cognitive, or emotional effort and are therefore associated with physiological and psychological costs.

In contrast, job resources are organizational, social, and physical aspects of work that help employees meet job demands, achieve work goals, and promote personal growth and well-being (Bakker & Demerouti, 2024). In the present study, workload is a job demand. At the same time, management support, workplace communication, employee recognition, work environment, and work-life balance are job resources because they help employees cope with work-related pressures and maintain their well-being.

Empirical studies consistently support the explanatory power of the JD-R Theory in understanding employee burnout. A systematic review by Galanakis and Tsitouri (2022) found substantial evidence that excessive job demands coupled with insufficient job resources contribute to burnout and reduced employee engagement across various occupational settings. Similarly, Kordsmeyer et al. (2022) reported that high quantitative job demands increase burnout risk, whereas organizational resources can mitigate their negative effects.

Taken together, these studies suggest that burnout is not solely a consequence of heavy

workloads but also reflects the extent to which employees have access to adequate organizational resources that enable them to manage work pressures effectively. This perspective is particularly relevant to the present study because it recognizes burnout as the result of the combined influence of workplace demands and resources rather than any single organizational factor.

Thus, JD-R Theory provides an appropriate framework for examining how workload, management support, workplace communication, employee recognition, work environment, and work-life balance relate to employee burnout among Assessment Division employees of a government agency in the Philippines.

**Organizational Conditions: Workplace Factors Associated with Employee Burnout**

Organizational conditions encompass workplace factors that shape how employees perform their duties, manage work demands, and maintain their well-being. In this study, these conditions include workload, management support, workplace communication, employee recognition, work environment, and work-life balance. Consistent with the Job Demands-Resources framework, these factors may function either as workplace demands that contribute to strain or as workplace resources that help employees cope with job pressures.

Existing literature consistently shows that organizational conditions shape employees' experiences of burnout and well-being. Studies show that supportive workplace environments, effective communication systems, management support, and other favorable organizational practices are associated with better employee outcomes and lower burnout (Fuentes Flores et al., 2022; Malta et al., 2024; Kataria & Verma, 2026; Laškarin Ažić et al., 2024). Similarly, Philippine studies emphasize the importance of workplace management practices, work-life balance, and other organizational factors in influencing employee well-being among government employees and local government personnel (Dimapilis, 2023; Concepcion et al., 2024).

Taken together, these findings suggest that burnout is not merely an individual response to work stress but is influenced by a combination of organizational conditions that shape employees' work experiences. However, previous studies have generally examined these organizational factors independently or within different occupational settings. Consequently, limited evidence exists regarding how workload, management support, workplace communication, employee recognition, work environment, and work-life balance collectively relate to burnout among employees performing assessment-related functions in a Philippine government agency, thereby justifying the present investigation.

**Employee Burnout**

Employee burnout is a work-related psychological condition that develops when employees face prolonged stress without sufficient opportunities or resources to recover. It is commonly characterized by emotional exhaustion, detachment from work, and reduced professional efficacy, reflecting diminished energy, weakened attachment to work, and lower perceptions of competence and accomplishment. Existing literature consistently identifies burnout as an important consequence of unfavorable workplace conditions and excessive job demands.

Studies of government employees and public-sector personnel show that factors such as role overload and poor working conditions are associated with higher burnout and poorer physical and psychological well-being (Huang et al., 2022; Fuentes Flores et al., 2022). Similarly, research in the Philippine context has documented burnout and its dimensions among Filipino employees, including emotional exhaustion among government personnel (Abdul Aziz & Ong, 2024; Manalo et al., 2025).

Taken together, these findings suggest that burnout is not merely an individual experience but a workplace-related outcome shaped by organizational conditions and work demands.

Consequently, examining burnout alongside organizational conditions offers a meaningful way to understand employee well-being and workplace functioning within the selected government agency.

**Relationship Between Organizational Conditions and Employee Burnout**

The JD-R Theory explains the relationship between organizational conditions and employee burnout, which posits that employee well-being depends on the balance between job demands and job resources. Job demands, such as excessive workload and work-related pressures, require sustained physical, emotional, and cognitive effort, while job resources, such as management support, workplace communication, employee recognition, a positive work environment, and work-life balance, help employees cope with these demands and reduce their negative effects (Bakker & Demerouti, 2024). According to the theory, burnout is more likely when job demands exceed available resources, suggesting that organizational conditions play an important role in shaping employees' experiences of burnout.

Empirical studies generally support the relationship between organizational conditions and burnout. Research shows that role overload, demanding work conditions, and other workplace stressors are associated with increased burnout, while organizational resources support employee well-being and lower burnout (Huang et al., 2022; Kordsmeyer et al., 2022; Malta et al., 2024; Kataria & Verma, 2026).

Philippine studies also highlight workplace factors such as organizational practices, workload, stress, and work-life balance in shaping employee well-being among workers and government personnel (Dimapilis, 2023; Concepcion et al., 2024). Collectively, these findings suggest that burnout depends not only on the demands placed on employees but also on the extent to which organizations provide resources that help employees manage work-related pressures effectively.

However, the literature also presents contrasting findings that warrant further investigation. While many studies support the protective role of job resources, some report no significant relationship between certain organizational resources and burnout. For example, Regoso et al. (2023) found that the work environment did not significantly influence burnout among BPO employees, while Hämmig (2024) reported that supervisor support and job autonomy did not significantly protect against burnout among health professionals, despite their association with work engagement.

These inconsistent findings suggest that the relationship between organizational conditions and burnout may vary across occupational and organizational contexts. Therefore, it cannot be assumed that findings from other settings apply to employees in the selected government agency. This provides a basis for examining whether organizational conditions are significantly related to employee burnout in the present study and leads to the following hypothesis:

**$H_a$**: There is a significant relationship between organizational conditions and burnout among Assessment Division employees of a selected government agency.

**Problems Encountered by Employees Related to Organizational Conditions and Burnout**

Employees may face workplace challenges such as excessive workload, inadequate management support, ineffective communication, limited recognition, unfavorable work environments, and difficulty maintaining work-life balance. These conditions are important because they can create workplace strain and increase employees' susceptibility to burnout.

Consistent with the JD-R Theory, such challenges may reflect either excessive job demands or insufficient job resources, both of which can negatively affect employee well-being. Research

shows that organizational interventions targeting workplace conditions, particularly workload management and employee participation, can reduce burnout and exhaustion (Bes et al., 2023).

Existing studies consistently suggest that organizational factors are closely linked to employee stress, well-being, and burnout. Research in government and organizational settings highlights how workload, management practices, work-life balance, and other workplace conditions shape employees' work experiences and psychological health (Dimapilis, 2023; Concepcion et al., 2024; Abdul Aziz & Ong, 2024).

Taken together, these findings indicate that workplace challenges often arise not from a single factor but from the combined effects of organizational demands and the availability of resources that help employees cope with those demands. Consequently, understanding employees' specific workplace concerns is essential to identifying conditions that may contribute to burnout.

Despite the growing body of literature on workplace stress and burnout, employees' specific problems may vary across organizational contexts. As a result, concerns identified in previous studies cannot automatically be assumed to exist in every workplace. Examining employees' actual experiences in the selected government agency is therefore necessary to determine which organizational conditions pose the greatest challenges and how these concerns relate to burnout. The findings may provide practical guidance for management by identifying workplace issues that require attention, strengthening organizational support mechanisms, and promoting employee well-being and effective service delivery.

## RESEARCH METHOD

The study used a quantitative, descriptive-correlational research design to describe the organizational conditions and burnout levels of employees and determine whether a significant relationship existed between these variables (Miksza et al., 2023). The research design enabled the researchers to describe employees' workplace experiences and examine the relationship between the study variables without manipulating them.

The study was conducted among employees of a selected government agency in the Philippines responsible for administrative and assessment functions. Specifically, the respondents included employees from the Assessment Division, which performs assessment-related functions, handles cases and investigations, conducts verification and documentation, and undertakes other compliance-related activities that require accuracy, accountability, and adherence to deadlines.

These responsibilities may involve considerable workloads and time-sensitive demands, making the agency an appropriate setting for examining organizational conditions and employee burnout. The study used a census approach, including all 40 qualified employees in the selected department because the population is small, clearly defined, and accessible (Lakens, 2022).

These employees were considered knowledgeable respondents because they are directly involved in relevant tasks, policies, and procedures and can provide meaningful insights into how organizational factors such as workload, management practices, communication, recognition, work environment, and work-life balance may relate to burnout.

The study excluded employees from other departments because their responsibilities and organizational contexts differ significantly, and including them could introduce variability unrelated to the study's objectives; focusing solely on one department ensures the data remain consistent, relevant, and aligned with the research questions.

The researchers gathered data through a structured, researcher-developed survey questionnaire based on the study objectives, the JD-R Theory, and related literature. The researchers used a structured questionnaire divided into four (4) sections. The researchers formulated the questionnaire items based on relevant literature and previous studies that provided the conceptual and empirical bases for the constructs and dimensions measured.

The first section covered the respondents' profile, with items informed by Kordsmeyer et al. (2022). The second section measured organizational conditions, specifically workload, management support, workplace communication, employee recognition, work environment, and work-life balance, based on the relevant dimensions discussed by Galanakis and Tsitouri (2022) and Bakker and Demerouti (2024).

The third section assessed employee burnout in terms of emotional exhaustion, detachment from work, and reduced professional efficacy, drawing from Johnson and Shamroukh (2024). The fourth section focused on common workplace problems associated with organizational conditions and employee burnout, also guided by Johnson and Shamroukh (2024). Thus, the cited literature served as the primary basis for formulating and organizing the questionnaire items for each construct and its corresponding dimensions.

Through the use of a Likert scale, the agreement-based statements were rated using a five-point Likert scale with mean scores interpreted as follows: 4.21–5.00 = Strongly Agree/ Always, 3.41–4.20 = Agree/ Often, 2.61–3.40 = Neutral/ Sometimes, 1.81–2.60 = Disagree/ Rarely, and 1.00–1.80 = Strongly Disagree/ Never. To establish content validity, two experts in accounting and management reviewed the questionnaire.

Following their evaluation, the researchers made minor revisions to selected items based on their recommendations to improve the questionnaire's clarity, relevance, and alignment with the study objectives. The revised instrument was then pilot-tested among ten (10) employees from a different division within the same government agency who were not included in the main study. They were selected because they worked in the same organizational setting and could provide relevant responses without being included in the main study.

Cronbach's alpha was used as an initial measure of internal consistency, with coefficients interpreted as follows: $\alpha \geq 0.90$ = Excellent, $0.80 \leq \alpha < 0.90$ = Good, $0.70 \leq \alpha < 0.80$ = Acceptable, $0.60 \leq \alpha < 0.70$ = Questionable, $0.50 \leq \alpha < 0.60$ = Poor, and $\alpha < 0.50$ = Unacceptable. The results demonstrated acceptable to excellent internal consistency across the study variables (Table 1). Given the small pilot group, the reliability results were interpreted cautiously alongside expert validation and item review (Izah et al., 2024).

**Table 1.** Reliability Statistics

| Indicator | No. of Items | Cronbach's α | Remarks (Internal Consistency) |
|---|---|---|---|
| **Workplace Conditions** | | | |
| Workload | 3 | 0.9740 | Excellent |
| Management Support | 3 | 0.7630 | Acceptable |
| Workplace Communication | 3 | 0.9300 | Excellent |
| Employee Recognition | 3 | 0.9870 | Excellent |
| Work Environment | 3 | 0.9430 | Excellent |
| Work-Life Balance | 3 | 0.9510 | Excellent |
| **Work-Related Burnout** | | | |
| Emotional Exhaustion | 3 | 0.9640 | Excellent |
| Detachment from Work | 3 | 0.9690 | Excellent |
| Reduced Professional Efficacy | 3 | 0.8840 | Good |
| **Work-Related Challenges/Difficulties** | 9 | 0.9510 | Excellent |

The survey was conducted during the third week of September 2026 using Google Forms and involved all 40 qualified employees in the selected department. Respondents were informed of the study's purpose, the confidentiality of their responses, voluntary participation, and their right to

withdraw at any time. The researchers checked, coded, tabulated, and analyzed the collected data using appropriate descriptive and inferential statistical methods.

Frequencies and percentages described the respondents' demographics and work profile, while the mean assessed organizational conditions, employee burnout, and work-related challenges. Spearman's rank-order correlation (Spearman's rho) was used to determine the relationship between organizational conditions and employee burnout. Prior to the analysis, the assumptions for Spearman's correlation were assessed. The variables were measured using ordinal Likert-scale responses, and the paired observations came from the same respondents, ensuring appropriate matching.

In addition, no missing responses were identified among the items included in the correlation analysis. Data analysis indicated a generally monotonic relationship between organizational conditions and employee burnout, further supporting the appropriateness of Spearman's rho. As a nonparametric correlation method, Spearman's rho suits ordinal data and does not require the normal distribution assumption required by Pearson's correlation (Allison et al., 2022). Therefore, based on the data characteristics and the observed relationship between the variables, the conditions for applying Spearman's rho were met.

## FINDINGS AND DISCUSSION

The survey questionnaire data have been presented, analyzed, and interpreted to support the study's objectives.

### Demographic Profile of Respondents

The demographic profile of the selected employees in the government agency includes their gender, current position in the agency, number of dockets/taxpayers handled per week, typical work hours per week (including overtime), and tenure with the current employer.

**Table 2**. Demographic Profile of the Respondents

| Indicator | Frequency | Percentage (%) |
|---|---|---|
| **Gender** | | |
| Male | 18 | 45.00 |
| Female | 22 | 55.00 |
| **Total** | **40** | **100.00** |
| **Current Position in the Agency** | | |
| Rank and File | 35 | 87.50 |
| Supervisory | 3 | 7.50 |
| Managerial | 2 | 5.00 |
| **Total** | **40** | **100.00** |
| **Number of Dockets/Taxpayers Handled per Week** | | |
| 1–3 dockets/Taxpayers | 0 | 0.00 |
| 4–6 dockets/Taxpayers | 13 | 32.50 |
| 7 or more dockets/Taxpayers | 27 | 67.50 |
| **Total** | **40** | **100.00** |
| **Typical Work Hours per Week (Including Overtime)** | | |
| 40 hours or less | 3 | 7.50 |
| 41–48 hours | 16 | 40.00 |
| More than 48 hours | 21 | 52.50 |
| **Total** | **40** | **100.00** |
| **Tenure with Current Employer** | | |

| | | |
|---|---|---|
| Less than 2 years | 15 | 37.50 |
| More than 2 years but less than 4 years | 10 | 25.00 |
| More than 4 years | 15 | 37.50 |
| **Total** | **40** | **100.00** |

The demographic profile of the 40 respondents provides important context for understanding the study's objectives on organizational conditions and employee burnout. Most respondents were female (55.0%) and rank-and-file employees (87.5%), indicating that the findings largely reflect the experiences of employees directly engaged in day-to-day operational responsibilities. In terms of work demands, 67.5% handled seven or more dockets/taxpayers per week. In comparison, 52.5% worked more than 48 hours per week, including overtime, suggesting considerable workload and time demands that may relate to employee exhaustion and burnout (Edú-Valsania et al., 2022; Galanakis & Tsitouri, 2022).

Respondents also represented varying lengths of service, including both newer and longer-serving employees, allowing the study to capture perspectives across different levels of organizational experience. Overall, the profile shows a workforce characterized largely by operational roles, substantial work demands, and varied tenure. These profile characteristics provide meaningful context for interpreting the respondents' assessments of organizational conditions, burnout experiences, and workplace challenges.

**Organizational Conditions**

Organizational conditions refer to the workplace factors that may influence employees' experiences, well-being, and ability to perform their responsibilities. In this study, these conditions were assessed in terms of workload, management support, workplace communication, employee recognition, work environment, and work-life balance. Examining these areas provides a clearer understanding of how employees perceive their working conditions and establishes the basis for determining their relationship with employee burnout. Table 3 presents the respondents' assessment of these organizational conditions.

**Table 3.** Assessment of Organizational Conditions

| Organizational Condition | Mean | Interpretation |
|---|---|---|
| Workload | 2.67 | Neutral |
| Management Support | 4.08 | Agree |
| Workplace Communication | 3.91 | Agree |
| Employee Recognition | 3.91 | Agree |
| Work Environment | 3.86 | Agree |
| Work-Life Balance | 2.80 | Neutral |
| **Composite Mean** | **3.54** | **Agree** |

The findings indicate that employees generally perceived the organizational conditions within the Assessment Division positively, as reflected by an overall composite mean of 3.54 (Agree). Among the dimensions, management support (Mean = 4.08) received the highest rating, followed by workplace communication (Mean = 3.91), employee recognition (Mean = 3.91), and work environment (Mean = 3.86), all interpreted as Agree. These results suggest that employees generally viewed the workplace as supportive, communicative, and appreciative of employee contributions.

These perceptions align with JD-R Theory, which identifies management support, communication, recognition, and a favorable work environment as job resources that help

employees perform their tasks and cope with workplace demands (Bakker & Demerouti, 2024; Galanakis & Tsitouri, 2022). Rather than indicating an absence of workplace challenges, these findings suggest that employees perceived important organizational resources to be available despite the nature of their assessment-related work.

In contrast, workload (Mean = 2.67) and work-life balance (Mean = 2.80) received neutral ratings, making them the least favorable among the assessed organizational conditions. Because workload items focused on work manageability and the time available to complete assigned tasks, the lower rating suggests employees were less positive about their ability to meet work demands within regular working hours.

The respondents' work profile supports this interpretation: 67.5% handled seven or more dockets/taxpayers per week, and 52.5% reported working more than 48 hours weekly, including overtime. Similarly, the lower work-life balance rating suggests employees may have struggled to balance work responsibilities with personal and family obligations. These findings align with Huang et al. (2022), who reported that role overload was associated with burnout and poorer physical and psychological health, and Baes et al. (2025), who emphasized the importance of addressing workload demands to reduce employee exhaustion.

From a JD-R perspective, the findings demonstrate that positive organizational resources and challenging job demands can coexist within the same workplace. Employees may appreciate the support, communication, recognition, and work environment available to them while simultaneously experiencing pressure arising from workload demands and limited opportunities for recovery.

This pattern suggests that employees' concerns are not necessarily rooted in a lack of organizational support but rather in the intensity and volume of work that must be managed. Consequently, while employees viewed overall organizational conditions favorably, the comparatively lower ratings for workload and work-life balance indicate areas that require greater organizational attention. These findings provide important context for understanding employees' reported burnout levels and the subsequent relationships between organizational conditions and burnout.

**Employee Burnout**

Employee burnout was assessed using emotional exhaustion, detachment from work, and reduced professional efficacy. Table 4 presents the mean scores and corresponding interpretations of the respondents' burnout experiences across these three dimensions.

**Table 4.** Assessment of Employee Burnout

| Employee Burnout | Mean | Interpretation |
|---|---|---|
| Emotional Exhaustion | 3.85 | Often |
| Detachment from Work | 3.28 | Sometimes |
| Reduced Professional Efficacy | 3.44 | Often |
| Composite Mean | **3.52** | **Often** |

The findings revealed that emotional exhaustion (Mean = 3.85) obtained the highest mean among the burnout dimensions and was interpreted as Often. This suggests that employees more frequently experienced depletion of emotional and mental energy than other manifestations of burnout. Considering that a considerable proportion of respondents handled multiple dockets or taxpayers and reported working beyond regular working hours, the prominence of emotional exhaustion may reflect the sustained effort required to meet workload demands and deadlines.

Rather than indicating simple fatigue, emotional exhaustion suggests that work demands may have required employees to invest psychological energy continually over extended periods. This interpretation aligns with burnout as a condition characterized by the gradual depletion of emotional resources needed to cope effectively with work demands (Edú-Valsania et al., 2022). It also aligns with Huang et al. (2022), who reported that role overload was associated with burnout and poorer physical and psychological health among government employees.

Respondents also often experienced reduced professional efficacy (Mean = 3.44), indicating that they frequently questioned their effectiveness or capacity to perform their responsibilities successfully. Taken together with high emotional exhaustion, this finding suggests that employees may have felt not only tired but also less confident in their ability to meet job expectations consistently. In contrast, detachment from work (Mean = 3.28) had the lowest mean and was interpreted as "Sometimes."

This pattern is noteworthy because it suggests that although employees frequently experienced exhaustion and reduced professional efficacy, they generally remained psychologically connected to their work. In other words, respondents appeared to continue engaging with their responsibilities despite experiencing strain. This may reflect a strong sense of professional commitment, accountability, or dedication to public service, which reduced the likelihood of withdrawing emotionally from work even when demands were high.

Overall, the composite burnout mean of 3.52 (Often) indicates that respondents frequently reported burnout-related experiences. More importantly, the results suggest that burnout in the Assessment Division was driven primarily by emotional depletion and concerns about effectiveness rather than detachment or disengagement from work. This finding provides important context for the organizational-condition results, particularly the lower ratings for workload and work-life balance. From a JD-R Theory perspective, the results imply that while employees generally perceived organizational resources positively, these resources may not have fully offset workload and time pressures.

Consistent with Edú-Valsania et al. (2022) and Caseja et al. (2026), the findings highlight emotional exhaustion as the most prominent manifestation of burnout and underscore the importance of examining workplace conditions that may contribute to the depletion of employees' emotional and psychological resources. Nevertheless, the findings describe the frequency of burnout-related experiences within the study sample and should not be interpreted as a clinical diagnosis of individual employees.

**Relationship Between Organizational Conditions and Employee Burnout**

The study tested the alternative hypothesis ($H_a$), which stated that organizational conditions are significantly related to employee burnout. Spearman's rank-order correlation was used to determine the strength and direction of the relationship between the variables. Spearman's rho was appropriate because the data came from ordinal Likert-scale responses and paired observations from the same respondents. As a nonparametric correlation method, Spearman's rho suits ordinal data and does not require normality (Ayasse & Coon, 2026). The relationship was tested at the 0.05 level of significance, with $p \leq .05$ indicating statistical significance. Table 5 presents the correlation results and corresponding decisions regarding $H_a$.

**Table 5.** Spearman's Rank-Order Correlation Between Organizational Conditions and Employee Burnout

| Organizational Condition | Spearman's ρ | p-value | Decision | Interpretation |
|---|---|---|---|---|
| Workload | −0.384 | 0.014 | Significant | Significant negative |

| | | | | |
|---|---|---|---|---|
| | | | | relationship; $H_a$ accepted |
| Management Support | −0.068 | 0.678 | Not Significant | No significant relationship; $H_a$ not accepted |
| Workplace Communication | −0.267 | 0.096 | Not Significant | No significant relationship; $H_a$ not accepted |
| Employee Recognition | −0.185 | 0.254 | Not Significant | No significant relationship; $H_a$ not accepted |
| Work Environment | −0.435 | 0.005 | Significant | Significant negative relationship; $H_a$ accepted |
| Work-Life Balance | −0.439 | 0.005 | Significant | Significant negative relationship; $H_a$ accepted |
| **Overall Organizational Conditions** | **−0.393** | **0.012** | **Significant** | **Significant negative relationship; overall $H_a$ accepted** |

The overall Spearman's rank-order correlation revealed a statistically significant negative relationship between organizational conditions and employee burnout ($\rho = -0.393$, $p = .012$). Because the p-value was below the 0.05 significance level, the alternative hypothesis ($H_a$) was accepted at the overall level. The negative correlation indicates that respondents who reported more favorable organizational conditions generally reported lower burnout.

The magnitude of the correlation indicates a moderate negative association, suggesting that organizational conditions were meaningfully related to burnout within the surveyed group. This finding aligns with JD-R Theory, which suggests that burnout may be influenced by the balance between job demands and the resources employees have to manage them (Bakker & Demerouti, 2024; Galanakis & Tsitouri, 2022).

All p-values shown in Table 5 are unadjusted. For the six domain tests, a Bonferroni familywise threshold is .05/6 = .0083; thus, the work-environment and work-life-balance results ($p = .005$ each) remain below that threshold, while workload ($p = .014$) does not. This correction is exploratory and does not replace a prespecified analysis plan. No statistical test comparing the magnitudes of the domain correlations was performed.

At the dimensional level, workload ($\rho = -0.384$, $p = .014$), work environment ($\rho = -0.435$, $p = .005$), and work-life balance ($\rho = -0.439$, $p = .005$) showed statistically significant negative relationships with employee burnout; therefore, $H_a$ was accepted for these three dimensions. Work-life balance showed the strongest negative relationship with burnout, followed closely by work environment and workload. This means that respondents who perceived their workload as more manageable, their work environment as more favorable, and their work-life balance as better generally tended to report lower burnout levels.

These results are consistent with Huang et al. (2022), who found that role overload was associated with burnout among government employees; Malta et al. (2024), who identified work and environmental factors associated with job burnout; and Concepcion et al. (2024), who emphasized the relevance of work-life balance among employees in a Philippine local government setting. The results also correspond with the study's descriptive findings, in which heavy workload,

tight deadlines, exhaustion, and difficulty maintaining work-life balance were among the more frequently reported workplace challenges.

In contrast, management support ($\rho = -0.068$, $p = .678$), workplace communication ($\rho = -0.267$, $p = .096$), and employee recognition ($\rho = -0.185$, $p = .254$) did not show statistically significant relationships with burnout; therefore, $H_a$ was not accepted for these individual dimensions. Although these variables are considered job resources under the JD-R Theory, their nonsignificant relationships suggest that they may not be the primary factors influencing burnout among employees in the selected government agency.

One possible explanation is that employees may have perceived these organizational resources as generally adequate or relatively consistent across the workplace, reducing their variability and limiting their statistical association with burnout. Another possible explanation is that management support, communication, and recognition may operate indirectly, contributing more strongly to outcomes such as work engagement, job satisfaction, or organizational commitment than to burnout itself.

Hämmig (2024) supports this view, finding that supervisor support and job autonomy did not significantly protect against burnout, although they significantly predicted work engagement. Similarly, Kataria and Verma (2026) reported that supervisor support was associated with psychological safety and contextual performance but was not significantly associated with burnout. These findings suggest that not all job resources operate in the same manner across organizational settings and that some resources may enhance positive workplace outcomes without necessarily reducing burnout.

In the present study, the results indicate that employees' burnout experiences were more strongly associated with factors that directly affect daily work demands and energy depletion, particularly workload, work environment, and work-life balance, than with interpersonal or managerial resources. Therefore, while management support, workplace communication, and employee recognition remain important organizational resources, their influence on burnout in this specific government-agency context appears less direct than that of workload- and environment-related conditions.

**Work-Related Challenges and Difficulties**

Work-related challenges and difficulties were assessed to identify workplace concerns respondents commonly experienced related to organizational conditions and burnout. These included concerns related to workload, deadlines, management support, communication, recognition, work environment, work-life balance, exhaustion, and motivation. Table 6 presents the challenges based on the respondents' experiences.

**Table 6.** Work-Related Challenges Experienced by the Respondents

| Work-Related Challenge | Mean | Interpretation |
|---|---|---|
| Heavy workload | 4.18 | Often |
| Tight deadlines | 4.08 | Often |
| Physical or emotional exhaustion | 3.80 | Often |
| Difficulty maintaining work-life balance | 3.58 | Often |
| Difficulty maintaining motivation | 3.40 | Sometimes |
| Difficulties in the work environment | 3.00 | Sometimes |
| Unclear workplace communication | 2.83 | Sometimes |
| Insufficient management support | 2.68 | Sometimes |
| Lack of employee recognition | 2.58 | Sometimes |
| **Composite Mean** | **3.34** | **Sometimes** |

The findings indicate that employees most frequently experienced challenges related to heavy workload (Mean = 4.18), tight deadlines (Mean = 4.08), physical or emotional exhaustion from work (Mean = 3.80), and difficulty maintaining work-life balance (Mean = 3.58), all of which were interpreted as Often. The concentration of concerns in these areas suggests that employees' primary difficulties stemmed from the intensity and pace of work rather than deficiencies in organizational support.

Given that a substantial proportion of respondents handled numerous dockets or taxpayers and regularly worked beyond standard hours, these findings suggest that assessment-related work may require sustained effort, time commitment, and constant attention to deadlines. As a result, employees may experience pressure not necessarily because organizational resources are lacking, but because the volume and urgency of work exceed the time and energy available to manage them comfortably.

This interpretation aligns with the JD-R Theory, which identifies workload and time pressure as job demands that consume physical and psychological resources and increase strain when recovery opportunities are limited (Bakker & Demerouti, 2024). Huang et al. (2022), Baes et al. (2025), and Estreller et al. (2025) reported similar patterns, finding that role overload and excessive work demands were associated with poorer well-being and burnout among employees.

In contrast, respondents experienced difficulty maintaining motivation (Mean = 3.40), difficulties in the work environment (Mean = 3.00), unclear workplace communication (Mean = 2.83), insufficient management support (Mean = 2.68), and lack of employee recognition (Mean = 2.58) only sometimes. This pattern is noteworthy because it suggests that respondents generally did not view organizational support systems as major sources of workplace difficulty. The result complements the earlier findings in which management support, communication, recognition, and work environment received favorable ratings.

Taken together, these findings indicate that employees' workplace concerns were concentrated more on managing work demands than on deficiencies in organizational resources. In practical terms, employees appeared to acknowledge supportive workplace conditions while still facing challenges with workload, deadlines, and balancing professional and personal responsibilities. This may explain why workload and work-life balance emerged as weaker organizational conditions despite generally positive perceptions of management and the work environment.

Overall, the composite mean of 3.34 (Sometimes) suggests that workplace challenges were present but not uniformly experienced across all areas. More importantly, the results indicate that employee concerns were concentrated in specific job demands rather than spread evenly across organizational conditions. This suggests that the work environment featured generally favorable organizational resources alongside demanding work requirements.

From a JD-R Theory perspective, this pattern suggests that employees may still experience strain even when supportive organizational resources are present, if workload, time pressure, and work-life balance concerns remain substantial (Bakker & Demerouti, 2024; Galanakis & Tsitouri, 2022). This observation is further supported by Huang et al. (2022), Estreller et al. (2025), Baes et al. (2025), and Concepcion et al. (2024), whose findings collectively suggest that excessive demands and difficulties in maintaining work-life balance can adversely affect employee well-being even in workplaces where organizational support mechanisms are present.

Therefore, the findings point to workload management, deadline pressures, and work-life balance as the most salient workplace concerns among the respondents and provide important context for understanding the burnout results presented in the succeeding section. However, because these findings are based on descriptive data, they identify the frequency and pattern of employees' experiences. They should not be interpreted as evidence that these challenges directly

caused employee burnout.

**Proposed Workplace Strategies**

Based on the study's findings, Table 7 presents proposed workplace strategies to address the organizational conditions and burnout concerns identified among employees. The study paid particular attention to workload, work environment, and work-life balance because these conditions showed significant relationships with employee burnout, and heavy workload, tight deadlines, physical and emotional exhaustion, and difficulty maintaining work-life balance were among the most frequently reported workplace challenges.

The proposed strategies therefore focus on regularly reviewing workloads and equitably distributing dockets, assignments, and deadlines; improving workplace resources and conditions; setting reasonable work schedules; and providing adequate opportunities for rest and recovery. The report also proposes measures to support employee well-being, communication, and other workplace concerns in response to the relatively frequent experience of emotional exhaustion.

At the same time, the study recommends sustaining favorable practices related to management support, workplace communication, and employee recognition as organizational resources. These strategies align with JD-R Theory, which emphasizes balancing job demands with adequate workplace resources to support employee well-being (Bakker & Demerouti, 2024; Galanakis & Tsitouri, 2022), and with evidence that organizational-level interventions may help address occupational burnout and exhaustion (Bes et al., 2023). Because the study used a correlational design, the proposed strategies are presented as practical, evidence-informed responses to the findings rather than interventions proven to reduce employee burnout.

**Table 7.** Proposed Workplace Strategies

| Dimension | Proposed Strategy | Intended Outcome |
|---|---|---|
| Workload | Conduct regular workload reviews and promote equitable distribution of dockets, assignments, and deadlines based on workload and task requirements (Bakker & Demerouti, 2024; Galanakis & Tsitouri, 2022). | More manageable, fairly distributed workloads with reduced work pressure. |
| Work Environment | Maintain and improve workplace resources and conditions by regularly assessing employee needs and addressing workplace concerns (Bakker & Demerouti, 2024; Bes et al., 2023). | A more supportive and functional work environment that promotes employee well-being and performance. |
| Work-Life Balance | Promote reasonable work schedules, minimize unnecessary overtime when practicable, and provide adequate opportunities for rest and recovery (Bakker & Demerouti, 2024; Galanakis & Tsitouri, 2022). | Improve work-life balance and increase opportunities for recovery. |
| Emotional Exhaustion | Strengthen employee well-being measures by providing recovery opportunities and encouraging employees to communicate workload and workplace concerns (Bes et al., 2023). | Reduced exposure to persistent exhaustion and improved employee well-being. |

| | | |
|---|---|---|
| Management Support, Workplace Communication, and Employee Recognition | Sustain existing practices related to supervisory support, clear communication, employee consultation, and appropriate recognition (Almendras et al., 2025; Bakker & Demerouti, 2024; Galanakis & Tsitouri, 2022). | Maintenance of positive organizational resources and supportive workplace practices. |

## CONCLUSIONS

This study examined the organizational conditions associated with employee burnout among employees in the Assessment Division of a selected government agency in the Philippines. Regarding organizational conditions, employees generally perceived management support, workplace communication, employee recognition, and the work environment favorably, while workload manageability and work-life balance received comparatively lower assessments.

The results indicate that employees frequently reported burnout-related experiences, with emotional exhaustion emerging as the most pronounced dimension, suggesting that emotional strain is a central aspect of employees' workplace experiences in the study setting. Regarding the relationship between the study variables, the findings revealed a significant negative relationship between overall organizational conditions and employee burnout, indicating that more favorable organizational conditions were generally associated with lower burnout scores.

At the dimensional level, workload, work environment, and work-life balance were significantly associated with burnout, highlighting their relevance to employees' burnout experiences within the study setting. In contrast, management support, workplace communication, and employee recognition were not significantly associated with burnout; however, these findings should be interpreted cautiously and considered inconclusive because of the relatively small sample and the study's focus on a single division.

The study also identified workplace concerns related to heavy workload, tight deadlines, fatigue, and challenges in maintaining work-life balance, indicating that these issues were among the more commonly experienced difficulties reported by employees. Based on these findings, the study developed workplace strategies to address the organizational conditions and burnout-related concerns identified among employees and to strengthen employee well-being in the workplace.

Overall, the results generally support the JD-R Theory by suggesting that employee burnout is associated with both job demands and job resources. Nevertheless, the findings should inform further organizational assessment, particularly regarding workload, work environment, and work-life balance, rather than serving as evidence for immediate organization-wide decisions or causal conclusions.

## LIMITATION & FURTHER RESEARCH

This study has several limitations that should be considered when interpreting the findings. First, the study involved only employees from the Assessment Division of a selected government agency. Because of the relatively small sample and restricted organizational context, the findings may not represent employees in other divisions or government agencies. The limited sample size may also have reduced the study's statistical power, making it more difficult to detect modest relationships and potentially contributing to the nonsignificant findings for management support, workplace communication, and employee recognition.

Second, the study used a cross-sectional, self-report survey in which respondents evaluated organizational conditions and burnout at the same time. As a result, common-method bias may have influenced responses, and the observed relationships should be interpreted as associations rather

than evidence of cause-and-effect.

Third, although the researcher-developed questionnaire underwent expert validation and pilot testing, the small pilot sample limits how well the instrument's reliability and validity can be established. Consequently, some measures may not have fully captured the intended organizational-condition and burnout constructs.

Future research should prioritize larger, more diverse samples drawn from multiple divisions or government agencies to increase statistical power, stabilize correlation estimates, and clarify whether the nonsignificant findings for management support, workplace communication, and employee recognition reflect true relationships or stem from sample limitations.

In addition, because workload and work-life balance received relatively lower ratings and were significantly associated with burnout, future studies may examine more specific aspects of these conditions, such as workload intensity, overtime demands, task complexity, scheduling practices, and recovery opportunities outside work. Such investigations may provide a deeper understanding of the workplace factors most closely associated with employee burnout in government settings.

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