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Moderating Effect of Eco-caring on Workplace Stress and Burnout of Female Employees

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Abstract

Nature connectedness is linked with a low level of anxiety, decreased psychological distress, and a negative relationship with stress and burnout. However, few studies explored the eco-caring dimension of eco-spirituality in the context of the workplace. Thus, this study explored the moderating effects of eco-caring on workplace stress and burnout among female employees. This quantitative study employed a moderation research design, utilizing a cross-sectional survey of 574 female employees across various industries in Metro Manila. The researcher selected the participants through convenience sampling. They completely answered eco-caring items on the eco-spirituality scale, the workplace stress scale, and the burnout assessment test. Based on the results, it was found out that female employees have a high level of eco-caring, which means that they express a high level of concern for and involvement with ecologically conscious actions and viewpoints; a low average level of perceived stress related to the workplace, which means that they report fewer occurrences of absenteeism, improved productivity, improved job satisfaction, and fewer mental and physical health problems; and a low level of burnout, which means that working women feel empowered, in control of their work, and have higher rates of personal fulfillment. The results also showed a strong correlation between workplace stress and burnout. The findings indicated that higher levels of workplace stress are significantly associated with higher levels of burnout. Moreover, the direct effect of eco-caring on burnout was small and not significant. This suggests that when considered independently of workplace stress and the interaction, eco-caring does not significantly predict burnout. Based on the findings, future research may explore potential moderators or mediators of the workplace stress-burnout relationship.

Keywords: eco-spirituality, eco-caring, workplace stress, burnout

Introduction

A positive work environment ensures employee performance and prevents excessive stress, which can impair job performance (Shammout, 2021). It was noted that there is a connection between employee productivity and the office setting. The workplace environment's behavioral elements have a bigger impact on output than only its physical elements (Massaoudi et al., 2017). As mentioned by Quilon & Perreras (2020), the productivity of employees was linked to their working environment. It claimed that the working environment of employees can affect their general well-being and ability to do their jobs (Quilon & Perreras, 2020). The work environment, which models efficacy and efficiency, has an impact on the behavior of the employees (Shammout, 2021; Sugma, 2022). Enyina & Uwa (2023) concluded that an employee's work behavior affects their performance at work. Additionally, employee satisfaction with the workplace environment boosts productivity (Massaoudi et al., 2017; Sugma, 2022).

Increased output and better performance are results of positive stress, whereas numerous issues at work and in the business emerged because of negative stress. Job stress results when employees' skills, knowledge, and talents do not align with organizational requirements (Bharathi & Gupta, 2017) and job demands (Sajid et al., 2021). Stress in the workplace is a process that involves a trade between an individual and their workplace (Tran et al., 2020). Many workers experience stress, which in the worst situations causes uncertainty and seriously impairs performance and health (Sajid et al., 2021). When an employee feels discomfort because of the work environment and perceives an imbalance in job demands, work stress is experienced, which will eventually develop into work burnout (Sajid et al., 2021; Chen et al., 2022). Moreover, personal issues such as worsening relationships at home (Timotius & Octavius, 2022), work overload, the physical workspace, work-related circumstances, and disputes between coworkers and supervisors (Sajid et al., 2021), as well as contracting diseases (Timotius & Octavius, 2022), are all examples of workplace stress.

Unmanaged workplace stress can lead to burnout. Stress can occur when the workload assumption and the employee's contribution, such as converting the burden into results, are misaligned. Certain illnesses and conditions may cause this dysfunction to become a risk factor for both physical and mental professional tiredness (Robina-Ramirez et al., 2021). The condition significantly impacts the economy, families, the workplace, and the health and well-being of its affected individuals. Burnout is characterized by physical and mental tiredness, cynicism, diminished accomplishment, and mental impairment (Calitz, 2022). It shows up as exhaustion and annoyance (Chen et al., 2022). Burnout affects a person's authority execution and is impacted by both prosperity and inconvenient factors such as increased absenteeism, reduced efficiency, and increased turnover rates (Chadha, 2024). Additionally, it is linked to several adverse outcomes, including low organizational commitment, job unhappiness, and a high likelihood of resignation.

Molnar et al. (2024) revealed that work-family conflict, emotional demands, and workplace commitment predict high burnout. This means that the employee's capacity to carry out a specific set of tasks has been affected (Prasetya et al., 2020). Hence, it has a detrimental effect on worker performance (Chen et al., 2022).

Employee job satisfaction and psychological well-being were impacted by demanding working conditions and a lack of workplace flexibility, which resulted in poor work performance, plans to leave, and physical and mental fatigue. Occupational burnout not only reduces job satisfaction but also intensifies employee perceptions of job instability and adverse organizational outcomes (Costin et al., 2023). People who are burned out are emotionally spent, depressed, and disengaged from their jobs, which results in poorer performance, stifled innovation and creativity, accidents at work, absenteeism, and physical and mental ailments (Gabriel & Aguinis, 2022). Burnout affects work-related well-being, manifesting through negative work-related attitudes and performance, as well as dysfunctional behaviors (Lee, 2015). Some employ programs to avoid stress and burnout involving higher mental functions such as transcendental meditation and prayer (Chirico et al., 2020). Under the tenets of beauty, perfection, and kindness, transcendence enables workers to provide directionality at work, enabling them to overcome unforeseen circumstances and lessen their negative impact (Robina-Ramirez et al., 2021). Studies have demonstrated that regular exercise can alleviate burnout symptoms across various professions. It can also lower the risk of exhaustion; lower anxiety, stress, and depression levels; improve mood; increase physical well-being; and improve work performance, physical and mental disposition, and physical fitness (De Moraes et al., 2019).

The physical and spiritual components of life must constantly be under control and in peak shape when performing daily tasks, especially for an employee performing his job (Timotius & Octavius, 2022). Additionally, leadership techniques have been proposed to reduce burnout and enhance life quality, translating into better job satisfaction and productivity (Sharma et al., 2022). Moreover, Prasetya et al. (2020) stated that organizations have a responsibility to maintain employee satisfaction to reduce stress and burnout levels. Employees should be able to take breaks as needed to refuel emotionally, and company policies should be flexible. A flexible workplace policy boosts productivity and reduces stress at work. The company's internal communications must be open, equitable, and supportive of psychological safety (Sharma et al., 2022). An organization must maintain employee satisfaction to lower stress and burnout (Prasetya et al., 2020). Hence, management should support the development of a positive work environment, emphasizing the need to prioritize employee well-being and establish a policy that promotes wholesome work practices (Kumar, 2021). Such practices will determine the long-term sustainability of an organization (Aryanti et al., 2020). Positively, there is mounting evidence that exposure to natural settings may have positive effects on a variety of mental health and psychological well-being outcomes. Natural settings, like the trickling of a

stream or the dappling of sunlight through tree leaves, may provide this ability with an opportunity to refuel. After being exposed to natural settings, participants showed improved performance on attention-related activities, which was associated with reduced stress. Likewise, employees who have physical access to greenery reported the lowest levels of stress, and both visual and physical access improved workplace attitude and perceived stress levels (Perrins et al., 2021).

One way to change workplaces to support employee well-being is to intentionally use contact with nature (Largo-Wight et al., 2011). According to Menardo et al. (2022), a restorative workplace, one that incorporates natural elements, has been shown to improve work performance by lowering stress and weariness. Moreover, Daniels et al. (2022) confirmed that spending time in nature while working lowers stress and enhances cognitive function. Furthermore, Perrins et al. (2021) found that after controlling for activity type, location, and participants' trait levels of nature-relatedness, engagement with more natural outdoor environments was significantly linked to lower states of anxiety. Further, pro-ecological activities involved in planting vegetation, habitat creation, maintenance, or restoration hold the potential to improve mental well-being and influence sustainable behavior (Baker et al., 2024). The best use of environmental elements to promote wellness and maintain ecological sustainability is through adopting eco-friendly practices (Moghbeli et al., 2024). Environmental connection and the use of natural resources may be affected by spirituality (Filho et al., 2022). Thus, spirituality and nature have a connection and are associated with quality and meaning in life (Chirico et al., 2023).

Furthermore, studies have linked a strong connection to nature to burnout, which spirituality mitigates (Mohamed et al., 2022). The connection between the environment, based on nature, and humans can relate to something bigger than themselves and provide people with the ability to heal themselves. Things that are done in the garden, such as praying, thinking, reflecting, meditating, and enjoying the beauty of the natural world, may all be put into practice to enhance mental health (Ahmad & Bakar, 2023). In the study done by Quilon (2024), eco-spirituality in terms of caring predicts autonomy and personal relations with others among female workers. The study highlighted that showing care for the environment means achieving a sense of independence and improving one's dealings with other people. Additionally, Suganthi (2020) discovered that corporate social responsibility partially mediated the relationship between eco-spirituality and performance. The study revealed that the employees' income served as a moderating factor. Employers who have low-income staff members must instill in them a respect for the ecological environment. Moreover, Rompay et al. (2023) attest to the value of spending time in nature to combat selfishness and associated mental health problems. Likewise. Ahmad et al. (2024) mentioned that integrating spirituality and time spent in nature promotes mental and emotional healing.

Studies mentioned that nature connectedness is linked with low levels of anxiety (Perrins et al., 2021); decreased psychological distress (Wigley et al., 2025); and negative relations to stress and burnout (Payne et al., 2020). But few studies explored eco-spirituality (Suganthi, 2019) in the context of the workplace (Quilon, 2024; Onubi, 2024; Suganthi, 2020). According to Suganthi (2019), there is a need to work on the impact of various dimensions of eco-spirituality on other constructs and variables. Thus, this study explored the moderating effect of eco-caring on workplace stress and burnout among female employees. Moreover, this study added to existing studies related to *Laudato Si', which is* caring for our common home, and the Sustainable Development Goal, which is gender equality, since the participants of the study are limited to female employees.

Statement of Research Problem

Does eco-caring have a moderating effect in the relationship between workplace stress and burnout?

Statement of Specific Objectives:

Specifically, this study intends to answer the following

1. What is the level of eco-caring of female employees?
2. What is the level of workplace stress of female employees?
3. What is the level of burnout of female employees?
4. Does workplace stress have a significant relationship with burnout of female employees?
5. Is eco-caring having a moderating effect in the relationship between workplace stress and burnout?

Review of Related Literature

Eco-caring. Generally, eco-spirituality stresses one's connection to nature, either because of one's own relationship with the environment or because of humanity's innate reliance on it (Billet et al., 2023). Eco-caring, as one of the dimensions of the eco-spirituality scale (Suganthi, 2019), focuses on how we can engage with and participate in the environment to discover purpose and richness in life while also taking care of it, nurturing it, and being aware of nature and the changes occurring. Specifically, love and care for nature is a profound affection and concern for the natural world, which encompasses both an understanding of its inherent worth and a sense of personal obligation to keep it safe. It also means sentiments of awe, wonder, and fascination in nature, which are persistent emotions that are thought to arouse feelings of caring (Perkins, 2010). According to Yao et al. (2021), engaging in natural environments has a significant positive effect on human health because stress can be reduced, and health eventually

improves. Thus, exposure to green environments has health benefits. Moreover, people who re-establish a connection with nature report feeling less stressed, having more energy, sleeping better, experiencing less chronic pain, and recovering from surgeries and accidents more quickly. Relationship with nature, as sensual-spiritual creatures, offers a space for wonder, amazement, healing, and development (Fisher, 2015).

Workplace Stress and Burnout. Stress in the workplace is a significant environmental factor that has the potential to have a detrimental effect on the physical health and productivity of workers (Tran et al., 2020) and mental health (Lee & Lee, 2024). Sharma & Tripathi (2023) explain that workplace stress refers to the level of mental and physical strain that workers experience due to their jobs, while job satisfaction measures how content individuals are with their occupations and work environments. This occurs when job demands do not align with a worker's skills, resources, and desires. Workplace stress can lead to harmful physical and mental health effects. Additionally, stress at work is linked to illnesses resulting from stressors, including extended workdays or heavy workloads (Davies, 2021); deteriorating relationships between superiors and subordinates; and worsened relationships at home (Timotius & Octavious, 2022).

Chronic workplace pressures are the cause of employee burnout. Emotional tiredness, depersonalization, and a decline in personal accomplishment are the hallmarks of job burnout, a protracted reaction to ongoing emotional and interpersonal stressors at work (Kumareswaran, 2023). Burnout frequently persists concealed and, over time, can lower a person's productivity and well-being, not to mention result in long-term health problems (Ghosh, 2020). Numerous employees encounter stress at work due to non-work-related circumstances like family issues, which makes it harder for them to handle work-related stress (Davies, 2021). Further, due to human physiologic reactions, the work environment significantly contributes to workplace stress (Timotius & Octavious, 2022), and the result is viewed as a matter of workplace structure and organization (Davies, 2021). This becomes one of the most challenging difficulties in achieving organizational success (Tran et al., 2020).

Robina-Ramirez et al. (2021) located four sources of stress that stem from both personal and work-related factors. These are job insecurity and work overload; conflicts and misunderstandings of roles and how they relate to leadership styles; physical factors like lighting, temperature, and worksheet design; and personal factors like personality issues or strained relationships. Likewise, Tran et al. (2020) mentioned that the workplace has evolved into a setting where stress levels are high. Five factors can define any stressful situation at work in the day-to-day operations of the organization, such as the role of the employee in the organization based on their level of responsibility; professional development related to promotions, job security, and career development opportunities; interpersonal relationships in the workplace that can lead to

conflictive social relationships involving harassment, discrimination, and threats; the organizational climate in relation to management style; the execution of work tasks and their performance; and the type of participation in planning as well as the absence of rewards for work done (Robina-Ramirez et al., 2021).

Higher levels of stress are associated with lower levels of employee productivity (Bui et al., 2021). Among the primary factors are job satisfaction, long hours, performance pressure, and interpersonal issues, causing conflict among workers. Stress affects employee motivation, morale, and productivity. Additionally, lack of employment, excessive workload, strict deadlines, and stretch or unattainable goals result in health issues like heart disease, depression, and insomnia (Pfejfer-Buczek et al., 2023). Consequently, both internal and external factors, such as abusive socio-labor situations, can be the source of stress at work. Lack of personal values that make it hard to manage stressful situations can also be the cause (Robina-Ramirez et al., 2021). Knowing the factors that contribute to employee stress allows employers to take steps to reduce it and establish workplace initiatives that are supportive. Finding and analyzing the trigger points accurately enables the creation and adaptation of successful stress-reduction techniques to each person's unique demands (Pfejfer-Buczek et al., 2023). In this study, workplace stress and burnout of female employees are measured. Thus, the researcher hypothesizes:

H1. Workplace stress positively predicts the burnout of female employees.

Eco-caring, workplace stress, and burnout. Exposure to natural settings is positively correlated with a lower risk of stress. The natural environment may act as a protective factor against mental illness. This was confirmed in the study done by Zhang & Liu (2023) that natural connectedness has a positive effect on employee well-being, such as life well-being, workplace well-being, and psychological well-being. Moreover, enhanced green space around the area helps decrease stress risk through stress measurement (Yao et al., 2021).

When compared to the built-up environment, urban parks have generally had a rehabilitative effect. The urban green space has seen a rise in positive feelings and a decline in mood disturbance. Compared to an urban built-up city center, short-term trips to urban parks significantly impact stress reduction (Aziz et al., 2021). Olafsdottir et al. (2018) mentioned that walking in nature improved mood more than watching nature scenes or physical exercise alone.

One theory that predicts that resilience-boosting natural ecosystem services will immediately promote intense emotions and square negative feelings is the stress reduction theory. It suggests that the existence of nature triggers happy feelings as an evolutionary reaction to safety and survival. When people observe or are exposed to the kinds of natural environments that have been essential to our evolutionary past, they experience less physiological and psychological stress (Aziz et al. 2021). Moreover, it implies that stress levels can be successfully

reduced, and restorative effects can be obtained from familiar and safe natural settings to which humans have adapted over time. According to this theory, being in nature might cause favorable physiological and psychological reactions, which lower stress and enhance cognitive function. It emphasizes the connection between less stress, more good feelings, and improved cognitive performance in natural environments (Ramanpong et al., 2025). Boiral et al. (2019) mentioned the necessity of employees maintaining contact with natural places and the sense of separation from natural ecosystems that permeates most organizations. The advantages of being connected to nature for enterprises are mostly linked to improved contact with local stakeholders, heightened understanding of environmental issues, adoption of green workplace practices, stronger attachment to place, and employee well-being. In this study, the researcher explores whether eco-spirituality, specifically eco-caring, helps in workplace stress and burnout of female employees. Thus, the researcher hypothesizes:

H2. Eco-caring has a moderating effect in the relationship between workplace stress and burnout of female employees.

Conceptual Model and Operational Framework

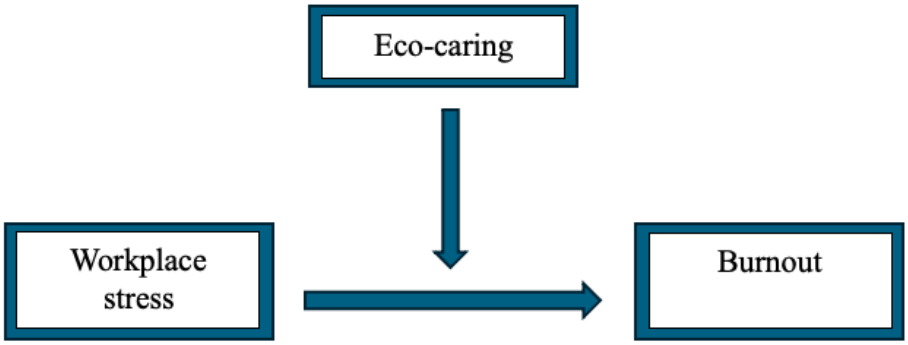
Theoretical Framework/Philosophical Underpinning. This is anchored on the job demand-resources, or JD-R, model by Demerouti et al. as cited by Davies (2021). According to this model, overwhelming demands at work can have a detrimental effect on an employee, including fatigue or burnout. There are four primary demand types: workload, physical environment, work-life balance, and emotional involvement. Since the exchange of labor for compensation is a primary goal of the employment relationship, demands are not always a bad thing. From this angle, the demands represent what the employer wants to gain from the partnership. Problems arise only when demands exceed expectations, resources lack adequate buffering, or both. It is important to remember that the types of expectations that employees face will probably differ depending on their position. Moreover, job resources refer to a range of elements, including compensation, job security, autonomy, voice, and encouraging co-workers or managers, that encourage or assist employees in doing their duties. Positive results produced by job resources are sometimes referred to as work engagement. The premise is that an individual’s access to resources will enable them to feel inspired or engaged in their work. Further, two relatively distinct processes, such as a health impairment process and a motivating process, are triggered by job demands and resources. The two processes are not wholly unrelated, though, as employment resources can act as a buffer against the detrimental effects of job demands, including burnout, in addition to inspiring drive. Any given resource's effectiveness in meeting job needs likely depends on the nature of those demands (Davies, 2021).

Following the JD-R Model, workplace stress and burnout of working females can be lessened when they are exposed to job resources such as nature connectedness as well as nature-caring activities, which will eventually result in job satisfaction and high job performance. Thus, the researcher assumes the hypothesis that eco-caring has a moderating effect on the relationship between workplace stress and burnout.

Operational Framework

Figure 1.

Illustrating how eco-caring change the relationship between workplace stress and burnout



The framework shows the relationship of workplace stress, which is identified as the independent variable, to burnout, which is signified as the dependent variable. The strength of the relationship between the two variables was tried to be influenced by the presence of the moderating variable, which is eco-caring. This study considers the interaction of eco-caring with the relationship between workplace stress and burnout.

Methodology

Research Design

This study aims to determine the moderating effect of eco-caring on work stress and burnout of female employees. Hence, this study used a moderation research design. This investigated how a third variable, which was the moderator, influences the relationship between an independent variable and a dependent variable.

Research Approaches

To determine the moderating effect of eco-caring on work stress and burnout among female employees, this study utilized a cross-sectional survey.

Research Participants/Respondents.

Female employees who are currently employed in different industries in Metro Manila were considered participants of this study. This study did not include the demographic profile of the participants.

Sampling Design.

This study utilized non-probability convenience sampling and gathered 574 female employees in Metro Manila. Qualified participants were selected based on their willingness to join the study by agreeing to the informed consent and completely answering the two survey questionnaires, such as the eco-caring items of the eco-spirituality scale, the workplace stress scale, and the burnout assessment test.

Measurement and Instrumentation.

This study used research instruments such as the caring dimension of the eco-spirituality scale and the workplace stress and burnout assessment tool. Specifically, *the Eco-spirituality scale* measures emotional and spiritual state about nature with a 7-point Likert scale ranging from 1 (strongly agree) to 7 (strongly disagree). This study focused on the eco-caring dimension, which deals with how people care for the environment. It is composed of 5 items with a reported internal consistency of 0.920. The higher the score, the higher the eco-caring (Suganthi, 2019). In the case of eco-spirituality, specifically eco-caring, a median of 6 was used to interpret the scores (Quilon, 2024). The internal consistency of eco-caring items in this study is .97.

Moreover, *the* ***Workplace Stress Scale*** *is* used in identifying and understanding job-related stressors. It is composed of 8 statements encompassing common workplace stressors. Studies have shown good internal consistency with Cronbach's alpha values typically exceeding 0.80, indicating good consistency among the scale's items. The scores can be interpreted as high results indicating higher workplace stress (American Institute of Stress, n.d.). Workplace stress with a total score of 15 or lower means chilled out and relatively calm; total score of 16-20 means fairly low; total score of 21-25 means moderate stress; total score of

26-30 means severe; and a total score of 31-40 means stress level is potentially dangerous. The current reliability of workplace stress is .91.

Lastly, *the* ***Burnout Assessment Tool*** measures four core dimensions, such as exhaustion, which refers to severe loss of energy that results in feelings of both physical and mental exhaustion; mental distance, which refers to strong reluctance or aversion to work, indifference, and cynicism; cognitive impairment, which refers to memory problems, attention and concentration deficits, and poor cognitive performance; and emotional impairment, which refers to intense emotional reactions such as anger or sadness and feeling overwhelmed by one's emotions. The internal consistency for BAT-12 is high, with values exceeding 0.80 for the total scale and 0.70 for its subscales. It has been confirmed that the shortened 12-item version of the BAT is like that of the original 23-item version, and it is suited for group assessment in organizations (Schaufeli & De Witte, 2023).Thus, this study used the shortened 12-item version of the BAT and computed for the total scale of burnout. Mean scores were interpreted using the statistical norms for the BAT such as scores with ≤ 1.50 means low; $1.51 - 2.35$ means average; $2.26 - 3.17$ means high; and ≥ 3.18 means very high. Moreover, the computed Cronbach's alpha for the present study is .94.

***Research Procedures of Data Collection*.**

This study aims to determine the moderating effect of eco-caring on workplace stress and burnout; therefore, this is identified as quantitative research. Moreover, this study used a nomothetic approach since it aims at establishing cause-and-effect relationships and testing hypotheses (Henryk, 2022).

Female employees were selected as participants of the study. Those who are currently employed were invited to participate through the sending of a Microsoft Form to their emails. The form contains informed consent asking for their voluntary participation in the study as well as assurance of confidentiality of information that was gathered from them. Upon clicking their agreement to participate, they were asked to answer items for eco-caring, workplace stress, and burnout. However, those qualified participants who wish not to participate in the study may click their disagreement to participate and will no longer proceed to the survey questionnaire. They were redirected to the end of the Microsoft form.

During the data gathering, the Microsoft form required the participants to log in to their email before they could access the informed consent; thus, answers were limited to one participant, one entry only. Further, the date and time they access the Microsoft form, as well as their agreement or disagreement to participate in the study and answers to the survey questions, are included in the gathered data report, which can be retrieved in Microsoft Excel format. Furthermore, the

informed consent included the objective of the study, the time allotment for answering the survey questionnaire, and a statement that indicated that the data acquired would be kept confidential and would be used for research purposes only.

Research Ethics Approaches.

The researcher made sure that this study is free from falsification and manipulation of data, as well as ensured that it is free from conflict of interest. Moreover, accuracy in terms of research methods and process was followed based on research guidelines from selecting and voluntary participation of selected female employees, up to retrieving research data, analysis, and interpretation of results.

The survey questionnaires included in the Microsoft form were shared through email with selected female employees who voluntarily agreed to participate and finished answering the form completely until the end of the form. Likewise, the researcher is open to presenting accurately generated research data, data analysis, and interpretation to maintain research integrity. Also, the gathered raw data were kept and available anytime for checking and sharing. In addition, the researcher is willing to disclose if there are any conflicts of interest regarding this research study. Presently, there are no conflicts of interest to reveal.

***Data Analysis/Analytical Tools*.**

In analyzing and answering the level of eco-caring, workplace stress, and burnout, mean and standard deviation were used. Moreover, in determining the relationship between workplace stress and burnout, the Pearson product-moment of correlation was utilized, while Hayes Process Macro was used to determine if eco-caring has a moderating effect on workplace stress and burnout. The data was processed using SPSS.

Results and Discussion

Table 1

Descriptive Statistics and Correlations for Study Variables

Variable	*n*	*M*	*SD*	1	2	3
1. Eco-caring	574	5.47	1.71	—	.035	.019
2. Workplace Stress	574	19.29	6.70		—	.784**
3. Burnout	574	2.37	0.78			—

** Correlation is significant at the 0.01 level

Level of eco-caring, workplace stress, and burnout. Eco-caring in Table 1 presents a low mean score of 5.47 with a moderate degree of response variability (SD = 1.71). This implies that, on average, the sample's participants expressed a low level of concern for and involvement with ecologically conscious actions and viewpoints. Based on the findings, working women are less environmentally conscious and responsible. They are less likely to demonstrate conservation practices by using public transportation, recycling, cutting back on electricity and water use, and selecting sustainable goods. Additionally, they may exhibit pro-environmental attitudes by less prioritizing environmental conservation in their views and values. In the same vein, they sometimes participate in environmental protection initiatives. They also less carefully consider the products and services they buy, not considering their effects on the environment. Koohi et al. (2014) confirmed that women and the environment have always been intimately related, and they either directly or indirectly benefit from this circumstance. Jackson (1993) supported the findings by stating that women have a unique and intimate bond with nature, and they are especially compassionate and selfless when it comes to managing the environment. However, even with their natural skills and managerial aptitudes, they cannot fully address environmental issues to protect the environment and their rights.

Additionally, Table 1 shows that workplace stress has a fairly low score of 19.29 with a standard deviation of 6.70. This indicates a relatively low average level of perceived stress related to the workplace among the participants. Like eco-caring, the standard deviation suggests individual differences in the experience of workplace stress. This means that female employees report fewer occurrences of burnout and absenteeism, improved productivity, improved job satisfaction, and fewer mental and physical health problems. According to Bui et al. (2021), low stress scores were significantly associated with higher productivity scores. Likewise, low workplace stress means high job satisfaction (Sharma & Tripathi, 2023). The findings are also supported by the study done by Padilla (2021) & Bui

et al. (2021) that gender has no significant relationship in measuring job stress. This implies that gender does not impact the work stress levels of employees. Consequently, to maintain the low level of workplace stress, Rao (2023) identified the proactive steps that organizations and businesses can take, which include encouraging a positive work atmosphere, efficiently handling workloads, providing work-life balance programs, putting programs in place to assist employees, and delivering stress management training. He also mentioned that it is important to identify and manage stress in the workplace in order to establish a more fruitful and satisfying work environment. Moreover, employers can improve workers' job satisfaction, well-being, and general performance by managing stress and creating a positive work environment (Rao, 2023).

Similarly, as illustrated in Table 1, the mean score for burnout was 2.37 with a standard deviation of 0.78. This suggests that, on average, the participants reported a high level of emotional exhaustion, cynicism, and reduced professional efficacy, which are the core dimensions of burnout. The standard deviation points to some variation in burnout levels within the sample. Based on the results, working women feel less empowered and less in control of their work and have lower rates of professional fulfillment. Lei et al. (2025) assert that job performance influences job burnout. The study found a significant correlation between academic staff's superior performance and reduced job burnout. Employee organizational commitment is stronger, and job satisfaction is higher when there is a better person-organization fit. When workers are happy with their jobs and want to stay with the company for the long run, they are less likely to feel physically and mentally exhausted (Zeng & Hu, 2024).

Relationship between workplace stress and burnout. Table 1 also displays the Pearson correlation coefficients (r) between each pair of variables. A small, positive correlation was observed between eco-caring and workplace stress as well as burnout. This suggests a fragile tendency for higher levels of eco-caring to be associated with slightly higher levels of workplace stress and burnout. However, a strong, positive, and statistically significant correlation was observed between workplace stress and burnout. This evidence suggests that higher levels of perceived workplace stress are significantly associated with higher levels of burnout among selected female employees. The study by Salama et al. (2022) supports the findings, demonstrating a causal relationship between job burnout and work stress. The results of the study indicated that work stress has a considerable and favorable impact on three- and four-star hotel employees in Egypt. Likewise, Zeng & Hu (2024) concluded that work pressure positively influences job burnout among IT employees. Similarly, Prasetya et al. (2020) cited that doctors' and nurses' work stress and burnout affect their work performance. The result implies that unmanageable work conditions and chronic work pressure eventually lead to burnout regardless of profession and gender.

Table 2

Results of moderation analysis using PROCESS (Model 1)

Independent variables	**Burnout (Y)**				
	Coeff	SE	t	LL	UL
Workplace Stress (X)	.0911	.0030	30.0625	.0851	.0970
Eco-caring (W)	-.0047	.0122	-.3870	-.0286	.0192
X*W	-.0004	.0019	-.2021	-.0040	.0033
F			.0408		
R^2			.0000		
Moderator	**Conditional direct effect of X on Y**				
(Eco-caring)	Effect	SE	t	LLCI	ULCI
Low	.0917	.0046	19.9617	.0827	.1007
Mean	.0911	.0030	30.0625	.0851	.0970
High	.0905	.0040	22.8851	.0827	.0983

N= 547, LLCI = lower limit confident interval; ULCI = upper limit confident interval

Moderating effect of eco-caring on the relationship between workplace stress and burnout. Table 2 presents the results of a moderation analysis conducted using PROCESS Model 1, which examines whether eco-caring (W) moderates the relationship between workplace stress (X) and burnout (Y). The analysis was conducted on a sample of 547 participants.

Burnout was significantly predicted by the entire regression model, which included workplace stress, eco-caring, and their interaction term, Adj-R^2=.614, F(3,570)=303.7142, p<.0001. This suggests that the model can account for roughly 61% of the variation in burnout. P-values of workplace stress (p=.0001) is significant, while eco-caring (p=.6989) and intercept (p=.8399) are not significant. The overall performance of the regression model shows that the residuals are generally centered around zero, which is encouraging. The fact that the modified R Square (0.614) and the R Square (0.615) are so close to one another indicates that the predictors are indeed helpful and the model is not unduly complicated. Finally, both predictors have excellent tolerance (.999) and VIF (1.001) values, indicating that multicollinearity is not an issue in this model. It shows that the model's coefficient estimations are accurate and that the predictors are not redundant.

In terms of main effects, burnout was significantly positively impacted by workplace stress (β=.0911, SE=.0030, t=30.0625, p<.0001). This suggests a correlation between burnout and elevated levels of workplace stress. This effect's 95% confidence interval was between .0851 and .0970.On the other hand, eco-caring has no discernible direct impact on burnout (β=-.0047, SE=.0122, t=-.3870, p=.6989). Moreover, eco-caring had no statistically significant effect on burnout, as indicated by the 95% CL for this effect, which varied from -.0286 to .0192. The overall model significantly predicted burnout. This indicates that workplace stress, eco-caring, and their interaction collectively explain a substantial portion of the

variance in burnout. Workplace stress was a strong and significant positive predictor of burnout. This evidence indicates that higher levels of workplace stress are significantly associated with higher levels of burnout.

In terms of interaction effects, burnout was not significantly predicted by the interaction between workplace anxiety and eco-caring (β=−.0004, SE=.0019, t=−.2021, p=.8399). The shift in R^2 due to the inclusion of the interaction term was negligible (.0000), and the F-test for this variation was not significant (F(1,570)=.0408, p=.8399). The interaction effect's 95% confidence interval was between -.0040 and .0033. This implies that there is no discernible difference in the degree of the association between workplace stress and burnout among different eco-caring levels. The direct effect of eco-caring on burnout was small and non-significant. This suggests that, when considered independently of workplace stress and the interaction, eco-caring does not significantly predict burnout. The interaction term between workplace stress and eco-caring was also small and non-significant. This evidence suggests that the strength of the relationship between workplace stress and burnout does not significantly differ across varying levels of eco-caring in this model.

In terms of conditional effects of workplace stress at different levels of eco-caring, with a 95% confidence interval of [.0827, .1007], the impact of workplace anxiety on burnout was significant (β=.0917, SE=.0046, t=19.9617, p<.0001) at one standard deviation below the mean of eco-caring. Similarly, with a 95% confidence range of [.0851, .0970], the impact of workplace anxiety on burnout was equally significant at the mean level of eco-caring (β=.0911, SE=.0030, t=30.0625, p<.0001).Likewise, with a 95% confidence interval of [.0827, .0983], the impact of workplace anxiety on burnout was still significant at the highest observed degree of eco-caring (β=.0905, SE=.0040, t=22.8851, p<.0001).The findings imply the lack of a significant interaction term suggests that the magnitude of this effect is not statistically affected by the level of eco-caring, even though the effect of work anxiety on burnout remained positive and significant across all levels of eco-caring that were analyzed.

The results of this moderation analysis indicate that workplace stress is a strong and significant predictor of burnout. However, eco-caring does not significantly moderate this relationship in the current sample. The positive association between workplace stress and burnout holds regardless of an individual's level of eco-caring. While higher workplace stress leads to higher burnout, the strength of this effect is not statistically different for individuals with low, moderate, or high levels of eco-caring. Further, the study confirmed that occupational stress harms burnout and that an individual's degree of eco-caring does not appreciably change this basic link in selected working women. Organizations should prioritize strategies to reduce workplace stress to ensure the well-being of their employees. Regardless of their opinions about the environment, all employees are likely to benefit from stress-reduction interventions.

Moreover, this finding implies that in the context of working women, eco-caring does not seem to significantly mitigate or amplify the detrimental effects of workplace stress on burnout, even though it may be significant for other outcomes such as pro-environmental behavior or organizational citizenship behavior centered on sustainability. This is because it just targets one aspect of stress at work and might not significantly change organizational elements that lead to burnout, like heavy workload, lack of control, and unsatisfactory work-life balance. Moreover, the challenges of handling emotions in a professional context are not specifically addressed by eco-caring. Further, the findings may lead to additional research that may answer the reason why eco-caring does not serve as a moderator; that may identify the potential of the nature of the job or facets of eco-caring to affect the relationship of the variables in various samples or situations; or there may be a more important moderating influence from other organizational factors or personal resources.

Conclusion

Based on the findings, burnout is substantially correlated with greater felt levels of workplace stress among selected female employees. The outcome suggests that, regardless of occupation or gender, intolerable working conditions and ongoing work pressure eventually result in burnout. However, in the current sample, eco-caring had no discernible moderating effect on this association. This means that regardless of a female employee's degree of eco-care, there is a strong correlation between professional stress and burnout.

Female employees' commitment to environmental issues might be driven by their personal values, moral beliefs, or a sense of global citizenship, which may not be directly linked to the daily stressors and emotional exhaustion they experience in their workplace, while high levels of stress deplete their emotional and cognitive resources, leading to feelings of exhaustion. Prolonged exposure to stressors can also lead to detachment from work and a diminished sense of accomplishment; these are all core components of burnout. Moreover, the participants' level of concern and engagement with environmental issues does not significantly alter the impact of workplace stress on their experience of burnout.

This study has several limitations. It only focuses on eco-caring, work anxiety and burnout. This did not explore demographic aspects such as years of service, employment status, and work current position at work (rank and file level or supervisory/managerial level). Future research may examine the effect of demographic variables on eco-caring and work anxiety. Moreover, this study only explored eco-caring and did not consider other factors about environmental engagement and care. Future research may explore potential moderators or mediators of the workplace stress-burnout relationship. Additionally, the findings of the study cannot be generalized since it is applicable only to female employees. Future research may consider male employees as participants. Moreover, future

researchers may consider using other scales on nature connectedness or exposure to urban green spaces to study their role in work stress and burnout. Based on the findings, there is a need for female employees to manage work stress and burnout to avoid its negative effects. This could take the shape of workshops, programs, and modular training that their companies arrange through the human resources division. In particular, programs focused on green activities, which include recycling, composting, paperless offices, and waste minimization. Additionally, employers' support of workers' workload, autonomy, and mental health may be linked to the success of these initiatives. In the long run, this will decrease their burnout and possibly restore their motivation to work. Likewise, inclusions of stress management workshops, counseling, and flexible scheduling into existing sustainability or CSR initiatives to capture both well-being and environmental goals. Lastly, burnout indicators and turnover intentions may be monitored before and after the implementation of such programs to evaluate effectiveness and inclusion in organizational policies.

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