

See discussions, stats, and author profiles for this publication at: <https://www.researchgate.net/publication/372514771>

# Work Environment and Its Influence on Job Burnout and Organizational Commitment of BPO Agents

Article · June 2023

DOI: 10.5281/zenodo.8040889

---

CITATIONS

0

---

READS

8

9 authors, including:



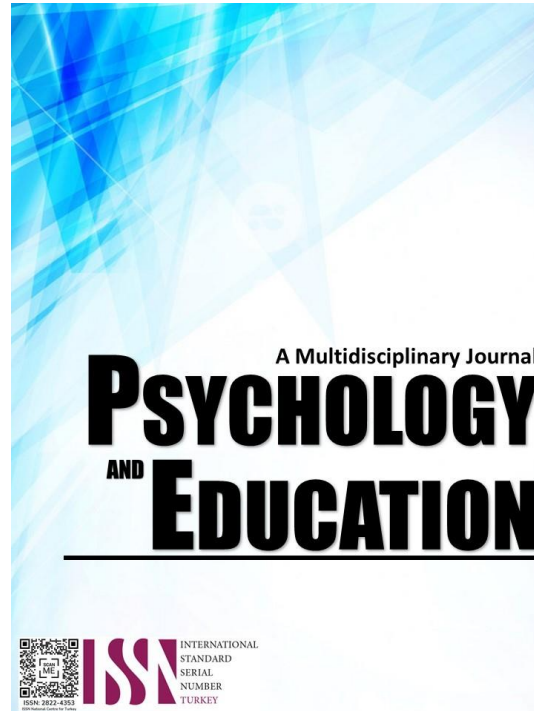
**Jhoselle Tus**

Jesus Is Lord Colleges Foundation, Inc.

122 PUBLICATIONS 716 CITATIONS

SEE PROFILE

**WORK ENVIRONMENT AND ITS INFLUENCE ON  
JOB BURNOUT AND ORGANIZATIONAL  
COMMITMENT OF BPO AGENTS**



**PSYCHOLOGY AND EDUCATION: A MULTIDISCIPLINARY JOURNAL**

2023

Volume: 9

Pages: 951-961

Document ID: 2023PEMJ798

DOI: 10.5281/zenodo.8040889

Manuscript Accepted: 2023-13-6



## Work Environment and Its Influence on Job Burnout and Organizational Commitment of BPO Agents

Denise Aleia Regoso\*, Mharc Anthony Perez,  
Joshua Simon Villanueva, Anna Monica Jose, Timothy James Esquillo,  
Ralph Lauren Agapito, Maria Ashley Garcia, Franchezka Ludovico, Jhoselle Tus  
*For affiliations and correspondence, see the last page.*

### Abstract

Job burnout, organizational commitment, and work environment continue to be important areas of research to be studied in the realm of company employment and employee retention. Job burnout is the state of physical and emotional exhaustion and perceiving one's profession as dull or overwhelming. Meanwhile, organizational commitment refers to the company's attitude towards the organization and their employees, encompassing loyalty, moral responsibility, and their willingness to work. And lastly, work environment provides opportunities for employees to establish connections, develop skills, and maximize their full potential in performing tasks. For the current study, researchers utilized descriptive-correlational research design to investigate the influence of Work Environment towards the job burnout and organizational commitment of BPO agents in selected companies in Bulacan, Philippines. Hence, Danish Psychosocial Work Environment Questionnaire (DPQ), Maslach Burnout Inventory - General Survey (MBI-GS), and the Three-Dimensional Model of Organizational Commitment Scale (ACS, NCS, CCS) were employed to properly assess the study's objectives. Multiple Linear Regression Analysis was performed to analyze the collected data. Based on the analysis, findings show that work environment has no significant influence on the job burnout and organizational commitment of BPO Agents. Furthermore, the results of this study were thoroughly evaluated, leading to an in-depth discussion. Based on the findings, recommendations were made to benefit the stakeholders of the study and contribute to the existing body of knowledge.

**Keywords:** *work environment, organizational commitment, job burnout, employee retention, BPO agents*

### Introduction

Amidst the outbreak of the COVID-19 virus in the Philippines, all citizens had the requirement to comply with government measures against the pandemic; however, many employees—situated in the field of medicine, information-based careers, and other important workers that were required to work in the lockdown—are all sent to the frontline to respond to the needs of majority; this pertains to the emergency response and hotlines as deference to the prevention of further outbreak. Santiago et al. (2021) state that BPO agents were one of the occupations considered as frontlines even before the pandemic happened. According to Elihayu (2019), in spite of the countless challenges that accompanied the COVID-19 outbreak, essential workers—including call-center agents—did not stop their operations and continued to perform their work even during the Covid-19 pandemic. Call center employees have a critical responsibility in keeping people informed and easing their anxieties while supporting the organizations they represent. They are the people who directly communicate and serve the people in times of problems (Geraghty, 2020; as cited by Santiago et al., 2021). According to NICE Cxone, business process outsourcing (BPO)—an operational communication in the context of an

organization for call center agencies—can contribute to companies' flexibility and versatility in molding their service functions to meet business needs. However, in this line of work and amidst the pandemic, BPO employees are required to meet growing customer expectations, unpredictable demands and workloads, to comply with performance metrics and productivity goals, and give their best to meet the stringent requirements the management imposes; therefore, leading to job burnout.

Job burnout is a condition triggered by prolonged susceptibility to stress at work (Lubbadeh, 2020). Burnout can be prominent in organizations and institutions that work in short-term crisis environments or have greater exposure to trauma in their work (Dihenia, 2022). Another study by Kumar (2019) also inferred that call center agents usually experience stress during working hours. According to Gumasing and Ilagan (2019), multiple studies have shown that call center employees work in a distracting and stressful environment. Most face high customer expectations and experience pressure to meet company standards. These demands made by the company and customers often lead to experiences of job stress which also results in job burnout (Ruyter et al., 2001; as cited by Gumasing & Ilagan, 2019).

Frontline workers—including BPO agents—continue to encounter stressful circumstances at work during the pandemic as a result of increased workload, longer working rates, and uncertainty with health safety. The psychosocial work environment summarizes the interactions between employees in a workplace, the tasks of employees, and its influence on employee attitudes, organizational conditions, and organizational culture (Malliarou et al., 2022). According to Clausen et al. (2018), there are five domains of the psychosocial work environment—the demands at work, job content, interpersonal relations, conflicts in the workplace, and reactions to the work situation. Malliarou et al. (2022) states that work and its environmental conditions have changed severely during the COVID-19 pandemic. The psychosocial risks from the work environment may cause an increase in the exhaustion of employees. Poor psychosocial working environments potentially have an influence on employee attitudes in the work environment—including job burnout and organizational commitment.

Organizational commitment can be elucidated as the belief in the values and goals of the organization, the loyalty to the organization, the moral obligation of the employee, and the sense of needing to continue working in the organization (Weng et al., 2010; as cited by Dahmardeh et al., 2019). According to Cooper-Hakim and Viswesvaran (2005), as cited by Al-Jabari and Ghazzawi (2019), several forms of commitment have been proposed, measured, and tested for correlations with other important outcomes, which include an employee's job performance, job satisfaction, and turnover intention. The concept of organizational commitment—when used as a predictor of employee retention—has become the focus of managers in general and human resource departments in many organizations (Idris, 2014; as cited by Al-Jabari et al., 2019). Furthermore, organizational commitment is considered one of the most relevant and sensitive attitudes employees develop toward their organizations (Guzeller & Celiker, 2019). The positive effects of organizational commitment stand out with employee loyalty and engagement with the organization; otherwise, it results in an increase in employee turnover intention. The desire to leave one's job or organization can be referred to as turnover intention (Belete, 2018).

In a study conducted by Luu and Phan (2020), there are three forms of commitment that has an impact on the company and its employees. These are affective commitment, continuance commitment, and normative commitment. According to Mehboob (2020), affective

commitment pertains to the intensity to which employees are emotionally attached to their organization, has a need for identification as an organizational member, and are involved with the particular organization. Continuance commitment is defined as an employee's level of commitment to an organization as a component of his or her compensation (Meyer & Allen, 1984; as cited by Al-Jabari & Ghazzawi, 2019). Continuance commitment reduces psychological distress and results in turnover intentions (Saleem et al., 2018). Normative commitment results from socialization experiences emphasizing repetition and a lack of originality and flexibility, leading to greater tension and boredom. Concerning this, organizational commitment has also become a significant factor in the overall work performance of employees (Eliyana et al., 2019).

Naz et al.'s (2020) study concluded that supportive work environments are positively and significantly associated with employee retention—organizational commitment as the mediator between the two variables. Based on the study conducted by Islam and Tariq (2018), it is found that employee engagement is beneficiary for organizations, which contributes to the organization-employee relationship. However, Havaei et al. (2020) conducted a study that suggests otherwise; a positive work environment may lead to more frequent risks of burnout than work environments with unsafe working conditions. Albeit the significance of job burnout and an employee's organizational commitment to the work environment had been mentioned, the relationship had not yet been sufficiently proven in the area of Luzon, Philippines.

An employee's lack of organizational commitment arises from physical or psychological stress and emotional exhaustion. Burnout has been recognized as a predictor of the intention of employees to leave their companies (Leiter & Maslach, 2008; as cited by Lee et al., 2018). However, the study did not emphasize how external-related factors, such as work environment, contribute to job burnout, potentially influencing a BPO agent's employee turnover intention or organizational commitment.

Liao et al. (2021) conducted their research in China with a sample of 533 employees from various organizations. Their findings showed that a positive work environment, including supervisor support, organizational justice, and job autonomy, can improve organizational commitment and reduce job burnout among employees during the pandemic. However, another study explored the impact of the COVID-19 pandemic on work environment and burnout among

nurses in the Philippines. The authors used a sample of 92 nurses from a tertiary hospital, and the study found that the work environment had no significant influence on burnout among nurses during the pandemic. The authors suggest that other factors, such as personal and organizational resources, may be more important in preventing burnout among healthcare workers during the pandemic (Sia & Punzalan, 2021). The conflicting studies showed that further research is needed for the contribution of gaining new knowledge in the aforementioned variables.

There are limited studies regarding the work environment of call center agents influencing their job burnout and organizational commitment in the context of the COVID-19 pandemic. There had also been no previous studies with similar variables conducted in the Luzon area of the Philippines.

This study may hypothetically conclude or prove a notable association between job burnout, organizational commitment, and company culture in a work environment. The said concept would then help with drawing out ideas and forming solutions as to how one can improve one's level of dedication or engagement, job efficiency, motivation, and performance inside the organization.

In this light, the study seeks to find the influence of work environment on job burnout, and organizational commitment. This study analyzes the existing relationship between the variables and the possible benefits to the companies, employees, and future researchers. This study hopes to form an understanding and aims to enlighten the employees about the role of their co-workers and their correlation to their work environment, job burnout, and organizational commitment. The results of this research may be beneficial to the people involved in this field of study. Specifically, it sought to answer the question:

- Does the work environment significantly influence the call center agent's job burnout and organizational commitment?

## Literature Review

### Job Burnout and Work Environment

There are different causes as to how one can have job burnout—a significant cause is the work environment. The workplace environment is the entirety of the interrelationships of people in an office setting. Suppose one may be put into an environment where people in positions of authority employ unfair means

to threaten, intimidate, and degrade others. Then, this type of workplace would cause anxiety, stress, depression, health problems, absenteeism, job burnout, counterproductive work behavior, and eventually, a degradation in productivity (Anjum et al., 2018).

The results of one study explore the effects of toxicity in a particular workplace environment on employee engagement. It confirms a negative connection between a toxic workplace environment and employee engagement. The paper also concludes that when employees are put into this environment, they will spread negative feelings amongst their colleagues. These "negative feelings," pertaining to bullying or harassment, come with a toxic work environment and cause unnecessary stress, burnout, depression, and anxiety to other workers (Rasool et al., 2021). Besides being in a competitive environment or having experienced workplace bullying, another factor within an organizational environment that can affect an employee's job satisfaction/commitment is unfair compensation. A study by Dhingra M. and Dhingra V. (2020) discussed how workers were found to be ready to leave their jobs because of low levels of inherent job satisfaction, emotional exhaustion, dissatisfaction with promotion opportunities, and low pay.

In the current era, bullying in the work environment is a general and severe issue. Workplace bullying needs to be researched to determine the negative influence of workplace bullying on employees' attitudes and behavior. One study explores this issue and investigates the direct association linking workplace bullying and job burnout and indirect association through the mediation of Psychological Contract Violation and Psychological Capital. This study's results show a significantly positive relationship between workplace bullying and job burnout (Muhammad et al., 2019).

The study of Srivasta et al. (2019), which assesses the influence of workplace bullying on job burnout of employees, concludes that there is a positive relation between bullying in the work environment and job burnout. In their study, a condition of mediation that the predictor variable (workplace bullying) should significantly influence the criterion variable (job burnout) was further proven through the paper's test of mediation. Their hypothesis that there is a positive association between workplace bullying and job burnout was proven through their analysis. The results from this research were consistent with findings from previously referenced studies, as it was discussed that the likelihood of job burnout was higher among workers who have encountered bullying at work.

The workplace environment has been proven to be a relevant factor for an employee's well-being. In a study, Adamopoulos et al. (2022) discussed how the workplace environment affects perceived levels of burnout. It was observed that employees who work in a rural work environment reported higher levels of burnout compared to employees in urban environments. The study states that the work environment may have a negative effect on the psychological health of an employee developing burnout. It has been proven that due to work-related stress, increased workload, and conflict occur within a work environment. The workplace environment has a significant effect on one's total work burnout as the results showed that most of their respondents have reported that they experience high levels of job burnout.

According to Çelik (2018), high job demand psychosocial work environments result in even higher levels of job burnout. Job burnout is a different work-related stress syndrome portrayed by dimensions—emotional exhaustion, professional inefficacy, and cynicism (Lubbadeh, 2020). Leiter and Maslach (2008), as cited by Luceno-Moreno et al. (2020) stated that burnout has also been recognized as a major occupational hazard in client-centered or service jobs, and intervention strategies are constantly being sought to alter the effects.

### ***Organizational Commitment and Work Environment***

The study by Irawan and Le (2022) suggests a relationship between work environment factors and employees' organizational commitment. Using purposive sampling, 60 field workers as respondents contributed to the data collection. The said data was analyzed with the quantitative method using SEM analysis. According to Irawan et al. (2022), the work environment is a significant determinant in observing organizational commitment. The research states that the work environment of a particular company that can provide support and comfort to its employees can increase employee organizational commitment within the mentioned company. It was concluded that the quality of a company's work environment varies directly to the level of the employee's commitment to the said company. As mentioned earlier in the study, the results are supported by researchers in the same field and their studies—namely Faisal, Dewi, and Siregar. Therefore, the work environment positively and significantly affects employee organizational commitment.

Similarly, the study of Evianti et al. (2020) aims to

investigate the effect of work environment on organizational commitment in a regional apparatus unit. A total of 145 respondents were involved in this research, and the data collected was analyzed with multiple linear regression analysis. It clearly states that employees' commitment to a particular company increases when the work environment is more comfortable and favorable. However, if the case is the opposite, it will decrease employees' organizational commitment. From the quantitative approach, the findings revealed that the work environment had a positive and significant effect on employees' organizational commitment.

Naz et al. (2020) investigated the relationship between a supportive work environment and organizational commitment. A total of 239 employees from various restaurants in Pakistan were involved in the study, and the data collected was analyzed with Partial Least Squares Structural Equation Modeling analysis tools. This study, like the previous ones, shows that there is a significant and positive relationship between a supportive work environment and the desire of employees to stay in a company— or employee retention. According to the study, human resource practitioners should persevere in developing mechanisms (organizational commitment) to provide a supportive work environment to foster healthy exchange relationships with people, resulting in higher desires of employees to continue working in a company.

In another study, Awit et al. (2020) focus on investigating the effect of work environment on organizational commitment in the BPO industry. This study involved 298 employees from the BPO agencies within the areas of Bonifacio Global City and Makati Central Business District. Both quantitative and qualitative research methods were used as the study utilized a mixed-method approach. Out of the three forms of organizational commitment, the results showed that the continuance commitment was most apparent among the respondents. Therefore, the results in the paper showed that organizational culture has a positive relationship with organizational commitment. Additionally, demographic profiles create significant differences regarding organizational commitment. In other words, organizational culture plays a prominent role in ensuring employees' loyalty.

The study by Athar (2020) aims to analyze the impact of organizational culture— involving responsibility, resilience, skill, and direct responsibility— on employees' commitment to PT. Panca Putri after the climax of the COVID-19 pandemic. The sampling



technique is probability sampling, and the 59 respondents in this study were employees of PT. Panca Putri. The researchers collected data through interviews, questionnaires, and documentation. Companies established an organizational culture to inspire employees' determination and enthusiasm better to serve the results of the current COVID-19 pandemic. The results stated that organizational culture significantly influences commitment in a post-pandemic context. Therefore, it can be said that the factors of organizational culture define an employee's commitment.

## Methodology

### Research Design

In this study, a descriptive-correlation research design was employed. This design enabled the researchers to elucidate the research problem more efficiently. By using this method, the researchers were given the freedom to establish the direction and strength of each relationship and to develop their research problem effectively and clearly. The design set a definite foundation and guide regarding the procedures that would be used to collect, process, and analyze the data relevant to the study.

The correlational research design was used to find out if two or more variables were correlated (Bloomfield, et al., 2019). Through this design, the researchers were able to ascertain the potential significance of each variable presented. Based on the definition and information regarding the aforementioned research design, it was established that the descriptive-correlational research design was suitable to determine if work environment had a relationship with the organizational commitment and job burnout of BPO agents. The research design proved to be effective in achieving the objectives of the study and provided valuable insights into the variables being investigated.

### Respondents of the Study

BPO agents were the respondents for this research paper. The sampling technique that was used to select the participants is the snowball sampling method. About 44 respondents participated in this study.

### Instruments of the Study

This study employed three instruments to investigate the relationship between job burnout, organizational commitment, and the work environment of BPO

agents. The Maslach Burnout Inventory – General Survey (MBI-GS) was used as the first instrument to assess job burnout. Meanwhile, a three-dimensional model of organizational commitment was used to assess organizational commitment. The work environment was investigated using Danish Psychosocial Work Environment Questionnaires (DPQ). Using these instruments helped the researchers to effectively measure and analyze the study's variables, leading to valuable insights into the influence of work environment on job burnout and organizational commitment of BPO agents.

*Job Burnout*. The Maslach Burnout Inventory—General Survey (MBI-GS) was used as the first instrument to assess job burnout. According to Maslach et al. (cited by Rotenstein, 2018) MBI-GS consists of generic items which measure burnout dimensions and can be used in a variety of occupations. Emotional exhaustion (EE) is defined as the depletion of energy; those who are exhausted feel overextended, drained, and unable to recover. Cynicism (CY) refers to distancing oneself from work itself and to the development of negative attitudes toward work in general. Professional efficacy is a sense of professional accomplishment and competence. This sense diminishes during burnout. Employee burnout is costly to an organization. Staff who experience burnout are likely to withdraw from their job, invest less time and energy, do less work and do it less well.

*Organizational Commitment*. To measure the organizational commitment of BPO agents, a three-dimensional model of organizational commitment was used as a tool of measurement. According to Bar-Haim (2019), the questionnaire contains 24 items in total, eight items in each of the three claimed dimensions: affective commitment scale (ACS), continuance commitment scale (CCS), and normative commitment scale (NCS). According to Al-Jabari and Ghazzawi (2020), The three dimensions represent different psychological states of an individual employee, and it is possible to develop independent measures for each dimension. The questionnaire also has a shortened version which includes 6 items per dimension

*Work Environment*. According to Clausen et al. (2019), the Danish Psychosocial Work Environment Questionnaire (DPQ) is a reliable and valid instrument for the evaluation of psychosocial working conditions. The DPQ follows the same basic principles and theoretical considerations as the Copenhagen Psychosocial Questionnaire (COPSOQ). It should be multiple theory-based, it should consider psychosocial



working conditions in the context of different organizational levels in the workplace— such as individuality, teams, and organization. DPQ consists of 119 items that operationalizes all 38 dimensions of the psychosocial work environment (28 multi-item scales and 10 single-item measures) covering the five domains of the psychosocial work environment: demands at work (six multi-item scales); work organization and job content (8 multi-item scales); interpersonal relations: cooperation and leadership (9 multi-item scales and 1 single item); conflicts in the workplace (6 single items); and reactions to the work situation (5 multi-item scales and 3 single items). Clausen et al. (2019) states that it should also be comprehensive even with a variety of factors that affect the psychosocial work environment. DPQ can be directly applicable to all types of jobs; therefore, it can be used for BPO agencies.

### Ethical Considerations

This research was mainly concerned with the relationship between job burnout, organizational commitment, and the work environment. The study focused on the BPO Agents from their specific companies, namely "Concentrix", "Wells Fargo", and "Lexie." Furthermore, the researchers conducted an online survey questionnaire because of time limitations and the current situation.

The informed consent of the study's participants was kept in mind. The aim of the study was explained, along with how participants' participation would help gather the required data. The study offered a commitment to educating everyone who participated. This strategy ensured that there was no use of force and violence to compel people to participate in the study. Additionally, it affirmed the participants' decision and consents to share their data with the study.

To maintain social distancing and prioritize everyone's safety during the pandemic, online survey forms were distributed to respondents following IATF guidelines without making any physical contact with them. The survey questionnaires were attached to a Google Form that the researchers used to contact them via various social media channels. Additionally, the researchers guaranteed and accepted responsibility for complying with the mandatory provisions of the Philippine Data Privacy Act of 2012.

The research aimed to ensure the protection of respondents' and other individuals' rights to data

privacy whose private, sensitive, or confidential information was obtained through this study. In addition, the research tools encouraged non-discriminatory questions, and the language used was appropriate for the respondent's skill level. Throughout the study, the researchers promised not to cause harm or interfere with the dignity of their participants.

To maintain social distancing and prioritize everyone's safety during the pandemic, the researchers distributed online survey forms to respondents following IATF guidelines without making any physical contact with them. The survey questionnaires were attached to a Google Form that the researchers used to contact them via various social media channels. The researchers guaranteed and accepted responsibility for complying with the mandatory provisions of the Philippine Data Privacy Act of 2012.

Lastly, the researchers strived to communicate accurate, transparent, valid, and reliable information. Therefore, there was no falsification or exaggeration of responses, and the study solely focused on the goals and purposes of the research.

### Data Gathering Procedure

After careful consideration, the researchers decided to choose the topic regarding the work environment in BPO agencies and how it influenced organizational commitment and job burnout of employees in the said industry. This research aimed to identify the factors contributing to the Work Environment and its influence on Job Burnout and Organizational Commitment of BPO Agents. To be authentic and accurate, researchers meticulously considered the research topic and the possible outcomes that might arise from it before beginning the project. The proponents of this study secured a permit from the administration for approval to conduct the survey and continued with the chosen study.

Respondents appropriate for the variables were gathered using the snowball sampling method. According to Bhat (2022), snowball sampling— also known as chain-referral sampling— is a non-probability sampling technique regarding respondents with relatively uncommon traits. Snowball sampling is a technique in which current respondents help recruit more respondents relevant to the research study; they make referrals that contribute to the study's progress. In this study, since the researchers' goal was to determine the Work Environment and its influence on Job Burnout and Organizational Commitment of BPO Agents, the researchers believed this method was the





most appropriate in choosing the sample for the research due to the setting being in particular BPO companies.

After obtaining permission to proceed with the necessary procedures, the questionnaires were dispersed. The online questionnaire was distributed virtually through Google Forms, encoded for convenience and easy monitoring of responses. The responses were collected approximately two weeks after the distribution, considering the designated schedule flow for the study's completion. The researchers requested the respondents to answer the questions with full knowledge and honesty to result in sound research. Additionally, the researchers resolved to send reminder letters to study participants to avoid low feedback rates.

To obtain the most reliable data from the respondents, the researchers limited the instruments to be used. The researchers accurately collected the data for analysis once the specific respondents answered the supplied questionnaires. The researchers carefully scrutinized the information to prevent complications in the computation and meticulous analysis of the collected data.

After the data collection was completed, the researchers assessed the results. The significance of each variable included in the study was statistically evaluated to guarantee that the data gathered may serve as a basis for achieving the study's main objective. The researchers requested assistance from their research facilitator to determine or discover the appropriate statistical tools to be used in interpreting data. The researchers came up with a conclusion and recommendation for this study based on the finalized data.

## Results and Discussion

### Influence of Work Environment on Job Burnout and Organizational Commitment

Table 1. Summary Measure of the Regression Models

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.127	0.016	-0.007	1.057
2	0.128	0.017	-0.007	0.665

Regression analysis was performed to determine if work environment significantly affects the job burnout (model 1) and organizational commitment (model 2) of the respondents, and all the results of the analysis were presented from Tables 1 to 3. Table 1 showed that there exists a very low positive correlation between work environment and job burnout ( $r = 0.127$ ) and organizational commitment ( $r = 0.128$ ). On the other hand, 1.6% and 1.7% of the variability of work performance was determined by the job burnout and organizational commitment respectively, and the standard error of estimate is 1.057 and 0.665 also respectively, which was relatively low and good for the regression model.

Table 2. Overall Regression Models

	Model	Sum of Squares	Df	F	Sig.
1	Regression	0.77	1	0.77	0.69
	Residual	46.96	42	1.12	
	Total	47.73	43		
2	Regression	0.31	1	0.31	0.71
	Residual	18.57	42	0.44	
	Total	18.88	43		

Table 2 presented the overall regression models of the study. As shown in the table, the overall models were not significant since the p-values of the one-way Analysis of Variance (ANOVA) were greater than the significance level of 0.05 for job burnout (model 1) and for organizational commitment (model 2).

Table 3. Test of Significance of Study Habits

	Model	Unstandardized Coefficients	Standardized Coefficients	t.	Sig.
		B.	Std. Error		
1	Regression	4.27	1.22	3.52	0.00
	Residual	-0.28	0.34	-0.83	0.41
2	Total	3.05	0.76	3.99	0.00
	Regression	0.18	0.21	0.13	0.41

Table 3 presented the result of analysis if work environment habits significantly affect the job burnout (model 1) and organizational commitment (model 2). Based on the results, the work environment did not affect job burnout and organizational commitment

since the p-values exceed the significance level of 0.05.

## Conclusion

Based on aforementioned results of the study, the following set of conclusions were acquired: (1) Based on the findings, the BPO agents experienced high levels of emotional exhaustion that contributed to their job burnout. However, they had low levels of cynicism and high levels of professional efficacy. (2) The results indicated that BPO agents were found to have high levels of organizational commitment— in terms of affective commitment, continuance commitment, and normative commitment. (3) It can be discerned that the BPO agents had average to high levels of perception of the role of work environment during the COVID-19 pandemic. Aligned with this, the call center agents perceived that their work environment played a significant role in affecting their job burnout and organizational commitment. (4) According to the presented statistics, the work environment of BPO agents did not have a significant influence on their job burnout and organizational commitment during the COVID-19 pandemic. In this study, the null hypothesis was not rejected.

Following the thorough analysis of the findings and results accumulated from this research was the procured recommendations, which specifically were: (1) For call center or BPO agents, it was imperative to engage socially at work for them to excel. Workplace socialization encompassed numerous essential components such as personal growth, skill development, learning, and clear, positive communication. These factors collectively contributed to employee engagement in the socialization process, leading to efficient teamwork, honesty, inspiring collaboration, and a healthier lifestyle. To avoid burnout in the workplace, it was crucial to utilize work breaks wisely and ensure adequate rest before commencing another task. They were advised not to feel compelled by deadlines if they were not critical to their job. It was also beneficial to discuss personal issues and conflicts with colleagues to keep each other motivated. Lastly, maintaining a positive attitude and remembering that no job was inferior to another could go a long way in enhancing their overall work experience. (2) For call center team leaders, the researchers recommended that they must be open to their employees, the call center agents, by actively listening to their opinions, thoughts, and validating their feelings. This approach would motivate the employees to come to work every day and ensure a

better understanding of their experiences. By implementing this recommendation, it was believed that it could decrease or even prevent the occurrence of job burnout and organizational commitment issues that might be caused by the work environment. Ultimately, this approach aimed to foster a healthier and more supportive work environment for everyone involved.

Moreover, for general employees, it was highly recommended to engage themselves in meaningful and positive communication with co-workers for a better relationship and for creating a pleasant workplace. Showing loyalty towards their company exerts effort and hardwork, and amidst this, job burnout can be imminent. A solution is reducing the possible sources and causes of job burnout in the workplace. In this juncture, establishing relationships for a safer community in work may help improve the workplace environment. Not only does communication alleviate working conditions, but it refines personal thinking and social skills that can be applied in work. Encouragement and motivation strategies can be implemented effortlessly when in a good working environment— which inevitably can also improve work proficiency and attitudes.

## References

- Adamopoulos, I., Syrou, N., & Lamnisis, D. (2022). Workplace environment and burn out in public health workforce inspection services: Research study. *International Research Journal of Pharmacy and Medical Sciences*, 5(5), 28-35.
- Akca, M., & Küçükoğlu, M. T. (2020). Relationships Between Mental Workload, Burnout, and Job: A Research Among Academicians Performance. *Advances in Psychology, Mental Health, and Behavioral Studies*, 49–68.
- Al-Jabari, A., Ghazzawi, I. (2019). Organizational Commitment: A Review of the Conceptual and Empirical Literature and a Research Agenda.
- Anjum, A., Ming, X., Siddiqi, A. F., & Rasool, S. F. (2018). An empirical study analyzing job productivity in toxic workplace environments. *International journal of environmental research and public health*, 15(5), 1035.
- Aranki, D. H. (2019). *The Relationship between Organizational Culture and Organizational Commitment | Aranki | Modern Applied Science | CCSE.*
- Athar, H. S. (2020). *The Influence of Organizational Culture on Organizational Commitment Post Pandemic Covid-19 | Athar | International Journal of Multicultural and Multireligious Understanding.*
- Awit, N.T. and Marticio, R.M. (2020) *The effect of organizational culture in the organizational commitment towards the development of talent management strategy in the business process outsourcing*

- (BPO) industry / Neil T. Awit and Ramon M. Marticio. *Journal of Contemporary Social Science Research*, Vol. 4 (1). pp. 1-11. ISSN 0128-2697
- Bar-Haim A. (2019). *Measuring Organizational Commitment, 13-19*. [https://doi.org/10.1142/9789813232167\\_0003](https://doi.org/10.1142/9789813232167_0003)
- BasuMallick, C. (2021). *What Is Employee Retention? Definition, Strategies, and Ideas, With Examples*. Spiceworks.
- Bazmi, E., Alipour, A., Yasamy, M. T., Kheradmand, A., Salehpour, S., Khodakarim, S., & Soori, H. (2019). Job burnout and related factors among health sector employees. *Iranian journal of psychiatry, 14*(4), 309.
- Belete, A. (2018). *Turnover Intention Influencing Factors of Employees: An Empirical Work Review*. *International Journal of Research in Business Studies and Management*, vol 5, no. 7, 2018, pp. 23–31.
- Bhat, A. (2022). *Organizational Commitment: Definition, benefits, and How to Improve It*. QuestionPro.
- Bhat, Adi (2022). *Snowball Sampling: Definition, Method, Advantages and Disadvantages*. <https://www.questionpro.com/blog/snowball-sampling/amp/>
- Blanco, J., Pasco, K., & Tus, J. (2021). An Analysis of the Relationship Between Job Burnout and Job Satisfaction Among Food Service Crews Amidst the COVID-19 Pandemic in the Philippines. *International Journal Of Advance Research And Innovative Ideas In Education*. DOI: 10.6084/m9.figshare.14802930.v1.
- Bloomenthal, A. (2022). *Cyber Wellness in the Philippines*. HR Mentor. <https://asksonnie.info/cyber-wellness-philippines/>
- Bravo, A., Buenaflor, N., Baloloy, J., Guarte, L., Osinaga, A., Salartin, A., & Tus, J. (2021). Amidst the COVID-19 Pandemic: The Job Burnout and Job Satisfaction of Public School Teachers in the Philippines. *International Journal Of Advance Research And Innovative Ideas In Education*. DOI:10.6084/m9.figshare.14832399.v1.
- Daley, S. (2022). *Company Culture: Definition, Benefits and Strategies*. Built In. <https://builtin.com/company-culture>
- Cafasso, J. (2021). *Emotional Exhaustion: What It Is and How to Treat It*. Healthline.
- Caillier, J. G. (2011). Are Teleworkers Less Likely to Report Leave Intentions in the United States Federal Government Than Non-teleworkers Are? *The American Review of Public Administration*, 43(1), 72–88. <https://doi.org/10.1177/0275074011425084>
- Cajuday, A. (2019). *The Analysis of Work Environment Factors that Affect Work Performance of Call Center Agents of a Call Center Company*. [https://www.academia.edu/41029529/The\\_Analysis\\_of\\_Work\\_Environment\\_Factors\\_that\\_Affect\\_Work\\_Performance\\_of\\_Call\\_Center\\_Agents\\_of\\_a\\_Call\\_Center\\_Company](https://www.academia.edu/41029529/The_Analysis_of_Work_Environment_Factors_that_Affect_Work_Performance_of_Call_Center_Agents_of_a_Call_Center_Company)
- Call Center Outsourcing Philippines: A bright future awaits*. (2022). *The Manila Times*. <https://www.manilatimes.net/2022/09/05/public-square/call-center-outsourcingphilippines-a-bright-future-awaits/1857304>
- Call centers in the Philippines: Why it's here to stay*. (2022). SUNSTAR.
- Cassidy, F. (2022). *What is job burnout and how can you deal with it?* Raconteur.
- Ceblano, K. A. B., Ofalia, B. C., & Quinto, E. J. M. (2019). Predicting Turnover Intention among Inbound Call Center Workers in the Philippines. *Pertanika J Soc Sci Hum*, 27, 1339-1356.
- Çelik, O. & Kahraman, Ü. (2018). *The Relationship among Teachers' General Self-efficacy Perceptions, Job Burnout and Life Satisfaction*. 6. 2721-2729. 10.13189/ujer.2018.061204.
- Clausen, T., Madsen, I. E., Christensen, K. B., Bjorner, J. B., Poulsen, O. M., Maltesen, T., Borg, V., & Rugulies, R. (2018). *The Danish Psychosocial Work Environment Questionnaire (DPQ): Development, content, reliability and validity*. *Scandinavian Journal of Work, Environment & Health*, 45(4), 356–369.
- Cooper-Hakim, A., & Viswesvaran, C. (2005). The Construct of Work Commitment: Testing an Integrative Framework. *Psychological Bulletin*, 131(2), 241–259.
- Dhanpat, N. (2017). *Evaluating organizational commitment of call center agents*. [https://www.researchgate.net/publication/317342420\\_Evaluating\\_or\\_ganizational\\_commitment\\_of\\_call\\_center\\_agents](https://www.researchgate.net/publication/317342420_Evaluating_or_ganizational_commitment_of_call_center_agents)
- Dhingra, M., & Dhingra, V. (2020). An empirical research on relationship between adequate and fair compensation and quality of work life. *Journal of Statistics and Management Systems*, 23(2), 317-331.
- Dihenia, D. (2022). *Burnout Factors in Crisis Call Centers*. Alliant International University ProQuest Dissertations Publishing.
- Drissi, E., Boulbaroud, S., Hami, H., Ahami, A. & Azzaoui, F-Z. (2021). *Burnout among call center staff in the Rabat Sale Kenitra Region | E3S Web of Conferences*.
- Edward, Y.R., & Purba, K. (2020). *The Effect Analysis of Emotional Intelligence and Work Environment on Employee Performance with Organizational Commitment as Intervening Variables in PT Berkas Bima Sentana*.
- Eliyana, A., Ma'arif, S., & Muzakki. (2019). *Job satisfaction and organizational commitment effect in the transformational leadership towards employee performance*. *European Research on Management and Business Economics*, 25(3), 144–150.
- Evangelista, C., Bonifacio, S., Gonzales, R., Villanueva, G., Principe, R., Juliano, T., & Tus, J. (2021). Public Commuters' Job Burnout and Job Satisfaction During the COVID-19 Pandemic in the Philippines. *International Journal Of Advance Research And Innovative Ideas In Education*. DOI: 10.6084/m9.figshare.14810586.v1.
- Evianti, A., & Rasyid, R. (2020). *The Effect of Work Environment, Organizational Support and Intrinsic Motivation on Organizational Commitment*. Atlantis Press.
- Feijó, F. R., Gräf, D. D., Pearce, N., & Fassa, A. G. (2019). *Risk Factors for Workplace Bullying: A Systematic Review*. *International Journal of Environmental Research and Public Health*, 16(11), 1945. doi:10.3390/ijerph16111945

- Fernando, R., Amukwaya, E., Hlatywayo, C. K., & Pieters, W. (2020). Job Demands and Burnout – The Moderating Effect of Psychological Capital amongst Call Centre Employees in Windhoek, Namibia. *African Journal of Inter/Multidisciplinary Studies*, 2(1), 74–87
- Forshey, C. (2021). 15 Ways to Avoid Burnout in Customer Support, According to Service Representatives. <https://blog.hubspot.com/service/customer-support-burnout>.
- Galilee, J., Evangelista, C., Blanco, J., Balading, J., Alejandro, A., Adiaton, J., Jose, J., & Tus, J. (2021). Nurses' Job Burnout and Job Satisfaction During the COVID-19 Pandemic in the Philippines. *International Journal Of Advance Research And Innovative Ideas In Education*. DOI: 10.6084/m9.figshare.14810589.v1.
- Gawas, N. M. (2022). Workplace bullying and employee turnover intention: a mediating role of organizational justice. *International Journal of Health Sciences*, 4486–4493. <https://doi.org/10.53730/ijhs.v6ns3.6839>
- Griffin, G. (2021). Job Burnout and Turnover Intentions Among Telecommuting Call Center Agents. Walden Dissertations and Doctoral Studies. <https://scholarworks.waldenu.edu/dissertations/10300/>
- Guzeller, C. O., & Celiker, N. (2019). *Examining the relationship between organizational commitment and turnover intention via a meta-analysis*. *International Journal of Culture, Tourism and Hospitality Research*, 14(1), 102–120. doi:10.1108/ijcthr-05-2019-0094
- Hanaysha, J. (2016). Testing the Effects of Employee Engagement, Work Environment, and Organizational Learning on Organizational Commitment. *Procedia - Social and Behavioral Sciences*, 229, 289–297. doi:10.1016/j.sbspro.2016.07.139
- Havaei, F., Astivia, O. L. O., & MacPhee, M. (2020). *The impact of workplace violence on medical-surgical nurses' health outcome: A moderated mediation model of work environment conditions and burnout using secondary data*. *International Journal of Nursing Studies*, 103666. doi:10.1016/j.ijnurstu.2020.103666
- Herscovitch, L., & Meyer, J. P. (2002). Commitment to organizational change: Extension of a three-component model. *Journal of Applied Psychology*, 87(3), 474–487. doi:10.1037/0021-9010.87.3.474
- Hobfoll, S. E. (1989). Conservation of resources: A new attempt at conceptualizing stress. *American Psychologist*, 44(3), 513–524. doi:10.1037/0003-066x.44.3.513
- Hussain, S. D., Khaliq, Dr. A., Nisar, Q. A., Kamboh, A. Z., & Ali, S. (2019). The Impact of Employees' Recognition, Rewards and Job Stress on Job Performance. *SEISENSE Journal of Management*, 2(2), 69–82. researchgate. <https://doi.org/10.33215/sjom.v2i2.121>
- Idris, A. (2014). *Flexible working as an employee retention strategy in developing countries: Malaysian bank managers speak*. *Journal of Management Research*, 14(2), 71–86.
- Ie, M. (2022). *The Effect of Work Environment and Job Satisfaction on Employee Organizational Commitment*. Atlantis Press.
- Islam, T., & Tariq, J. (2018). *Learning organizational environment and extra-role behaviors: the mediating role of employee engagement*. *Journal of management development*.
- Job Burnout and Turnover Intentions Among Telecommuting Call Center Agents - ProQuest. (n.d.).
- Job burnout: How to spot it and take action*. (2021). Mayo Clinic.
- Koglin, K. (2022). *Are Your Call Center Operations Making Employees Leave?* CMSWire.com. <https://www.cmswire.com/customer-experience/are-your-call-center-operations-makingemployees-leave/>
- Kokubun, K. (2019). Organizational commitment, rewards and education in the Philippines. *International Journal of Organizational Analysis*, 27(5), 1605–1630. doi:10.1108/ijoa-02-2019-1667
- Kumar, R., & Eng, K. G. (2012). Perceived organizational commitment and its impact to the turnover intention: a correlation analysis. *Journal of global business and economics*, 4(1), 40-57.
- Kumar, N. (2019). Determinants of Stress and Well-Being in Call Centre Employees. *Journal of Management (JOM)*, 6(2), Article JOM\_06\_02\_002.
- Laras, T., Jatmiko, B., Susanti, F. E., & Susiati, S. (2021). The Effect of Work Environment and Compensation on Work Motivation and Performance: A Case Study in Indonesia. *The Journal of Asian Finance, Economics and Business*, 8(5), 1065–1077.
- Lee, H.-F., Chiang, H.-Y., & Kuo, H.-T. (2018). Relationship between authentic leadership and nurses' intent to leave: The mediating role of work environment and burnout. *Journal of Nursing Management*. doi:10.1111/jonm.12648
- Li, X., Kan, D., Liu, L., Shi, M., Wang, Y., Yang, X., Wang, J., Wang, L., & Wu, H. (2015). The Mediating Role of Psychological Capital on the Association between Occupational Stress and Job Burnout among Bank Employees in China. *International journal of environmental research and public health*. 12. 2984-3001. 10.3390/ijerph120302984.
- Lubbadeh, T. (2020). *Job burnout: a general literature review*. *International Review of Management and Marketing*, 10(3), 7.
- Luthans, F., Avolio, B. J., Avey, J. B., & Norman, S. M. (2007). Positive psychological capital: Measurement and relationship with performance and satisfaction. *Personnel Psychology*, 60(3), 541–572.
- Luu, D. T., & Phan, H. V. (2020). *The Effects of Transformational Leadership and Job Satisfaction on Commitment to Organisational Change: A Three-Component Model Extension Approach*. *The South East Asian Journal of Management*, 14(1). doi:10.21002/seam.v14i1.11585
- Mahmud, E., Rozi, F., Hefniy, Baharun, H., Syakroni, A., Muali, C., Widad, R., Azizah, N., Zuhriya, S. A., & Abdullah, D. (2021). The Effect of Using Edmodo Application on Students' Mastery Skill of Technology. *Journal of Physics: Conference Series*, 1899(1), 012157.
- Malik P., Lenka, U. (2019). *Exploring the impact of perceived AMO framework on constructive and destructive deviance: Mediating role of employee engagement*.
- Malyadri, P. (2019). A Study on Stress among employees working in BPO sector with reference to Hyderabad city. *International Journal of 360 Management Review*, 7(1). [https://www.ij360mr.com/docs/vol17/ap19\(69\).pdf](https://www.ij360mr.com/docs/vol17/ap19(69).pdf)
- Martin, J. (2022). *Call center burnout: what it is and how to*



overcome it. Zendesk

Maslach, C., & Leiter, M. P. (2008). Early predictors of job burnout and engagement. *Journal of Applied Psychology, 93*(3), 498–512

Mauno, S., Minkkinen, J., Tsupari, H., Huhtala, M., & Feldt, T. (2019). Do Older Employees Suffer More from Work Intensification and Other Intensified Job Demands? Evidence from Upper White-Collar Workers. *Scandinavian Journal of Work and Organizational Psychology, 4*(1), 3. <https://doi.org/10.16993/sjwop.60>

Mehboob, S. (2020). Impact of Employee Development on Organizational Citizenship Behavior and Employee Turnover Intentions. Capital University OF Science and Technology, Islamabad. <https://cust.edu.pk/static/uploads/2020/12/PhD-Thesis-Syed-Ali-Abdullah-Mehboob-1.pdf>

Montalbo, A. F. (2016). The burnout level of call center agents in metro Manila, Philippines. *International Letters of Social and Humanistic Sciences, 70*, 21-29.

Muhammad A., Hina B., Basharat R., Muhammad U. (2019). Examining the Influence of Workplace Bullying on Job Burnout: Mediating Effect of Psychological Capital and Psychological Contract Violation. *International Journal of Organizational Leadership, 8*(2), 1-11. doi: 10.33844/ijol.2019.60467

Naz, S., Li, C., Nisar, Q. A., Khan, M. A. S., Ahmad, N., & Anwar, F. (2020, April). *A Study in the Relationship Between Supportive Work Environment and Employee Retention: Role of Organizational Commitment and Person–Organization Fit as Mediators.*

Ngatuni, P., & Gasengayire, J. C. (2021). Moderating Role of Age in the Relationship between Job Satisfaction and Organizational Commitment among Employees of a Special Mission Organization in Rwanda. *The Pan-African Journal of Business Management, 5*(2). <https://journals.out.ac.tz/index.php/pajbm/article/view/1015>

Nwankwo, C. A., & Kanyangale, M. I. (2020). Deconstructing Entrepreneurial Marketing Dimensions in Small and Medium-sized Enterprises in Nigeria: Literature Analysis. *International Journal of Entrepreneurial Venturing, 12*(3), 1. <https://doi.org/10.1504/ijev.2020.10029936>

Organizational Psychology Degrees. (2022, June 19). *What is Affective Commitment?*

Pattnaik, S. C., & Panda, N. (2020). *Supervisor support, work engagement and turnover intentions: evidence from Indian call centres.* *Journal of Asia Business Studies, 14*(5), 621-635.

Rameshkumar, M. (2020). Employee engagement as an antecedent of organizational commitment – A study on Indian seafaring officers. *The Asian Journal of Shipping and Logistics, 36*(3), 105–112. <https://doi.org/10.1016/j.ajsl.2019.11.003>

Rasool, S. F., Wang, M., Tang, M., Saeed, A., & Iqbal, J. (2021). How toxic workplace environment effects the employee engagement: the mediating role of organizational support and employee wellbeing. *International journal of environmental research and public health, 18*(5), 2294.

Razak, N. A., Ma'amor, H., & Hassan, N. (2016). Measuring Reliability and Validity Instruments of Work Environment Towards Quality Work Life. *Procedia Economics and Finance, 37*, 520–528.

Robbins, S., Judge, T., Odendaal, A., & Roodt, G. (2016). *Organisational Behaviour: Global and Southern African*

Perspectives. Pearson Southern Africa (Pty)Limited.

Ryba, K. (n.d.). *What is Employee Engagement? What, Why, and How to Improve It.*

Saleem, S., Yusaf, S., Sarwar, N., Raziq, M. M., & Malik, O. F. (2018). Linking Abusive Supervision to Psychological Distress and Turnover Intentions Among Police Personnel: The Moderating Role of Continuance Commitment. *Journal of Interpersonal Violence, 36*(9–10), 4451–4471.

Santiago, A., Barandino, C., Bil, A., Curam, R. Torrero, K., & Tus, J. (2021). Call Center Agents' Job Burnout and Its' Influence on their Job Satisfaction During the COVID-19 Pandemic in the Philippines. *International Journal Of Advance Research And Innovative Ideas In Education*. DOI: 10.6084/m9.figshare.14810592.v1.

Wang, Y., Zhang, H., Lei, J., & Yu, Y. (2018). Burnout in Chinese social work: Differential predictability of the components of the Maslach Burnout Inventory. *International Journal of Social Welfare.* doi:10.1111/ijsw.12339

Wu, Y., Wang, J., Liu, J., Zheng, J., Liu, K., Baggs, J. G., Liu, X., You, L. (2019). The impact of work environment on workplace violence, burnout, and work attitudes for hospital nurses: A structural equation modeling analysis. *Journal of Nursing Management.* doi:10.1111/jonm.12947

Yang, S., Huang, H., Qiu, T., Tian, F., Gu, Z., Gao, X., & Wu, H. (2020). Psychological Capital Mediates the Association Between Perceived Organizational Support and Work Engagement Among Chinese Doctors. *Frontiers in Public Health, 8.* <https://doi.org/10.3389/fpubh.2020.00149>

Zito, M., Emanuel, F., Molino, M., Cortese, C. G., Ghislieri, C., & Colombo, L. (2018). Turnover intentions in a call center: The role of emotional dissonance, job resources, and job satisfaction. *PLoS one, 13*(2), e0192126.

## Affiliations and Corresponding Information

**Denise Aleia Regoso**

St. Paul College of Bocaue – Philippines

**Mharc Anthony Perez**

St. Paul College of Bocaue – Philippines

**Joshua Simon Villanueva**

St. Paul College of Bocaue – Philippines

**Anna Monica Jose**

St. Paul College of Bocaue – Philippines

**Timothy James Esquillo**

St. Paul College of Bocaue – Philippines

**Ralph Lauren Agapito**

St. Paul College of Bocaue – Philippines

**Maria Ashley Garcia**

St. Paul College of Bocaue – Philippines

**Francheska Ludovico**

St. Paul College of Bocaue – Philippines

**Jhoselle Tus**

St. Paul College of Bocaue – Philippines