The Role of Educational Management in Promoting Work-Life Balance and Reducing Workplace Stress in The University

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ARTICLE INFO	ABSTRACT
	Introduction: In the fast-paced world of higher education, finding a work-life balance and reducing workplace stress has become a top priority for both academic and administrative staff. This research delves into the crucial role that educational management plays in creating a supportive and balanced work environment within universities. **Objectives**: This paper discusses the organizational climate, work-related stress, and balancing work and personal life. This aims to shed light on how effective educational management can play a key role in boosting employee well-being, increasing productivity, and fostering sustainability within institutions. Understanding this role better is essential for creating healthier academic environments that can proactively meet the changing needs of a designated faculty members. **Methods**: This quantitative study utilized a survey adapted from the NIOSH Generic Job Stress Questionnaire (2014) and the UK's Health and Safety Executive (HSE) tool (2021), tailored to fit the specific context of the study. A total of 42 faculty members such as directors, deans, assistant deans, heads, program chairs, and coordinators took part in the survey. After data collection, responses were tallied and analyzed statistically. To further clarify and validate the key findings, follow-up interviews were conducted with seven participants who were willing to share their insights. Participation in these interviews was completely voluntary and aimed at supporting data triangulation. **Results**: The organizational climate survey reveals a generally friendly and cooperative workplace, but it also points out some significant internal conflicts among different groups and a lack of support for each other's ideas. The employees are dealing with considerable work-related stress due to overwhelming workloads, unrealistic expectations, and a lack of control over their tasks. Additionally, the data indicates that employees often face heavy workloads, tight deadlines, and overlapping responsibilities, making it tough to strike a healthy work-life balance. **Conclusions**: Employees are facing some tough working conditions that are characterized by interpersonal conflicts, a strong sense of professionalism, and high levels of job-related stress. This includes not having enough time to rest and struggling with work-life balance. The demands of their jobs, tight deadlines, and frequent overlaps are taking a toll on employees' personal lives, forcing them to sacrifice valuable time with family and for themselves. **Keywords**: stress, organizational climate, work related stress, balance of work, personal life

INTRODUCTION

Stress in a workplace is a worldwide problem to all working individuals around the globe; the balance of work and personal life is of paramount importance to become productive and happy workers. During the pandemic many children have experienced anxiety and depression but then the truth, it is not only children but adult themselves suffered the same due to huge amount of stress and burn out at work which led to a risk factor for poor physical health and mental well-being, (Agyapong, Donkor, Burback &Wei, (2022) Churchill, Raidi, Kervin, Teo &Cosco, (2021). Stress is a global public health problem with several negative health consequences, including anxiety,

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depression, cardiovascular disease, and suicide, (Sharma and Rush ,2014). This paper discusses the organizational climate and work-related stress, its impact to employees' performance and productivity, physical and mental health and balancing work and personal life.

Fortunately, research work or job stress has greatly expanded in recent years according to (National Institute for Occupational Safety and Health (NIOSH). According to a news report released by analytics firm Gallup, which emphasized that stress among workers around the world reached another record-high last year, with the Philippines logging the highest among Southeast Asian nations, (PhilStar, 2023).

A study of Desabayla and Digo (2023), relating to school heads of Sorgsogon revealed that secondary school heads were slightly stressed on administrative responsibility, interpersonal relationship, employer's expectations, and instructional supervision. It further revealed school heads have different levels of stress management along with social activities, physical activities, reflective practices, and time management. (Yapo,2023) added that stressors on job are attributed to heavy workload, organizational factors like interpersonal relationship and individual factors like health concern.

Many experts published studies on stress in the workplace and its effects to the employee and the organization. Other authors focus on studying the stress factors emerging from the work environment, relationships in the workplace, culture within the organization and work atmosphere, role conflict, career advancement. In addition, Nekoranec and Kmosena (2015) studied on some stress coping strategies, such as gaining social support, taking advantage of the programs targeting on stress coping, reduction of stress in the workplace by improving work environment and work organization.

In North Eastern Mindanao State University (NEMSU), a study on similar case has not been delved, and this is seen as significant issue to focus on. Although several books and experts talk about stress management; yet, the University has not institutionalized programs and activities, or has not provided any action to what has been called "stress management in the work place". It may be useful and better to know the organizational climate of NEMSU and other related stress in the work place in order to promote wellness and well-being among the employees.

The present study is an avenue to understand organizational climate and work-related stress issues. This research aims to determine the working situation of the employees, identify problems related to general health; not necessarily related to severe physical illness but are things that people experience in their day to day lives; and point out how often things happen in their jobs in order to provide future policies and interventions. In so doing, this study would help the University administration combat the "stress in the work place" which incriminates to the productivity and proficiency; wellness and health of the employees.

LITERATURE REVIEW

The Impact of Leadership Styles on Workplace Stress and Organizational Climate

There are several studies explore on leadership on the workplace and organization climate; to name a few, (Aslan, et al., 2025) explores the impact of various leadership styles on work-related stress, taking into account the mediating effects of workplace climate and feelings of entrapment. The results indicate that leadership styles play a crucial role in shaping employees' perceptions of their work environment and their stress levels, underscoring the need for suitable leadership strategies to create a positive organizational climate and alleviate stress.

On the other hand, the findings of Moda, et al. (2025) posits that transformational leadership plays a significant role in fostering a strategic safety climate, which in turn boosts psychological well-being and productivity. It highlights the importance of adopting leadership styles that prioritize safety and well-being in the workplace. Similarly, the work of Cassidy (2024) shows that authentic leadership and a positive organizational climate can lead to reduced work stress and improved well-being. This suggests that promoting authentic leadership may strengthen employee resilience and foster a more supportive workplace.

Psychosocial Safety Climate (PSC) as a Predictor of Employee Well-being and Productivity

Psychosocial Safety Climate (PSC) points the direct effect on various factors such as job demands, job insecurity, effort-reward imbalance, work-family conflict, job resources, job control, and effective leadership (Amoadu, et al.,

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2023). They added that, PSC plays a significant role in shaping social interactions at work, including issues like workplace abuse, violence, discrimination, and harassment. The review emphasizes that when managers focus on creating quality jobs and prioritizing the well-being of their employees, it can foster a strong organizational PSC, leading to a healthier and more respectful work environment.

As demonstrated by the research study of Juutinen, et al. (2023) revealed that PSC was negatively correlated with concurrent stress and job exhaustion, while it showed a positive correlation with work engagement at every measurement point. Additionally, PSC was found to predict subsequent stress between each time point. The average level of PSC declined during the period of enforced remote work, underscoring the necessity for organizations to implement interventions aimed at enhancing PSC, particularly during challenging times. Likewise, Abdi, et al. (2023) proved that a positive PSC is associated with lower job demands, greater job resources, enhanced job satisfaction, decreased emotional exhaustion, and ultimately, better safety performance among nurses.

Amoadu et, al. (2024) found out that a positive PSC correlates with lower instances of workplace mistreatment and better mental health outcomes. The study emphasizes the significance of organizational policies and practices that focus on psychological health and safety to mitigate mistreatment and enhance the mental well-being of employees. Also supported by another study of Amoadu et al (2025) that a robust PSC is associated with improved working conditions, greater well-being, and better safety outcomes for healthcare workers. These findings highlight the importance of healthcare organizations in promoting a positive PSC to safeguard their staff's health and safety.

Workload and Time Management as Factors Contributing to Workplace Stress

This study explores the effects of workload and work flexibility on work-life conflict, with emotional exhaustion serving as a mediating factor. The results indicate that heavier workloads contribute to greater work-life conflict, while emotional exhaustion plays a partial mediating role in this dynamic. On the other hand, increased work flexibility helps to lessen work-life conflict, underscoring the significance of flexible work arrangements in alleviating stress (Buruck et al., 2020).

In the work of Sankar (2024) explores the role of psychological distress in the connection between psychosocial workload and work-family conflict among educators. The findings suggest that a high psychosocial workload leads to greater psychological distress, which subsequently heightens work-family conflict. The research highlights the importance of implementing interventions such as flexible work arrangements and fostering supportive organizational cultures to alleviate these stressors. Gudelos & Mabitad (2025) examined how workload, performance, and work-related stress are interconnected among senior high school teachers in the Philippines. Their findings indicate that heavy workloads can result in moderate stress levels, there was no significant effect on performance. Nonetheless, ongoing systemic workload challenges are a concern, highlighting the necessity for stress management training and adjustments to workloads to improve teacher well-being

Reuters (2024) emphasizes that British workplaces rank among the most stressful in Europe, primarily due to extended working hours, strict deadlines, and a lack of autonomy, all without a boost in productivity. The findings indicate that high job demands coupled with insufficient control play a major role in increasing workplace stress.

The Role of Work-Life Balance in Employee Performance and Mental Health

The study of Liswandi and Muhammad (2023) revealed a positive relationship between work-life balance and mental health, indicating that maintaining a healthy balance contributes to improved psychological well-being and job satisfaction. On the other hand, a lack of work-life balance was linked to higher levels of depression, anxiety, and burnout.

Moreover, Inegbedion (2024) examined how job satisfaction acts as a mediator in the relationship between work-life balance and employee commitment. The findings indicated that a positive work-life balance contributes to higher job satisfaction, which subsequently strengthens employee commitment. This highlights the significance of creating a supportive work environment to enhance employee dedication and performance.

Additionally, Zhang et al. (2024) explored how work-life balance impacts the mental health of nurses in Pakistan, focusing on the mediating effects of psychological capital and job satisfaction. Their findings indicate that

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maintaining a good work-life balance boosts psychological resources and job satisfaction, which in turn leads to better mental health outcomes for nurses. In the work of Koçak et al. (2024) explored how burnout and work-life balance mediate the connection between COVID-19 anxiety and life satisfaction in Filipino teachers who are working remotely. The findings revealed that COVID-19 anxiety had a detrimental impact on life satisfaction when interfered with work-life balance and heightening feelings of burnout. It was essential for educators to maintain a healthy work-life balance to improve their life satisfaction while working remotely.

The Effects of Workplace Violence and Safety Climate on Employee Well-being

Workplace violence and safety climate on employee well-being are significant issues to look into;hence, following studies have supported this claim. According to Amoadu et al. (2024 organizations with a robust PSC reported fewer incidents of workplace violence and bullying, which in turn contributed to better mental health outcomes for their employees. On the other hand, Yesildag et al. (2024) found out that a robust violence-prevention climate is linked to increased levels of workplace happiness, indicating that initiatives aimed at preventing workplace violence can improve overall employee well-being.

Moreover; Wang et al. (2024) explores the impact of workplace violence on job burnout in Chinese correctional officers, emphasizing the mediating effects of stress and insomnia. Their findings indicated that experiencing workplace violence resulted in heightened stress and insomnia, which subsequently led to increased job burnout. Another study that a negative psychosocial safety climate correlated with higher instances of workplace violence, which in turn adversely affected the nurses' self-rated health (Pien et al.,2018)

The Psychological and Physical Consequences of Work-Related Stress

Oftentimes psychological and physical consequences are connected to work related stress, du Prel et al. (2024) review examines the link between work-related psychosocial stress and depression. It analyzes literature from 1999 to 2022, revealing a significant connection between work-related stress and depression. Most of the studies reviewed were cross-sectional, with a particularly high prevalence in the health sector. The review emphasizes the necessity for more interventional studies to tackle this issue. The study of Jung et al. (2023) indicates that higher mental demands correlate with elevated stress levels, while resilience appears to moderate this relationship. The research highlights the significance of implementing resilience-building interventions in the workplace to help reduce the negative effects of stress.

The research study on the physical, psychological, and occupational effects of job burnout reveals that burnout is a major predictor of several negative outcomes, such as high cholesterol, type 2 diabetes, coronary heart disease, musculoskeletal pain, symptoms of depression, and dissatisfaction with one's job. The findings emphasize the importance of implementing preventive measures and recognizing burnout early in the workplace (Salvagioni et al., 2017).

A recent study published in Neurology has shown that chronic stress greatly raises the risk of ischemic stroke in women between the ages of 18 and 49. The research included 426 stroke patients and an equal number of participants who did not have strokes. It was found that 46% of the stroke group reported experiencing moderate to high stress, while only 33% of the non-stroke group did. The findings suggest that moderate stress is linked to a 78% increased risk of stroke in women (Ries, (2025). Olivine, (2025) added that Chronic stress can lead to a variety of physical and mental symptoms, raising the likelihood of different health issues. As these signs of stress appear, you can take proactive measures to manage it and improve your overall well-being.

OBJECTIVES

This study is all about exploring the organizational climate, work-related stress, and the balance between work and personal life for faculty designees in a university setting. It aims to highlight how effective educational management can significantly boost employee well-being, enhance productivity, and foster institutional sustainability. By diving deeper into these dynamics, the study hopes to help create healthier, more adaptable academic environments that can meet the changing needs of a designated faculty members.

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METHODS

This paper is a quantitative in nature as it uses research survey instrument adapted from NIOSH Generic Job Stress Questionnaire (2014) and UK's Health and Safety Executive (HSE) (2021) adaptation was made to suit the present study. There were (42) forty-two faculty designees who participated in this study: Directors, deans, assistant deans, heads, program chairs, and coordinators. After the survey instrument were retrieved, it was tallied and statistically treated. The researcher conducted an interview to (7) seven respondents who willingly responded to the interview conducted. The purpose of the interview was to verify and clarify some points in their responses made in the previously conducted survey, this is also to validate or triangulate on some data in relation to their responses. The interview was optional, meaning not all respondents are involved in the interview. The researchers made it sure that the respondents are willing to undertake the interview.

RESULTS AND DISCUSSIONS

The presentation below summarizes the data in specific dimension being focus in this inquiry. table 1- the 5-point Likert scale; Table 2- on organizational climate; Table 3- on work related stress; Table 4 –on balance of work and personal life.

Table 1: The 5 Point Likert Scale

5-point Likert Scale		Description		
Scale	Range	Table 2, Table 3B, & Table 3C	Table 3 A	Table 3D & Table 4
5	4.24-5.0	strongly agree	never	very often
4	3.43-4.23	Agree	occasionally	fairly often
3	2.62-3.42	neither agree/disagree	sometimes	sometimes
2	1.81-2.61	Disagree	fairly often	occasionally
1	1.0-1.80	strongly disagree	very often	rarely

Table 1 presents the 5-point Likert scale used in the interpretation of data, complete with descriptions and categories. This scale offers a reliable framework for analyzing responses and is consistently applied across multiple tables (tables 2, 3, and 4) to maintain uniformity of data interpretations. Each scale point is associated with a specific numerical range and description, allowing for consistent classification of responses

Table 2: On Organizational Climate

No	Statement	1 strongly disagree	2 disagree	3 neither agree/disagree	4 agree	5 strongly agree	Mean	Description
1	There is harmony within our group in the office or the entire academic community.	2	2	13	18	7	**3.62**	neither agree/ disagree
2	In our group/office, we have lots of bickering over who should do what job.	2	5	28	5	2	**3**	neither agree/ disagree

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3	There is difference of opinion among the employees of the University or in the office.	4	4	0	30	4	**3.62**	*neither agree/ disagree*
4	There is dissension in our office or academic community.	6	13	12	9	2	**2.71**	*neither agree/ disagree*
5	The employees of the University or members within the office are supportive of each other's ideas.	16	8	5	8	5	**2.48**	*neither agree/ disagree*
6	There are clashes between subgroups within groups/offices.	1	4	3	26	8	**3.86**	*agree*
7	There is friendliness among the members of the group/ office.	2	2	3	30	5	**3.81**	*agree*
8	There is "we" feeling among members of the group/ office	2	5	22	8	5	**3.21**	*neither agree/ disagree*
9	There are disputes between my group/office and other groups/offices.	5	25	6	4	2	**2.36**	*neither agree/ disagree*
10	Other groups/ offices withhold information necessary for the attainment of our group tasks.	15	3	5	15	4	**2.76**	*neither agree/ disagree*
11	The relationship between my group/office and other groups/offices is harmonious in attaining the overall organizational goals.	2	8	25	5	2	**2.93**	*neither agree/ disagree*
12	There is lack of mutual assistance between my group/office and other groups/offices.	15	3	7	15	2	**2.67**	*neither agree/ disagree*
13	There is cooperation between my group/office and other groups/offices.	1	1	13	25	2	**3.62**	*agree*
14	There are personality clashes between my group/office and other groups/offices.	15	3	5	15	4	**2.76**	*neither agree/ disagree*
15	Other groups/offices create problems for my group/office	8	24	4	3	3	**2.26**	*disagree*

The results from the organizational climate survey indicate a workplace that is somewhat positive but faces challenges related to internal conflicts and communication issues. Employees generally report a sense of friendliness and

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cooperation, as shown by the relatively high average scores for statements about harmonious relationships (3.62) and friendliness (3.81). However, there seems to be a weak sense of "we" among employees (3.21), implying that while interactions are pleasant, a deeper feeling of unity and shared purpose might be lacking. This shows a limited opportunities for engagement that promote a collective identity. In educational institutions, where collaboration is crucial for student success, this finding underscores the importance of implementing stronger team-building initiatives and cross-departmental activities to enhance members' sense of belonging.

Educational management is vital in creating a supportive and harmonious work culture, which directly impacts employees' ability to juggle their professional and personal lives. When conflicts occur between workgroups or within teams, employees may face increased stress, reduced motivation, and challenges in managing their workloads, ultimately affecting their overall well-being. Tackling subgroup conflicts through team-building activities, promoting open communication, and implementing conflict resolution strategies can help mitigate stress and foster a more unified work environment. Additionally, supportive leadership that promotes collaboration and acknowledges employees' contributions can enhance workplace relationships and reduce stress-related tensions.

Even though there is cooperation among different groups and offices (3.62 - agree), the data points to notable conflicts between subgroups (3.86 - agree) and varying opinions (3.62 - neither agree nor disagree). While some level of debate is normal in any academic environment, the high score for internal subgroup conflicts suggests that these differences may be more disruptive than beneficial. If not addressed, such conflicts can hinder efficiency, create stressful work conditions, and diminish employee morale. Furthermore, with low perceived support for each other's ideas (2.48 - neither agree nor disagree), it is clear that employees may find it difficult to express their views openly. Promoting open dialogue through structured discussions, peer mentoring, and conflict resolution programs could help tackle these issues and nurture a culture of mutual respect and collaboration.

A workplace that lacks encouragement and recognition can lead to feelings of frustration, burnout, and dissatisfaction. Educational management should prioritize building a supportive culture by acknowledging employee contributions, promoting mentorship programs, and encouraging work-life balance initiatives like flexible schedules and wellness programs. A positive and collaborative organizational climate can enhance job satisfaction, boost productivity, and improve overall employee well-being.

One of the most concerning findings is the perceived lack of transparency and support among different offices or departments. The survey indicates that employees feel necessary information is sometimes withheld (2.76 - neither agree nor disagree), which can hinder effective communication and productivity. A well-functioning educational institution relies on seamless coordination across departments, and miscommunication or a lack of transparency can lead to inefficiencies in both administrative and academic operations.

Management can tackle this by establishing clear communication channels, ensuring access to essential resources, and promoting a culture of transparency. Fostering teamwork across departments and reducing competition between offices can create a more inclusive and supportive environment, alleviating some of the pressure and stress employees experience. Another significant contributor to workplace stress is the absence of mutual support and assistance among colleagues. Additionally, while the harmony between different offices is neither strongly affirmed nor denied (2.93 - neither agree nor disagree), the presence of clashes and insufficient assistance (2.67 - neither agree nor disagree) suggests that more efforts are needed to enhance interdepartmental collaboration.

Implementing clear communication policies, holding regular meetings, and initiating collaborative projects could help bridge these gaps and improve workplace efficiency. Although disputes between different groups are not seen as a major issue (2.36 - neither agree nor disagree), the findings still point to a workplace environment where certain groups occasionally experience misunderstandings or conflicts. The lowest-scoring item, "Other groups/offices create problems for my group/office" (2.26 - Disagree), suggests that while interdepartmental tensions exist, they are not viewed as deliberate sabotage or significant barriers to productivity. This is a positive sign, but it also highlights the need for ongoing efforts to strengthen organizational cohesion. Encouraging cross-functional collaboration, shared professional development programs, and clear conflict resolution mechanisms can help prevent minor tensions from escalating into significant workplace issues that could hinder productivity.

The survey results indicate that while the organizational climate is functional, there are strategic improvements needed to boost teamwork, communication, and conflict management. Although there is a sense of friendliness and cooperation, issues such as subgroup conflicts, insufficient support for ideas, and occasional information withholding are barriers to overall effectiveness. For educational institutions, it is crucial to cultivate a stronger culture of collaboration in order to establish open communication channels, to implement team-building initiatives, and to offer professional development opportunities. In enhancing transparency, providing leadership training, and encouraging conflict resolution strategies; led not only alleviate workplace stress but also enhance overall performance, employee satisfaction, and institutional success.

Effective educational management is crucial for creating a positive work environment and managing stress levels. It is important tackle workplace conflicts, encouraging transparency, promoting teamwork, and prioritizing employee well-being, management can cultivate a balanced and low-stress atmosphere. A well-run educational institution where staff feel appreciated, supported, and listened to will boost productivity and job satisfaction while also fostering a healthier work-life balance for both faculty and staff. As these strategies adopted, it led to a sustainable, efficient, and mentally healthy workplace for everyone at the university.

This scenario was supported by DOLE department of Labor and Employment issuance of memorandum 208 s.2020 specifying the work from home scheme among the employee during this period. The organizational climate is basically significant in everyday lives of the employees; no matter how hard neither tiresome your day is or having some hard times within the day is rewarding when a supportive organizational climate is felt.

Table 3: On Work Related Stress

A	Stress Assessment	1 very often	2 fairly Often	3 Sometimes	4 occasionally	5 Never	Mean	Description
1	How often do you feel highly stressed from your job?	11	13	6	7	5	**2.57**	*fairly often*
2	How often do you have a hard time relaxing?	12	8	11	5	6	**2.64**	*sometimes*
B	Workload & Time Management	1 strongly disagree	2 disagree	3 neither agree nor disagree	4 agree	5 strongly agree	Mean	Description
3	I work a manageable number of hours	16	13	7	5	1	**2.1**	*disagree*
4	I have an appropriate amount of work assigned to me	10	16	12	4	0	**2.24**	*disagree*
5	My work is interesting	5	11	12	10	4	**2.93**	*neither agree nor disagree*
6	I have enough time to complete my work	22	16	2	2	0	**1.62**	*strongly disagree*
7	I have time to rest outside of work	15	13	6	5	3	**2.24**	*disagree*
8	I get enough time for my hobbies	11	17	8	4	2	**2.26**	*disagree*
9	I have a good work life balance	16	18	6	2	0	**1.86**	*disagree*
10	I have a say in work that is assigned to me	21	17	4	0	0	**1.6**	*strongly disagree*
		1	*2*	*3*	*4*	*5*		

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C.	Job Satisfaction & Work Expectation	strongly disagree	disagree	neither agree nor disagree	agree	strongly agree	Mean	Description
11	The targets I am given are achievable	19	17	4	2	0	1.74	strongly disagree
12	I am satisfied with the pace of my work	20	18	3	1	0	1.64	strongly disagree
13	I have what I need to perform well at work	20	20	4	0	0	1.71	strongly disagree
14	Do you say that your job is stressful?	0	5	17	15	5	3.48	agree
15	How long have you been experiencing stress from work? Less less than a month [1] 1-3 Months [2] 4-6 Months [3] 7 months - 1 year [4] More than 1 year [5]	0	0	2	18	22	4.48	strongly agree

D	Physical & Emotional Impacts of Stress *(Please let us know how often you have experienced the following as a possible result of stress)*	1	2	3	4	5	Mean	Description
		rarely	occasionally	Sometimes	fairly often	very often		
16	Frequent headaches	0	11	17	6	8	3.26	sometimes
17	Prolonged fatigue	0	2	5	14	21	4.29	very often
18	Irritability	0	0	18	15	9	3.79	fairly often
19	Loss of appetite	0	0	2	10	30	4.67	very often
20	Over-sensitivity	0	0	8	16	18	4.24	very often
21	Insomnia	0	0	10	17	15	4.12	fairly often
22	Anxiety	0	0	5	22	15	4.24	very often
23	Depression	0	0	2	23	17	4.36	very often

E	Personal Stress Inventory	Rank
24	Give at least top (5) stressors which directly affect your productivity an employee. Start it with (1) as the top most stressor and (5) as the least.	1. Overlapping activities in the University/ overloaded Work 2. Financial matters/obligations 3. Closed minded -leaders/lack of command responsibilities 4. Multiple designations/assignments 5. family problems

The data in Table 3 offers a comprehensive look at the levels, sources, and impacts of work-related stress among employees. The first part of the table assesses how frequently stress is felt, showing a mean score of 2.57 (fairly often) for the question "How often do you feel highly stressed from your job?" This indicates that stress is a recurring challenge for many employees. Moreover, the mean score for difficulty in relaxing is 2.64 (sometimes), suggesting that while stress is prevalent, some employees manage to find ways to relax.

The second part addresses workload and time management. The statement "I work a manageable number of hours" received a score of 2.10 (disagree), and "I have enough time to complete my work" scored even lower at 1.62 (strongly disagree). These results imply that a majority of employees feel overwhelmed by their workload and find it hard to

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finish their tasks on time. This is further supported by responses regarding rest and personal time, where employees expressed disagreement (mean score of 2.24) about having time to rest or pursue hobbies (mean score of 2.26, disagree). Additionally, there is a clear lack of control over work assignments, as indicated by the statement "I have a say in work that is assigned to me," which received a very low mean score of 1.60 (strongly disagree). These findings highlight that inadequate workload distribution and limited autonomy are significant factors contributing to stress in the workplace.

The third section delves into job satisfaction and work expectations. Employees strongly feel that their targets are unrealistic (mean 1.74), and they show dissatisfaction with their work pace (1.64) and the availability of resources (1.71). This points to a lack of support, an unreasonable workload, or unclear job expectations that adversely affect employee morale. Nevertheless, despite these hurdles, most employees agree (mean 3.48) that their job is stressful, with a significant number (mean 4.48, strongly agree) reporting that they have been under stress for over a year. This ongoing stress could result in burnout, diminished motivation, and increased turnover rates.

The fourth section looks at the physical and emotional impacts of stress. Employees sometimes report frequent headaches (3.26), while irritability (3.79) and insomnia (4.12) are noted as rare occurrences. More serious stress indicators like loss of appetite (4.67), anxiety (4.24), and depression (4.36) are reported as never or rarely happening. This implies that while employees do feel stressed, they might have coping strategies or support systems that help lessen severe psychological effects. However, chronic stress symptoms such as headaches and fatigue suggest that work-related stress is affecting their well-being, which could lead to reduced productivity over time.

Finally, the Personal Stress Inventory identifies the top five stressors impacting productivity: (1) Overloaded work and overlapping tasks, (2) Financial pressures, (3) Closed-minded leadership, (4) Multiple assignments, and (5) Family issues. The prominence of workload-related stressors on this list indicates that organizational factors significantly influence employee stress levels

The findings reveal a pressing issue of work overload and an imbalance between professional and personal life. Employees are experiencing high levels of stress, facing unrealistic work expectations, and having limited control over their tasks, which complicates their ability to manage responsibilities effectively. The fact that many employees have been dealing with stress for over a year (4.48 - strongly agree) indicates that this is a long-standing problem rather than a fleeting challenge.

Despite the elevated stress levels, employees appear to possess some resilience, as severe psychological effects like depression and anxiety are infrequently reported. However, the common occurrences of headaches, trouble relaxing, and a poor work-life balance suggest that stress is impacting their health, potentially leading to burnout. The identification of financial obligations as a primary stressor implies that compensation and benefits may be insufficient, further intensifying workplace stress. The lack of time for rest and personal interests as results of 2.24-2.26, Disagree) is directly linked to a poor work-life balance (1.86, Disagree), reinforcing the notion that employees find it challenging to prioritize their well-being while managing excessive work demands. Additionally, the perceived absence of leadership support (with closed-minded leadership cited as a major stressor) indicates that some employees feel disempowered and overlooked, resulting in frustration and disappointments.

The study emphasizes the urgent need for changes within organizations to improve work-life balance, alleviate stress, and enhance productivity. If stress remains unaddressed, it can result in burnout, absenteeism, low job satisfaction, and high employee turnover. Important strategies include distributing workloads fairly, offering flexible work arrangements, and delegating tasks to prevent burnout. Additionally, implementing mental health programs, counseling, and wellness activities can support employee well-being. Leadership training and inclusive decision-making are essentials for better communication and engagement. Providing competitive salaries, benefits, and financial planning can help reduce financial stress. Lastly, fostering a transparent and collaborative culture, along with peer mentoring, can strengthen morale and improve workplace relationships.

To validate this data, an interview was conducted with employees. They shared their experiences regarding workload, overlapping tasks, and leadership challenges. Their insights highlighted issues of authority, delegation, and the difficulty of saying no to higher-ups.

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EM3 mentioned:

> "I noticed there are so many insertions in the activities we previously planned, we have so many overlapping activities which are all approved by higher authorities."

EM6 added:

> "We have put too much on our plate; even designations are multiple, and we cannot say no from someone who is in authority to assign us.

Quoting EM 2:

> "The problem with most of our leaders, they are narrow or even closed minded. If you say no, it means defying their authority; therefore, they will take it personally against you…hmmm, sad."

With this clamor, the employees were left no choice but stand tall to embrace whatever designations and tasks assigned to them, which resulted to both physical, mental and even emotional stressed.

> I quote" EM5_other than this stressful work environment that we have, we have suffered from depleting finances. The increasing inflation rate not to mention the high price of gasoline and even rice hikes, is again another additional trauma to us working moms, EM5 added."

> "Although we say, we are physically healthy as of the moment but we felt tired and sick, emotionally or mentally. In this year of the pandemic four of our colleagues died, maybe not directly associated with the work he/she has in the University but, I agree that it is associated with emotional and mental stress, there is a need really to fill up our brain and emotions to be fully healthy". EM2, added" our life is too short, I realized. One day, we don't know when our time ends, but our work this time during the pandemic is becoming more complex which needed much out of our time facing the computer the whole day long.

With these sad realities at hand, the institution has to see a mechanism to address this problem on stressed and burn -out employees. In so doing, minimizing problems relating to this issue in the academic community. The call for an intervention, is deemed important. Just like other work places and institutions programs for their employees have been instituted. Citing a news headline online on PhNews dated October 2023, I quote it says "85% of Philippine employers plan to use wellbeing program as differentiator as workplace stress increases", this plan has to be embedded in the plan of the University, setting aside budget for employees' welfare. A good plan of human resource albeit, proactive to the well-being which will lead to productivity among the employees. Working hard is different with someone who is working smart, not burn -out.

This is also supported in the news article of PhilStar dated October 24, 2023, "Stress in the workplace reduces productivity, increases management pressures, and makes people ill in many ways. Workplace stress affects the performance of the brain, including functions of work performance; memory, concentration, and learning. Stress and stress management are directly related to personal well-being, mental health and specifically to workplace well-being.

Table 4: On Balance of Work and Personal Life

No.	Statement	1	2	3	4	5	Mean	Description
1	How often does your job require you to work very fast?	1	1	7	31	2	3.76	fairly often
2	How often does your job require you to work very hard?	2	1	30	0	9	3.31	sometimes
3	How often does your job leave you with little time to get things done?	3	3	30	3	3	3	sometimes

Research Article

4	How often is there a great deal to be done?	2	1	0	30	9	4.02	fairly often
5	How often is there a marked increase in the work load?	2	1	23	15	1	3.29	sometimes
6	How often is there a marked increase in the amount of concentration required on your job?	3	2	0	30	7	3.86	fairly often
7	How often is there a marked increase in how fast you have to think?	3	2	0	30	7	3.86	fairly often
8	How often do you experience working overtime due to immediate or urgent orders of your Boss?	3	2	0	30	7	3.86	fairly often
9	How often do you experience of an overlapping of activities which stress you out?	2	3	13	5	20	3.98	fairly often
10	How often can you prioritize work over a family need?	10	6	3	20	3	3	sometimes
11	How often do you experience failure to accomplish task within the deadline due too many other tasks entrusted.	10	15	14	3	0	2.24	occasionally
12	How often does your job let you use the skills and knowledge you learned in school?	0	14	4	22	2	3.29	sometimes
13	How often are you given a change to do the things you do the best?	1	3	4	32	2	3.74	fairly often
14	How often can you use the skills from your previous experience and training?	1	3	4	32	2	3.74	fairly often
15	How often can you say no to workload beyond the scope of statutory requirements of you position or multiple functions and designations?	40	2	0	0	0	1.05	rarely
16	How often does time pressure caused by unplanned and unpredictable meetings, call ups, urgent requirements and deadlines from higher authorities add stress to you?	0	0	1	1	40	4.93	very often
17	How often does excessive stress can interfere with productivity and performance, which can lead to negative impact on the person or employee and his relationship?	1	1	3	37	0	3.81	fairly often
18	How often does lack of proper planning in the implementation of programs and activities lead to scheduling problems in activities?	1	1	3	37	0	3.81	fairly often
19	How often can provision of ethical rewards, good working conditions, sufficient financial compensation, supportive administration, and good motivation of the University administration counteract stress in the work place?	2	3	34	3	0	2.9	sometimes
20	How often do you sacrifice personal life due to conflicting roles at work and at home?	0	1	34	2	5	3.26	sometimes
	Grand Mean						**3.43**	**fairly often**

Table 4 showcases how employees view the balance between their work and personal lives. It features a range of statements that evaluate how often they face work-related demands and stressors, along with the effects these have

Research Article

on their personal lives. This is measured using a 5-point Likert scale, where 1 means "Rarely" and 5 means "Very Often." The average scores shed light on how frequently employees encounter these challenges and opportunities in their workplace.

The findings highlight that workload and time pressure are major concerns for employees. Questions like "How often is there a great deal to be done?" (4.02 - fairly often), "How often is there a marked increase in the amount of concentration required on your job?" (3.86 - fairly often), and "How often do you find yourself working overtime due to urgent requests from your boss?" (3.86 - fairly often) show that employees often face high demands at work, which require intense focus and quick decision-making. Additionally, time pressure from unexpected meetings, urgent tasks, and looming deadlines (4.93 - very often) is noted as the most common source of stress, posing a significant challenge to maintaining a healthy work-life balance. The data also indicates that overlapping tasks and the stress from conflicting responsibilities are common, as seen in the question "How often do you experience overlapping activities that stress you out?" (3.98 - fairly often). Furthermore, an excessive workload can sometimes result in not being able to complete tasks on time (2.24 - occasionally), suggesting that while employees aim to meet their goals, the sheer volume of their responsibilities can sometimes get in the way of their efficiency.

It is clear that many employees are feeling a lack of autonomy and boundaries at work. For instance, the question "How often can you say no to workload beyond the scope of statutory requirements?" scored a low mean of 1.05 (rarely), which shows that people feel pressured to take on extra tasks that go beyond their job descriptions. This can really lead to burnout and dissatisfaction, especially when those extra responsibilities don't come with fair compensation or recognition. On a brighter note, some employees do get to use their skills and knowledge in their roles, as reflected in responses like "How often does your job let you use the skills and knowledge you learned in school?" (3.29 - Sometimes) and "How often are you given a chance to do the things you do best?" (3.74 - fairly often). The effects of work-life balance on personal life are also quite troubling. Employees sometimes find themselves putting work ahead of family needs (3.00 - sometimes) and sacrificing their personal lives due to the demands of both work and home (3.26 - sometimes). Moreover, many acknowledge that excessive work stress can disrupt productivity and harm personal relationships (3.81 - fairly often). A lack of effective planning in the workplace is seen as a contributor to scheduling conflicts, making it even harder for employees to achieve a balanced life (3.81 - fairly often).

Interestingly, the provision of ethical rewards, good working conditions, and supportive administration is seen as a sometimes-effective countermeasure against stress (2.90 - sometimes). This suggests that while some support systems exist, they may not be sufficient to fully mitigate workplace stress. The grand mean of 3.43, based on the table on work and personal life balance, suggests that, on average, employees experience work-related demands and challenges at a level between "sometimes" and "fairly often." This indicates that while work-related pressures, such as time constraints, workload, stressors, and skill utilization, are present, they are not overwhelmingly constant but occur with moderate frequency. The data reflects a workplace environment where employees regularly face demanding tasks, time pressure, and stress but also have occasional opportunities to exercise their skills and balance work with personal commitments. However, certain aspects, such as excessive stress from unpredictable deadlines and the inability to refuse extra workload, indicate potential areas for improvement in workplace conditions and support systems.

On the other hand, we asked with a middle-level managers to verify these observations. He mentioned, "overlapping of activities at the University has made both work and life quite stressful". And one, respondent added, "maybe what causes all of these is lack of foresight or plans and lack of consultations burn out all of us". "There were really times if not often that personal life is sacrificed in behalf of the job; just like attending some importance educational milestones of my kids due to equally important tasks demanded by my job as a middle manager, said EM 1. This result is supported in the work of Bhui et al. (2016), stress at work is frequently caused by poor management practices and unfavorable working circumstances.

The findings reveal a workplace where heavy workloads, tight deadlines, and overlapping duties often create stress, making it tough for employees to juggle their professional and personal lives. Many workers feel the pressure to rush through tasks, tackle urgent issues, and take on extra responsibilities, often without the option to say no to an overwhelming workload. This lack of control over their job demands leads to stress, inefficiency, and negative effects

Research Article

on their personal lives. Despite these hurdles, employees sometimes find support at work through opportunities to use their skills, ethical rewards, and decent working conditions. However, these supports often fall short of alleviating stress, underscoring the need for better workload management, improved planning, and stronger backing from management. To foster a healthier work-life balance, organizations should adopt policies that lighten the workload, promote effective time management, and give employees more say over their tasks. Additionally, implementing flexible work options, organized scheduling, and enhanced planning can help reduce stress and boost productivity. It is also vital to have supportive leadership, financial incentives, and recognition systems in place to improve employee well-being and job satisfaction.

CONCLUSION AND RECOMMENDATIONS

Based on the findings of the study, the researchers concluded that the present working conditions of NEMSU employees basically suggests: The result on the organizational climate is as follows: (1) issues and problem of interpersonal relationships, clashes arise within subgroups; and sense of cooperation, civility and professionalism are evidenced. On work related stress; majority are "very often" stressed from the job they have currently in; in adequacy of time to complete task which resulted to no enough time to rest, get enough time for hobbies and even good work life balance; frequently experienced headaches, rarely experienced insomnia and irritability as a result of stressed at work. Majority have never experienced prolonged fatigue, loss of appetite, over sensitivity, anxiety and depression.

On personal stress inventory, topmost themes came out as the top (5) five stressors which directly affect their productivity: (1.) overlapping activities in the University/ overloaded work; (2.) financial matters/obligations; (3.) closed minded -leaders/lack of command responsibilities (4.) multiple designations/assignments and (5.) family problems. Among the top five common stressors; (3) three are directly related to work stressed, and (2) two are directly associated with personal stress at home. On balance of work and personal life: results revealed that personal life is basically affected due to multiple functions or designations given to employees, pressures due to deadlines of unplanned activities, overlapping activities in the University which often times sacrificed personal life and family events.

Therefore; it is recommended a program from the Human Resource Office of the University will become functional to address all issues of burn out employees. The realignment and proper planning of all University programs and activities will be given attention from among the leaders to minimize if not totally eradicate issues on stress in the work place and the balance of work and personal life.

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